

NARRAGANSETT BAY COMMISSION



Operating
BUDGET

A COMPONENT UNIT OF THE STATE OF RHODE ISLAND

FISCAL
YEAR
2 0 1 2

Vincent J. Mesolella, Chairman
Raymond J. Marshall, P.E., Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Narragansett Bay Commission
Rhode Island**

Special Capital Recognition

For the Fiscal Year Beginning

July 1, 2010

Two handwritten signatures are present. The one on the left is a stylized signature, and the one on the right is 'Jeffrey R. Simon'.

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, 2010. The GFOA also awarded NBC Special Capital 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. In order to obtain Special Recognition the governmental unit must obtain outstanding ratings in certain categories by all three reviewers. This award is valid for a period of one year only. We believe that the current budget continues to conform to the program requirements, and we will submit it to GFOA to determine its eligibility for another award.

Contact Information:

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

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

www.narrabay.com

Narragansett Bay Commission

Fiscal Year 2012 Budget

Board of Commissioners

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

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Richard D. Worrell

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



Photo: Overlooking Waterplace Park in downtown Providence

Narragansett Bay Commission

Fiscal Year 2012 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 user rates, wastewater infrastructure construction, industrial pretreatment, public awareness, and education.

Harold Gadon, Chairman

Howard Schacter, Vice Chairman

Lou Blais

Ted Bragger

Marci Cole Ekberg

Anthony Ferri

Chris Hannifan

Phillip Holmes

Chandrasekhar Mohanty

Armand Oliver

Michael Quinn

Jane Sherman

Kristen Sullivan

Michele Zwerver



Photo: Sunset over Narragansett Bay

Narragansett Bay Commission

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Executive Director's Message

Fiscal Year 2012 Budget Summary



Raymond J. Marshall, P.E.
Executive Director

The Narragansett Bay Commission's FY 2012 Operating Budget is 4.2% higher than the prior year and continues NBC's commitment to provide excellent service at the lowest possible cost.

The FY 2012 budget reflects an increase in Operating Revenues of 3.2%. This is primarily due to a 3.3% increase in user rates for debt service and debt coverage effective July 1, 2011. Non-Operating Revenue shows a net increase of 23.5% on a year-to-year basis, due to increases in the transfer from operating capital and miscellaneous revenue, as well as budgeted revenue fund balance.

With respect to expenses, budgeted Operating Supplies and Expense is 2.0% higher than the prior year, with the majority of the increase related to personnel costs and utilities expense associated with the new operations building and Biological Nutrient Removal facilities (BNR) at NBC's Field's Point Wastewater Treatment Facility. Budgeted Debt Service is 6.2% higher than the prior year as the result of a \$30 million SRF loan executed in FY 2011 and programmed new debt. Operating Capital Outlays are 13% higher, while the Debt Service Coverage shows a year-to-year increase of 3.1%. The net effect of these changes is a 4.2% increase in total expense compared to FY 2011.

Year-to-Year Operating Budget Comparison

	FY 2011 Budget	FY 2012 Budget	Percent Change
Revenues			
Operating Revenue	\$ 77,327,544	\$ 79,778,095	3.2%
Non-Operating Revenue	4,012,778	4,954,053	23.5%
Total Revenue	81,340,322	84,732,148	4.2%
Expenses			
Operating Supplies/Expense	36,306,457	37,044,184	2.0%
Debt Service	32,801,375	34,819,271	6.2%
Debt Service Coverage	9,684,712	9,989,640	3.1%
Operating Capital Outlays	2,547,778	2,879,053	13.0%
Total Expense	\$ 81,340,322	\$ 84,732,148	4.2%

“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: Providence River downtown.

Introduction

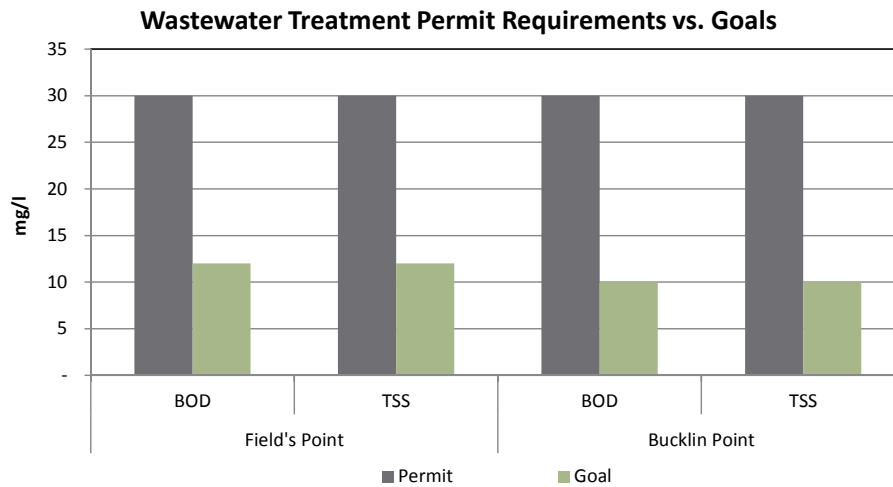
The Narragansett Bay Commission (NBC) is pleased to present its FY 2012 operating budget. This budget reflects NBC’s dedication to water quality improvement through continued investment in capital improvements, the effective operation of its wastewater treatment and collection system, along with water quality monitoring. This budget also demonstrates NBC’s commitment to providing excellent service at a reasonable cost to its ratepayers through the careful allocation of resources.

NBC Outlook

NBC’s operating and capital budgets are based on the objectives and priorities outlined in NBC’s Strategic Plan. The Strategic Plan provides the framework of NBC’s long-term priorities over the next ten years. This narrative serves to link the allocation of resources in the FY 2012 budget to the relationship between each program’s short-term service level objectives and NBC’s long-term strategic goals.

Core Business

NBC’s core business goal in FY 2012 and beyond is the successful operation and maintenance of the treatment and collection systems to ensure that federal and state requirements are met or surpassed. NBC’s Rhode Island Pollution Discharge Elimination System (RIPDES) permits contain limits of 30 milligrams per liter (mg/l) for both Biological Oxygen Demand (BOD) and Total Suspended Solids (TSS). BOD and TSS levels are wastewater industry standards for measuring the effectiveness of wastewater treatment and the quality of effluent discharged into the receiving waters. The chart on the following page documents NBC’s FY 2012 clean water goals of achieving treatment levels superior to the permitted treatment levels at both the Field’s Point Wastewater Treatment Facility (WWTF) and the Bucklin Point WWTF.



Another treatment goal is the attainment of seasonal total nitrogen of 5 mg/l from May to October at both the Field's Point and Bucklin Point WWTFs. NBC is required by its Consent Agreement with the Rhode Island Department of Environmental Management (RIDEM) to attain these seasonal total nitrogen limits. In order to achieve this goal, NBC initiated construction of new Biological Nutrient Removal (BNR) Facilities at Field's Point in FY 2009 and will expend \$17.3 million on this project in FY 2012. This project is being funded in large part with financing through the federal American Recovery and Reinvestment Act or ARRA that includes a "principal forgiveness" component of \$8.5 million. The project's total cost estimate is \$72 million with final completion in FY 2015. The new facilities will be brought on-line as they are completed and operating costs of approximately \$692,000 associated with the new Operations Building, blowers, and other equipment are included in this year's budget. With respect to the nitrogen removal facilities at Bucklin Point, final design plans were submitted to the RIDEM in December 2010. Construction is projected to begin in FY 2012, with programmed expenses of \$7.4 million this year and a total project cost of \$52.7 million.

This year's budget also reflects NBC's continued commitment to the investment in capital projects required to meet current and future federal and state requirements. In FY 2012, the NBC will initiate construction of the CSO Phase II Facilities, the second phase of the three-phased project. Required as part of a Consent Agreement with RIDEM, this project is currently estimated to cost \$343 million and will be completed in FY 2017. To facilitate construction, this project has been separated into thirteen different contracts and expenditures of \$51.5 million are programmed in FY 2012.



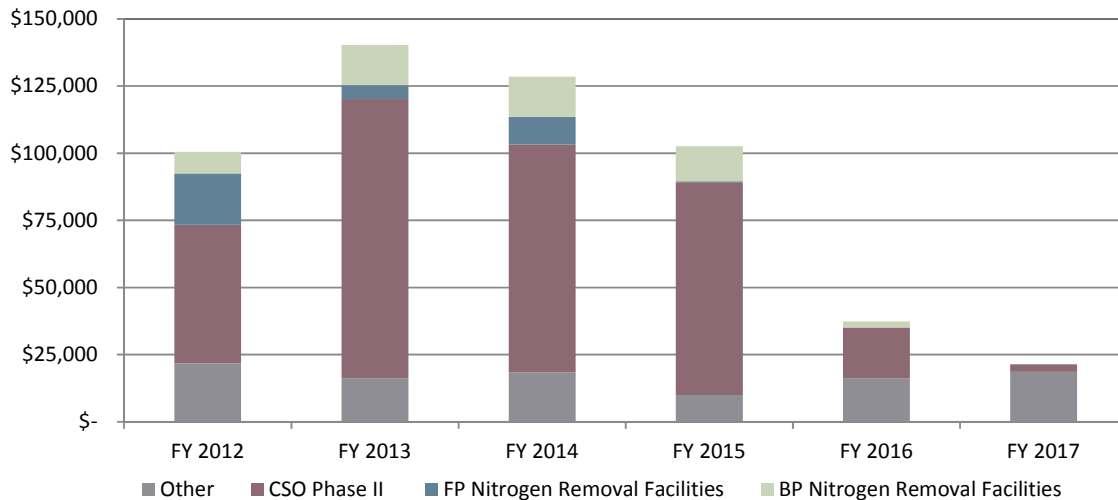
Photo: Interior view of a wind turbine

As part of NBC's core business, environmental performance and financial management goals, NBC's FY 2012 budget reflects investments in "green" technology with two projects. NBC's Wind Turbine project at Field's Point will convert wind energy into electricity using three 1.5 mega-watt turbines. Current plans call for net-metering of the electricity with the majority to be used on-site. This project is currently underway with \$10.6 million of planned expenditures in FY 2012. The project is scheduled to be complete in September 2013 at a total cost of \$14.9 million. At Bucklin Point, NBC plans to use a combined heat and power system to convert the methane byproducts of the biosolids digestion process to generate both electricity and heat energy for use within the wastewater treatment facility. This process will reduce NBC's carbon footprint and reduce the dependency on fossil fuels. Estimated construction costs are \$2.4 million, with expenditures of

\$1.9 million programmed in FY 2012. The projected net savings from these two projects increases from nearly \$800,000 in FY 2013 to \$985,000 in FY 2017.

NBC's Capital Improvement Program (CIP) identifies 51 projects totaling approximately \$530.7 million that are either in progress, to be initiated, or to be completed during the fiscal years of 2012 – 2017. Of that total, approximately \$100.5 million of the programmed expenditures are in FY 2012 with an additional \$430.3 million to be spent over the five-year period of FY 2013 – 2017. The graph below shows NBC's CIP by major project.

**FY 2012 - 2017 Capital Improvement Program
(in thousands)**



Environmental Performance

NBC's environmental strategic goal is to continuously evaluate and minimize NBC's impact on the environment. NBC accomplishes this goal through its sampling and data analysis efforts, and this budget includes support for those programs. NBC's monitoring program has expanded in response to state and federal mandates. NBC is required by its RIPDES permits to perform sampling of both wastewater treatment plants daily, and also to monitor industrial pretreatment, manholes, and river and bay bacteria levels. It is anticipated that new RIPDES permits will impose limits for enterococcus bacteria. This budget also continues to fund NBC's Environmental Monitoring for Public Access and Community Tracking (EMPACT) project, which evaluates receiving water quality at certain buoy and fixed station sites and provides the means to measure water quality improvements resulting from NBC's treatment plant upgrades and the CSO Phase I facilities. The FY 2012 budget includes an increase of approximately \$50,000 in lab supplies for the Laboratory and Environmental Monitoring and Data Analysis (EMDA). Also included in this year's budget is \$94,000 in newly identified capital outlay needs for the replacement of aging and outdated Laboratory equipment. The budget also includes \$65,000 in operating capital for a data warehousing project being undertaken by the EMDA section.



Photo: NBC employees sample a manhole

Financial Management

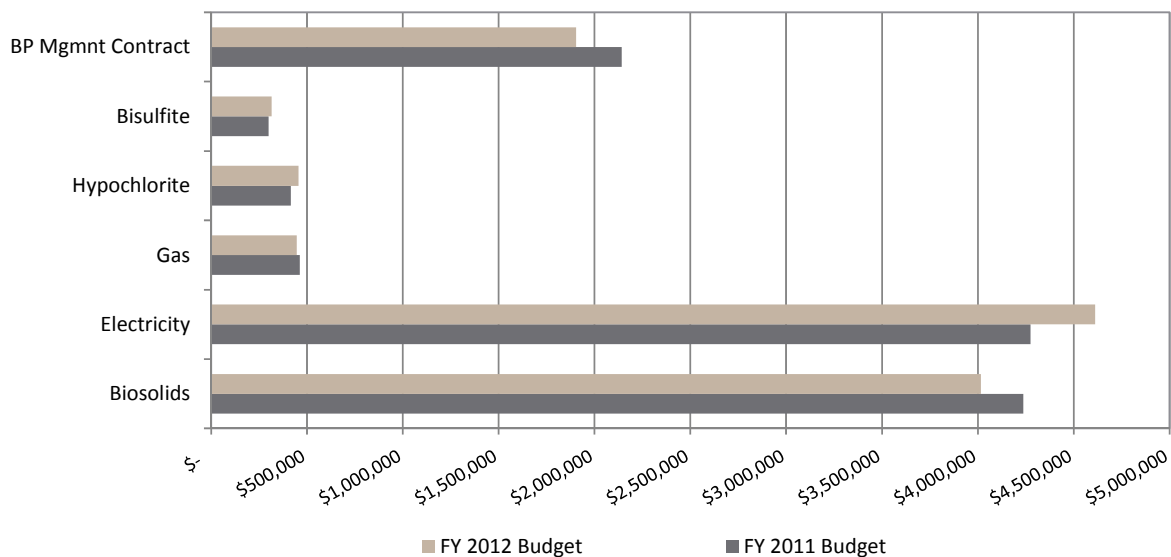
The most significant financial challenges facing NBC include financing the CIP along with the operation and maintenance of the new facilities once they become operational. This budget reflects a 3.3% increase in user fees approved by the Rhode Island Public Utilities Commission, effective July 1, 2011, for debt service and debt service coverage required to support the financing of the CIP. Fortunately, NBC saw a recovery in consumption based revenues in FY 2011 so, unlike previous fiscal years, additional rate base adjustments were not needed in FY 2012. In addition, NBC finished FY 2011 significantly under budget allowing the budgeting of an \$800,000 revenue fund balance in FY 2012. Overall, budgeted revenues are 4.2% higher on a year-to-year basis.

In terms of overall expense, the FY 2012 budget reflects a 2% increase in Operating and Maintenance (O&M) costs. Personnel costs comprise 54.0% of the total O&M and show a modest increase of 4.5% over the FY 2011 budgeted amount. This is the combined effect of contracted steps and cost of living adjustments (COLA) for union employees and merit increases for non-union employees, an increased employer contribution to the union retirement plan, the net impact of increased health insurance premiums and employee co-pays, and a reduction in budgeted turnover. In FY 2011, wages were frozen for both NBC’s union and non-union employees.

Operating Supplies and Expense represents 38.5% of the O&M costs and shows a net increase of \$151,000 or 1.1% in FY 2012 over FY 2011 levels. Electricity is the largest line item in this category and is budgeted \$337,000 higher than last year due to the demands of the new Field’s Point Operations Building and BNR equipment coming on-line in the FY 2012 budget year. Costs for chemicals are projected to increase, resulting in higher budgets in FY 2012 for hypochlorite of \$40,000 or 9.6% and bisulfite of \$16,000 or 5.4%. Offsetting these increases is a decrease of \$221,000 or 5.2% in the amount budgeted for biosolids disposal due to a continued decline in dry ton production. A lower natural gas supply rate will offset increased demand from the new facilities and result in a net decrease in budgeted gas expense of approximately \$16,000 or 3.5% on a year-to-year basis.

Professional Services makes up 7.5% of the O&M costs and the FY 2012 budgeted amount in this category is \$282,000 or 9.2% lower than FY 2011. This is primarily the result of lower soda ash usage at Bucklin Point, a line item that is carried in the Bucklin Point Management Contract. The chart below provides a comparison of the FY 2011 and FY 2012 budgets for large operating accounts.

Large Operating Supply and Expense Accounts



NBC anticipates additional borrowings in FY 2012 in order to support its capital program and has used the long-term financial model to structure new debt issuance such that ratepayer impact is minimized. Given the significant capital expenditures in FY 2012, this budget reflects additional borrowings resulting in a budgeted amount for debt service, programmed new debt and debt service coverage that is \$2.3 million or 5.5% higher than the FY 2011 level.

Staffing

NBC’s FY 2012 budget reflects organizational changes that will help NBC meet changing operational needs resulting from the implementation of new control system technology along with the responsibility for new facilities. The budget includes two new positions at the Field’s Point WWTF which have been funded through the elimination of funding of both an engineering position in the Engineering section and an administrative position in the Pretreatment section. In addition, funding for an Operator position in the Interceptor Maintenance section was transferred to Bucklin Point in order to support the increased instrumentation at that facility.

NBC’s strategic objective is to recruit, develop and retain highly qualified staff. To this end, NBC offers employees comprehensive benefits, reimbursement of tuition, and voluntary programs such as flexible spending plans. NBC has worked diligently to maintain a positive relationship with its employees and successfully negotiated three-year contracts with its union employees. In FY 2012, NBC will continue to offer a strong benefits package, and employees will increase their contribution to increasing health care costs through higher health care premium co-pays over the next three years. In addition, NBC will be launching a new Workplace Wellness initiative in FY 2012 that includes an incentive component for employees who actively participate in wellness programs.

Customer Service and Communication

NBC continues to remain customer-focused and provide excellent service. In FY 2011 NBC implemented on-line customer payments including electronic checks and credit cards. A convenience charge is now collected from customers paying with credit cards which will reduce NBC’s costs by \$70,000 in FY 2012. This budget also includes \$25,000 in operating capital outlays for enhancements to the customer service application.

In terms of communication, the FY 2012 budget continues to support its public relations program with the Woon Watershed Explorers educational program for Rhode Island 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. The FY 2012 budget also includes funding for the Chairman’s River Restoration program in which over 200 volunteers remove trash and other debris from rivers in the NBC service area. As part of its public outreach program, NBC also sponsors numerous public and educational forums and charitable campaigns.

Fiscal Year 2011 in Review

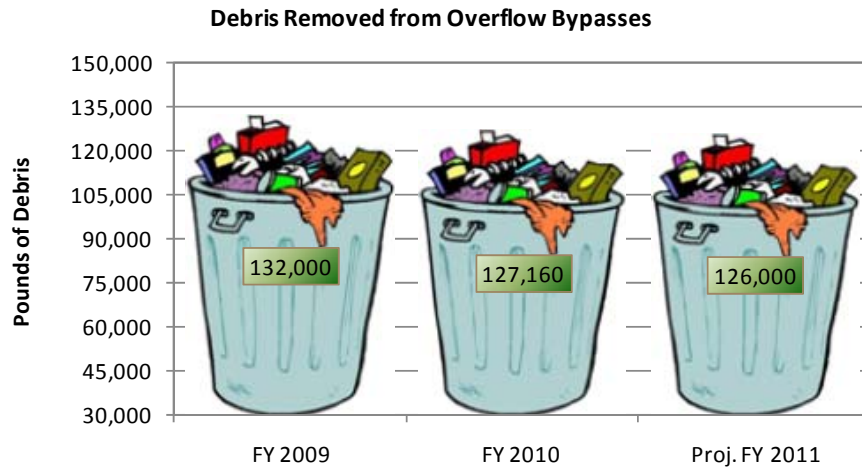
From a wastewater treatment standpoint, FY 2011 was another successful year for NBC. NBC completed the second full year of operating the CSO Phase I Facilities resulting in the capture and subsequent treatment of more than 2.7 billion gallons of combined water and wastewater. The table below shows that for every inch of rainfall, 23.42 million gallons of flow are captured, treated and safely discharged into receiving waters.

CSO Phase I Facilities - Collection of Flow

	FY 2009*	FY 2010	YTD FY 2011	Total
Rainfall (Inches)	28.49	57.25	30.62	116.36
Millions of Gallons (MG) of Flow Collected	735.92	1,364.46	603.55	2,703.93
MG per Inch of Rainfall	25.83	23.83	19.71	23.24

* Facilities operational in November 2008

In FY 2011, NBC’s Interceptor Maintenance section continued to remove large amounts of debris from the CSO Overflows. These efforts clear the collection system, increase capacity, and prevent the debris from polluting the area’s rivers and bay. The graph below shows the significant amount of material removed from the overflows on an annual basis. The amount of debris removed annually has remained relatively constant over the last three years and is projected to be 126,000 pounds in FY 2011.



NBC continued its monitoring initiatives in FY 2011, which included routine treatment plant sampling to determine compliance with standards, manhole, industrial user and septage monitoring and river, and bay monitoring to determine water quality after NBC discharges. In anticipation of expected new RIPDES permit requirements, NBC also began monitoring the concentrations of enterococcus bacteria in the discharge of both treatment plants in FY 2011.

	Number of Samples				
	2006	2007	2008	2009	2010
WWTF Monitoring	14,129	14,486	16,455	17,825	18,990
River & Bay Nutrient Monitoring	1,644	2,677	2,588	2,523	3,046
River & Bay Bacteria Monitoring	2,435	1,839	1,812	1,940	2,759
Significant Industrial User Monitoring	2,221	2,155	2,252	1,847	1,680
Manhole Monitoring	904	999	953	1,111	740
Septage Monitoring	312	313	314	311	313
Other	481	114	200	532	57
Total	22,126	22,583	24,574	26,089	27,585

With regard to operating goals, NBC’s EMDA program was awarded the NACWA’s National Environmental Achievement Award in Operations and Environmental Performance category for its Narragansett Bay Commission Receiving Water Monitoring Program. The Bucklin Point and Field’s Point WWTFs also received the NACWA Peak Performance Silver Award for outstanding compliance with National Pollutant Discharge Elimination System (NPDES) permit limits. In addition, Field’s Point won the Most Efficient Large Secondary Treatment Plant Award for performance in FY 2011 from the Narragansett Water Pollution Control Association.

NBC continued to make investments in capital projects and completed the Field’s Point WWTF Flow Control Efficiencies, Central Avenue Pump Station Improvements, and Pleasant Valley Parkway Interceptor Inspection and Cleaning projects. Construction of the Field’s Point WWTF BNR Facilities continued and some of the new equipment was brought on-line in FY 2011. With respect to Bucklin Point, design plans for the BNR upgrade and other improvements were submitted to the RIDEM in December 2010. Design plans for the CSO Phase II program were also submitted to the RIDEM at that time. The Phase II CSO Facilities consist of thirteen contracts,

including 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 constructed as part of Phase I. Five of these contracts were put out to bid in FY 2011.

From a financial point of view, FY 2011 was a strong year for NBC as billable consumption recovered and NBC projects that it will finish the fiscal year \$2.7 million under budget with respect to operations and maintenance expense and \$3.5 million under budget with respect to debt service. NBC executed a \$30 million loan from the RICWFA that included a principal forgiveness portion for “green” projects of approximately \$2 million. NBC’s actual interest expense was approximately \$1.8 million lower than projected on its outstanding variable rate demand obligations (VRDO) as a result of continuing low short-term interest rates. As a result of these factors, NBC was able to withdraw a rate increase application filed with the PUC, 73% of which was related to the rate base decline.

In addition, Standard & Poor’s reaffirmed NBC’s AA- credit rating, an outstanding outcome given the economic and financial difficulties facing municipal issuers. This credit rating will ensure NBC’s continued access to credit markets and is advantageous for the marketability of NBC’s variable rate debt (VRDOs). In FY 2011, NBC also successfully replaced the Letter of Credit backing the VRDOs and the market responded favorably with consistent pricing at or below the national index level.

NBC’s FY 2011 Operating Budget was awarded the GFOA Distinguished Budget Award for the ninth consecutive year with Special Recognition for Capital for the second consecutive year. NBC also was awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2010 Comprehensive Annual Financial Report, for the ninth consecutive year. NBC’s consistently sound financial performance is evident with 19 consecutive years of operating surpluses.

With respect to Information Technology (IT), NBC’s IT department implemented new performance management, sewer connection permit, on-line customer payment, and web-site applications. NBC uses Oracle’s database products which require significant effort to keep updated. This year IT completed the upgrades to the Financial and Customer Service applications. IT is also researching and preparing to migrate to Oracle’s version of Linux. This significant undertaking would lower maintenance fees and align the operating system, databases, and applications.

From a human resources standpoint, NBC is proud to share that it was the recipient of the 2011 Best Places to Work in Rhode Island Award, which involved the completion of a workplace assessment process including employee surveys and an inventory of company benefits, policies and offerings. NBC also received the annual Chamber of Commerce Worksite Health Award for the fourth consecutive year and several workplace wellness and training programs were offered to NBC staff.



Photo: A student examines a sample under a microscope at the annual student conference

From a public outreach perspective, NBC delivered its elementary educational program through the Woon Watershed Explorers Program to over five hundred elementary students in ten service area schools, as well as water quality education to high-school students. NBC also held its first “World Toilet Day” highlighting student art to bring attention to the lack of proper sanitary facilities in many underdeveloped countries. This innovative event was extremely popular and received excellent coverage from state and local press. In FY 2011 NACWA awarded NBC a National Environmental Achievement Award for Excellence in Public Information and Education for NBC’s documentary about the history of sewage treatment in Rhode Island.

NBC continued to work with the Rhode Island congressional delegation on green infrastructure and clean water trust fund bills, and provided support for NACWA for national environmental initiatives. NBC also performed community outreach with Providence neighborhoods concerned about CSO odor control and the planned construction of CSO Phase II.

Finally, as a testament to all the creative and challenging work that resulted in the construction of the CSO Phase I Facilities, water quality improvements have been documented and real world results have been realized. In May 2011, the shellfish closure policy for Narragansett Bay was modified, increasing the amount of rainfall that must occur before areas are closed to shellfishing. This is a direct result of the demonstrated effectiveness of NBC's CSO Phase I Facilities to capture and treat combined sewer overflows during wet weather events. This will result in an additional 65-80 days of shellfishing each year and directly impacts Rhode Islanders whose livelihoods depend upon the water quality of Narragansett Bay.

Summary

NBC continues to excel in environmental leadership and sound financial management, and its efforts have been recognized nationally. The awards mark NBC's commitment and dedication to the around-the-clock effective operation of its facilities, protection of public health, significant investment in new technologies and facilities and ongoing gratitude to its ratepayers. In FY 2012 NBC will continue to work to protect our community, ratepayers, and all Rhode Islanders through the enhancement of water quality in Narragansett Bay.

A handwritten signature in black ink, reading "Raymond J. Marshall". The signature is fluid and cursive, with the first name being the most prominent.

Raymond J. Marshall, P.E.
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

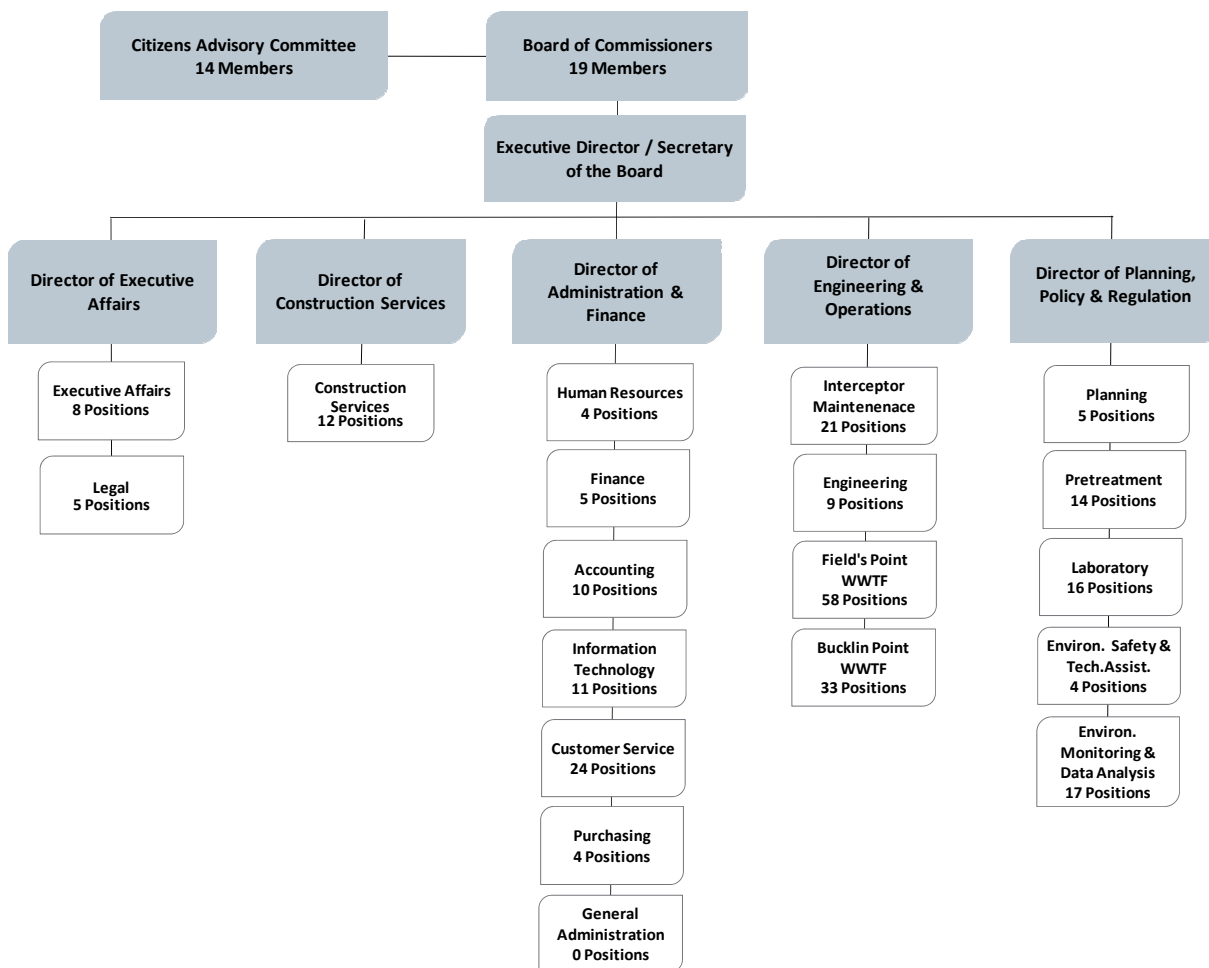
NBC is governed by a 19 member Board of Commissioners (Board). The Board consists of nine members representing the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates a balanced budget, to approving contracts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

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

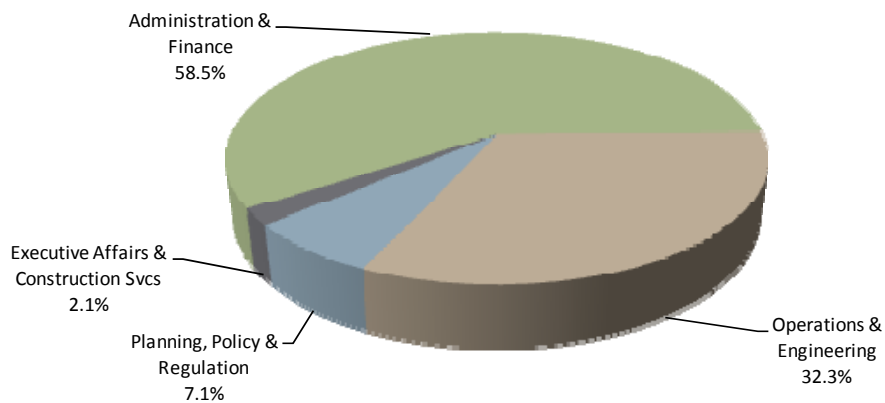
NBC Organization

NBC is comprised of a team of dedicated professionals who are committed to the fulfillment of NBC's goals. NBC's organizational structure consists of five Divisions headed by Division Directors who report to the Executive Director. Each Division is comprised of several sections. An organizational chart of NBC is located on the following page. The pie chart below the organizational chart shows the relative budgetary size of each Division. The next page contains a brief description of the Divisions and the responsibilities of each program or section level.

NBC Organization



FY 2012 Operating Budget by Division



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

Program Level Operational Responsibilities Overview

EXECUTIVE DIVISION:

Oversees all aspects of policy development, strategic planning, and agency management responsibilities.

Executive Affairs: Oversees all aspects of policy development, strategic planning, and agency management responsibilities.

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

CONSTRUCTION SERVICES DIVISION:

Oversees the construction of capital improvements to NBC's system of interceptors, pump stations and wastewater treatment facilities.

ADMINISTRATION & FINANCE DIVISION:

Provides administrative and support functions, including the finance department, and the customer service, purchasing, information technology, human resources and accounting functions.

Human Resources: Administers and processes employee records, recruitment & retention, workers' compensation, benefits and collective bargaining agreements.

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.

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.

Information Technology: Maintains all aspects of networks, telecommunications, hardware, software, and databases for the entire enterprise.

Customer Service: Provides accurate and timely billing of approximately 84,000 accounts in the NBC service area and all other aspects of providing excellent customer service.

Purchasing: Ensures the legal, timely and cost-effective purchasing of goods and services.

General Administration: Overhead section containing expenses such as debt service payments, insurance, workers' compensation, and various other expenses for the corporate office building.

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.

Interceptor Maintenance: Maintains interceptors and facilities which collect and transport wastewater to the NBC wastewater treatment plants within the Bucklin Point and Field's Point district.

Engineering: Plans and designs facilities needed for the collection and treatment of wastewater within the NBC's service area.

Bucklin Point WWTF: Operates and maintains the Bucklin Point facilities that treat one fifth of the state's wastewater flow.

Field's Point WWTF: Operates and maintains the Field's Point facilities in a way that will produce the highest quality effluent in the most efficient manner.

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.

Planning: Issues sewer connection, storm water and sewer alteration permits.

Environmental Monitoring & Data Analysis: Monitors water quality 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.

Pretreatment: Maintains the federally mandated pretreatment program and protects the NBC's wastewater treatment plants from toxins and pollutants.

Environmental Safety & Technical Assistance: Assists industrial and commercial customers in minimizing or eliminating the creation of waste and pollutants at the source.

Laboratory: Ensures the production of high quality analytical data through the use of diagnostic measurements in order to comply with federal and state regulations.

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

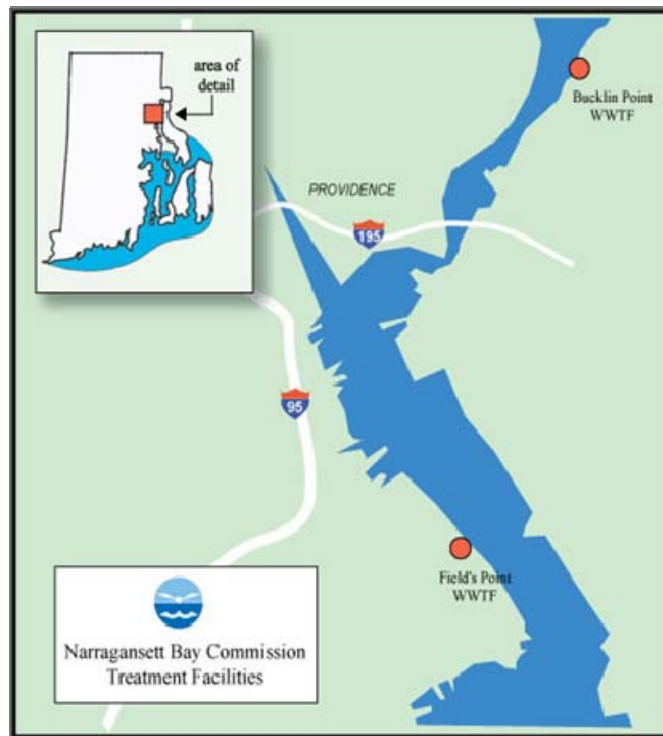
NBC executed a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) program. The first phase of the CSO Abatement Program was implemented in the fall of FY 2009. Additional CSO facilities must be constructed in Phase II and Phase III of the CSO program to address the remaining CSO volume. Currently, the CSO Phase II facilities have progressed to construction. NBC's RIPDES permit also limits total seasonal nitrogen to 5 mg/l from May to October at both the Field's Point and Bucklin Point WWTFs. Construction of nitrogen removal facilities at Field's Point is underway and the final design of new and upgraded nutrient removal facilities at Bucklin Point was completed in FY 2011.

Financial Obligations

As part of NBC's long-term debt issuance, the NBC must comply with the Continuous Disclosure requirements including the filing of 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 View of Field's Point

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 Avenue Pump Station in Johnston. The Ernest Street Pump Station is located adjacent to the Field's Point WWTF and handles 90% of the flow to Field's Point. The Field's Point Service Area also operates the Tunnel Pump Station which pumps flows stored in the Phase I CSO Tunnel to the Field's Point WWTF.

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 80 miles of interceptors in the Field's Point Service Area. NBC is engaged in a long-term construction program to minimize overflows from its combined sewers.

CSO Phase I Facilities

In FY 2009 NBC's CSO Phase I Facilities became operational. The centerpiece of the facilities is a three mile long, 250 feet deep tunnel. During periods of significant precipitation, drop shafts transport stormwater and wastewater from various locations along the route of the tunnel for collection and storage until the flows can be pumped to the Field's Point WWTF for safe treatment and discharge. Since the facilities became operational, over 2.7 billion gallons of flows that previously would have overflowed directly into rivers and Narragansett Bay have been stored and treated.



Photo: A view of a portion of the completed three mile long CSO Tunnel

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. 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.



Photo: Bucklin Point Wastewater Treatment Facility

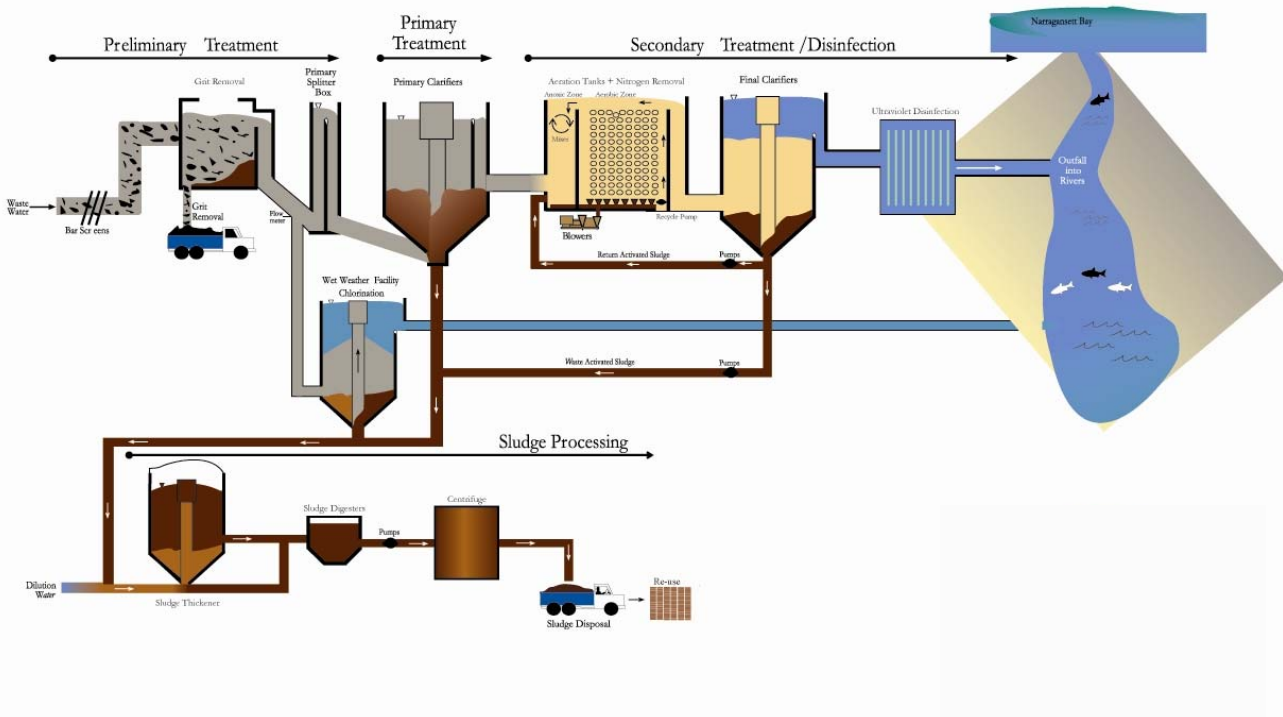
NBC also owns and operates three pump stations in the Bucklin Point Service Area including the Omega Pump Station (East Providence), Saylesville Pump Station (Lincoln) and Washington Highway Pump Station (Lincoln).

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

Wastewater Treatment Process

NBC works hard to protect the water quality of Narragansett Bay and its tributaries. NBC's task is to protect public health by taking billions of gallons of dirty water every year and making it clean. This is accomplished by operating on a twenty-four hour day, three hundred and sixty-five days-a-year basis.

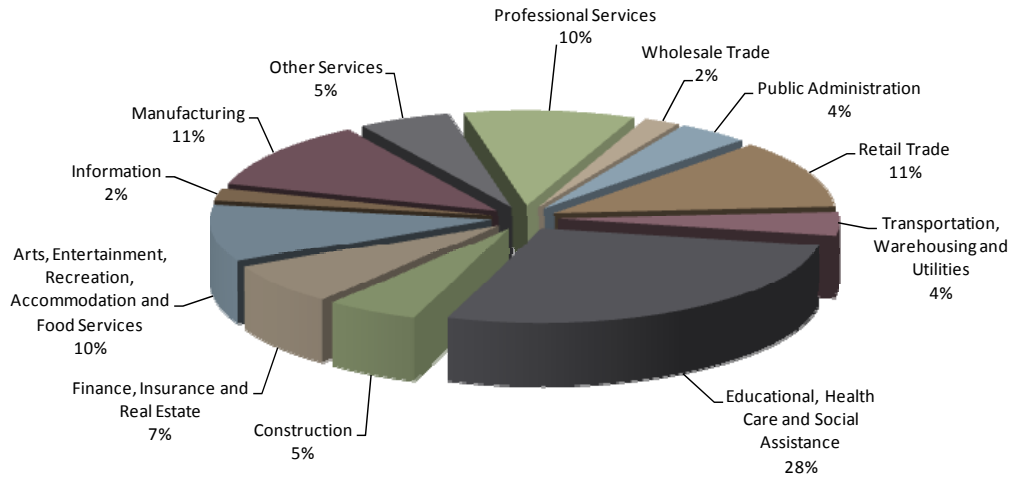
The schematic below shows the state-of-the-art treatment process at the Bucklin Point WWTF.



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 2009.

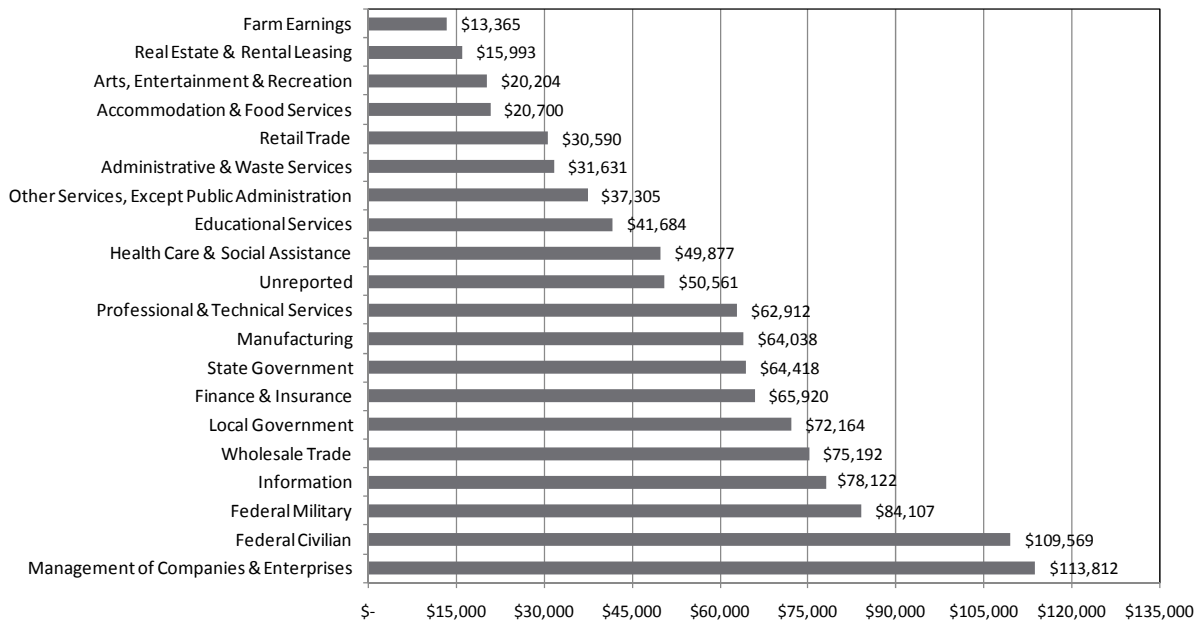
Estimated Employment by Industry



*Source: American Community Survey 2009

Employment in Rhode Island reflects the national trend towards increasing employment in the services sector. The chart below illustrates Rhode Island's average annual earnings per employee in each major industry for 2009.

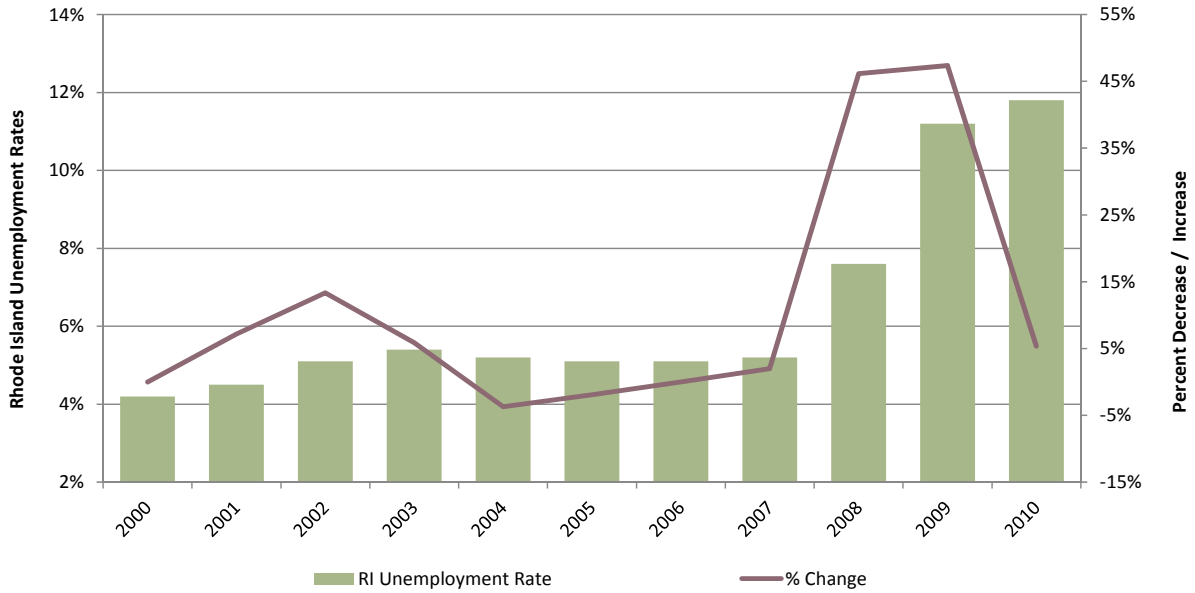
Rhode Island Average Annual Earnings per Employee by Major Industry



*Source: United States Regional Economic Analysis Project. Average Earnings by Job, Rhode Island 2009

The graph below, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures over the past eleven years for Rhode Island. It can be seen that the unemployment rate in Rhode Island has significantly increased since 2007. The unemployment rate increased approximately 5% from 2009 to 11.8% in 2010.

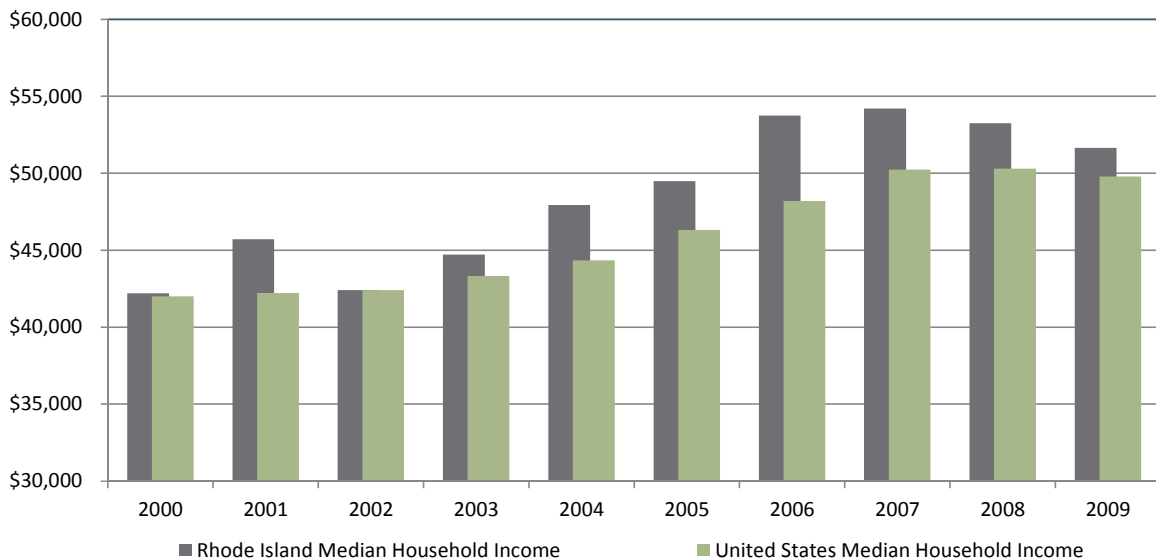
Rhode Island Average Annual Unemployment Rates



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

The graph below shows the median household income in Rhode Island for the years 2000-2009 compared to national statistics. Rhode Island's median household income has remained above the national average since the year 2000.

Median Household Income - Rhode Island vs. United States



*Source: United States Census Bureau – Historical Income Tables

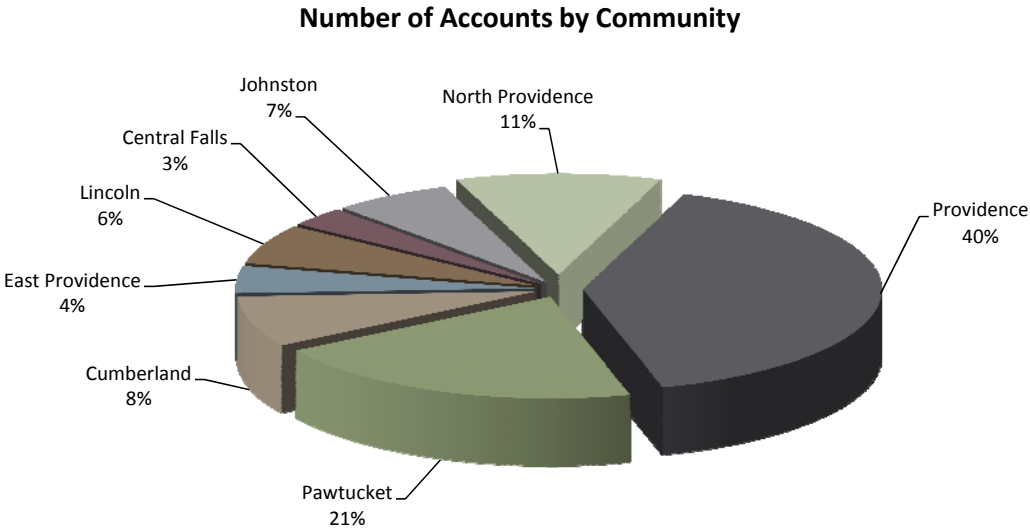
NBC Service Area

NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,800 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, the northern portion of East Providence and small sections of Cranston and Smithfield. The map below shows 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 eight major communities serviced by NBC, Providence, Pawtucket and North Providence account for the majority of users with 72% of the accounts. The following chart illustrates the distribution of accounts across the eight communities.

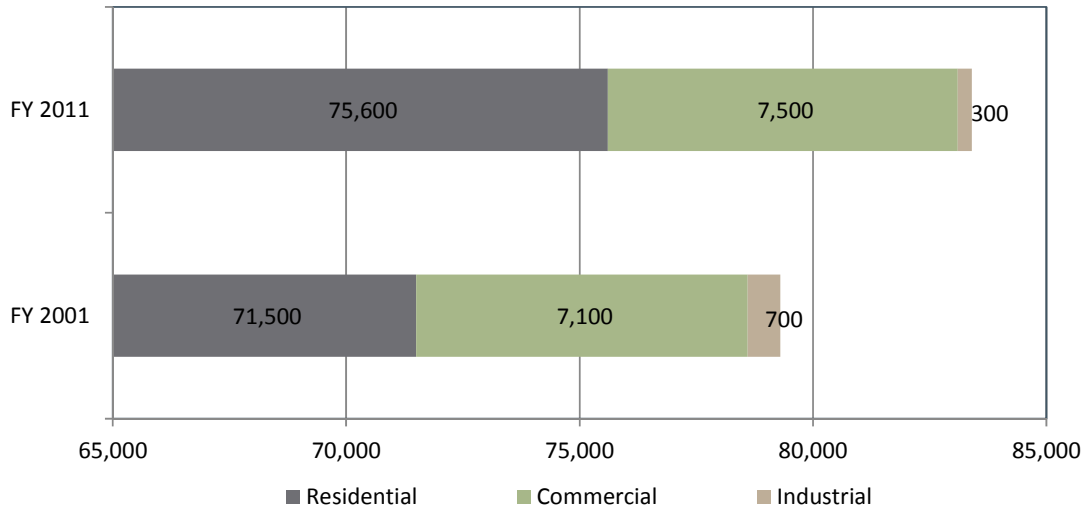


The residential customer class has approximately 75,600 accounts, while the non-residential class has approximately 7,800 accounts. The largest NBC customers are service and education providers and NBC’s ten largest customers based on FY 2010 billings are listed in the table below:

Customer	Total Annual Billing FY 2010	Percentage of Total Annual User Charges
Rhode Island Hospital	\$ 1,344,693	1.65%
Brown University	1,311,639	1.61%
Providence Housing Authority	1,269,187	1.55%
City of Providence	706,540	0.86%
City of Pawtucket	620,007	0.76%
Providence School Department	520,011	0.64%
Fairfield Residential	357,819	0.44%
Providence College	357,794	0.44%
Johnson & Wales	327,983	0.40%
State of Rhode Island	308,128	0.38%

Over the last ten years there has been a shift in NBC’s rate base, most notably as a result of a decline in the number of Industrial accounts. Since 2001, the number of Industrial accounts has decreased by 57% from 700 to 300. Over this same time period, the number of Residential and Commercial accounts has increased by 6%.

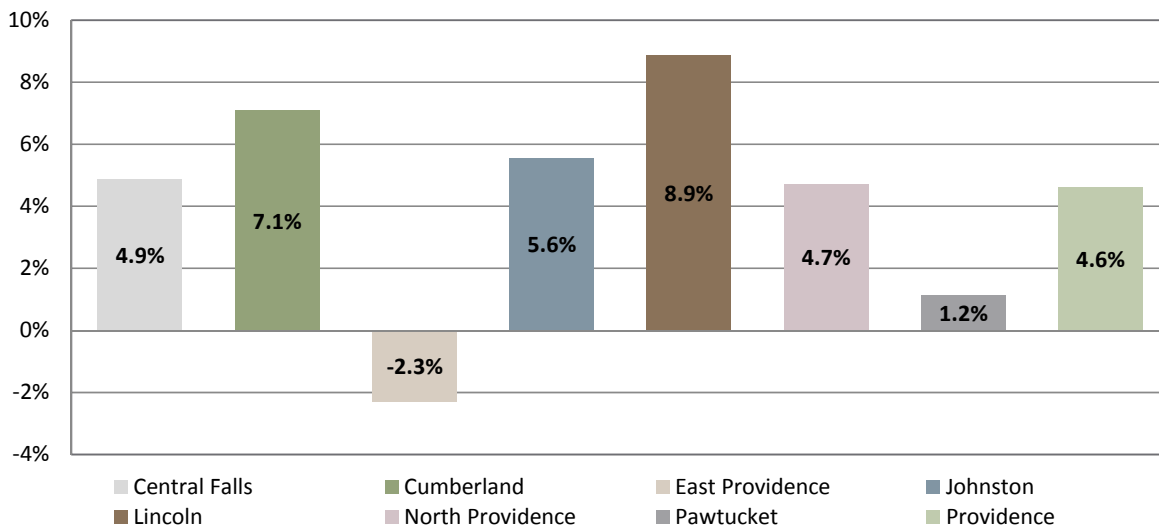
Number of Accounts by Customer Class



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

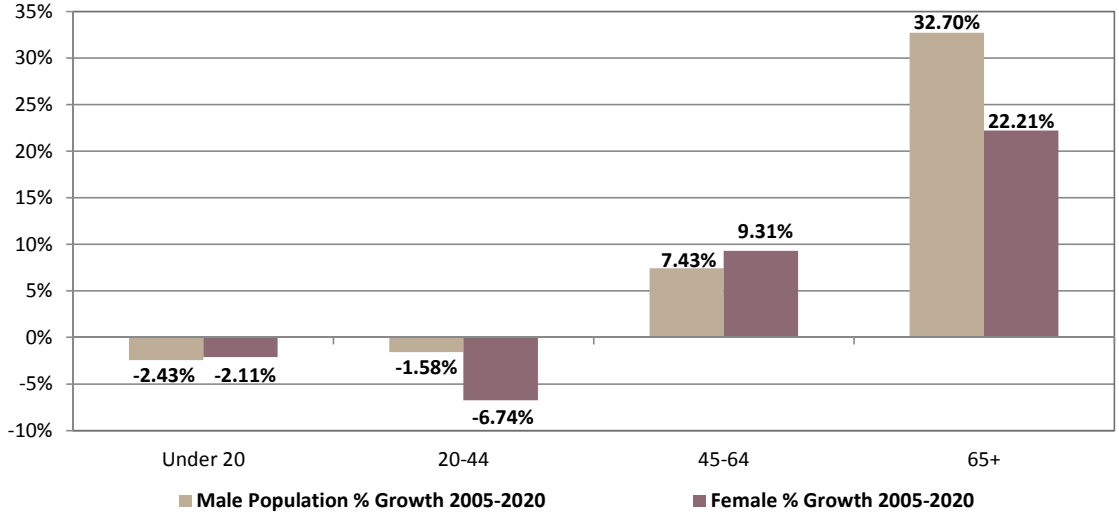
Projected Population Growth by City/Town 2005 - 2020



Source: Rhode Island Statewide Planning – Population Projections

The graph below illustrates the projected population growth from 2005-2020 in the NBC service area according to age group and gender. The population is projected to 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%.

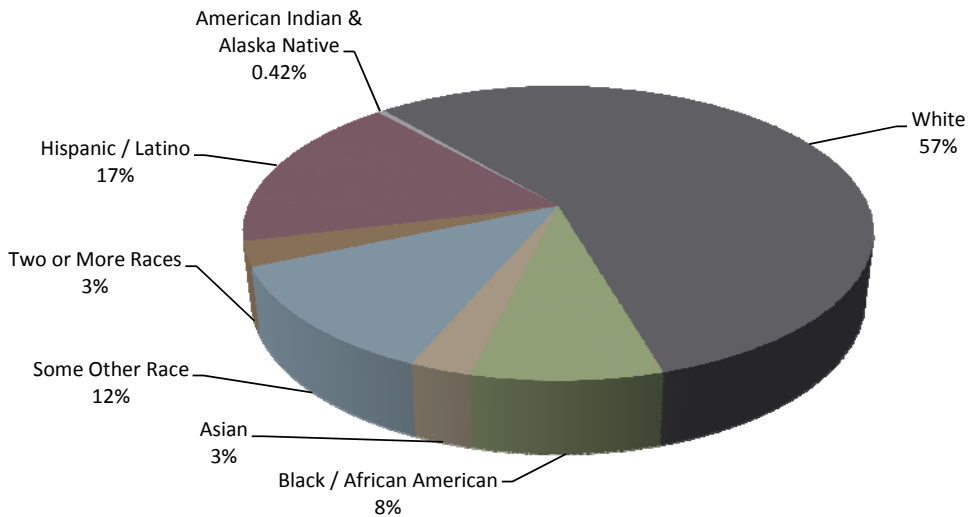
NBC Service Area Projected Population Percent Growth by Age Group and Gender 2005-2010



*Source: Rhode Island Statewide Planning- Population Projections

The chart below illustrates NBC’s service area population by race. As is evident in the chart, 57% of the population is white and 17% is Hispanic/Latino. The remainder of the population is composed of other ethnic groups.

NBC Service Area Population by Race



*Source: American Community Survey Population Estimates 2006-2008

The Strategic Plan and the FY 2012 Budget

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. To ensure NBC’s ability to meet its water quality objectives within the constraints of a regulated environment, NBC continuously strives to achieve the plan’s objectives and goals.

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. 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.

History of the Strategic Plan

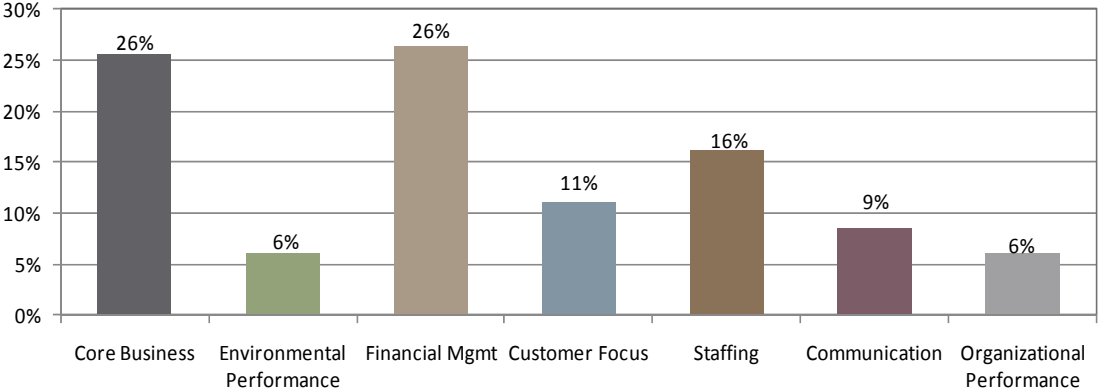
NBC’s first Strategic Plan was developed in 2004 with input from the outside stakeholders such as NBC’s Commissioners, Citizen Advisory Committee members, regulatory agencies, and other interest groups, as well as NBC staff. The Strategic Plan is a dynamic document and its content was expanded in 2005, 2006, and was revisited in 2011. The current revision awaits adoption by the Board of Commissioners on June 15, 2011. NBC strives to achieve the plan’s objectives and goals to demonstrate its environmental commitment and ensure compliance with current and future regulatory requirements. The goals of the Strategic Plan are listed below.

NBC’s Strategic Goals

Core Business Goal
Operate, maintain and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.
Environmental Performance Goal
Continuously evaluate NBC's environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.
Financial Management Goal
Manage NBC's finances through strong financial planning and controls such that the impact on sewer user charges is minimized.
Customer Focus Goal
Maintain a customer-focused attitude throughout the organization.
Staffing Goal
Attract, develop and retain highly qualified employees.
Communication Goal
Improve and enhance internal and external communications.
Organizational Performance
Ensure that the NBC organization is aligned with and supports our strategic goals.

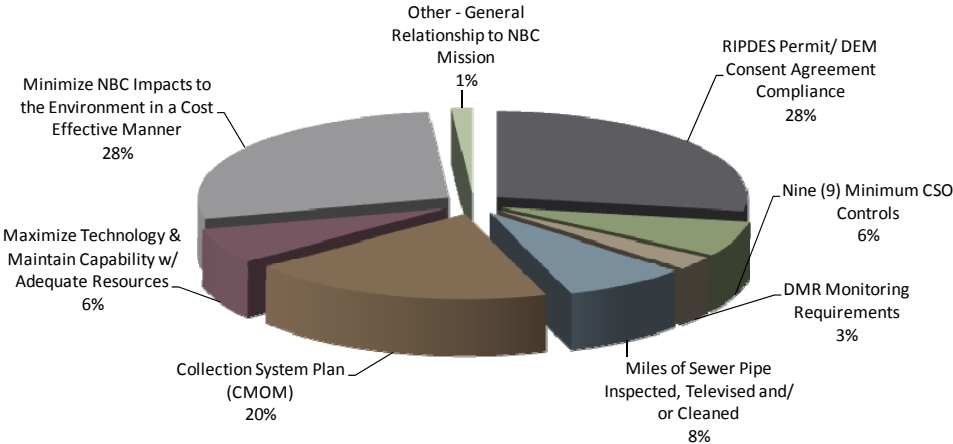
Finance and program managers worked to identify and incorporate Strategic Plan driven actions for achievement, service level objectives, and key target measures into their budgets. The Actions for Achievement or Service Level Objectives are linked to Target Measures and indicate a clear pathway between the long-term and short-term objectives. The Actions for Achievement and the Target Measures are further outlined in the Division Summaries section of this document. Program managers determined that 26% of the Actions for Achievement were aligned to both the Core Business and Financial Management goals. Staffing was identified through 16% of the Service Level Objectives. All of the objectives and measures were reviewed and approved by the Executive Director. The following graph illustrates the percentage of Actions for Achievement aligned with each 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 and NBC’s funding constraints, NBC evaluated proposed capital investments in light of their strategic value. NBC’s Strategic Plan ensures the ability to meet water quality objectives within the constraints of regulatory requirements through short term and long term objectives. As part of the CIP development process, project managers determine 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, as illustrated in the following chart.

Percentage of Capital Projects by Strategic Objective



Of the 51 CIP projects, 28% are related to the RIPDES Permit/DEM Consent Agreement Compliance Objective and 28% are to Minimize NBC’s Impacts to the Environment in a Cost Effective Manner. In addition, 20% are related to the Collection System Plan Objective which relates to capacity management and operation and maintenance of NBC’s collection and treatment system. The Actions for Achievement by Goal are as follows:

Core Business Goal Actions for Achievement

- Complete projects on schedule, within budget, in the most cost-effective manner and in compliance 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
- Ensure all facility inspections are completed on time and deficiencies corrected within 30 days
- 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
- Achieve 100% compliance on RIPDES permit and consent agreements
- Ensure safe and reliable wastewater processing through effective asset management and higher treatment performance for TSS and BOD than is required by permit
- Develop Standard Operating Procedures for new facilities and upgrades into NBC Operational tasks
- Maintain full compliance with all requirements of Phase I Stormwater Permits for both WWTFs
- Maintain NBC Laboratory quality and resources necessary to meet state and federal certific
- 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 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.
- 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

Environmental Performance Goal Actions for Achievement

- Take active role initiating an effective sampling and modeling effort that has the support of various stakeholders in the environmental science community
- Minimize environmental pollution
- 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 fecal in NBC' s effluent to the Bay
- Provide technical assistance to evaluate energy conservation and renewable energy opportunities at NBC facilities
- Document water quality data and improvements
- Provide quality and expedient sample collection service for all studies undertaken to evaluate NBC impacts from nutrients and fecal coliform to the Bay

Financial Management Goal Actions for Achievement

- Strengthen liaison with congressional delegation
- Develop and promote "Shovel Ready" projects to secure funding from Economic Stimulus Package
- Conduct lien sales to minimize outstanding accounts receivable and bad debt
- Maximize the efficiency and effectiveness of the billing and collection process
- Effectively manage employee benefits to maximize benefits and minimize costs
- Ensure sufficient operating budget and capital budget funding with least ratepayer impact
- Ensure NBC receives lowest cost of borrowing
- Develop and administer high quality annual operating budget and CIP
- Ensure audited financial statements are in compliance with "Generally Accepted Accounting Principles"
- Compliance with flow of funds restrictions as set forth in the Trust Indenture
- Compliance with IRS rules and regulations
- Compliance with State of RI rules and regulations
- 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
- Reduce number of Workers' Compensation claims
- Maximize safe, efficient and cost-effective operation of the treatment plant
- Optimize hypochlorite addition to the effluent by monitoring and adjusting processes as needed
- Reduce emergency maintenance expenditures
- Administer the connection fee structure in a fair and accurate manner
- Explore the development of new grant funding sources
- Assist with benchmarking NBC energy use by updating NBC's Energy Star Portfolio Manager Accounts
- Conduct Energy Management Assessments/Follow-up activities of NBC Facilities/Operations to help identify and implement energy savings opportunities

Customer Focus Goal Actions for Achievement

- Maintain programs that give back to the community
- Communicate with and update local residents on construction of CSO Phase II plans and schedules
- Provide prompt and efficient legal services
- Enhance internal communications to ensure consistency and reliability
- 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 training and technical assistance efforts provided by the NBC's Environmental Safety and Technical Assistance Program

Staffing Goal Actions for Achievement

- Foster a positive working relationship with employees through effective communication
- Retain skilled, experienced staff
- 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 and provide equipment to ensure safe and environmentally sound management practices are followed
- Provide ongoing technical training to optimize team performance
- Provide a healthy and safe working environment
- Maintain number of health and safety training hours per employee
- Develop mechanisms and establish opportunities for continued growth and professional development

Communication Goal Actions for Achievement

- Continue to expand public outreach regarding NBC's programs
- 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

Organizational Performance Goal Actions for Achievement

- Conduct NBC business in an open manner
- Promote diversity in hiring practices
- 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

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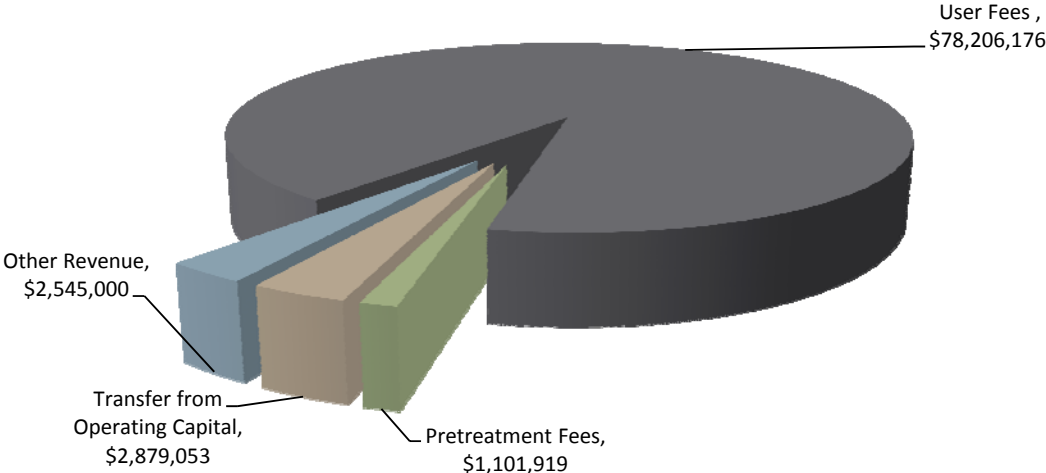
Budget Summary Information

Budget Overview

	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenues			
Operating Revenue:			
User Fees	\$ 69,224,415	\$ 75,700,544	\$ 78,206,176
Pretreatment Fees	1,114,004	1,115,000	1,101,919
Septage	380,579	380,000	300,000
Connection Permit Fees	86,009	90,000	120,000
BOD/TSDS Surcharges	29,419	40,000	50,000
Miscellaneous	24,354	2,000	-
<i>Total Operating Revenue</i>	70,858,780	77,327,544	79,778,095
Non-Operating Revenue:			
Operating Grant Revenue	279,978	25,000	10,000
Investment Income	47,803	250,000	15,000
Late Charges	901,619	950,000	950,000
Transfer from Operating Capital	1,700,537	2,547,778	2,879,053
Revenue Fund Balance	-	-	800,000
Miscellaneous	280,656	240,000	300,000
<i>Total Non-Operating Revenue</i>	3,210,593	4,012,778	4,954,053
Total Revenue	74,069,373	81,340,322	84,732,148
Expenses			
O & M Expense:			
Personnel Costs	18,825,877	19,118,418	19,986,705
Operating Supplies/Expense	12,713,741	14,116,692	14,268,044
Professional Services	2,626,291	3,071,348	2,789,434
<i>Total O & M Expense</i>	34,165,909	36,306,457	37,044,184
Debt Service:			
Debt Service	28,990,663	31,128,375	33,493,296
Programmed New Debt	-	1,673,000	1,325,975
<i>Total Debt Service</i>	28,990,663	32,801,375	34,819,271
Debt Service Coverage	9,212,264	9,684,712	9,989,640
Operating Capital Outlays	1,700,537	2,547,778	2,879,053
Total Expense	\$ 74,069,373	\$ 81,340,322	\$ 84,732,148
Debt Service Coverage Ratio	1.38	1.37	1.37

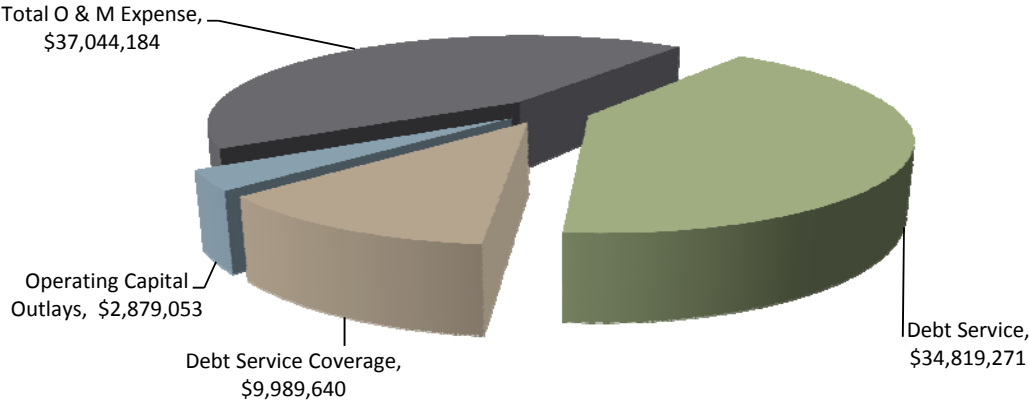
The Budget Overview table on the previous page shows that budgeted revenues are \$3.4 million, or 4.2%, higher than last year. Projected revenue for FY 2012 is approximately \$84.7 million and user fees are the most significant source of revenue, representing \$78.2 million, or 92.3% of total revenue. The chart below illustrates the sources of FY 2012 budgeted revenue.

Sources of Revenue



The largest category of expense in FY 2012 is NBC’s Operations & Maintenance (O&M), which is \$37.0 million and represents 43.7% of total uses of revenue. Debt Service expense of \$34.8 million represents 41.1% of total uses of revenue and includes \$33.5 million in existing debt service and \$1.3 million in programmed new debt. Debt service coverage is \$10.0 million and \$2.9 million is for operating capital outlays. The debt service coverage ratio is 1.37 which ensures compliance with the rate covenant of 1.25 set forth in NBC’s Trust Indenture. The chart below illustrates FY 2012 budgeted uses of revenue.

Uses of Revenue



FY 2012 Budget – Key Assumptions

The development of the FY 2012 budget was governed by the following:

Key long-term guidelines:

- The Strategic Plan guided the development of priorities, and program objectives and measures; as well as the strategic value of the capital projects in the CIP.
- An operating capital outlay policy that defines operating capital items as those with cost greater than \$2,500 and 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:

- The budget contains a 1.75% Cost of Living Adjustment (COLA) and step increases as set forth in the Collective Bargaining Agreement (CBA) for union employees and merit increases for non-union employees.
- NBC's contribution rate to the Rhode Island State Retirement System on behalf of participating union employees increased from 21.64% in the FY 2011 budget to 22.98% in FY 2012.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees remains at the budgeted FY 2011 level of 6.74% in FY 2012.
- Fringe benefits rates reflect an 8.3% increase in health insurance premiums which is offset by increased employee premium co-payments for a net increase in the family health insurance premium of 0.8%. NBC changed its dental insurance provider resulting in a decrease in the family dental insurance premiums of 6.1%. There is no change in the vision premium. (See Budgeted Benefits Comparison schedule in Supporting Schedules for more information).
- Fringe benefits have been budgeted based on actual enrollment and the weighted average for unfilled positions.
- The budget reflects a reduction in budgeted turnover from 5.9 to 2.8 full-time equivalents (FTEs).
- Consumer Price Index (CPI) increase of 0.86% in the contracted biosolids disposal rate as of January 1, 2012.
- Projected 2.73% July 1, 2011 CPI increase in the Bucklin Point management base contract.
- Electricity supply rate of \$0.08125 per kWh. Projected increased electricity usage for new Operations Building and Biological Nutrient Removal (BNR) Facilities at Field's Point.
- Projected increased gas usage for new Operations building and BNR Facilities at Field's Point WWTF.
- April 1, 2012 projected 3% rate increase in hypochlorite and sodium bisulfite at Field's Point WWTF.

* Impacts discussed in Expense Profile section of budget

Other Assumptions:

- FY 2012 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2013-2017 CIP. The FY 2012 interest rate assumption for new debt issuance through the Rhode Island Clean Water Finance Agency (RICWFA) is 3.5% and for open market issuance is 5.5%.
- A 3.3% sewer user rate increase effective July 1, 2011 for debt service and debt service coverage. This rate increase is reflected in the projected revenue and the assumptions regarding the percent of user fees restricted for debt service and debt service coverage that are transferred from the Revenue Fund into the Debt Service Fund. Within the Debt Service Fund, principal and interest payments are made from the Debt Service Payment Account, the debt service coverage is deposited into the Stabilization Account. The PUC has authorized the transfer of the funds in the Stabilization Account to the Project Fund for funding operating capital outlay and direct funding of capital projects, as well as funding of the Operating Reserve for Revenue Stability Fund. Upon the completion of the fiscal year, a calculation is made to determine the amount that can be transferred from the Stabilization Account to the Project Fund for the PUC approved uses. In FY 2012, \$2.9 million is available in the Project Fund to fund FY 2012 operating capital outlays.
- The budget is consistent with the flow of funds set forth in the Trust Indenture and Fourteen Supplemental Trust Indentures (see Fund Definitions in the Budget Process and Policies section).

Staffing Levels

The FY 2012 budget includes two new positions in the Operations and Engineering Division which are needed to support the increased instrumentation and new facilities that are now the responsibility of NBC. A Secretary in the Pretreatment section and an Engineer in the Engineering section that were funded in the FY 2011 budget are not funded in this budget. In addition, an Operator position in the Interceptor Maintenance section has been reallocated to the Bucklin Point WWTF section. The total number of FTEs funded in the FY 2012 budget remains consistent with the prior year, at 260 positions. In addition, five non-union laboratory positions were accreted into the union in FY 2011. Budgeted turnover is 3.2 FTEs lower in FY 2012 than the prior year. The net impact of these changes is an increase in funding of 3.2 FTE's as is reflected in the table below.

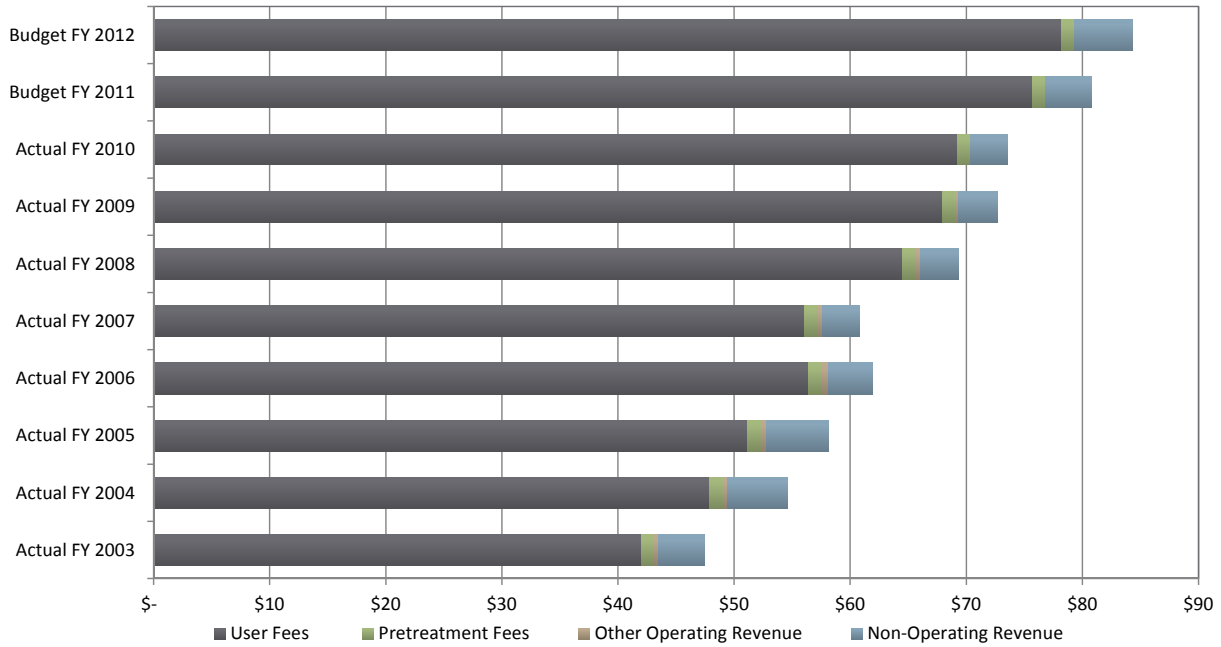
FTE's	Budget FY 2011	Budget FY 2012	Change 2011/2012
Union	129.0	134.0	5.0
Non-Union	131.0	126.0	(5.0)
Total	260.0	260.0	0.0
Less: Turnover	(5.9)	(2.8)	3.2
Net Positions	254.1	257.3	3.2

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 of the Rhode Island Council 94, AFSCME AFL-CIO, Local 1010 and Local 2884. In FY 2012 NBC negotiated a three-year CBA through June 30, 2014. A historical perspective of budgeted staffing levels is provided in the supporting schedules section of this document.

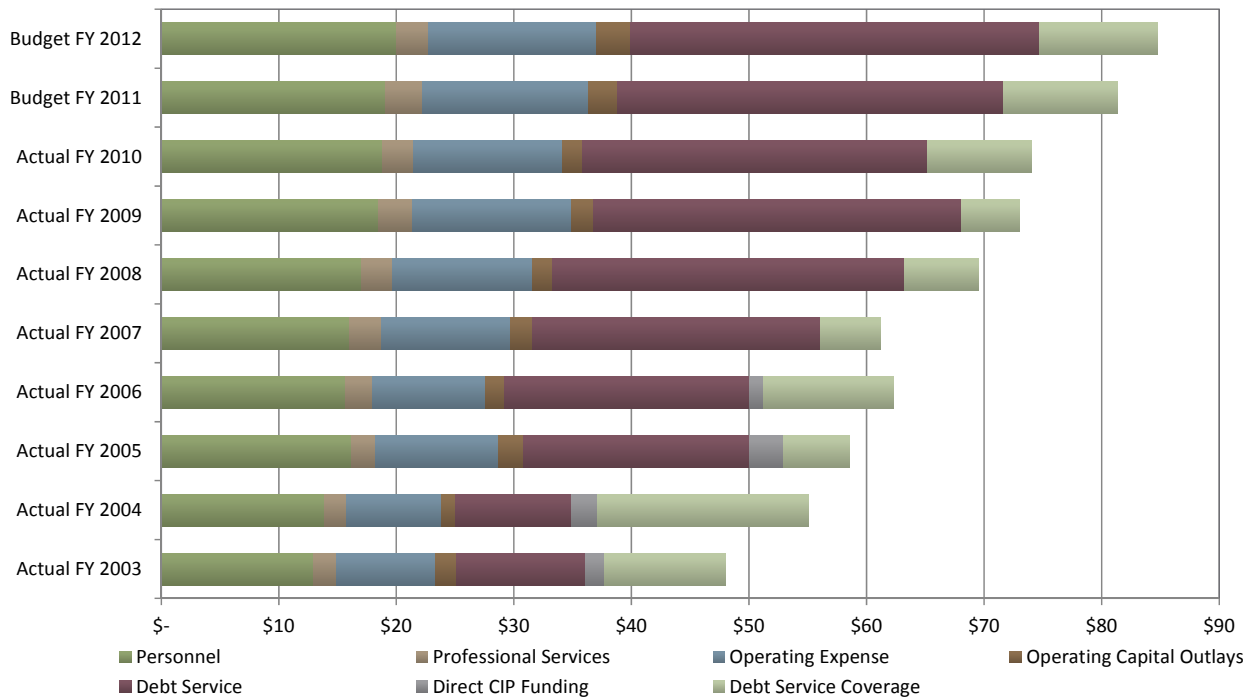
Historical Overview

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.

Ten-Year Historical Revenue Comparison (Millions \$)

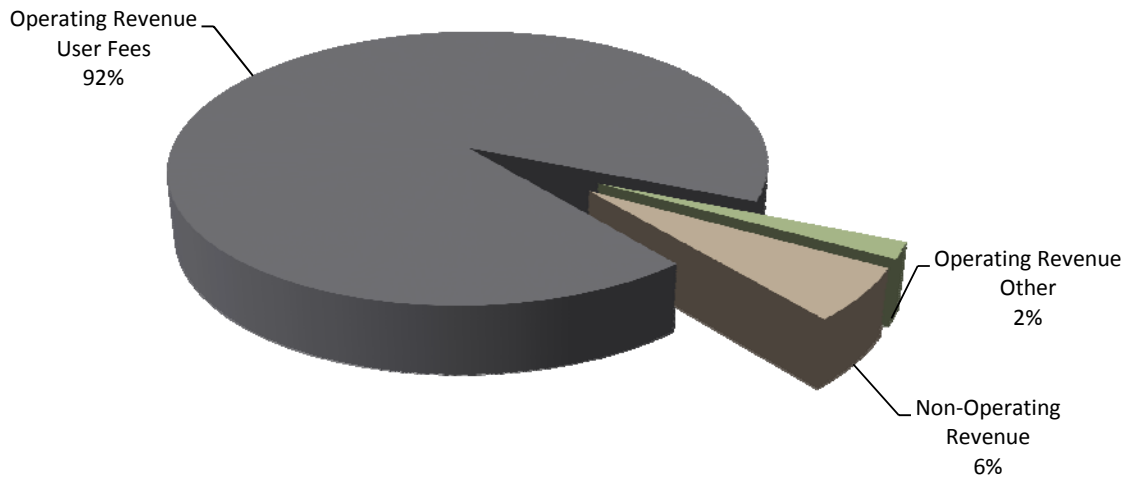


Ten-Year Historical Expense Comparison (Million \$)



Revenue Profile

Revenue by Category



Projected revenues for FY 2012 are approximately \$84.7 million or 4.2% more than FY 2011 budgeted revenues. NBC filed for rate relief to support a \$30 million borrowing from the RICWFA in November 2010 and the PUC approved a 3.33% increase in user fee revenues effective July 1, 2011. The increase in user fee revenues from the FY 2011 to the 2012 budget is \$2.5 million. Historical and budgeted revenues are shown in the table below.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Operating Revenue				
User Fees	\$ 67,958,753	\$ 69,224,415	\$ 75,700,544	\$ 78,206,176
Pretreatment Fees	1,126,654	1,114,004	1,115,000	1,101,919
Septage	382,955	380,579	380,000	300,000
Connection Permit Fees	140,822	86,009	90,000	120,000
BOD/TSS Surcharges	66,439	29,419	40,000	50,000
Miscellaneous	15,231	24,354	2,000	-
Total Operating Revenue	69,690,854	70,858,780	77,327,544	79,778,095
Non-Operating Revenue				
Operating Grant Revenue	34,300	279,978	25,000	10,000
Investment Income	420,017	47,803	250,000	15,000
Late Charges	849,127	901,619	950,000	950,000
Previously Restricted	330,077	-	-	-
Transfer from Operating Capital	1,529,433	1,700,537	2,547,778	2,879,053
Revenue Fund Balance	-	-	-	800,000
Miscellaneous	185,832	280,656	240,000	300,000
Total Non-Operating Revenue	3,348,786	3,210,593	4,012,778	4,954,053
Total Revenues	\$ 73,039,640	\$ 74,069,373	\$ 81,340,322	\$ 84,732,148

Of the \$84.7 million in total revenues, approximately \$78.2 million is from user fees, \$1.6 million is from other operating revenues and \$4.9 million is from non-operating revenues. A number of revenue sources have increased over the last four years. Most notably, user fees, transfer from operating capital, connection permit fees, and miscellaneous revenues have increased by 3.33%, 13%, 33.3% and 25%, respectively. NBC has also budgeted a revenue fund balance of \$800,000. Investment income and septage fees have decreased by 94% and 21%, respectively.

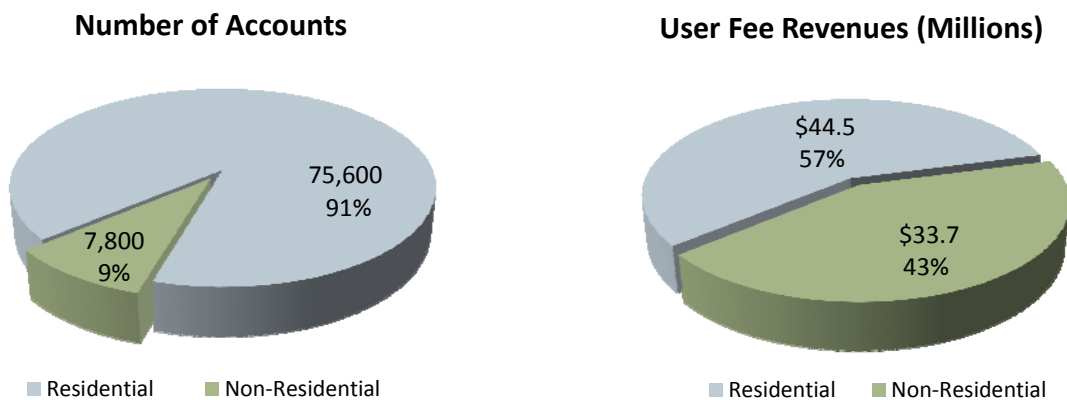
Trends and rationale for individual revenue sources are discussed in the following sections on Operating and Non-Operating Revenue.

Operating Revenue

In FY 2012, user fees represent 98% of projected operating revenue and 92.3% of total revenues. Revenue projections are calculated based upon 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 2012 residential user fees will be billed to approximately 75,600 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 7,800 non-residential accounts with over 8,400 meters. NBC does not anticipate any significant increase or decrease in the number of billable accounts in FY 2012 and therefore no rate base growth adjustments for fixed fees are included in the FY 2012 budget.

Residential customers make up 91% of NBC’s sewer user accounts and generate 57% of total user fees. On the other hand, non-residential customers comprise 9% of total sewer user accounts and generate 43% of total user fees. The revenue recovery allocation between the residential and non-residential accounts is in closer alignment with their relative billable consumption which is 63% and 37%, respectively. The charts below show the residential versus non-residential split between the number of accounts and user fees billed.

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



NBC’s sewer user charges consist of a fixed or flat fee and a consumption fee. The flat fee is based on the number of dwelling units for residential customers and the meter size for non-residential customers. Over the past five years the number of meters has declined slightly, while there has been an increase of 2,015 in the

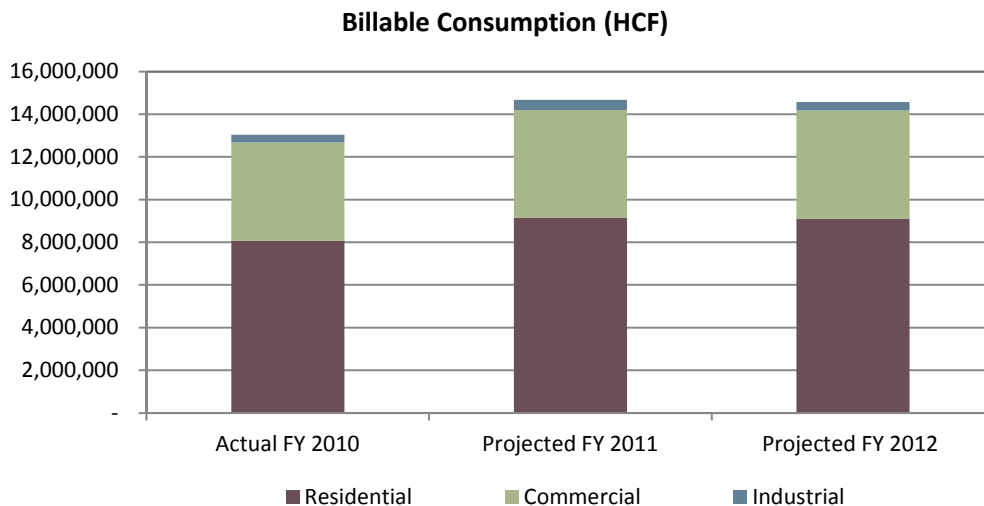
number of dwelling units in NBC’s service area. The table below shows that overall there has been a 1.5% increase in the flat fee customer base from FY 2008 to the current budget year.

Change in Flat Fee Rate Base			
Rate Base Years	Residential Dwelling Units	Non-Residential No. of Meters	Total
FY 2008	115,513	8,532	124,045
FY 2012	117,528	8,435	125,963
Change	2,015	(97)	1,918
Percent Change	1.7%	(1.1%)	1.5%

The consumption fee is based upon water usage. The billable consumption rate base had been declining over the past several years and this was addressed through three separate rate base adjustments in FY 2008, FY 2009 and FY 2010. The table below shows that on a cumulative basis, there has been a 17.2% reduction in billable consumption since 2008. The most significant reduction has been for the Industrial user class which has declined by 56.1% during this period.

Change in Consumption Rate Base				
Rate Base Years	Residential	Commercial	Industrial	Total
FY 2008	10,438,944	6,273,455	888,212	17,600,611
FY 2012	9,114,443	5,071,297	389,608	14,575,348
Change	(1,324,501)	(1,202,158)	(498,604)	(3,025,263)
Percent Change	(12.7%)	(19.2%)	(56.1%)	(17.2%)

NBC experienced a slight recovery in billable consumption in FY 2011 as actual consumption revenues are projected to be higher than the FY 2011 budgeted level. Due to the pattern of consumption revenues in FY 2011, NBC is projecting FY 2012 consumption revenues will be at the PUC approved levels. The graph below shows the actual and projected billed consumption for FY 2010, FY 2011 and FY 2012.



NBC successfully converted from quarterly to monthly billing in October 2009. Due to the varying meter reading frequencies of the water suppliers in NBC’s service area, NBC bills consumption based upon estimated usage. When an actual reading is provided by the water supplier, the account is automatically adjusted based upon the actual reading.

The PUC approved an across-the-board rate increase of 3.33% as of July 1, 2011. The table below shows NBC's FY 2012 user rates for residential and non-residential users. At these rates, NBC's estimated average annual residential sewer user charge based on annual usage of 200 gallons per day is \$433.10.

NBC User Fees Effective 7/1/2011			
Residential:		Non-Residential Customer Charge	
Customer Charge	\$168.21/hcf	Meter Size	Customer Charge
Consumption Charge	\$2.714/hcf	5/8"	\$402
Total Annual Average Residential Rate	\$433.10	3/4"	600
(Based on 97.6 hcf* annual usage)		1"	999
		1 1/2"	2,004
Non-Residential:		2"	3,201
Customer Charge - Based on Meter Size		3"	5,997
Commercial Consumption Charge	\$3.936/hcf	4"	9,994
Industrial Consumption Charge	\$2.531/hcf	6"	19,996
		8"	31,993
		10"	45,991
*hcf = Hundred Cubic Feet			

The table below shows the results for NBC's 2010 sewer rate survey based upon usage of 200 gallons per day. The survey covers many of the cities and towns in Rhode Island. It documents the fact that although NBC has the largest operations and covers the most significant service area in Rhode Island, NBC's average residential user rate was the twelfth lowest in the state.

2010 Rhode Island Annual Residential Sewer Charges

<u>Town</u>	<u>2010 Sewer Charge</u>
Middletown	\$ 887
Newport	742
East Greenwich	718
Jamestown	673
Warwick	463
East Providence	462
NBC Service Area	419
Bristol	412
Cranston	385
Barrington	376
North Smithfield	354
Burrillville	354
West Warwick	346
Narragansett	345
Smithfield	280
Woonsocket	277
Westerly	270
South Kingstown	220

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/total suspended solids surcharges (BOD/TSS), and sewer connection permit fees. The pretreatment and septage fees represent approximately 1.7% of total 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. In order to keep fees consistent with industry levels, these fees have not increased since FY 2004. In FY 2012 pretreatment fee revenue is projected to remain close to the FY 2011 budgeted level.

Septage fees are paid by permitted haulers based upon the amount of septage that they discharge at NBC's Septage Receiving Station. In FY 2011 septage revenue declined and the FY 2012 budgeted septage revenue is 21% below the FY 2011 budgeted level.

BOD/TSS surcharge revenues, which are assessed to users with high BOD/TSS discharges, showed a slight increase in FY 2011. The FY 2012 revenue in this category shows an increase of 25% on a year-to-year basis.

NBC's connection permit fees, for new direct or indirect sewer connections to NBC facilities is expected to increase by 33% in the FY 2012 budget year, based upon FY 2011 revenue and the recent increase in permit activity.

Non-Operating Revenue

Non-Operating revenue includes operating grant revenue, investment income, late charges, other miscellaneous revenue, and revenue fund balance. It also includes the transfer from operating capital which is a funding mechanism approved by the PUC that allows a portion of the prior year's debt service coverage to be used to fund operating capital outlays. Total Non-Operating revenue is projected to be approximately \$5.0 million in FY 2012, an increase of approximately 24% over FY 2011.

Late charges are not expected to increase above the FY 2011 level and are budgeted at \$950,000. FY 2012 investment income is projected to decrease from \$250,000 in the FY 2011 budget to \$15,000 in FY 2012, due to historically low investment returns.

The FY 2012 budget shows an increase of approximately \$331,000, or 13% over FY 2011 in the transfer from operating capital account. This is a direct pass-through amount and matches the amount budgeted for operating capital outlays.

The FY 2012 budget includes a revenue fund balance of \$800,000. It is anticipated that NBC's operating and maintenance expense will be \$2.7 million lower in FY 2011 than the budgeted level due to lower than projected biosolids disposal, electricity and chemical usage in FY 2011. A portion of the resulting increased revenue fund balance has therefore been budgeted in FY 2012.

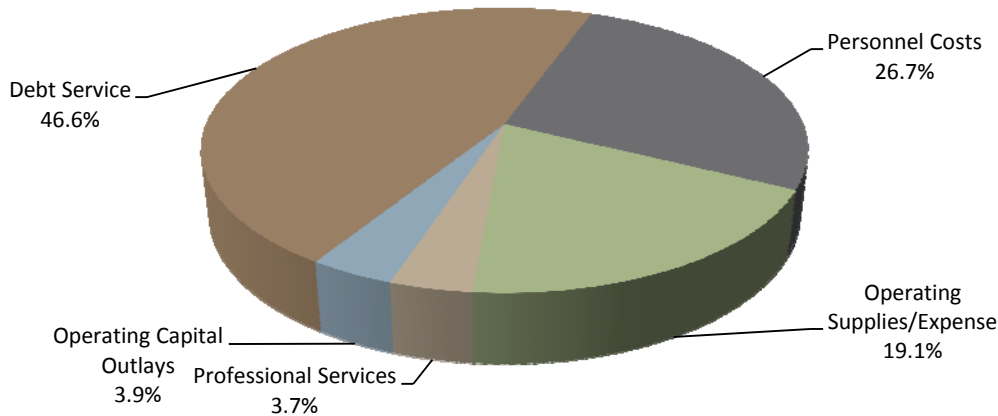
Miscellaneous non-operating revenues are projected to increase by approximately \$60,000 as a result of an increase in rental income. NBC acquired land as part of the CSO Phase II Facilities and there are tenants on the property that are anticipated to remain throughout FY 2012.

Expense Profile

Expense by Element

The chart below shows the fiscal year 2012 operating expenses by element. Debt Service accounts for nearly half of the total budget, at 46.6%, with the next largest expense category being Personnel Costs, at 26.7% of the budget.

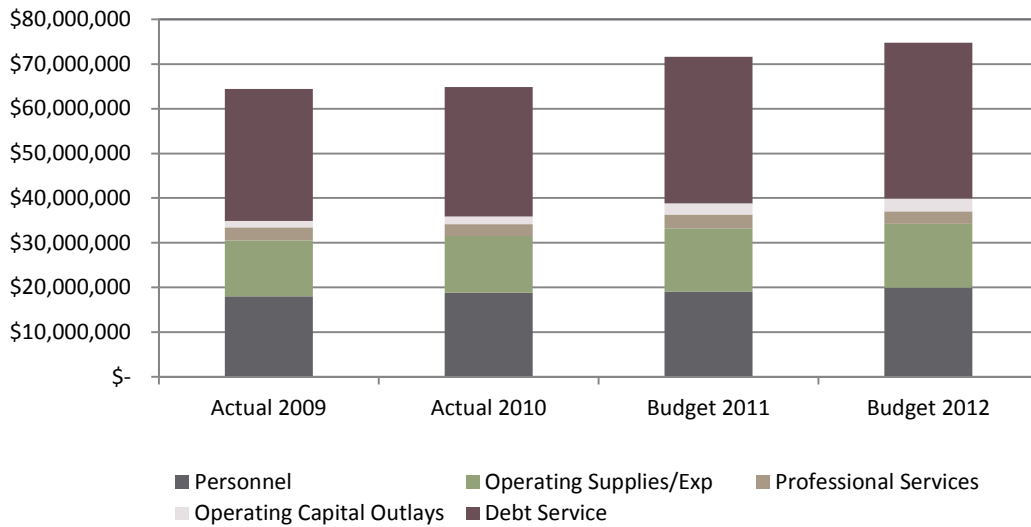
FY 2012 Operating Budget by Element of Expense



NBC's total Operating Budget for FY 2012 is \$74,742,508 before Debt Service Coverage, an increase of approximately \$3.1 million, or 4.3% from the approved FY 2011 budget. The table below and chart on the following page show historical and budgeted expense over a four-year period.

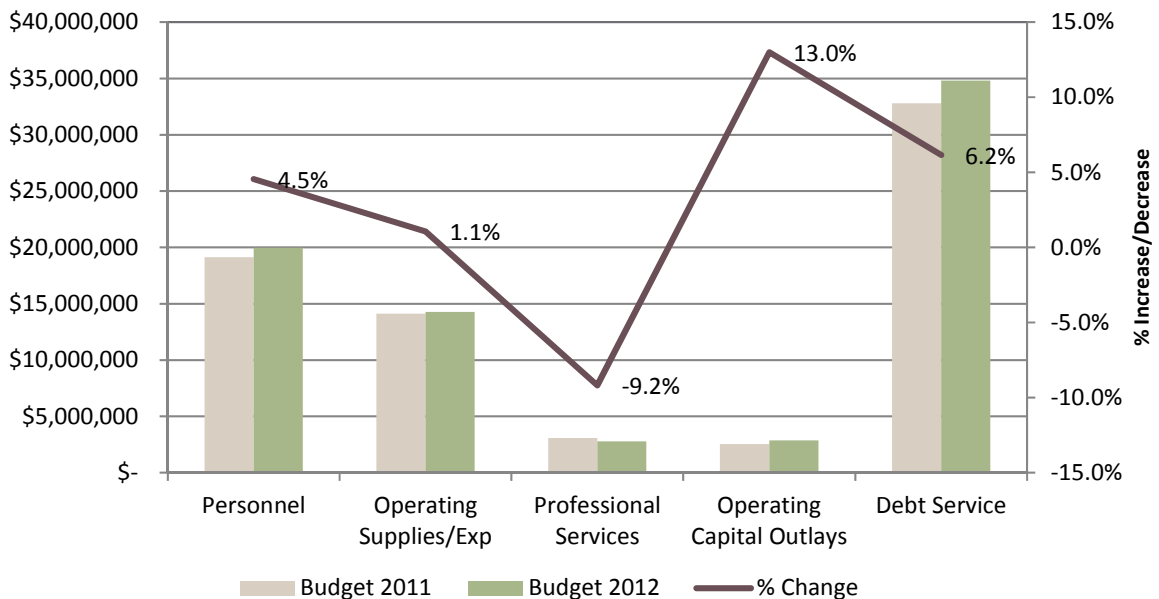
	Actual 2009	Actual 2010	Budget 2011	Budget 2012	FY11 - FY12 % Change	FY 2012 % of Budget
Personnel	\$ 18,032,935	\$ 18,825,877	\$ 19,118,418	\$ 19,986,705	4.5%	26.7%
Operating Supplies/Exp	12,501,022	12,713,741	14,116,692	14,268,044	1.1%	19.1%
Professional Services	2,937,924	2,626,291	3,071,348	2,789,434	-9.2%	3.7%
Total Operations & Maintenance	33,471,880	34,165,909	36,306,458	37,044,184	6.3%	49.6%
Operating Capital Outlays	1,454,024	1,700,537	2,547,778	2,879,053	13.0%	3.9%
Debt Service	29,462,666	28,990,663	32,801,374	34,819,271	6.2%	46.6%
Total	\$ 64,388,570	\$ 64,857,109	\$ 71,655,610	\$ 74,742,508	4.3%	100.0%

Budget by Element of Expense



The graph below compares budgeted expenses in fiscal year 2011 to 2012 and illustrates the increases and decreases for each element of expense. Four of the five expense categories have increased over the prior year's budget. Personnel Expense increased by 4.5%, or approximately \$868,000; Operating Supplies/Expense increased by 1.1%, or approximately \$151,000; Operating Capital Outlays increased by 13.0%, or approximately \$331,000; and Debt Service increased by 6.2%, or approximately \$2.0 million. Professional Services decreased by 9.2%, or \$282,000.

FY 2011/2012 Budget Comparison of Expenses by Element



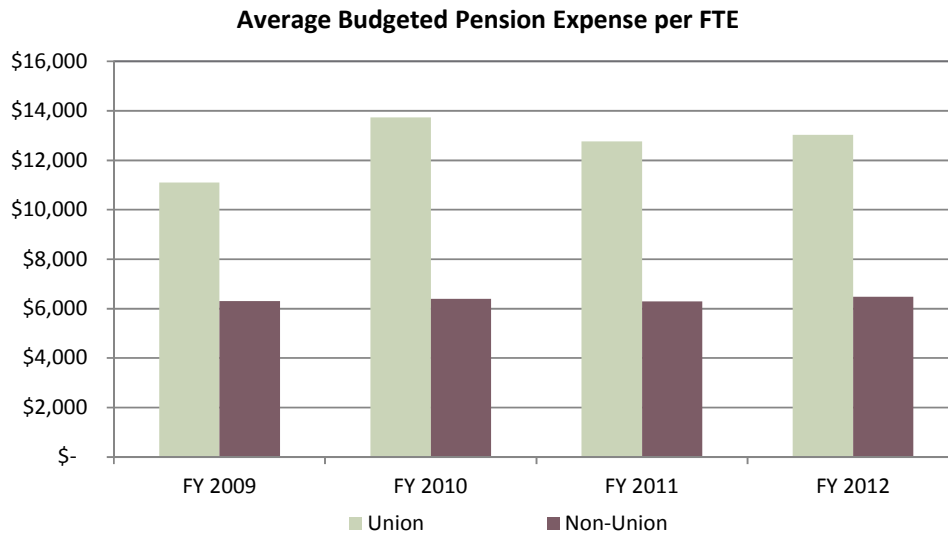
Major highlights by element of expense are discussed in the sections that follow.

Personnel Costs

Personnel costs consist primarily of employee wages and benefits, employer payroll taxes and unemployment expenses. They are budgeted net of capital-related reimbursements for staff working on capital projects not funded through the operating budget. At a projected cost of \$20.0 million, these costs represent 26.7% of the FY 2012 Operating Budget and are the second largest expense category. Overall, there is a net increase in personnel costs of approximately \$868,000 or 4.5% more than the prior year.

There are a number of factors contributing to the overall increase in the personnel budget. With respect to salaries and wages, this budget includes contracted step increases and a 1.75% COLA for union employees in accordance with the CBAs. Salaries for non-union employees reflect merit increases and overall budgeted salaries are \$376,000 more than last year. The FY 2012 budget includes two new positions in the Operations and Engineering division, needed to support and operate new facilities at Field's Point. Funding of these positions was offset through the elimination of funding of one position in the Pretreatment section and one position in the Engineering section. In addition, funding for an Operator position in the Interceptor Maintenance section was transferred to Bucklin Point in order to support the increased instrumentation at that facility.

NBC's union employees participate in the Employees' Retirement System of Rhode Island (ESRI) and ESRI sets the annual employer contribution rate to both the pension and retiree health benefit. The FY 2012 budget for the union pension is \$122,000 higher or 10.2% more than the prior year budget. This is a combination of lower budgeted turnover for union positions, the accretion of five non-union positions into union positions, and an increase in the employer contribution rate from 21.64% to 22.98%. The employer contribution to the Post-Retirement Health benefit remains unchanged from last year at 6.74%. NBC's non-union employees participate in a separate hybrid program that has both a defined contribution and defined benefit component. Funding of the non-union pensions remains at 10%. The chart below shows that the average employer retirement contribution per FTE for union employees is more than double that of non-union employees.



NBC has sought to contain costs through active employee benefit management. The budget reflects an 8.3% increase in the health insurance premium renewal, which is nearly offset by an increase in employee premium co-payments, resulting in a net increase over the FY 2011 budgeted family premium of 0.8%. Overall, however, the FY 2012 budget for health insurance shows an increase of approximately \$227,000 or 7.2% over the FY 2011 budget due to a change in the budgeting method and is based on actual enrollment.

NBC changed dental insurers and the resulting premium in FY 2012 is 6.1% lower than FY 2011. The table below shows the family health, dental and vision premiums net of premium co-pays.

Family Coverage	FY 2010	FY 2011	FY 2012	FY11-FY12 % Change
Health (net of co-pay)	\$15,128	\$16,036	\$16,169	0.8%
Dental	1,067	1,148	1,078	(6.1%)
Vision	181	181	181	0.0%
Total	\$16,376	\$17,365	\$17,427	0.4%

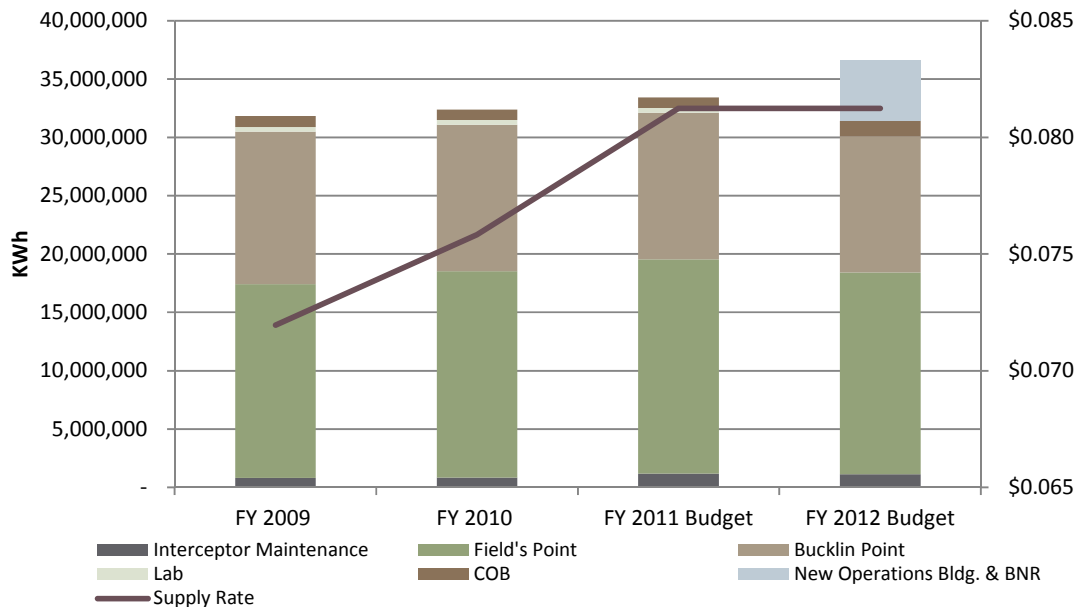
Finally, FY 2012 budgeted personnel costs are higher than the prior year as a result of a reduction in the budgeted turnover. This year’s budget includes turnover of 2.8 FTEs, a decrease of 3.2 FTEs from FY 2011.

Operating Supplies and Expense

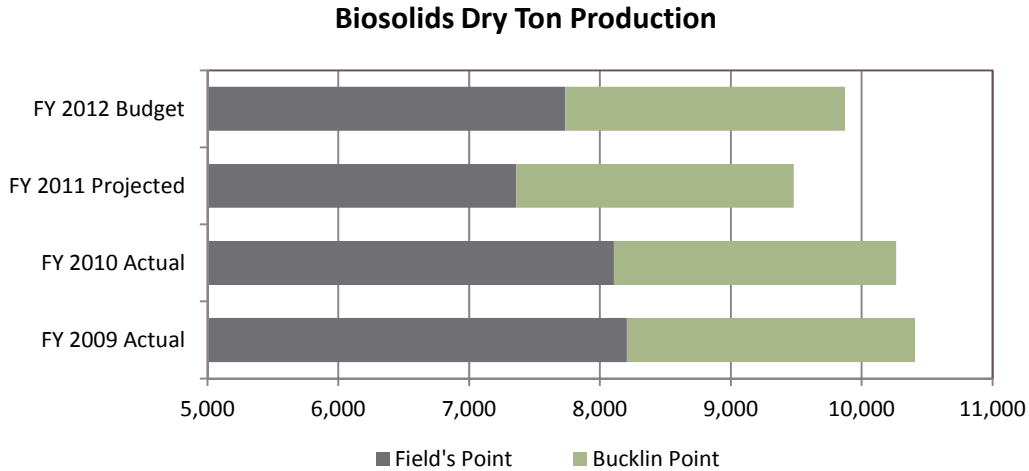
Operating supplies and expenses represent 18.6% of the total FY 2012 operating budget. These expenses are projected to increase by approximately \$151,000 or 1.1% over FY 2011. On an ongoing basis, the largest operational expenses are related to the support of the WWTFs and include the cost of biosolids disposal, utilities, repairs to building and structures, maintenance and service agreements, insurance and chemicals.

Approximately 12.4% of NBC’s FY 2012 budgeted O&M costs are for electricity needed to operate pumps, blowers and other equipment of the wastewater treatment facilities and collection system. The chart below illustrates the amount of historical and budgeted kWh and the electricity supply rate. The electricity supply rate is the same in FY 2012 as the prior year as NBC has contracted electricity supply at a rate of \$.08125 through January 2013. The net number of budgeted kWh for existing facilities at the two WWTFs in FY 2012 is less than the prior year, based on usage over the past two years. However, additional usage of approximately 5.2 million kWh is projected for the new BNR facilities and Operations Building at Field’s Point. In addition, because a single meter measures electricity for both the Corporate Office Building (COB) and the Lab, electricity is budgeted for both facilities in the COB in FY 2012. The net overall budget for electricity is approximately \$337,000 or 7.9%, higher than the FY 2011 budget.

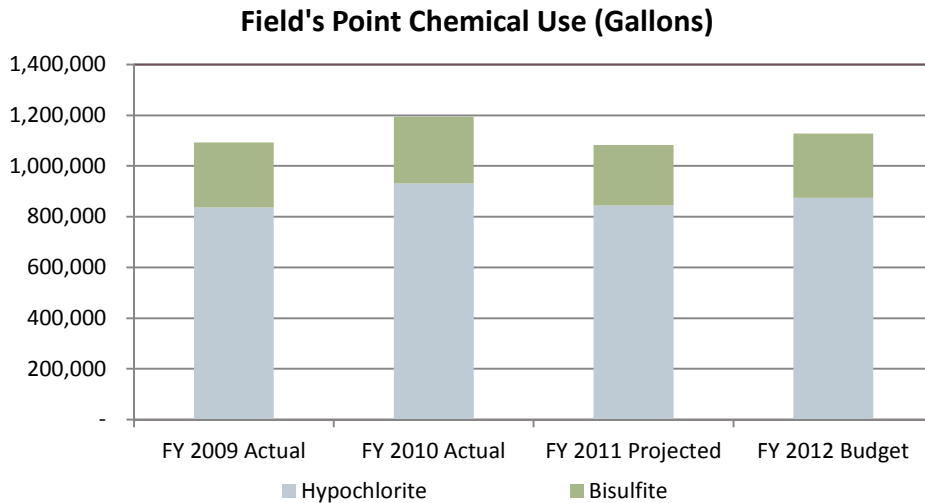
Electricity Use and Supply Rate



With respect to the cost for biosolids disposal, the FY 2012 budget is approximately \$221,000 lower than the FY 2011 budget. The FY 2012 budget amount includes a CPI increase of 0.86% in the contracted biosolids disposal rate. The rate increase is offset by projected lower dry ton production at both Field's Point and Bucklin Point. The chart below illustrates the historical and budgeted data for biosolids dry ton production.



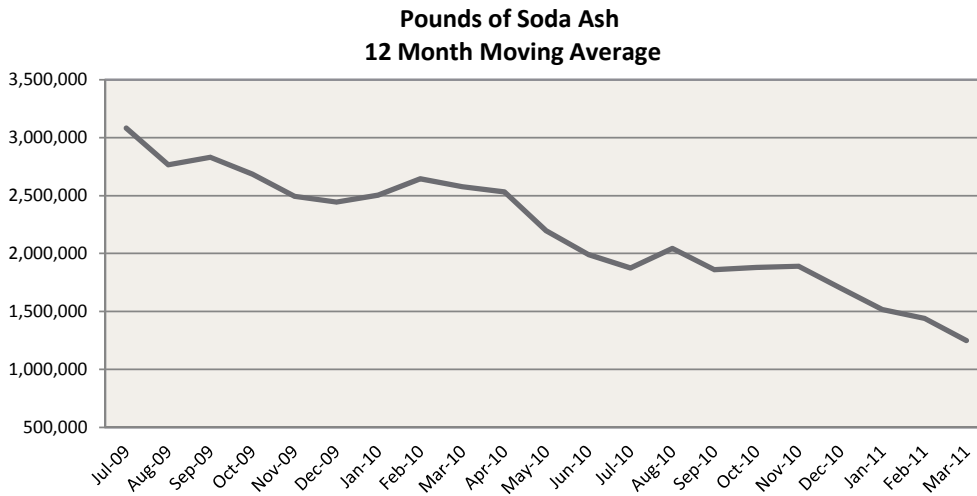
The FY 2012 budget for chemicals used at Field's Point shows an increase of approximately \$56,000 or 7.9% over the prior year. The increase is reflective of an 8% and 4.8% increase in the rates for hypochlorite and bisulfite respectively, in April 2011, with a further projected increase of 3% for both chemicals in April 2012. The chart below shows historical and budgeted usage of these chemicals.



Professional Services

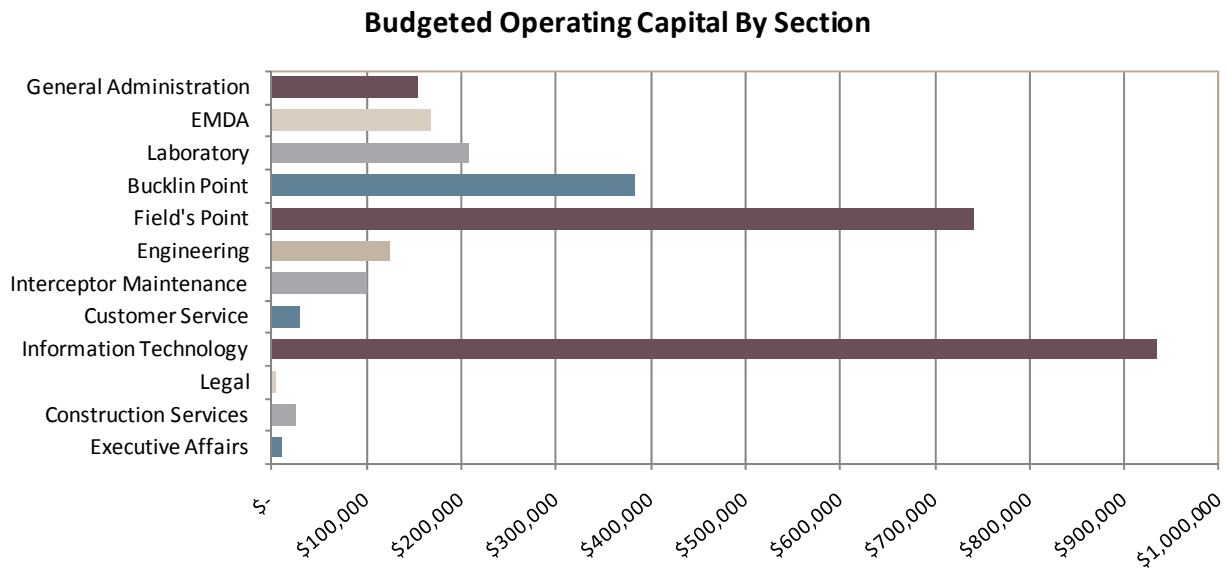
The Professional Services budget represents approximately 3.6% of the FY 2012 budget. This element of expense has decreased by approximately \$282,000 or 9.2% from the FY 2011 budget. This is primarily due to a decrease in the amount budgeted for the Bucklin Point Management Contract. In accordance with the terms of the contract, the base contract amount was adjusted for a projected 2.73% CPI increase. Despite this increase, the use of soda ash at Bucklin Point has declined significantly through the optimization of its usage by operations.

The amount included in this line item for soda ash is approximately \$265,000 lower than FY 2011. The declining use of soda ash at Bucklin Point is seen in the following graph.



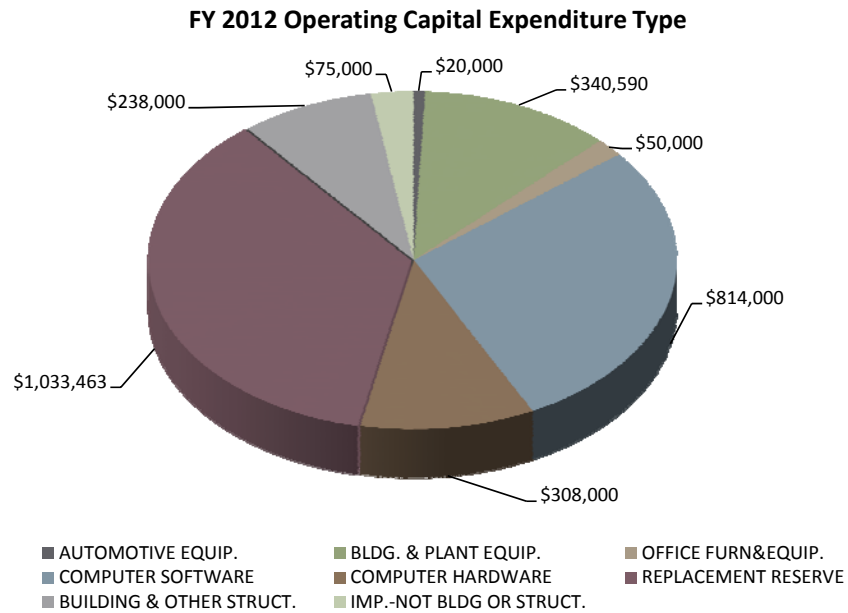
Operating Capital Outlays

Operating capital outlays make up 3.8% of the FY 2012 operating budget. On a year-to-year basis this element of expense shows an increase of 13%, increasing from approximately \$2.5 million in FY 2011 to approximately \$2.9 million in FY 2012. Major items include the replacement of equipment at the wastewater treatment facilities and investments in information technology. The graph below illustrates the budgeted operating capital outlays by section.



The Information Technology program represents 32.4% of the total FY 2012 capital outlays budget. The three most significant capital outlays budgeted for this program are \$325,000 for the Laboratory Information System replacement, \$135,000 for the Personal Computer Refresh, and \$130,000 for the Oracle ERP/Database Upgrades. Operating capital outlays at Field's Point account for 25.8% of the total with the single largest investment being \$160,000 for a new bar rack at the Ernest St. Pump Station.

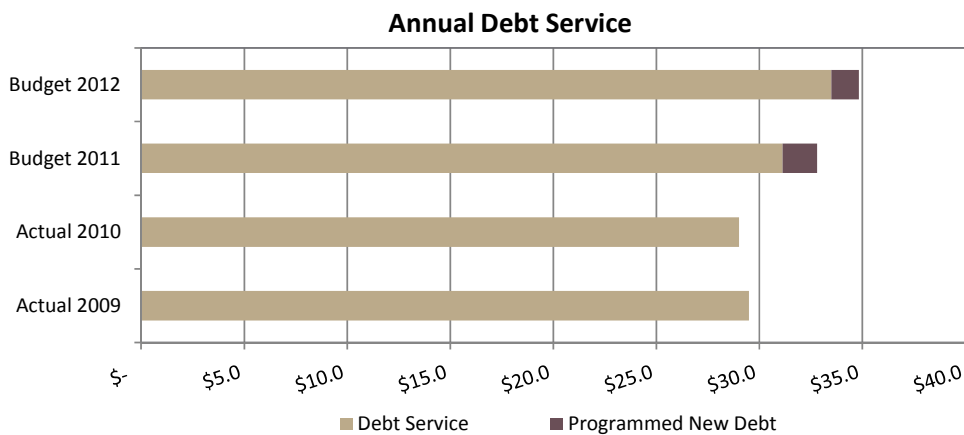
The allocation of NBC's FY 2012 Operating Capital Outlays budget by type of expenditure is illustrated in the chart below.



As noted previously in this budget document, Operating Capital outlays are funded from the prior year debt service coverage. For more information on the actual items budgeted in this category see the FY 2012 Operating Capital Outlays and the Five-Year Operating Capital Outlays Plan schedules in the supporting schedules section.

Debt Service

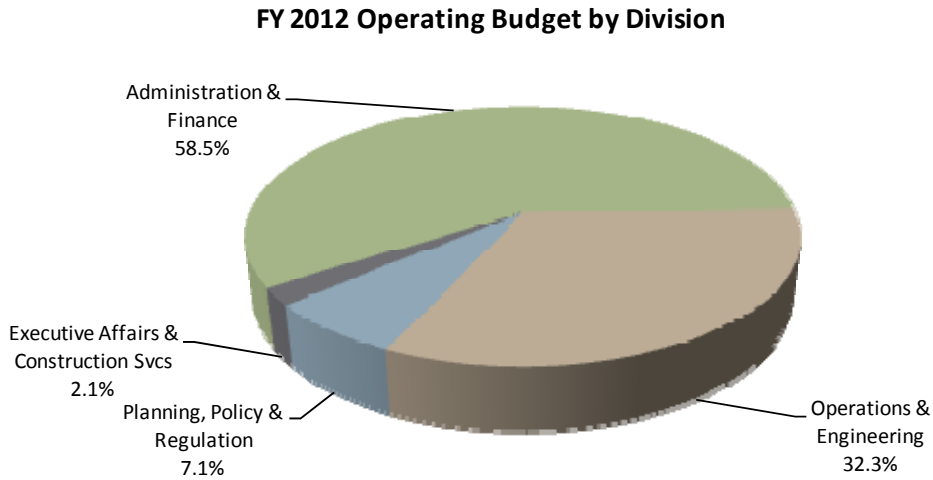
Debt service is the largest element of expense in NBC's FY 2012 budget, representing 47.9% of the total budget. NBC's budgeted debt service for FY 2012 is 11.8% higher than last year's budget as a result of the \$30 million SRF borrowing in FY 2011, and programmed new debt for FY 2012. The total amount of debt service budgeted for FY 2012 is \$34.8 million, which includes \$33.5 million in principal and interest payments on existing debt as well as \$1.3 million for programmed new debt. The graph below shows actual and budgeted existing and programmed new debt for the four-year period beginning FY 2009.



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.

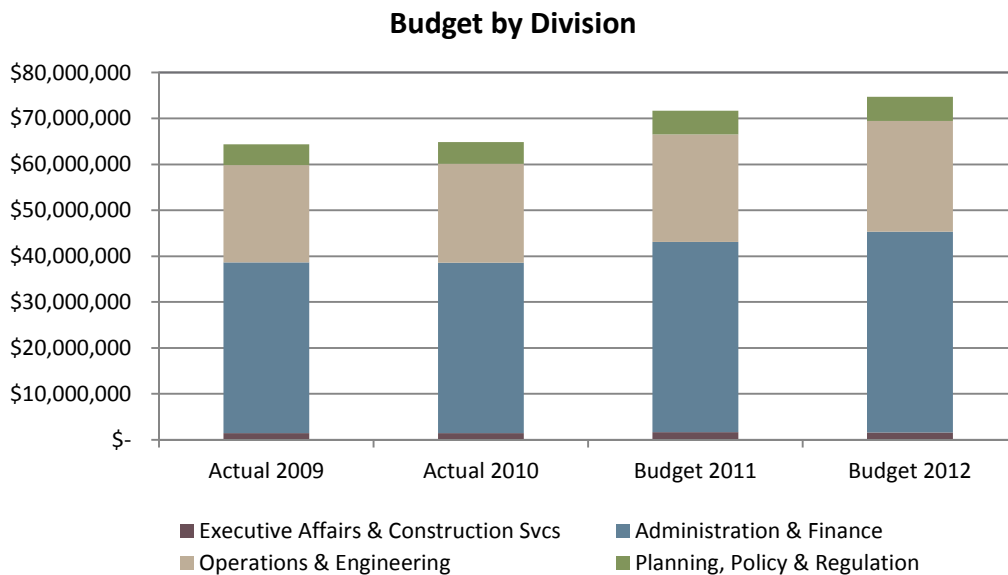
Expenses by Division

NBC is organized into five Divisions. The graph below depicts the percentage of the FY 2012 budget the Divisions represent (Executive Affairs and Construction Services are grouped together).



The table and graph below show historical and budgeted expense by division, over a four year period.

	Actual 2009	Actual 2010	Budget 2011	Budget 2012	FY11 - FY12 % Change	FY 2012 % of Budget
Executive Affairs & Construction Svcs	\$ 1,428,155	\$ 1,415,603	\$ 1,634,960	\$ 1,570,747	-3.9%	2.1%
Administration & Finance	37,217,607	37,184,246	41,496,022	43,741,506	5.4%	58.5%
Operations & Engineering	21,179,989	21,489,597	23,353,548	24,146,856	3.4%	32.3%
Planning, Policy & Regulation	4,562,819	4,767,663	5,171,080	5,283,399	2.2%	7.1%
Total	\$ 64,388,570	\$ 64,857,109	\$ 71,655,610	\$ 74,742,508	4.3%	100.0%



The Executive Affairs Division includes the Executive and Legal sections. This division together with Construction Services Division makes up 2.1% of the total budget, and shows a decrease of 3.9% from the previous year. The decrease is primarily due to increased budgeted capital reimbursements in the Construction Services and Legal FY 2012 budgets.

The Administration and Finance Division represents 58.5% of the FY 2012 operating budget, reflecting the fact that debt service is contained in this division's budget. This division includes the Human Resources, Finance, Accounting, Information Technology, Customer Service, Purchasing, and General Administration sections. The Administration and Finance Division budget is 5.4% higher than last year. The primary reason for this increase is the \$2.0 million increase in debt service.

The Operations and Engineering Division represents approximately 32.3% 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 3.4% higher in FY 2012 than the previous year. This increase is primarily attributable to increased expense in the Field's Point budget for two new positions as well as electricity and gas increases for the new Operations building and the BNR facilities.

The Planning, Policy and Regulation (PP&R) Division consists of the Planning, Environmental Monitoring and Data Analysis (EMDA), Pretreatment, Environmental Safety and Technical Assistance (ESTA), and Laboratory sections. This division makes up approximately 7.1% of the FY 2012 operating budget. On a year-to-year basis, this division has a budgeted increase of 2.2%, in large part due to increased expense in the EMDA section's capital outlays for a data warehousing project as well as increased retirement costs associated with the non-union positions accreted into the union.

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 2012 to current fiscal year 2011 budget, and actual fiscal year 2010.

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 earned by NBC.

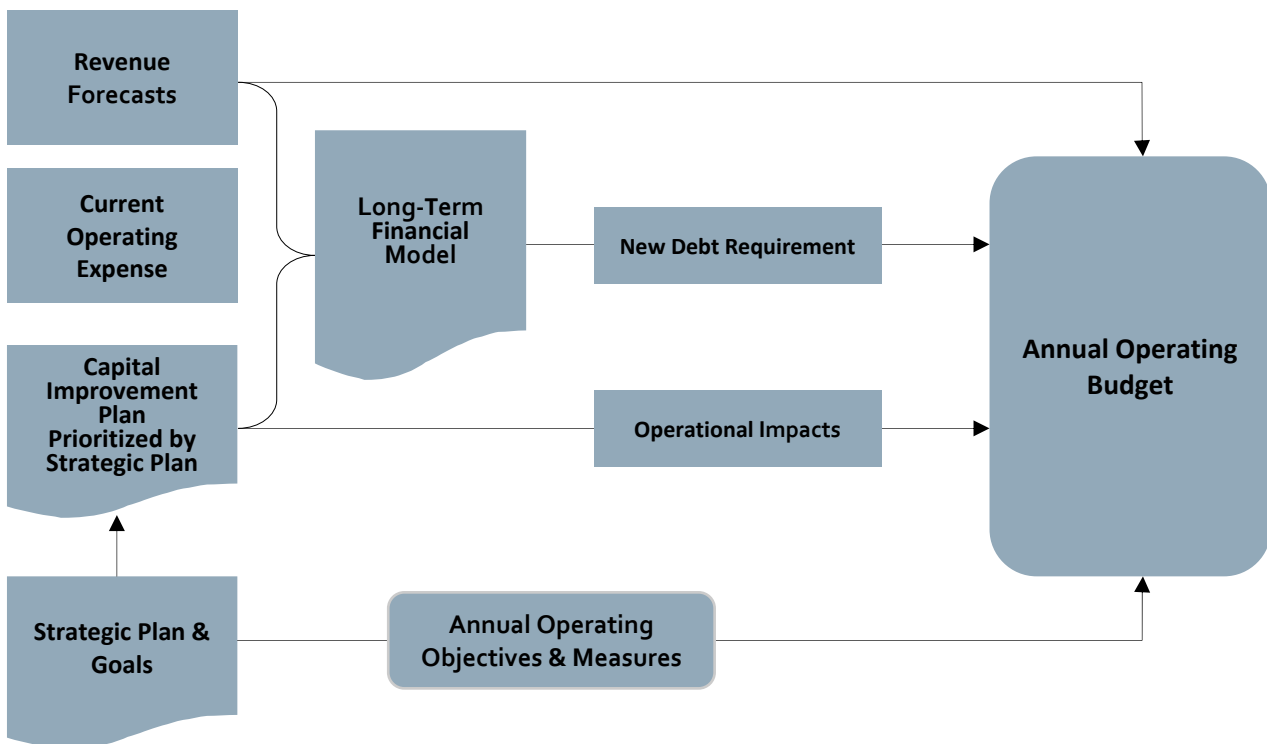
The Budget Process

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. Both the CIP and the annual operating budget are developed within the context of the Strategic Plan’s long-term goals. 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) for the next decade. 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 fee revenues 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 nine month review and approval process before new rates can be implemented. The flow chart below illustrates the relationship between long-range planning and the budget process.

Relationship Between 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
- 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 develop 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. In the interim, the Finance section assesses year-to-date performance and prepares revenue projections.

The budget then undergoes line-by-line examination by Finance staff and management. Budget requests are evaluated and adjustments are made to arrive at a balanced budget. After several revisions and approval of the Executive Director, the budget is submitted to NBC's Board of Commissioner's Finance Committee for review.

Development of the CIP also takes place at this time as program managers complete the capital budgets by project, including a comparison to the prior year CIP, shifts in schedules and changes in projected expenditures. Finance staff analyzes this information and subsequent to review by the Executive Director and capital project managers, the CIP document is drafted. Inputs for the long-term financial model are pulled from the CIP and other sources and the projected debt service is then integrated into the operating budget.

The Finance Committee meeting is usually scheduled in May. At this meeting, the committee reviews the budget and offers their guidance. The CIP is also completed and presented to the Board of Commissioners for approval in May.

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 to prevent any significant expense overrun on any line item.
- Finance staff conducts a review of budget versus actual status on a monthly basis, and ensure 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 2012 Budget Calendar

October	Administration and Finance Fiscal Year 2012 Budget Overview presentation to Division Directors and Program Managers.
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 2011 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 9 – 10	All divisions present budget requirements to Executive Director.
March	FY 2013-2017 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 2013-2017 Capital Improvement Program.
May 12	Finance Committee Review of Preliminary Operating Budget.
May 19*	Board of Commissioners adoption of FY 2013-2017 CIP.
June 15	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2012 Operating Budget.

*Rescheduled to June 15, 2011 due to lack of quorum

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 Financing 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 funds to the extent they are available and may issue short or long-term debt in fixed or variable mode to finance its capital program. Variable rate debt may be issued in various modes and NBC may use financial products that will result in either a synthetic variable or a synthetic fixed rate. Short-term debt may also be issued to meet operating cash flow needs.

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

- In accordance with RIGL 39-3-15, the Division of Public Utilities and Carriers must approve NBC's issuance of long-term debt.
- The Director of Administration and Finance will determine the issuance method (competitively bid or negotiated) in conjunction with NBC's Financial Advisor. The method may be modified from time to time as NBC's needs change or new or modified financial market methods emerge. The issuance method will be modified if a lower effective market interest cost is expected to result.

- Appropriate Ratio Levels:
 - Debt service coverage ratio minimum of 1.25 (calculated as Gross Revenues less Operating Expenses (excluding depreciation) divided by annual principal and interest.)
 - Principal maturities for fixed and variable rate debt are not to exceed thirty years.
 - Outstanding long-term maturity variable rate bonds are not to exceed a sum equal to 25% of total long-term fixed rate debt except for the inaugural issue.
- NBC does not have a statutory limit on debt issuance.

Investment Policy (in part)

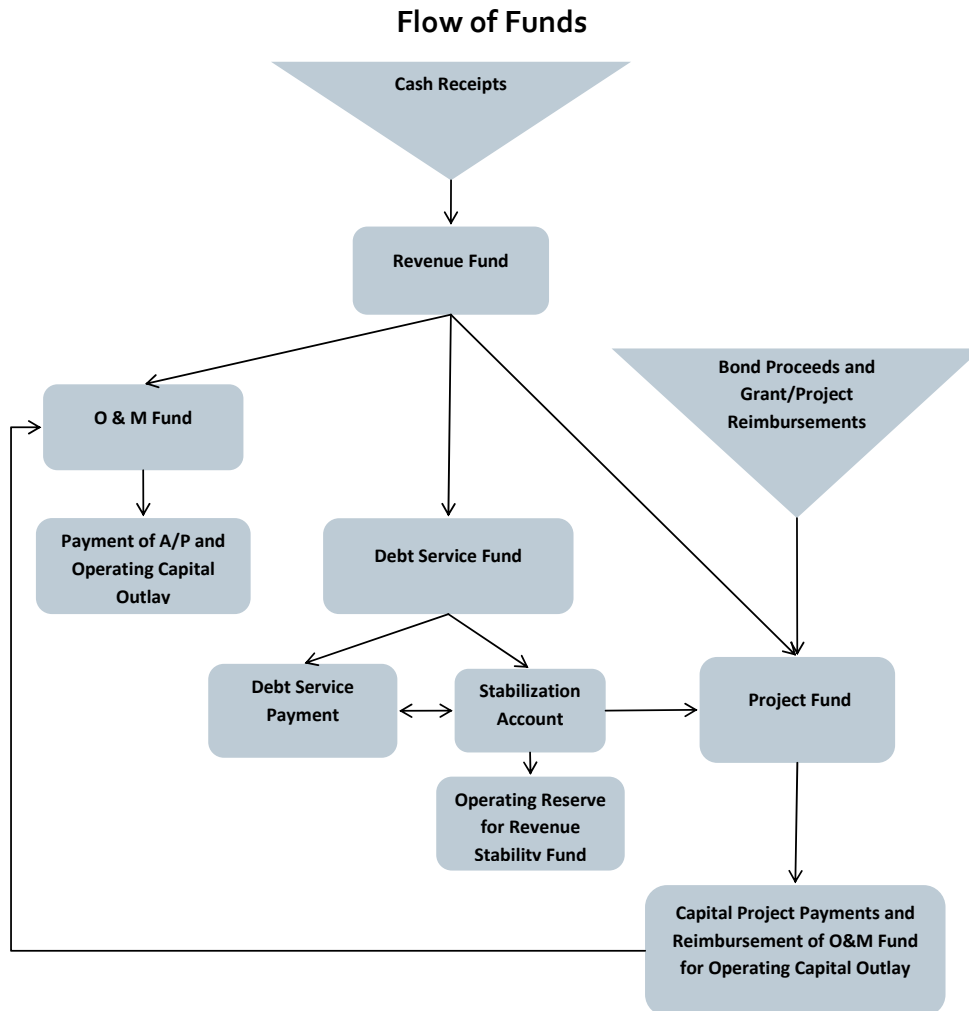
- The “prudent investor” standard shall be applied in the context of managing an overall portfolio.
- Investment of financial assets shall be diversified to minimize the risk of loss that may occur due to concentration in a specific maturity, a specific issuer or a specific class of securities.
- All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

Fund Definitions and Financial Data

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitation. NBC operates as an Enterprise Fund on its Financial Statements. On April 15, 2004 the Trust Indenture and the First Supplemental Indenture was executed by and between NBC and the Trustee, followed by these additional Supplemental Indentures:

Indenture Number	Date	Indenture Number	Date
2	December 30, 2004	9	July 01, 2008
3	August 04, 2005	10	November 01, 2008
4	December 15, 2005	11	October 06, 2009
5	December 21, 2006	12	February 12, 2010
6	February 08, 2007	13	June 24, 2010
7	October 15, 2007	14	March 29, 2011
8	December 12, 2007		

Collectively, these are the “Trust Indenture.” The schematic below provides a general overview of the flow of funds as directed by the Trust Indenture. These are the only funds that are funded. The schematic is not meant to be a complete representation of the Trust Indenture.



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>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 receipts and other miscellaneous receipts. These funds are transferred to the other funds as required once a month. Also included in the Revenue Fund is the NBC Environmental Enforcement Account.</p>
<p>Operating and Maintenance Fund</p>	<p>The Operating and Maintenance Fund (O&M) Fund is used to pay the current expenses of operations, administrative costs, maintenance, ordinary current repairs of NBC's facilities and infrastructure, and operating capital outlays.</p>
<p>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 project costs related to the Capital Improvement Plan. Funds are transferred from the Project Fund to reimburse the O&M Fund for operating capital outlays.</p>
<p>Debt Service Fund</p>	<p>The Debt Service Fund is designated for the payment of debt service and also includes the Stabilization Account where debt service coverage funds are held.</p>
<p>Renewal and Replacement Fund</p>	<p>This fund is used for the replacement or renewal of capital assets of the wastewater treatment system and related infrastructure when costs are not covered by the Project Fund. This Fund is not funded.</p>
<p>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 or a reserve is required as part of a debt issuance. This Fund is not funded.</p>
<p>Operating and Maintenance Reserve Fund</p>	<p>This fund is designed to pay current operating expenses of NBC whenever monies on deposit in the O&M Fund are deemed insufficient. This Fund is not funded.</p>
<p>Redemption Fund</p>	<p>The Redemption Fund is used for redemption costs, and/or principal and interest on the redemption of bonds. This Fund is not funded.</p>
<p>Insurance Reserve Fund</p>	<p>The Insurance Reserve Fund is used should NBC determine that it cannot reasonable obtain required insurance. This Fund is not funded.</p>
<p>Unrestricted Fund</p>	<p>The Unrestricted Fund is the depository for any cash surplus once all funds and accounts established under the Trust Indenture are funded. These funds may be used for any deficiency in amounts required by other funds. This Fund is not funded.</p>
<p>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 accounts.</p>

The Environmental Enforcement Fund (EEF) Account 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 2012, as shown in the table below.

	Fund Balance		Projected Fund Balance		Projected Fund Balance
	FY 2010	Net Change	FY 2011	Net Change	FY 2012
Revenue Fund	\$ 21,480,633	\$ 1,075,298	\$ 22,555,931	\$ 1,080,000	\$ 23,635,931
Operating and Maintenance Fund	2,099,635	921,661	3,021,296	1,616,421	4,637,717
Project Fund	272,663,787	28,461,454	301,125,241	24,127,576	325,252,817
Debt Service Fund	28,596,026	(4,056,649)	24,539,377	307,572	24,846,949
Revenue Stability Fund	3,000,650	1,636,735	4,637,385	300	4,637,685
EEF	146,170	(29,876)	116,294	(10,182)	106,112
				-	
Net Assets	\$ 327,986,901	\$ 28,008,623	\$ 355,995,524	\$ 27,121,687	\$ 383,117,211

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

O & M Fund: In FY 2011 the O & M Fund increased by approximately \$0.9 million and in FY 2012 it is projected to increase by \$1.6 million. The balance increases each year as NBC makes monthly deposits into this Fund based upon budgeted monthly expenditures.

Project Fund: In FY 2011 the Project Fund is expected to increase by 10%, reflecting transfers from the Stabilization Account in the Debt Service Fund. This is prior year debt service coverage that can be used for pay-as-you-go capital and should increase each year as debt service coverage increases. In addition, the Project Fund will increase as NBC acquires assets through investment in the CIP.

Debt Service Fund: In FY 2011 the Debt Service Fund is expected to decrease 14% from FY 2010. Deposits are made into the Debt Service Fund based upon a percentage of cash receipts from user charges. This percentage is calculated by dividing total debt service and debt service coverage by annual user fee revenue as determined by the PUC approved cost of service for NBC. In FY 2010, NBC's actual debt service expense was nearly \$1.8 million lower than the PUC approved level for NBC's variable rate debt. In addition, debt service coverage has increased. As a result, additional funds were available to be transferred to the Project Fund.

Operating Reserve for Revenue Stability Fund: This fund was established in FY 2009 after PUC approval and the execution of a Tenth Supplemental Indenture on November 1, 2008. The fund is financed through transfers from the Stabilization Account in the Debt Service Fund. The PUC has authorized funding at a level of \$1.5 million per year up to a maximum of \$4.5 million. The maximum was reached in FY 2011. 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 a 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 prior year debt service coverage to 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 Fourteen Supplemental Indentures.
- NBC’s operating budget and CIP documents include planned capital funding and expenses for FY 2012 and in order to dovetail the State of Rhode Island’s capital budgeting process, NBC’s five-year CIP window is 2013-2017.

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.

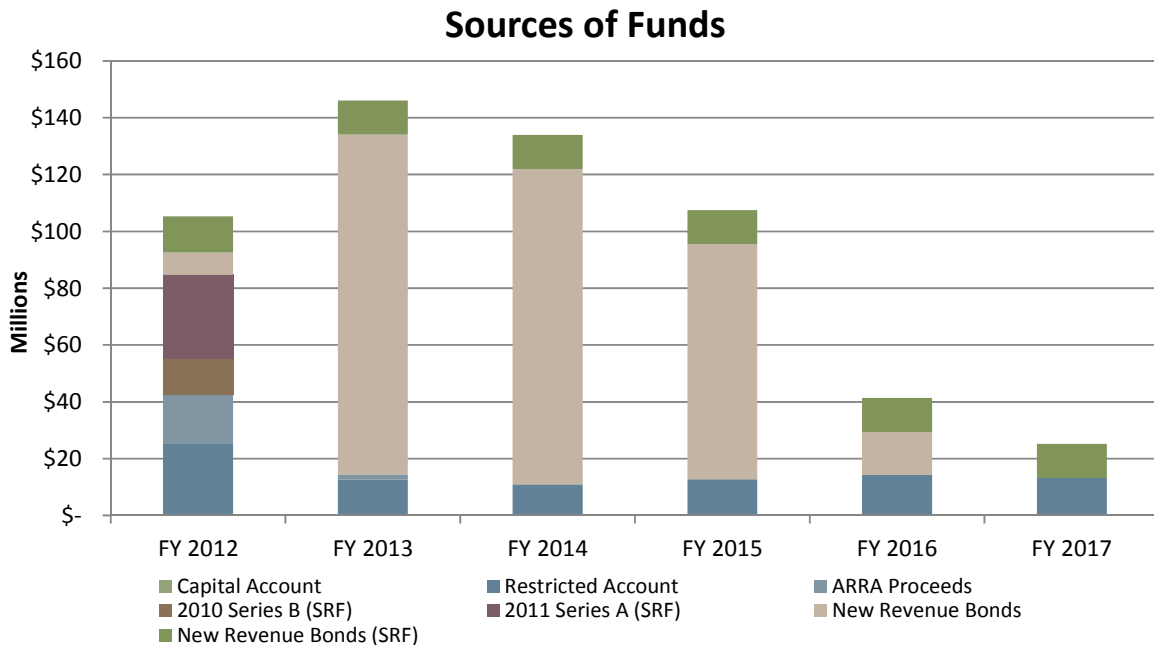
Funding Source	Description
Capital Account	Grant or Project Reimbursements
Restricted Account	Prior Year Debt Service Coverage
ARRA Proceeds	RICWFA Loan Proceeds with ARRA Subsidy of 15% Principal Forgiveness
2010 Series B (SRF)	Unspent Proceeds from NBC 2010 Series B
2011 Series A (SRF)	Unspent Proceeds from NBC 2011 Series A
New Revenue Bonds	New Revenue Bond Issuances
New Revenue Bonds (SRF)	New Borrowings from RICWFA backed by NBC Revenue Bonds

In FY 2012, NBC plans to fund its capital improvements with approximately \$42.1 million in unexpended SRF proceeds, \$17.3 million in ARRA proceeds, \$25.3 million in restricted funds, and \$0.1 million in capital funds. In addition, NBC plans to borrow \$12.75 million from the RICWFA and issue \$7.8 million in revenue bonds.

NBC’s long-term financing strategy includes financing as much as possible through the RICWFA, which is currently estimated at \$12 million per year for a total of \$60 million over the five-year CIP period. Because NBC’s capital needs exceed RICWFA capacity, the NBC plans on issuing \$328.5 million in revenue bonds during fiscal years 2013 through 2017, making it NBC’s largest source of capital. In addition, it is projected that \$53.7 million will be available in restricted funds generated from prior year debt service coverage. The table below shows the projected Sources of Funds in fiscal years 2012-2017.

SOURCES OF FUNDS (Thousands)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 2013-2017	Total FY 2012-2017
Capital Account	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52
Restricted Account	25,318	12,514	11,019	12,753	14,210	13,201	63,697	89,015
ARRA Proceeds	17,300	1,966	-	-	-	-	1,966	19,266
2010 Series B (SRF)	12,352	-	-	-	-	-	-	12,352
2011 Series A (SRF)	29,700	-	-	-	-	-	-	29,700
New Revenue Bonds	7,795	119,610	110,970	82,785	15,140	-	328,505	336,300
New Revenue Bonds (SRF)	12,750	12,000	12,000	12,000	12,000	12,000	60,000	72,750
Total	\$ 105,267	\$ 146,090	\$ 133,989	\$ 107,538	\$ 41,350	\$ 25,201	\$ 454,168	\$ 559,435

The actual timing and type of debt issuance will be determined based upon cash flows, market conditions, SRF availability and other factors. The graph below illustrates the projected sources of funds from FY 2012 through FY 2017. NBC will rely heavily on revenue bonds to finance the CIP, with the revenue bond issuance peaking in FY 2013 at more than \$118 million.



NBC must also take into consideration the uses of capital funds as part of the planning process. The following table 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 account. The cost of issuance expenses are also shown and are financed from bond proceeds.

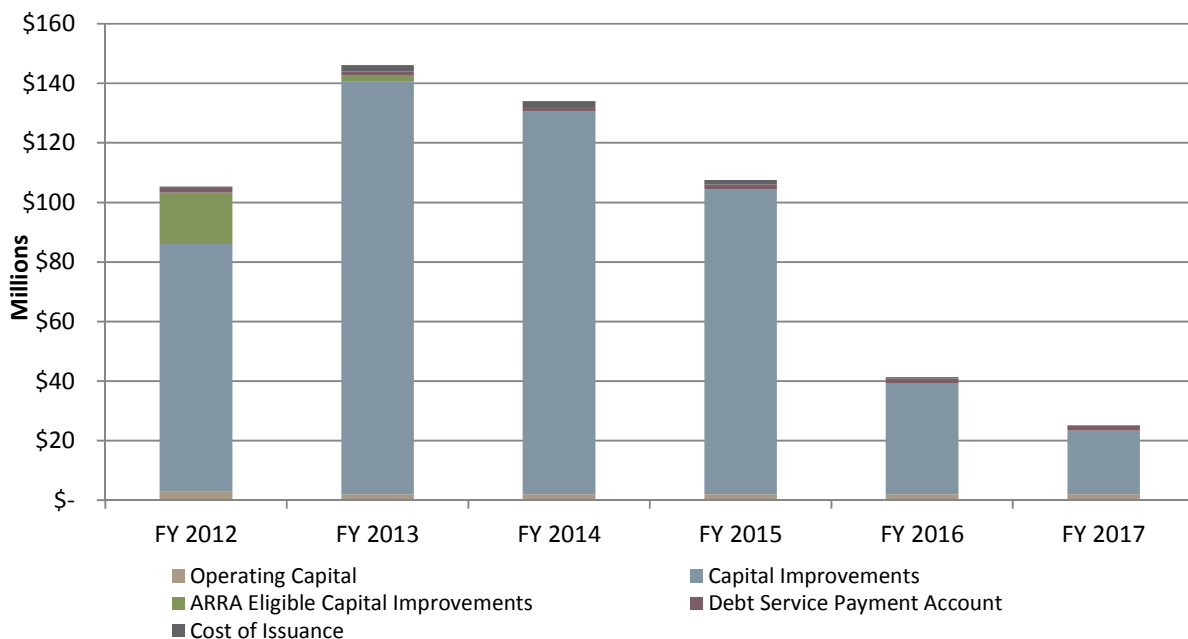
Funding Use	Description
Operating Capital	Annual Operating Capital Purchases
Capital Improvements	Projects identified in the Capital Improvement Program
ARRA Eligible Capital Improvements	Field's Point Wastewater Treatment Facility Nitrogen Removal Project
Debt Service Payment Account	Incremental increase in monthly deposits due to debt issuance
Cost of Issuance	Costs for underwriting, bond counsel, financial advisory services, etc.

The following table shows that the largest use of capital funds is for Capital Improvements at 94% of the total uses for the FY2013-2017 CIP window.

USES OF FUNDS (Thousands)	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total FY 2013-2017	Total FY 2012-2017
Operating Capital	\$ 2,879	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000	\$ 12,879
Capital Improvements	83,184	138,560	128,554	102,526	37,353	21,431	428,424	511,608
ARRA Eligible Capital Improvements	17,300	1,966	-	-	-	-	1,966	19,266
Debt Service Payment Account	1,500	1,500	1,500	1,500	1,500	1,500	7,500	9,000
Cost of Issuance	404	2,064	1,935	1,512	497	270	6,278	6,682
Total	\$ 105,267	\$ 146,090	\$ 133,989	\$ 107,538	\$ 41,350	\$ 25,201	\$ 454,168	\$ 559,435

The chart below shows the uses of capital funds by fiscal year. Expenditures on capital improvements are \$83.2 million in FY 2012 and will peak in FY 2013 at \$138.6 million. Average annual expenditures over fiscal years 2012 through 2014 is \$123.3 million as NBC begins construction phase of the CSO Phase II Facilities.

Uses of Funds

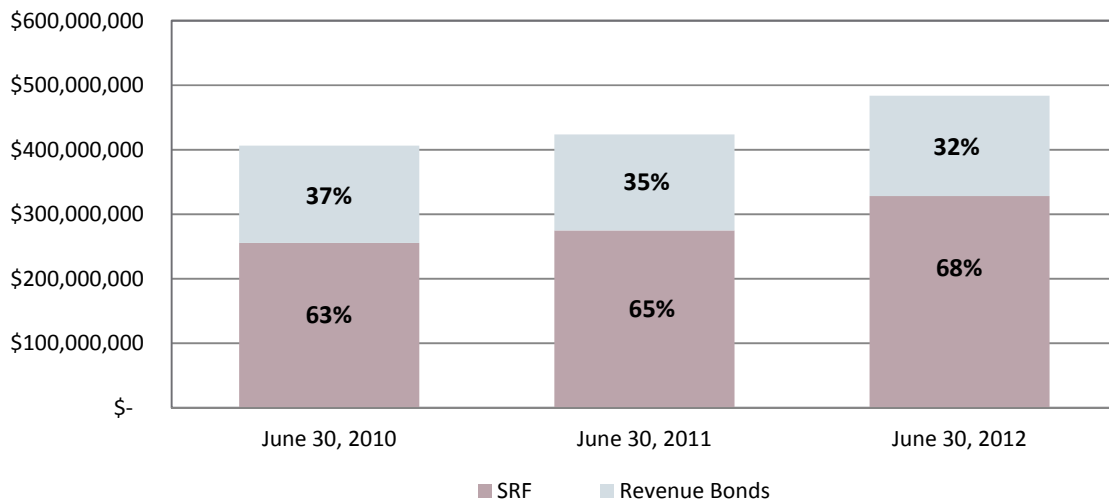


The table below shows the changes in outstanding debt at fiscal year-end for 2010, 2011 and 2012. The Additions/Payments column reflects the net effect of principal payments, draws on existing and new SRF loans (SRF debt is not reflected as long-term debt payable until drawn), and new revenue bond issuance.

Issuance	Outstanding Debt as of June 30, 2010	Additions/Draws/ Payments	Outstanding Debt as of June 30, 2011	Additions/Draws/ Payments	Outstanding Debt as of June 30, 2012
SRF Loans					
Fully Drawn SRF Loans	\$ 254,797,125	\$ (17,012,657)	\$ 237,784,468	\$ (17,385,443)	\$ 220,399,025
2009 Series A	656,390	26,774,985	27,431,375	16,875,692	44,307,067
2010 Series A	41,752	1,589,278	1,631,030	(67,924)	1,563,106
2010 Series B	200,000	7,444,993	7,644,993	11,549,007	19,194,000
2011 Series A		300,000	300,000	29,700,000	30,000,000
New 2011 Series B		-	-	750,000	750,000
New 2012 Series A		-	-	12,000,000	12,000,000
Subtotal SRF	255,695,267	19,096,599	274,791,866	53,421,332	328,213,198
Revenue Bonds					
2005 Series A	42,500,000	-	42,500,000	-	42,500,000
2007 Series A	45,000,000	-	45,000,000	-	45,000,000
2008 Series A	63,280,000	(1,620,000)	61,660,000	(1,670,000)	59,990,000
New 2012 Series B	-	-	-	7,795,000	7,795,000
Subtotal Revenue Bonds	150,780,000	(1,620,000)	149,160,000	6,125,000	155,285,000
Total	\$ 406,475,267	\$ 17,476,599	\$ 423,951,866	\$ 59,546,332	\$ 483,498,198

The table below reflects the outstanding debt for fiscal years 2010 and 2011 and the projected debt for fiscal year 2012.

Outstanding Debt



The following table shows debt service payments for existing bond issues in Fiscal Year 2012.

Debt Service Payments Fiscal Year 2012

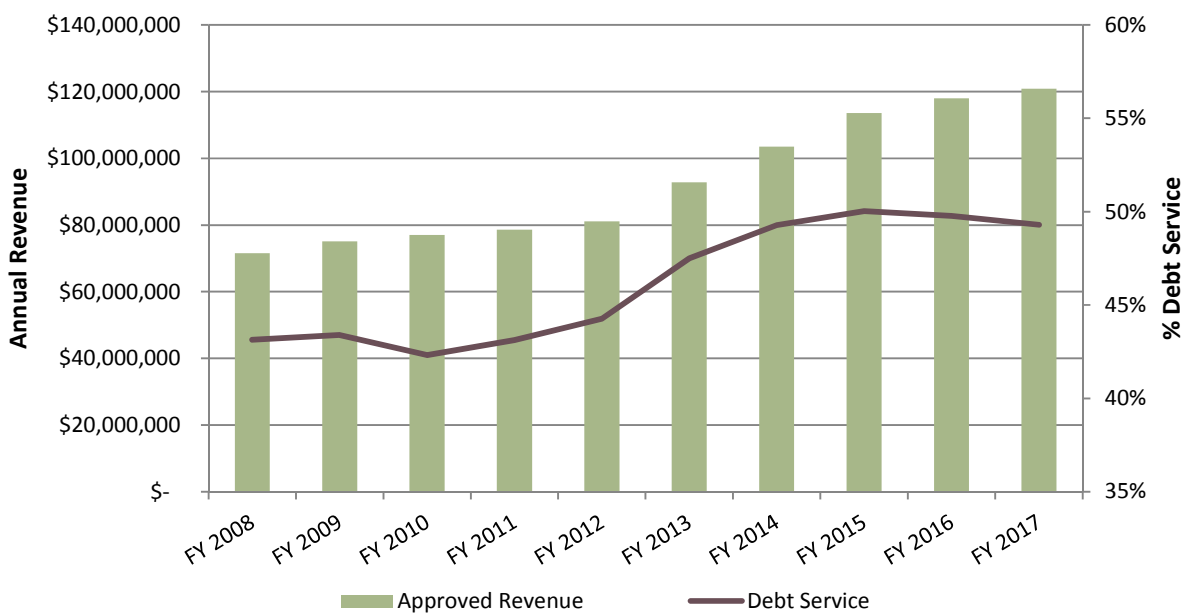
Issue	Interest	Principal	Total
<u>RICWFA (SRF Loans)</u>			
SRF - No. Providence \$2.647M	\$ 3,414	\$ 183,300	\$ 186,714
SRF - Washington Park - \$3.694M	14,032	219,934	233,966
SRF - Butler - \$1.662M	6,438	111,227	117,666
1993 Series B - \$14.781M	158,105	882,500	1,040,605
1994 Series - \$17.279M	173,242	1,019,507	1,192,749
1997 Series - \$8.150M	152,481	420,978	573,459
1999 Series - \$23.955M	508,785	1,690,000	2,198,785
2001 Series - \$57M	992,364	3,600,000	4,592,364
2002 Series - \$57M	573,801	2,708,996	3,282,797
2003 Series - \$40M	581,062	1,850,000	2,431,062
2004 Series B - \$40M	630,934	1,225,000	1,855,934
2005 Series B - \$30M	448,293	1,368,000	1,816,293
2006 Series A - \$30M	431,653	1,356,000	1,787,653
2007 Series B - \$25M	477,943	750,000	1,227,943
2009 Series A - \$55M	849,775	424,526	1,274,301
2010 Series A - \$2M	39,349	67,924	107,273
2010 Series B - \$20M	413,729	803,000	1,216,729
2011 Series A - \$30M	148,745	-	148,745
<u>Revenue Bonds</u>			
2008 Series A \$66M Refunding	2,222,696	1,670,000	3,892,696
2005 Series A - \$45M	2,250,000	-	2,250,000
2007 Series A - \$42.5M	2,065,563	-	2,065,563
Total	\$ 13,142,403	\$ 20,350,893	\$ 33,493,296

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 \$34.8 million in FY 2012 to \$59.6 million in FY 2017. The chart below shows debt service as a percentage of the projected revenue requirement through FY 2017. Annual debt service as a percentage of total revenue will rise from 44.3% in FY 2012, peak at 50.0% in FY 2015 and is projected to decline to 49.3% in FY 2017. All debt service projections are based on a number of assumptions including the cash flow estimates outlined in the CIP.

Debt Service vs. Total Revenue



Impact of the CIP on the Operating Budget

The primary impact of the CIP on the Operating Budget is the payment of debt service in the form of principal and interest as discussed above, however, some capital improvements also impact operating costs directly. The operation of completed capital improvements may result in additional costs or cost reductions which must be incorporated into the annual operating budget. NBC’s engineers have identified seven capital projects that will impact NBC’s operating budget once they become operational.

The specific expense line items that will be impacted are shown by project and fiscal year in the following table. Operation of the FPWWTF Nitrogen Removal Facilities will require additional chemical, natural gas and electricity usage, increasing operating costs by \$692,000 in FY 2012. The FPWWTF Wind Turbine project is anticipated to result in electricity savings of nearly \$800,000 annually beginning in FY 2013, and the BPWWTF Biogas Reuse project is anticipated to result in electricity savings of nearly \$500,000 annually beginning in FY 2013. Electricity savings from these two projects will be offset slightly by the cost of maintenance and service agreements required to properly take care of the equipment. The projected combined impact of all the CIP projects is \$692,000 in FY 2012, which increases to \$1.25 million in FY 2017.

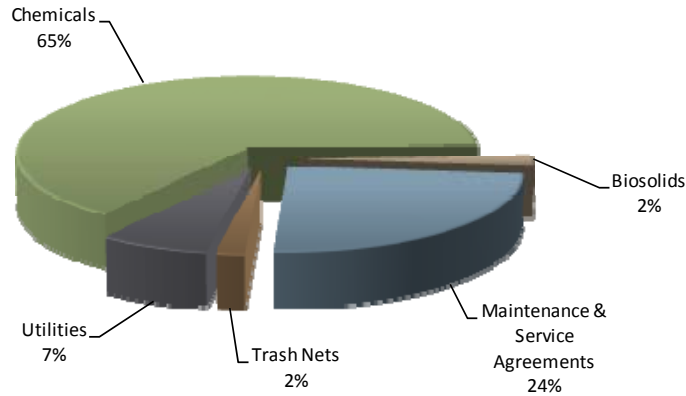
**CIP Impact on Operating Budget
(In thousands)**

Project	Expenditure Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FPWWTF Nitrogen Removal Facilities							
	Utilities	\$ 690	\$ 976	\$ 1,006	\$ 1,036	\$ 1,067	\$ 1,099
	Chemicals		566	583	600	618	637
	Screenings & Grit Disposal	2	2	2	2	2	2
	Water		2	2	2	2	3
	Subtotal	692	1,546	1,592	1,640	1,689	1,740
Regulatory Compliance Building							
	Utilities	-	-	-	77	80	83
	Subtotal	-	-	-	77	80	83
BPWWTF Biogas Reuse							
	Maintenance & Service Agreements	-	-	260	260	260	260
	Utilities	-	-	(486)	(505)	(526)	(546)
	Subtotal	-	-	(226)	(245)	(266)	(286)
FPWWTF Wind Turbine							
	Maintenance & Service Agreements	-	-	-	100	100	100
	Utilities	-	(799)	(799)	(799)	(799)	(799)
	Subtotal	-	(799)	(799)	(699)	(699)	(699)
CSO Phase II Facilities							
	Biosolids Disposal	-	-	-	21	43	48
	Utilities	-	-	-	21	43	45
	Maintenance & Service Agreements	-	-	-	5	10	11
	Subtotal	-	-	-	47	96	104
Floatable Control Facilities							
	Trash Nets	-	10	21	22	24	25
	Subtotal	-	10	21	22	24	25
BPWWTF Nitrogen Removal Facilities							
	Utilities	-	-	-	72	75	78
	Chemicals	-	-	-	190	198	205
	Subtotal	-	-	-	262	273	283
Total Impact on Operating Budget		\$ 692	\$ 757	\$ 588	\$ 1,104	\$ 1,197	\$ 1,250

The graph on the following page shows the projected CIP impact by expense type. Chemicals and utilities account for 72% of the projected expenses over the six-year period and are costs associated with the FPWWTF nitrogen removal project. The utility costs are offset with the cost savings from NBC's two renewable energy projects. Maintenance and service agreements account for 24% of the expenses and are associated with the renewable energy projects as well. Trash nets and biosolids account for 2% of the total

projected CIP impact each and are for the Floatables Control Facilities and the CSO Phase II Facilities respectively.

Projected CIP Impact in FY 2012 - FY 2017 by Expense Type



In order to assess the relative impact of the operating cost of the new facilities on the annual Operations and Maintenance Budget, the projected impact has been calculated as a percent of the annual operating budget. The table below shows that the FPWWTF Nitrogen Removal Facilities, with a projected annual operating cost of \$1.74 million in FY 2017, will have the most significant impact on the operating budget, increasing annual operating costs by nearly 5%.

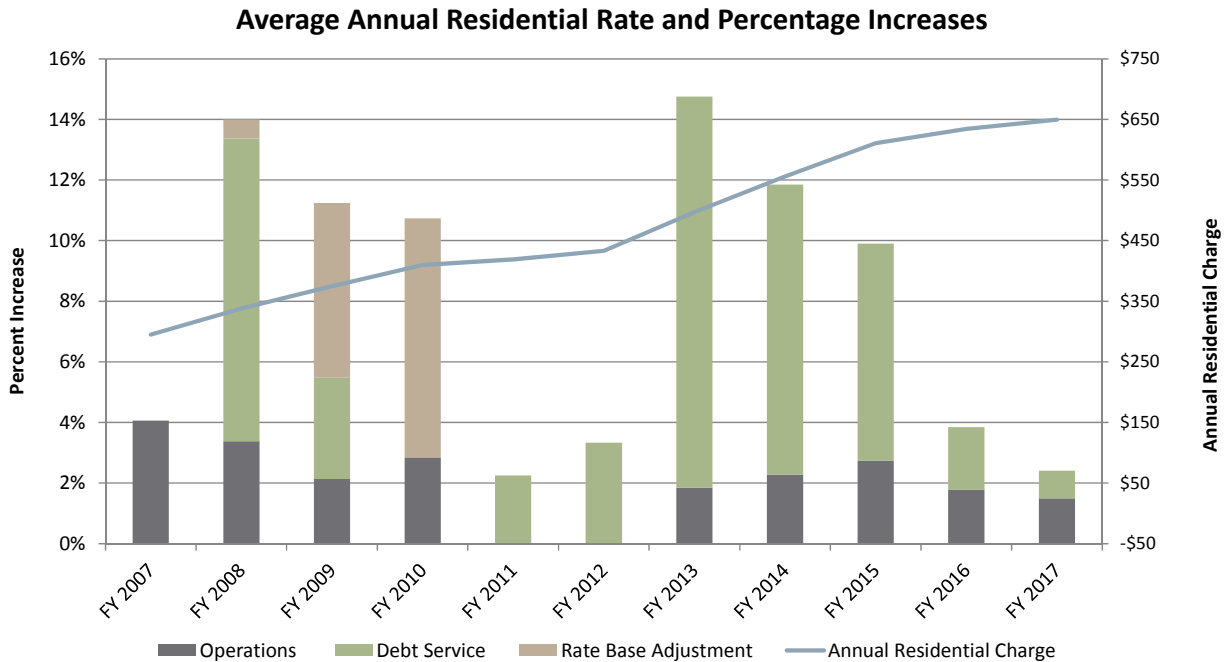
CIP Project Name	FY 2017 Projected Net Operating Costs	Percentage of Impact on Projected O&M Budget*
FPWWTF Nitrogen Removal Facilities	\$ 1,740	4.69%
Regulatory Compliance Building	83	0.22%
BPWWTF Biogas Reuse	(286)	-0.77%
FPWWTF Wind Turbine	(699)	-1.89%
CSO Phase II Facilities	104	0.28%
Floatables Control Facilities	25	0.07%
BPWWTF Nitrogen Removal Facilities	283	0.76%
Total	\$ 1,250	3.37%

* Based on FY 2012 Draft Operating Budget

Impact of CIP on Sewer User Rates

Sewer rates will increase over time due to the financing costs associated with the capital program, operating costs of new facilities and general cost increases. The following chart takes into consideration these projected impacts on NBC's total revenue requirement and also show the resulting rate increases. Based on a number of assumptions, the NBC average annual residential user charge is projected to increase from \$433 in FY 2012 to nearly \$650 in FY 2017. As previously mentioned, the FY 2012 rate increase of 3.33% was entirely to support debt service and debt service coverage. The largest projected rate increase is in FY 2013

at 14.75%, and is expected to be significantly less each subsequent fiscal year as NBC moves through the construction phase of the CSO Phase II Facilities. Debt service makes up 87%, 81% and 72% of the projected rate increase in FY 2013, 2014 and 2015 respectively and declines to 38% in FY 2017.



Even with these increases, NBC’s sewer rates remain competitive. As can be seen in the chart, when NBC’s 2010 rate is calculated based on consumption of 120 HCF, it is approximately 13% below the national average of \$552.26.

2010 Annual Residential Sewer Charges for Major U.S. Cities

Seattle, WA	\$	1,078	Philadelphia, PA	468
Honolulu, HI		989	Houston, TX	453
Portland, ME		944	New Orleans, LA	448
San Francisco, CA		912	Dallas, TX	438
Austin, TX		732	Saint Paul, MN	397
Detroit, MI		618	San Jose, CA	394
Boston, MA		617	Los Angeles, CA	392
Jacksonville, FL		617	Saint Louis, MO	382
MWRA Service Area		605	Fort Worth, TX	378
San Diego, CA		603	Milwaukee, WI	368
Washington, DC		595	Newark, NJ	365
New York, NY		563	Indianapolis, IN	338
Columbus, OH		478	San Antonio, TX	271
Providence, RI		478		

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Capital Improvement Program (CIP)

The Capital Improvement Program

The Narragansett Bay Commission’s Capital Improvement Program (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 that involves NBC’s engineering and construction staff and also incorporates the needs identified through NBC’s asset management program. These capital improvements represent projects greater than \$75,000 and are for new facilities as well as the repair and replacement of existing infrastructure. The CIP shows programmed expenditures for fiscal year 2012 as well as the five-year period of fiscal years 2013-2017, which is referred to in this document as the “window.” Structuring the CIP this way enables NBC’s program to be easily incorporated into the capital budget of the State of Rhode Island.

Capital Improvement Program Overview

This year’s CIP identifies a total of 51 projects that are either in progress, to be initiated, or to be completed during the window. Annual capital expenditures are projected to be in excess of \$100 million per year during the next four years as NBC begins construction of the Combined Sewer Overflow (CSO) Phase II Facilities, continues with the construction of Nitrogen Removal Facilities at Field’s Point and initiates construction of the Nitrogen Removal Facilities at Bucklin Point. Total estimated costs for this year’s CIP window are \$430 million. For planning purposes, the programmed expenditures are classified into cost categories, as shown in the following table.

**FY 2012-2017 CIP Costs by Category
(In thousands)**

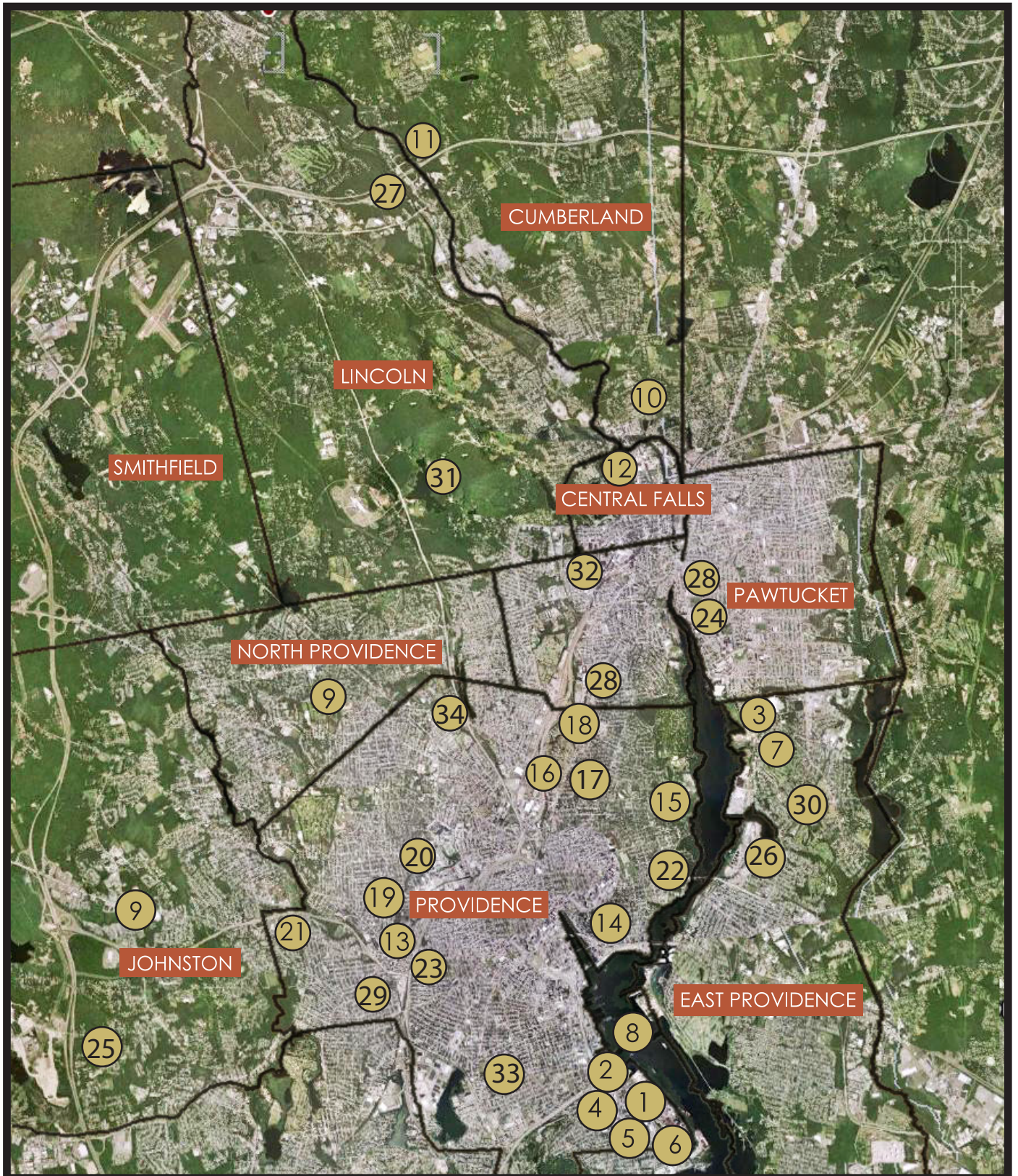
Cost Category	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Costs FY 2013-2017	Total Costs FY 2012-2017
Administrative	\$ 3,326	\$ 4,260	\$ 3,087	\$ 2,277	\$ 561	\$ 652	\$ 10,836	\$ 14,163
Land	6,149	530	300	300	-	-	1,130	7,279
A/E Professional	4,033	2,332	2,056	1,054	11,997	16,001	33,440	37,472
Construction	77,249	114,910	100,472	65,781	23,825	4,531	309,518	386,767
Contingency	2,123	7,671	13,945	26,372	834	150	48,973	51,096
Other	7,604	10,688	8,695	6,742	137	97	26,357	33,961
Total Project Costs	\$ 100,484	\$ 140,390	\$ 128,554	\$ 102,526	\$ 37,353	\$ 21,431	\$ 430,254	\$ 530,738

Capital Improvement Program Project Locations

The capital projects included in this CIP are categorized into one of eight areas depending on their scope and phase. The capital projects identified in this year's CIP are shown on the map on the following page. The map highlights 34 project locations as identified in the key below.

Legend Key	Project Number	Project Name
<u>Wastewater Treatment Facility Improvements</u>		
1	10901	FPWWTF - Nitrogen Removal Facilities
2	11900	Regulatory Compliance Building
3	12000	BPWWTF - Biogas Reuse
4	12100	FPWWTF - Wind Turbine
5	12200C	FPWWTF - Flow Control Efficiencies
6	12400	NBC IM Facilities
7	80900	BPWWTF - Nitrogen Removal Facilities
<u>Infrastructure Management</u>		
8	1100000	Site Specific Study
8	1140100	River Model Development
9	30221	Hydraulic Systems Modeling
10	30438	Interceptor Easements - Construction
11	30501	Interceptor Easements - NBC BVI
<u>Phase II CSO Facilities</u>		
12	30302C	Phase II CSO Facilities - OF 106
13	30303C	Phase II CSO Facilities - WCSOI Main
14	30404C	Phase II CSO Facilities - SCSOI Main
15	30305C	Phase II CSO Facilities - OF 027
16	30306C	Phase II CSO Facilities - OF 037 West
17	30307C	Phase II CSO Facilities - OF 037 South
18	30308C	Phase II CSO Facilities - OF 037 North
19	30309C	Phase II CSO Facilities - WCSOI Regulator
20	30310C	Phase II CSO Facilities - WCSOI North
21	30311C	Phase II CSO Facilities - WCSOI West
22	30312C	Phase II CSO Facilities - SCSOI Regulator
23	30313C	Phase II CSO Facilities - WCSOI Site Demolition
<u>Phase III CSO Facilities</u>		
24	30800	Phase III CSO Facilities
<u>Sewer System Improvements</u>		
25	70500	Central Avenue Pump Station
26	70600C	Omega Pump Station Rack Room
27	70700C	Lincoln Septage Station - Lakeside Unit Replacement
<u>Floatables Control Facilities</u>		
28	30600	Floatables Control Facilities
<u>CSO Interceptor Inspection and Cleaning</u>		
29	30430M	Woonasquatucket Interceptor along Route 10 Inspection & Cleaning
30	30435M	East Providence Interceptor Inspection and Cleaning
<u>CSO Interceptor Repair and Construction</u>		
31	30421	Louisquisset Pike Interceptor Replacement
32	30444	Moshassuck Valley Interceptor
33	30453C	Improvements to NBC Interceptors FY 2010
34	30454C	Branch Avenue Interceptor Improvement

CAPITAL IMPROVEMENT PROGRAM
PROJECT LOCATIONS



Capital Improvement Program Assumptions

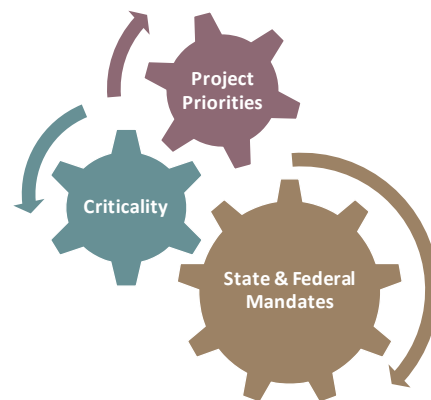
The cost estimates in this CIP are based on a number of assumptions as follows:

- 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 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

NBC's 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 removal (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.

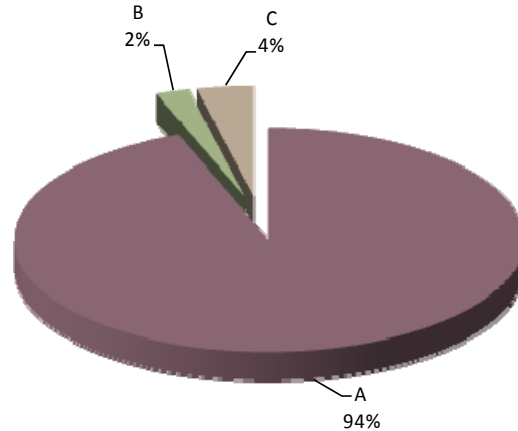


As part of the CIP program development, the criticality of each project is assessed and a priority ranking is assigned based on that assessment. Projects with an "A" ranking are the most critical and are either

mandated or currently under construction. Approximately 94% of the projects identified in the window are prioritized with an “A” ranking and total approximately \$406 million.

In addition, 2% or nearly \$9 million of projects are identified with a “B” ranking, which includes projects imperative to NBC’s ongoing operations. Finally, 4%, or approximately \$15 million of the capital expenditures, are ranked as “C”, which includes 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 ranking throughout the CIP window.

Project Priorities



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

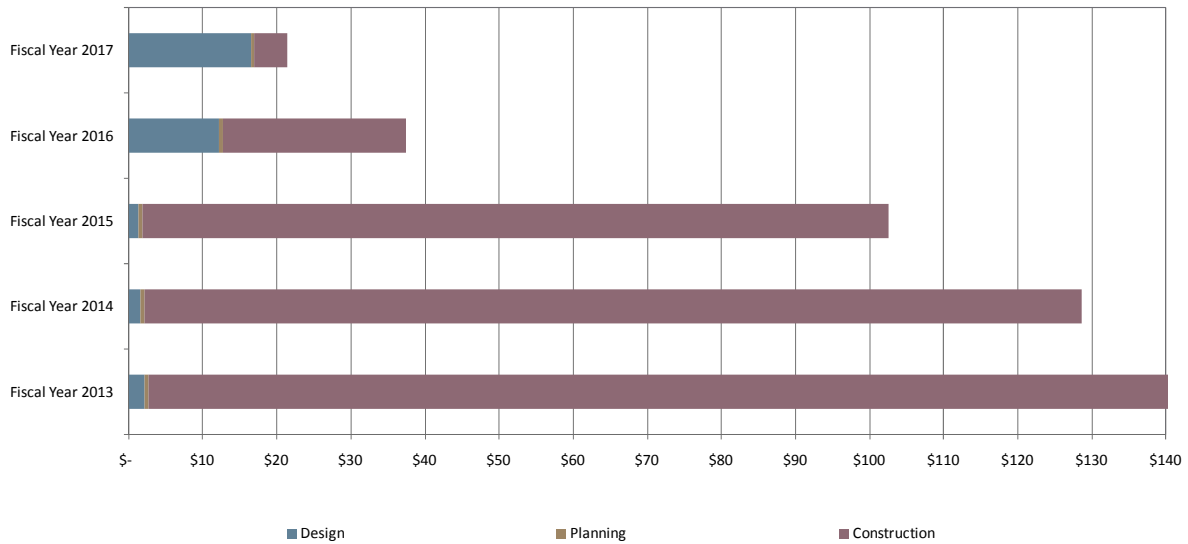
Project Priority	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Costs FY 2013-2017	Ranking Percentage
A	\$ 133,268	\$ 123,830	\$ 94,919	\$ 34,403	\$ 19,376	\$ 405,796	94%
B	1,669	884	2,467	2,000	2,000	9,019	2%
C	5,454	3,840	5,140	950	55	15,439	4%
Total Project Costs	\$ 140,390	\$ 128,554	\$ 102,526	\$ 37,353	\$ 21,431	\$ 430,254	100%

Capital Expenditure by Phase

NBC’s large construction projects are delineated by phases, beginning with planning, followed by design, and finally construction. Planning consists of tasks such as feasibility studies and mapping. The design phase includes the determination of the intended technology as well as the development of all plans and specifications, acquisition of easements and permits. During the Construction phase, the facility improvements and infrastructure rehabilitation are constructed. The CIP also includes some programmed capital projects which are not broken down into phases, since they deal with the routine inspection, cleaning and repair of NBC’s miles of interceptors, or other one-time special studies.

The graph on the following page illustrates the programmed capital expenditures according to the project phase. The construction phase has the largest amount of expenditures during the window, with approximately 92% or \$394 million of the total expenditures. Design is the second largest phase with \$79 million or 8% of the capital expenditures. Finally, the inspection and cleaning and planning phase expenditures are approximately 1% of the total.

**Expenditures by Project Phase
(in millions)**



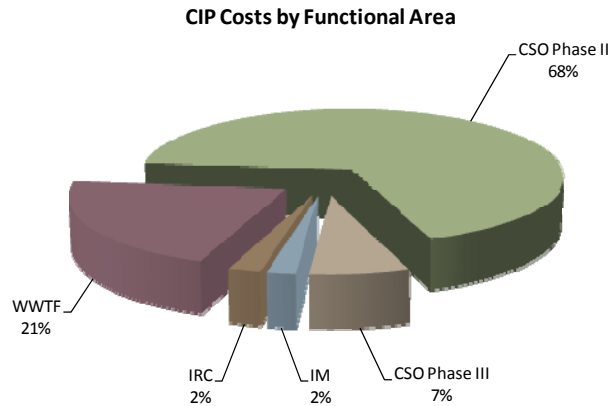
Capital Improvement Program Project Cost Allocation

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 below.

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)	Includes Water Quality Modeling, System-wide Facilities Planning, and Interceptor Easements.
Combined Sewer Overflow Phase II (CSO Phase II)	Projects related to the CSO Abatement Phase II Facilities.
Combined Sewer Overflow Phase III (CSO Phase III)	Projects related to the CSO Abatement Phase III Facilities.
Sewer System Improvements (SSI)	Projects related to pump station improvements, and other sewer system related improvements.
Floatables Control Facilities (FCF)	Includes all CSO Floatables Control Facilities projects.
CSO Interceptor Inspection and Cleaning (IIC)	Includes projects related to interceptor inspection and cleaning.
CSO Interceptor Repair and Construction (IRC)	Includes projects related to interceptor repair and maintenance.

The graph on the following page shows the allocation of capital expenditures according to the functional area classification. Of the approximately \$430 million in capital expenditures scheduled over this year's CIP window, \$290 million, or 67%, is for Phase II of the CSO Abatement Project. In addition, 21% or \$90 million is for Wastewater Treatment Facility Improvements, of which \$61 million will be spent on the nitrogen removal facilities at both Field's Point and Bucklin Point. Finally, 7% or \$29 million is allocated to begin design of Phase III of the CSO Abatement Project.



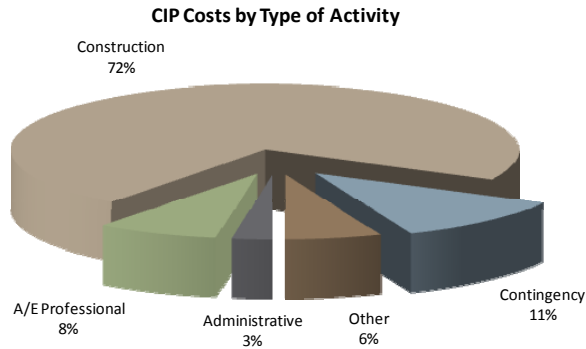
The following table shows a comparison of the capital expenditure costs by functional area from the prior year (FY 2012-2016) CIP to the current year (FY 2013-2017) CIP. The most significant change is due to the CIP's window shift from year to year.

The functional area which shows an increase is the CSO Phase III Facilities, since design is scheduled to begin in 2016. The remaining functional areas show decreases, reflecting the completion of capital projects. Overall, there is a 5% decrease in programmed expenditures for the current CIP window as compared to last year's CIP window.

CIP Costs by Functional Area
(In thousands)

Functional Area	Prior Year CIP (FY 2012-2016)	Current Year CIP (FY 2013-2017)	% Change
Wastewater Treatment Facility Improvements	\$ 111,824	\$ 89,915	-20%
Infrastructure Management	10,365	8,283	-20%
CSO Phase II Facilities	301,723	289,987	-4%
CSO Phase III Facilities	12,257	28,713	57%
Sewer System Improvements	130	-	-100%
Floatables Control Facilities	2,747	1,399	-49%
CSO Interceptor Inspection and Cleaning	2,500	2,500	0%
CSO Interceptor Repair and Construction	9,410	9,457	0%
Total	\$ 450,956	\$ 430,254	-5%

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 shown in the chart on the following page, construction costs represent \$310 million, or approximately 72% of the total costs within the five-year period. Architectural and Engineering services represent approximately 8% or \$33 million of the costs during this same period.



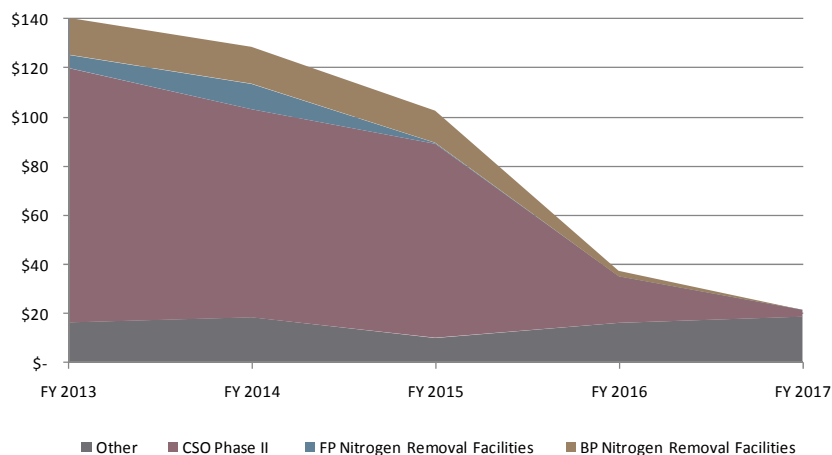
Significant Capital Improvement Projects

This year's CIP includes costs for the construction of three significant Capital Improvement Projects: the CSO Phase II Facilities, the nutrient removal facilities at the Field's Point Wastewater Treatment Facilities (WWTF) and nutrient removal at the Bucklin Point WWTF. Costs for these three projects during the five-year period total \$351 million, or 82% of this year's CIP. Construction of the Field's Point nutrient removal facilities is currently underway. Construction of the CSO Phase II Facilities and the Bucklin Point nutrient removal facilities are scheduled to begin in FY 2012. 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 its facilities. The following table and graph show the programmed expenditures for NBC's major projects and other smaller projects included in this year's CIP window.

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

Project	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Costs FY 2013 - 2017	Percentage of Five-Year Costs
CSO Phase II Facilities	\$ 103,901	\$ 84,959	\$ 79,188	\$19,039	\$ 2,900	\$ 289,987	67%
FP Nitrogen Removal Facilities	5,297	10,309	361	-	-	15,966	4%
BP Nitrogen Removal Facilities	14,988	15,012	13,017	2,295	-	45,312	11%
Other	16,205	18,275	9,960	16,019	18,531	78,990	18%
Total	\$ 140,390	\$ 128,554	\$ 102,526	\$37,353	\$ 21,431	\$ 430,254	100%

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



Project 303: CSO Phase II Facilities



The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. NBC completed the plans for CSO Phase II and submitted them to the Rhode Island Department of Environmental Management (RIDEM), in accordance with the schedule in the Consent Agreement between NBC and RIDEM.

Currently, final design of the CSO Phase II Facilities is 100% complete and NBC's Facilities Plan Reaffirmation was approved by RIDEM. The estimated cost for Phase II construction is approximately \$290 million, or 67% of the total costs included in the five-year window of FY 2013-2017. This project has progressed to construction and has

been separated into thirteen different construction projects based upon the tasks to be completed. The different project numbers and their titles are listed in the following table.

<u>Project #</u>	<u>Project Description</u>
Phase II CSO Facilities - Construction Project Assignment	
30301RS	Phase II CSO Facilities - Program & Construction Management
30302C	Phase II CSO Facilities - OF 106
30303C	Phase II CSO Facilities - WCSOI Main
30304C	Phase II CSO Facilities - SCSOI Main
30305C	Phase II CSO Facilities - OF 027
30306C	Phase II CSO Facilities - OF 037 West
30307C	Phase II CSO Facilities - OF 037 South
30308C	Phase II CSO Facilities - OF 037 North
30309C	Phase II CSO Facilities - WCSOI Regulator
30310C	Phase II CSO Facilities - WCSOI North
30311C	Phase II CSO Facilities - WCSOI West
30312C	Phase II CSO Facilities - SCSOI Regulator
30313C	Phase II CSO Facilities - WCSOI Site Demolition

The most significant component of the Phase II Facilities is the construction of two interceptors in the Field's Point Service Area. The Seekonk Interceptor will run approximately 8,000 feet along the Seekonk River (Projects 30304C and 30312C) and the Woonasquatucket Interceptor and adit will run approximately 19,900 feet along the Woonasquatucket River (Projects 30303C, 30309C, 30310C, and 30311C). These interceptors will eliminate discharge from approximately ten outfalls (OFs) for most storms. These flows will then be conveyed to the CSO Tunnel constructed in Phase I.

Phase II also includes two sewer separation projects on the East Side of Providence which will separate the sanitary flow from the storm water flow. A wetlands treatment facility will also be constructed in Central Falls consisting of a storage tank and created wetlands. For small storms, all the combined sewer flows will be stored in the tank until after the storm when it will be pumped to the interceptor. For larger storms, treatment will be provided by the wetland. This portion of the project, along with two other "green" projects, are eligible for "principal forgiveness" in addition to the traditional interest rate subsidy as part of NBC's March 28, 2011 borrowing from the Rhode Island Clean Water Finance Agency (RICWFA).

Project 308: CSO Phase III Facilities



The CSO Phase III Facilities represent the third and final phase of the federally mandated CSO Abatement Program required as part of a Consent Agreement between NBC and RIDEM. This phase includes the construction of a 13,000 foot long tunnel in Pawtucket along the Seekonk and Blackstone Rivers (shown to the left). This tunnel will store flows from three CSO Interceptors totaling approximately 14,500 feet in length, and two sewer separation projects. Flows from this tunnel will be conveyed to NBC’s Bucklin Point WWTFF for treatment. Total pre-design cost estimates are \$603 million for the CSO Phase III Facilities. Design of the CSO Phase III Facilities represents approximately 7% or \$29 million in this year’s CIP window.

Nitrogen Removal at Field’s Point and Bucklin Point

In accordance with terms of the Consent Agreement between NBC and RIDEM, NBC is required to attain a seasonal total nitrogen limit of 5 mg/l from May to October at the Field’s Point and Bucklin Point wastewater treatment facilities.

Field’s Point

The project cost estimate for the Field’s Point nitrogen removal facilities and related upgrades (Project 109) is \$72 million. The project is being funded through \$57 million in financing through the Federal American Recovery and Reinvestment Act (ARRA). The ARRA program, administered through the RICWFA, includes a “principal forgiveness” component of approximately 15% or \$8.5 million in addition to the traditional interest rate subsidy.

Currently, construction of the nitrogen removal facilities and operations building is approximately 43% complete and on schedule. As part of this project, the ten existing aeration basins are being modified with concrete walls (footings shown above) in order to provide four zones and accommodate the diffusers for



the Integrated Fixed Film Activated Sludge (IFAS) process. The existing blower building has also been modified for nine new turbo blowers, which will provide aeration for the nitrogen removal process. A new electrical room has been constructed and is currently being equipped with the conduit and wiring necessary to operate these new blowers.



The construction of the new Operations building is well under way and the exterior brick work is complete (shown to the left). Currently, electrical conduit, wiring, heating and air conditioning, and fire sprinkler piping are being installed throughout the interior. This building will house the computer control systems for the Biological Nutrient Removal (BNR) Facilities, wastewater operations at Field's Point, the Tunnel Pump Station, and the Ernest Street Pump Station.

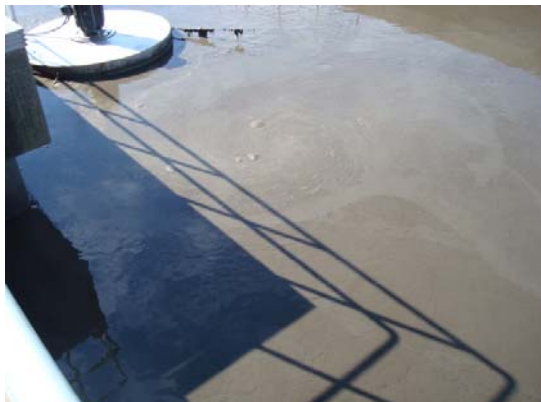
As part of this project, a new screenings facility was built to eliminate the fine solids from the flow prior to entering the aeration tanks. The screw lift pumps (shown below) were replaced and new piping was installed to improve the distribution of the return activated sludge (RAS), before entering the aeration tanks. Tanks and effluent pumps will be installed for the chemical addition of carbon and alkalinity needed for the BNR process.

Throughout the construction period, significant structural and mechanical changes are being made to the plant, without disruption to the 24 hour day to day operations. In order to achieve the mandated nitrification / denitrification limits, it will be necessary to install and furnish a variety of wastewater treatment equipment, process piping, electrical components and controls. Upgrades will be made to the current electrical service in order to provide the additional power needed for BNR and a new backup generator will be connected to ensure a constant power supply.



Bucklin Point

NBC's facilities at Bucklin Point were designed to achieve a total nitrogen level of 8 mg/l, but subsequent to the completion of construction for these facilities, RIDEM established a seasonal total nitrogen limit of 5 mg/l. NBC has completed the design for the new and upgraded facilities. The final design plans and specifications were submitted to RIDEM on December 22, 2010.



The construction cost estimate for the Bucklin Point nitrogen removal facilities (Project 809), is \$53 million. This estimate has been revised from last year's CIP based upon the completion of final design. This project will upgrade the existing BNR processes at Bucklin Point. The current two stage aeration tanks will be reconfigured to a four

stage process with one additional anoxic zone and one additional aerobic zone. A number of existing process operations will be upgraded and a new chemical addition system for supplemental carbon will be constructed.

Other Capital Projects

Green Technologies

A renewable energy source may be considered a green technology or “green” if it does not produce greenhouse gases or otherwise adversely impact the environment or compromise the ability for future generations to meet their energy needs. NBC currently has two projects that meet these criteria.

NBC’s Wind Turbine energy project at Field’s Point (Project 121) will convert wind energy into electricity using three 1.5 megawatt turbines. This project is expected to generate clean sustainable energy for use on-site for wastewater treatment operations. In addition to reducing greenhouse gas emissions, the wind turbines will help stabilize energy related operating costs. The project is expected to cost approximately \$14.9 million.



At Bucklin Point, NBC uses a process called anaerobic digestion to treat and stabilize biosolids from the wastewater treatment process. Here the biosolids are placed in large heated digester tanks (shown to the



left) and allowed to biologically decompose in the absence of oxygen, generating a methane rich biogas byproduct suitable for energy recovery.

NBC currently uses about 50% of this biogas in an on-site heat exchanger to supply heat to the anaerobic digestion tanks. The remaining biogas is flared as waste. Using a combined heat and power system NBC will burn all the biogas in a reciprocating engine, such as the one shown below, to generate both

electricity and heat energy for use within the wastewater treatment facility. This process will reduce NBC’s dependency on fossil fuel generated electricity and will reduce NBC’s carbon foot print through the efficient use of this readily available renewable fuel. Estimated construction costs (Project 120) are approximately \$2.4 million.



Capital Improvement Program Changes

Completed Projects

This CIP includes projects that demonstrate 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. These projects allow NBC to protect its infrastructure, maximize flow capacity, and provide for the health and safety of the public. In this year's CIP, NBC allocates \$1.5 million annually to interceptor construction and repairs and \$500 thousand annually to interceptor inspection and cleaning. As improvement projects are identified through the inspection process they are funded from the annual allocation.



Of the three projects completed last year, the majority or 57% of the expenditures were related to the Flow Control Efficiencies at the Field's Point Wastewater Treatment Facility. The Sewer System Improvement and Interceptor Inspection and Cleaning functional areas accounted for remaining 43% of the completed project expenditures. The following table summarizes the completed projects and their total costs.



Above: An improvement project near Central Avenue.

<u>Completed Project #</u>	<u>Completed Project Description</u>	<u>Total Costs (In thousands)</u>
<u>Wastewater Treatment Facility Improvements</u>		
12200C	FPWWTF Flow Control Efficiencies	\$ 1,363
	Subtotal - Wastewater Treatment Facility Improvements	1,363
<u>Sewer System Improvement</u>		
70500C	Central Avenue Pump Station - Construction	783
	Subtotal - Sewer System Improvement	783
<u>CSO Interceptor Inspection and Cleaning</u>		
30419M	Pleasant Valley Parkway Interceptor Inspection and Cleaning	247
	Subtotal - CSO Interceptor Inspection and Cleaning	247
	Total Completed Projects	\$ 2,393

New Projects

This year's CIP identifies one new interceptor repair and construction capital project. Project 30454C Branch Avenue Interceptor Improvement will line approximately 4,200 linear foot of sewer pipe and rehabilitate 35 manholes. The funds were reallocated to this project from the interceptor repair and construction placeholder. The project and estimated costs are outlined in the table on the following page.

<u>Project #</u>	<u>Project Description</u>	<u>Estimated Cost (In thousands)</u>
New Projects:		
30454C	Branch Avenue Interceptor Improvement	\$ 1,887
Subtotal - New Projects		1,887
Total New Projects		\$ 1,887

Capital Improvement Program Funding

NBC recognizes the importance of planning for 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 Reserve for 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 Fourteen Supplemental Indentures.

Capital Projects

Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2012	Fiscal Year 2012	Fiscal Years 2013 - 2017	Post-Fiscal Year 2017	Total Estimated Project Cost
Wastewater Treatment Facility Improvements							
10901D	FPWWTF - Nitrogen Removal Facilities - Design	A	\$ 4,925	\$ 1,881	\$ -	\$ -	6,806
10901C	FPWWTF - Nitrogen Removal Facilities - Construction	A	38,523	17,300	15,966	-	71,789
11900D	Regulatory Compliance Building - Design	B	1,561	1,427	-	-	2,988
11900C	Regulatory Compliance Building - Construction	B	-	7	18,301	-	18,308
12000D	BPWWTF - Biogas Reuse - Design	C	173	277	-	-	450
12000C	BPWWTF - Biogas Reuse - Construction	C	-	10	2,353	-	2,363
12100C	FPWWTF - Wind Turbine - Construction	C	2,970	10,569	1,374	-	14,913
12300C	NBC Fire Code Compliance	A	12	81	-	-	93
12400D	New IM Facilities - Design	C	-	-	557	-	557
12400C	New IM Facilities - Construction	C	-	-	6,052	-	6,052
80900D	BPWWTF - Nitrogen Removal Facilities - Design	A	2,797	646	-	-	3,444
80900C	BPWWTF - Nitrogen Removal Facilities - Construction	A	-	7,376	45,312	-	52,688
Subtotal - Wastewater Treatment Facility Improvements			\$ 50,962	\$ 39,574	\$ 89,915	\$ -	180,451
Infrastructure Management							
1100000	Site Specific Study	A	\$ 211	\$ -	\$ 246	\$ -	457
1140100	River Model Development	C	243	135	-	-	378
30221D	Hydraulic Systems Modeling - Design	C	6	126	195	-	327
30438D	Interceptor Easements - Design	A	542	232	-	-	775
30438C	Interceptor Easements - Construction	A	-	-	612	-	612
30500D	NBC Interceptor Easements - Design	B	-	321	2,614	-	2,935
30500C	NBC Interceptor Easements - Construction	B	-	-	2,497	-	2,497
30501D	Interceptor Easements - NBC BVI Design	A	107	525	-	-	631
30501C	Interceptor Easements - NBC BVI Construction	A	-	-	730	-	730
30700	NBC System-wide Facilities Planning	B	-	3	1,389	-	1,392
Subtotal - Infrastructure Management			\$ 1,109	\$ 1,343	\$ 8,283	\$ -	10,735
Phase II CSO Facilities							
Phase II CSO Facilities - Design							
30301D	Phase II CSO Facilities - Design	A	\$ 15,364	\$ 4,428	\$ -	\$ -	19,791
Subtotal - Phase II CSO Facilities - Design			\$ 15,364	\$ 4,428	\$ -	\$ -	19,791
Phase II CSO Facilities - Construction							
Phase II CSO Facilities - Program & Construction Management							
30301RS	Phase II CSO Facilities - Program & Construction Management	A	\$ 1,477	\$ 4,800	\$ 24,038	\$ -	30,315
30302C	Phase II CSO Facilities - OF 106	A	-	1,642	8,555	-	10,197
30303C	Phase II CSO Facilities - WCSOI Main	A	-	9,437	106,895	-	116,332
30304C	Phase II CSO Facilities - SCSOI Main	A	-	32	73,547	-	73,579
30305C	Phase II CSO Facilities - OF 027	A	27	4,710	6,675	-	11,412
30306C	Phase II CSO Facilities - OF 037 West	A	22	14,784	9,802	-	24,608
30307C	Phase II CSO Facilities - OF 037 South	A	-	-	15,127	-	15,127
30308C	Phase II CSO Facilities - OF 037 North	A	-	-	15,127	-	15,127
30309C	Phase II CSO Facilities - WCSOI Regulator	A	15	1,058	23	-	1,096
30310C	Phase II CSO Facilities - WCSOI North	A	-	5,248	18,752	-	24,000
30311C	Phase II CSO Facilities - WCSOI West	A	8	8,484	9,585	-	18,076
30312C	Phase II CSO Facilities - SCSOI Regulator	A	-	694	1,836	-	2,530
30313C	Phase II CSO Facilities - WCSOI Site Demolition	A	-	641	26	-	667
Subtotal - Phase II CSO Facilities - Construction			\$ 1,549	\$ 51,530	\$ 289,987	\$ -	343,065
Phase III CSO Facilities							
30800D	Phase III CSO Facilities - Design	A	\$ -	\$ -	\$ 28,713	\$ 8,299	\$ 37,012
30800C	Phase III CSO Facilities - Construction	A	-	-	-	565,950	565,950
Subtotal - Phase III CSO Facilities			\$ -	\$ -	\$ 28,713	\$ 574,249	\$ 602,962

Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2012	Fiscal Year 2012	Fiscal Years 2013 - 2017	Post-Fiscal Year 2017	Total Estimated Project Cost
Sewer System Improvements							
70600C	Omega Pump Station Rack Room - Construction	B	\$ 64	\$ 68	\$ -	\$ -	133
70700C	Lincoln Septage Station - Lakeside Unit Replacement	A	406	206	-	-	612
Subtotal - Sewer System Improvements			\$ 471	\$ 274	\$ -	\$ -	745
Floatables Control Facilities							
30600D	Floatables Control Facilities - Design	A	\$ 657	\$ 76	\$ -	\$ -	733
30600C	Floatables Control Facilities - Construction	A	2	1,261	1,399	-	2,662
Subtotal - Floatables Control Facilities			\$ 659	\$ 1,336	\$ 1,399	\$ -	3,395
CSO Interceptor Inspection and Cleaning							
30400M	Inspection & Cleaning of CSO Interceptors	B	\$ -	\$ 25	\$ 2,500	\$ 500	3,025
30430M	Woonasquatucket Interceptor along Route 10 Inspection and Cleaning	B	-	310	-	-	310
30435M	East Providence Interceptor Inspection and Cleaning	B	-	165	-	-	165
Subtotal - CSO Interceptor Inspection and			\$ -	\$ 500	\$ 2,500	\$ 500	3,500
CSO Interceptor Repair and Construction							
30400C	Repair and Construction of CSO Interceptors	B	\$ -	\$ 168	\$ 4,400	\$ 1,500	6,068
30421C	Louisquissett Pike Interceptor Replacement- Construction	C	-	-	2,382	-	2,382
30444D	Moshassuck Valley Interceptor - Design	C	-	160	152	-	312
30444C	Moshassuck Valley Interceptor - Construction	C	-	-	2,373	-	2,373
30453C	Improvements to NBC Interceptors FY 2010	A	514	188	-	-	702
30454C	Branch Avenue Interceptor Improvement	A	753	984	150	-	1,887
Subtotal - CSO Interceptor Repair and			\$ 1,267	\$ 1,500	\$ 9,457	\$ 1,500	13,724
Total Capital Improvement Program			\$ 71,380	\$ 100,484	\$ 430,254	\$ 576,249	1,178,367

Note: Cash Flow Basis in Thousands

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 5 mg/l, from May to October. This project will modify the existing aeration basins to accommodate an Integrated Fixed Film Media process. The operational cost estimate for the utility, chemical and maintenance costs associated with the operation of the new nitrogen removal facilities is approximately \$1.5 million in FY 2013.



Photo: Newly constructed Operations building.

Project Overview:

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): Daniel O'Connell's Sons
 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	April-01	May-07	75 Months	\$872
Design	February-07	September-11	57 Months	6,806
Construction	March-09	March-15	74 Months	71,789
Total Project	April-01	March-15	170 Months	\$79,467

Projected Expenditures - 10901P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392
A/E Professional	413	-	-	-	-	-	-	-	413
Other	67	-	-	-	-	-	-	-	67
Total Project Costs	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872

Projected Expenditures - 10901D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 448
Land	20	1,881	-	-	-	-	-	-	1,900
A/E Professional	4,396	-	-	-	-	-	-	-	4,396
Other	62	-	-	-	-	-	-	-	62
Total Project Costs	\$ 4,925	\$ 1,881	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,806

Projected Expenditures - 10901C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 1,157	\$ 600	\$ 568	\$ 300	\$ 2	\$ -	\$ -	\$ -	\$ 2,627
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,991	900	732	511	84	-	-	-	4,218
Construction	35,177	15,590	3,639	268	275	-	-	-	54,948
Contingency	-	-	-	9,229	-	-	-	-	9,229
Other	198	211	358	-	-	-	-	-	767
Total Project Costs	\$ 38,523	\$17,300	\$ 5,297	\$ 10,309	\$ 361	\$ -	\$ -	\$ -	\$ 71,789

Note: Cash Flow Basis in Thousands

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.



Photo: An architect's proposed Regulatory Compliance Building.

Project Overview:

Location: Service Road (Providence, RI)
 Contractor(s): CDM
 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	September-08	June-09	20 Months	\$323
Design	September-10	April-12	20 Months	2,988
Construction	June-12	May-15	36 Months	18,308
Total Project	September-08	May-15	82 Months	\$21,619

Projected Expenditures - 11900P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 132
A/E Professional	191	-	-	-	-	-	-	-	191
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 323

Projected Expenditures - 11900D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 45	\$ 78	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 123
Land	1,303	12	-	-	-	-	-	-	1,315
A/E Professional	121	1,319	-	-	-	-	-	-	1,440
Other	92	18	-	-	-	-	-	-	110
Total Project Costs	\$ 1,561	\$ 1,427	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,988

Projected Expenditures - 11900C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 2	\$ 231	\$ 325	\$ 5	\$ -	\$ -	\$ -	\$ 563
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	175	200	-	-	-	-	375
Construction	-	-	5,510	9,215	775	-	-	-	15,500
Contingency	-	-	-	1,860	-	-	-	-	1,860
Other	-	5	-	5	-	-	-	-	10
Total Project Costs	\$ -	\$ 7	\$ 5,916	\$ 11,605	\$ 780	\$ -	\$ -	\$ -	\$ 18,308

Note: Cash Flow Basis in Thousands

12000 BPWWTF Biogas Reuse

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): Brown & Caldwell
Project Manager: Kathryn Kelly, 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	December-09	31 Months	\$46
Design	April-10	November-11	20 Months	450
Construction	January-12	July-13	18 Months	2,363
Total Project	June-07	July-13	74 Months	\$2,859

Projected Expenditures - 12000P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	23	-	-	-	-	-	-	-	23
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46

Projected Expenditures - 12000D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 32	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
Land	-	-	-	-	-	-	-	-	-
A/E Professional	118	249	-	-	-	-	-	-	367
Other	23	10	-	-	-	-	-	-	33
Total Project Costs	\$ 173	\$ 277	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450

Projected Expenditures - 12000C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 10	\$ 35	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ 48
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	46	4	-	-	-	-	50
Construction	-	-	1,825	175	-	-	-	-	2,000
Contingency	-	-	-	240	-	-	-	-	240
Other	-	-	25	-	-	-	-	-	25
Total Project Costs	\$ -	\$ 10	\$ 1,931	\$ 422	\$ -	\$ -	\$ -	\$ -	\$ 2,363

Note: Cash Flow Basis in Thousands

12100 FPWWTF Wind Turbine

NBC has investigated the feasibility of converting wind energy into electricity using three Mega-Watt (MW) Class Wind Turbines at the Field's Point WWTF. The NBC has determined that it is feasible to construct three 1.5 Mega-Watt Wind Turbines at the FPWWTF, utilizing a Design/ Build procurement method.



Photo: Assembly of a pre-built wind turbine

Project Overview:

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): Gilbane
 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	December-09	38 Months	\$41
Design	N/A	N/A	N/A	N/A
Construction	October-10	June-14	45 Months	14,913
Total Project	December-06	June-14	91 Months	\$14,954

Projected Expenditures - 12100P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
A/E Professional	-	-	-	-	-	-	-	-	-
Other	15	-	-	-	-	-	-	-	15
Total Project Costs	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12100C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 144	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 223
Land	-	-	-	-	-	-	-	-	-
A/E Professional	29	-	-	-	-	-	-	-	29
Construction	2,676	8,950	443	100	-	-	-	-	12,169
Contingency	-	1,490	831	-	-	-	-	-	2,321
Other	121	50	-	-	-	-	-	-	171
Total Project Costs	\$ 2,970	\$10,569	\$ 1,274	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 14,913

Note: Cash Flow Basis in Thousands

12300C NBC Fire Code Compliance

Recent inspections by the State Fire Marshal to determine compliance with the new state fire code have identified some deficiencies at several NBC owned buildings. This project is for improvements necessary to correct the deficiencies.



Photo: An existing fire alarm panel from one of NBC's buildings

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-11	December-11	8 Months	\$93
Total Project	April-11	December-11	8 Months	\$93

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12300C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 12	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	60	-	-	-	-	-	-	60
Contingency	-	7	-	-	-	-	-	-	7
Other	-	10	-	-	-	-	-	-	10
Total Project Costs	\$ 12	\$ 81	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93

Note: Cash Flow Basis in Thousands

12400 New IM Facilities

Design and construction of a new building will be needed when the IM responsibilities are increased.

The building will include administrative area and garage area with storage yard.

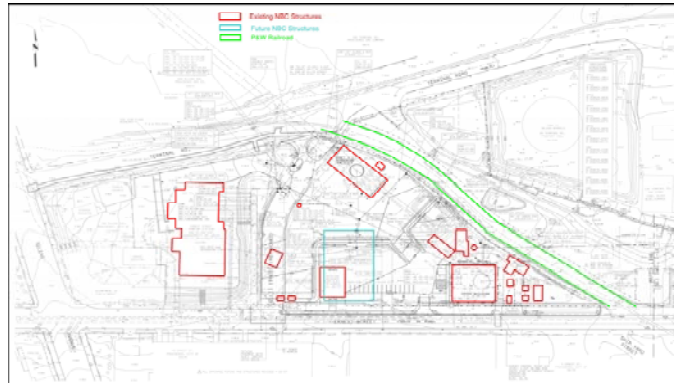


Photo: Proposed Site for New IM Building

Project Overview:

Location: 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	N/A	N/A	N/A	N/A
Design	January-13	June-14	15 Months	\$557
Construction	May-14	August-16	28 Months	6,052
Total Project	January-13	August-16	40 Months	\$6,609

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12400D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 9	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ 37
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	500	-	-	-	-	500
Other	-	-	-	20	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 9	\$ 548	\$ -	\$ -	\$ -	\$ -	\$ 557

Projected Expenditures - 12400C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ 7	\$ 290	\$ 50	\$ 5	\$ -	\$ 352
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	50	-	-	-	50
Construction	-	-	-	-	4,700	250	50	-	5,000
Contingency	-	-	-	-	-	600	-	-	600
Other	-	-	-	-	-	50	-	-	50
Total Project Costs	\$ -	\$ -	\$ -	\$ 7	\$ 5,040	\$ 950	\$ 55	\$ -	\$ 6,052

Note: Cash Flow Basis in Thousands

80900 BPWWTF Nitrogen Removal Facilities

NBC's facilities at Bucklin Point were designed to achieve a nitrogen level of 8 mg/l, but subsequent to the completion of construction, RIDEM established a permit nitrogen limit of 5 mg/l. NBC's Draft Facilities Plan Amendment recommended upgrading the existing Biological Nutrient Removal (BNR) process to achieve the new nitrogen limit. It also recommended other improvements for unit operations. 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	\$260
Design	April-10	November-11	19 Months	3,444
Construction	June-11	November-15	54 Months	52,688
Total Project	July-07	November-15	101 Months	\$56,392

Projected Expenditures - 80900P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
A/E Professional	203	-	-	-	-	-	-	-	203
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260

Projected Expenditures - 80900D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 175	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200
Land	-	-	-	-	-	-	-	-	-
A/E Professional	2,531	578	-	-	-	-	-	-	3,108
Other	91	44	-	-	-	-	-	-	136
Total Project Costs	\$ 2,797	\$ 646	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,444

Projected Expenditures - 80900C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 56	\$ 348	\$ 348	\$ 174	\$ -	\$ -	\$ -	\$ 926
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	54	108	114	60	-	-	-	336
Construction	-	7,266	14,532	14,532	7,275	2,295	-	-	45,900
Contingency	-	-	-	-	5,508	-	-	-	5,508
Other	-	-	-	18	-	-	-	-	18
Total Project Costs	\$ -	\$ 7,376	\$ 14,988	\$ 15,012	\$ 13,017	\$ 2,295	\$ -	\$ -	\$ 52,688

Note: Cash Flow Basis in Thousands

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): N/A
 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-13	142 Months	\$457
Construction	N/A	N/A	N/A	N/A
Total Project	November-01	June-13	142 Months	\$457

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1100000

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	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 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

1140100 River Model Development

NBC has partnered with the University of Rhode Island (URI) Graduate School of Oceanography to develop a Regional Ocean Management System (ROMS) model of circulation and transport within the Providence and Seekonk Rivers and Upper Narragansett Bay. The ROMS model will run under varying conditions and loadings to determine the impact of nitrogen loads on the receiving waters. This analysis will assist in determining the affect of nitrogen discharge from NBC's two wastewater treatment facilities on receiving water quality.

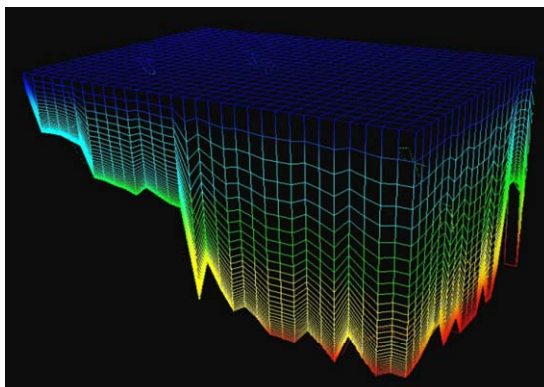


Photo: ROMS 3D grid boxes follow the shape of the coastline and represent the volume of Narragansett Bay.

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: C

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-12	83 Months	\$378
Construction	N/A	N/A	N/A	N/A
Total Project	March-05	January-12	83 Months	\$378

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140100

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 35	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41
Land	-	-	-	-	-	-	-	-	-
A/E Professional	165	5	-	-	-	-	-	-	170
Other	43	124	-	-	-	-	-	-	167
Total Project Costs	\$ 243	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378

Projected Expenditures - Construction

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30221 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.

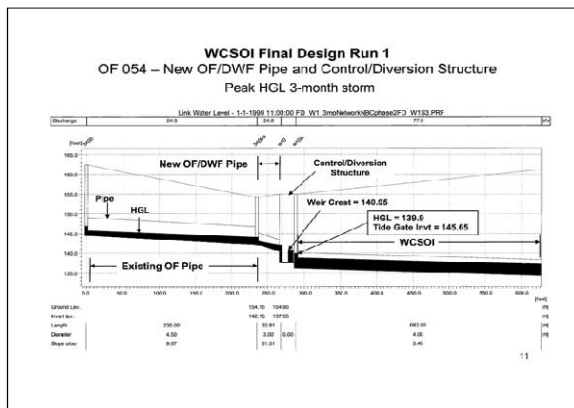


Photo: A graphic depicting the output from the WCSOI model.

Project Overview:

Location: Narragansett Bay Commission Service Area
 Contractor(s): N/A
 Project Manager: Kathryn Kelly, 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-06	December-11	68 Months	\$75
Design	May-11	December-12	19 Months	327
Construction	N/A	N/A	N/A	N/A
Total Project	June-06	December-12	79 Months	\$402

Projected Expenditures - 30221P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13
A/E Professional	59	-	-	-	-	-	-	-	59
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75

Projected Expenditures - 30221D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 6	\$ 20	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	106	144	-	-	-	-	-	250
Other	-	-	25	-	-	-	-	-	25
Total Project Costs	\$ 6	\$ 126	\$ 195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 327

Projected Expenditures - Construction

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30438 Interceptor Easements

Much of the NBC sewer system in Cumberland is located in easements that cross private property. NBC is presently evaluating these easements, as to whether the access to the easements is sufficient for access and maintenance. This project is for an evaluation of the Abbott Valley Interceptor easements. Upon completion of the evaluation, the easements will be cleared and access provided as necessary under the construction phase of this project.

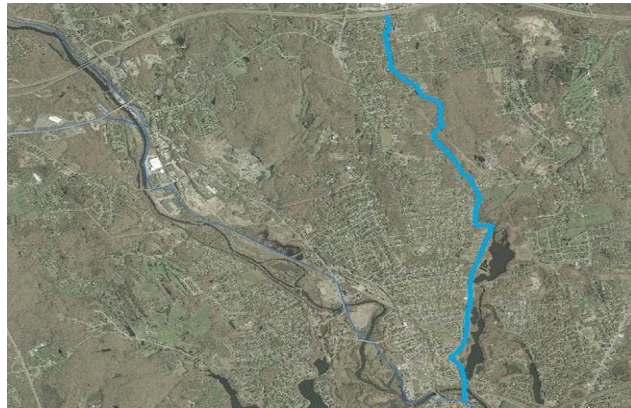


Photo: Cumberland sewer system easement locations

Project Overview:

Location: Cumberland, RI
 Contractor(s): VHB
 Project Manager: Thomas 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	June-06	April-12	71 Months	\$775
Construction	July-12	July-13	12 Months	612
Total Project	June-06	July-13	86 Months	\$1,387

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30438D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 149	\$ 59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208
Land	3	150	-	-	-	-	-	-	153
A/E Professional	388	21	-	-	-	-	-	-	409
Other	2	3	-	-	-	-	-	-	5
Total Project Costs	\$ 542	\$ 232	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 775

Projected Expenditures - 30438C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 29	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ 32
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	420	80	-	-	-	-	500
Contingency	-	-	-	60	-	-	-	-	60
Other	-	-	15	5	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 464	\$ 148	\$ -	\$ -	\$ -	\$ -	\$ 612

Note: Cash Flow Basis in Thousands

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.

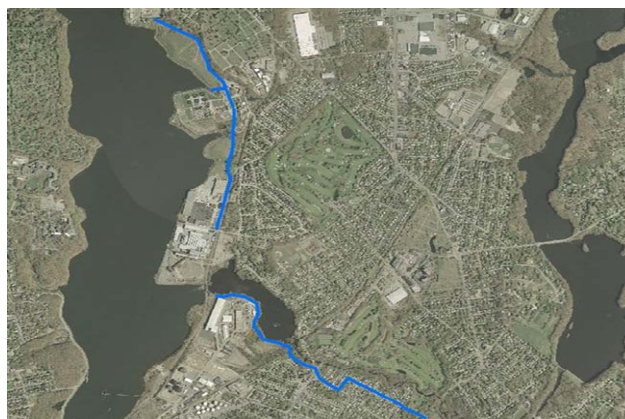


Photo: Proposed area for the East Providence capacity analysis

Project Overview:

Location: Narragansett Bay Commission Service Area
 Contractor(s): N/A
 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	January-12	January-15	37 Months	\$2,935
Construction	February-13	January-16	35 Months	2,497
Total Project	January-12	January-16	42 Months	\$5,432

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30500D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 21	\$ 80	\$ 83	\$ 72	\$ -	\$ -	\$ -	\$ 256
Land	-	-	500	300	300	-	-	-	1,100
A/E Professional	-	300	420	480	360	-	-	-	1,560
Other	-	-	6	6	7	-	-	-	19
Total Project Costs	\$ -	\$ 321	\$ 1,006	\$ 869	\$ 739	\$ -	\$ -	\$ -	\$ 2,935

Projected Expenditures - 30500C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 2	\$ 45	\$ 50	\$ 48	\$ -	\$ -	\$ 145
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	700	700	700	-	-	2,100
Contingency	-	-	-	84	84	84	-	-	252
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 2	\$ 829	\$ 834	\$ 832	\$ -	\$ -	\$ 2,497

Note: Cash Flow Basis in Thousands

30501 Interceptor Easements - NBC BVI

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 30501 is to locate manholes and easements on the Blackstone Valley Interceptor in Lincoln and Cumberland. Upon completion of this work, the easement will be cleared to allow access for maintenance of the sewer.

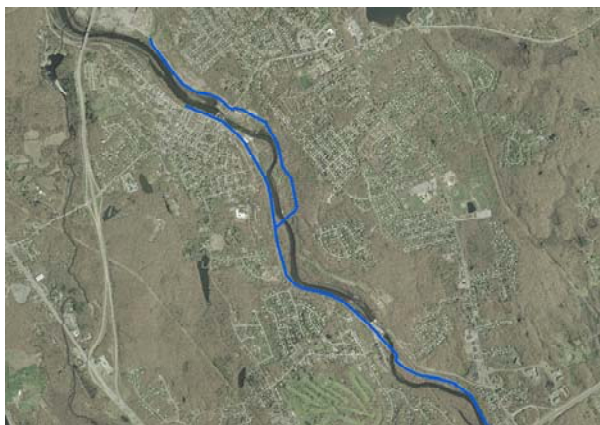


Photo: Blackstone Valley Interceptor in Lincoln

Project Overview:

Location: Lincoln, RI
 Contractor(s): VHB
 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	July-09	March-12	32 Months	\$631
Construction	July-12	July-13	12 Months	730
Total Project	July-09	July-13	49 Months	\$1,361

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30501D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 21	\$ 118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139
Land	-	247	-	-	-	-	-	-	247
A/E Professional	86	146	-	-	-	-	-	-	232
Other	-	14	-	-	-	-	-	-	14
Total Project Costs	\$ 107	\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 631

Projected Expenditures - 30501C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 35	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	530	70	-	-	-	-	600
Contingency	-	-	-	72	-	-	-	-	72
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 585	\$ 145	\$ -	\$ -	\$ -	\$ -	\$ 730

Note: Cash Flow Basis in Thousands

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.

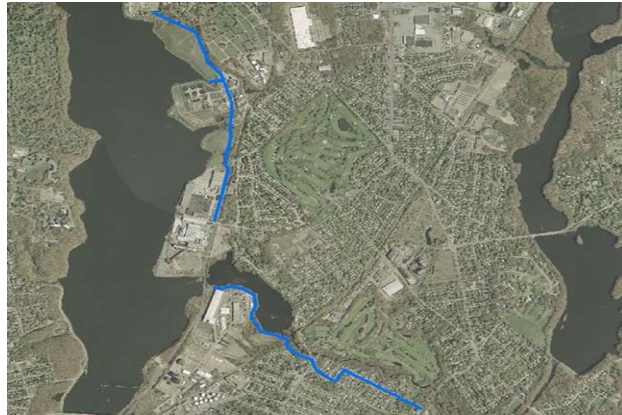


Photo: Proposed area for the East Providence capacity analysis

Project Overview:

Location: Narragansett Bay Commission Service Area
 Contractor(s): N/A
 Project Manager: Thomas 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	May-12	April-15	35 Months	\$1,392
Construction	N/A	N/A	N/A	N/A
Total Project	May-12	April-15	35 Months	\$1,392

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30700

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 3	\$ 84	\$ 39	\$ 67	\$ -	\$ -	\$ -	\$ 192
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	500	200	500	-	-	-	1,200
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 3	\$ 584	\$ 239	\$ 567	\$ -	\$ -	\$ -	\$ 1,392

Projected Expenditures - Construction

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30301D CSO Phase II Facilities Design

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 and adit is 19,900 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.



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	November-06	March-12	64 Months	\$19,791
Construction	N/A	N/A	N/A	N/A
Total Project	November-06	March-12	64 Months	\$19,791

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 766	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 954
Land	3,552	3,859	-	-	-	-	-	-	7,411
A/E Professional	10,672	112	-	-	-	-	-	-	10,783
Other	375	268	-	-	-	-	-	-	643
Total Project Costs	\$ 15,364	\$ 4,428	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,791

Projected Expenditures - Construction

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30301RS Phase II CSO Facilities Program & Construction Management

Project 30301RS provides Program and Construction Management of the Phase II CSO Phase Facilities construction program, which consists of twelve construction projects. This project is currently underway and will continue until Phase II of the CSO Program is complete.

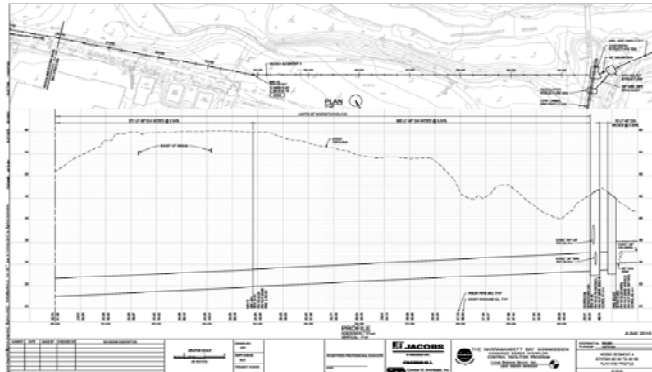


Photo: Plans of the proposed CSO Phase II WCSO alignment

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	September-10	September-15	60 Months	\$30,315
Total Project	September-10	September-15	60 Months	\$30,315

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301RS

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,477	4,800	4,800	4,800	3,200	11,238	-	-	30,315
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 1,477	\$ 4,800	\$ 4,800	\$ 4,800	\$ 3,200	\$ 11,238	\$ -	\$ -	\$ 30,315

Note: Cash Flow Basis in Thousands

30302C Phase II CSO Facilities OF 106

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 Woonasquacket Rivers to the Main Tunnel constructed under Phase I, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30302C) is the construction of the wetlands facility to treat the combined sewer overflow from OF 106 in Central Falls.

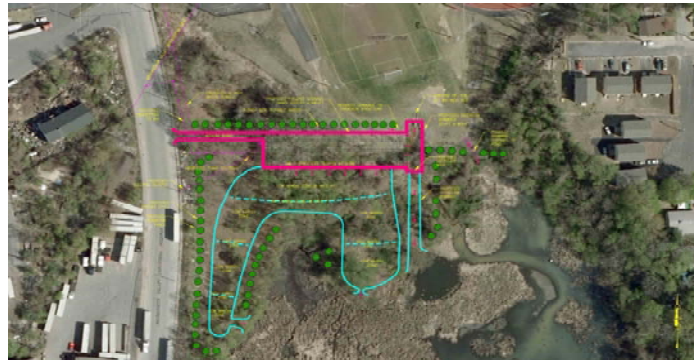


Photo: Proposed Wetlands Facility in Central Falls

Project Overview:

Location: Central Falls, RI
 Contractor(s): N/A
 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	September-11	January-15	41 Months	\$10,197
Total Project	September-11	January-15	41 Months	\$10,197

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30302C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 42	\$ 60	\$ 55	\$ -	\$ -	\$ -	\$ -	\$ 157
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,280	3,800	2,520	400	-	-	-	8,000
Contingency	-	-	-	960	-	-	-	-	960
Other	-	320	480	280	-	-	-	-	1,080
Total Project Costs	\$ -	\$ 1,642	\$ 4,340	\$ 3,815	\$ 400	\$ -	\$ -	\$ -	\$ 10,197

Note: Cash Flow Basis in Thousands

30303C Phase II CSO Facilities WCSOI Main

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, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. This project (30303C) is for the construction of the 15,700 foot long Woonasquatucket CSO Interceptor (WCSOI) along the Woonasquatucket River.



Photo: Proposed Woonasquatucket CSO Interceptor Main alignment

Project Overview:

Location: Providence, RI; Central Falls, RI
 Contractor(s): N/A
 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-11	March-16	57 Months	\$116,332
Total Project	July-11	March-16	57 Months	\$116,332

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30303C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 347	\$ 720	\$ 796	\$ 669	\$ -	\$ -	\$ -	\$ 2,532
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	7,200	26,400	26,700	24,700	5,000	-	-	90,000
Contingency	-	-	-	-	10,800	-	-	-	10,800
Other	-	1,890	3,780	3,780	3,550	-	-	-	13,000
Total Project Costs	\$ -	\$ 9,437	\$ 30,900	\$ 31,276	\$ 39,719	\$ 5,000	\$ -	\$ -	\$ 116,332

Note: Cash Flow Basis in Thousands

30304C Phase II CSO Facilities SCSOI MAIN

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, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30304C) is for the construction of the 7,300 foot long Seekonk CSO Interceptor (SCSOI) along the Seekonk River.



Photo: Proposed Seekonk CSO Interceptor Main alignment

Project Overview:

Location: Providence, RI; Central Falls, RI
 Contractor(s): N/A
 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	December-11	July-16	56 Months	\$73,579
Total Project	December-11	July-16	56 Months	\$73,579

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30304C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 32	\$ 404	\$ 486	\$ 656	\$ 41	\$ -	\$ -	\$ 1,619
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	14,620	18,960	18,760	2,760	2,900	-	58,000
Contingency	-	-	-	-	6,960	-	-	-	6,960
Other	-	-	2,400	2,400	2,200	-	-	-	7,000
Total Project Costs	\$ -	\$ 32	\$ 17,424	\$ 21,846	\$ 28,576	\$ 2,801	\$ 2,900	\$ -	\$ 73,579

Note: Cash Flow Basis in Thousands

30305C Phase II CSO Facilities OF 027

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, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. Project 30305C is for the separation of combined sewers in the Hope Street /Blackstone Boulevard area on the East Side of Providence.



Photo: Proposed OF 027 Sewer Separation

Project Overview:

Location: Providence, RI; Central Falls, RI
Contractor(s): N/A
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	March-11	July-14	40 Months	\$11,412
Total Project	March-11	July-14	40 Months	\$11,412

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30305C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 27	\$ 340	\$ 390	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 772
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	3,600	4,000	-	400	-	-	-	8,000
Contingency	-	-	-	960	-	-	-	-	960
Other	-	770	840	70	-	-	-	-	1,680
Total Project Costs	\$ 27	\$ 4,710	\$ 5,230	\$ 1,045	\$ 400	\$ -	\$ -	\$ -	\$ 11,412

Note: Cash Flow Basis in Thousands

30306C Phase II CSO Facilities OF 037 West

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, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30306C) is the separation of combined sewers in the area of the East Side of Providence along North Main Street from Colonial Road to Hillside Avenue and west to Collyer Street.



Photo: Proposed OF 037 West Sewer Separation

Project Overview:

Location: Providence, RI
 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	May-11	January-15	44 Months	\$24,608
Total Project	May-11	January-15	44 Months	\$24,608

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30306C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 22	\$ 314	\$ 160	\$ -	\$ 2	\$ -	\$ -	\$ -	\$ 498
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	12,050	5,050	-	900	-	-	-	18,000
Contingency	-	-	2,160	-	-	-	-	-	2,160
Other	-	2,420	840	690	-	-	-	-	3,950
Total Project Costs	\$ 22	\$ 14,784	\$ 8,210	\$ 690	\$ 902	\$ -	\$ -	\$ -	\$ 24,608

Note: Cash Flow Basis in Thousands

30307C Phase II CSO Facilities OF 037 South

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, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30307C) is for the separation of combined sewers east of North Main St. from Colonial to Fourth Street.



Photo: Proposed OF 037 South Sewer Separation

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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-12	May-15	34 Months	\$15,127
Total Project	July-12	May-15	34 Months	\$15,127

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30307C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 101	\$ 184	\$ 57	\$ -	\$ -	\$ -	\$ 342
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	1,950	9,000	1,050	-	-	-	12,000
Contingency	-	-	-	-	1,440	-	-	-	1,440
Other	-	-	224	672	449	-	-	-	1,345
Total Project Costs	\$ -	\$ -	\$ 2,275	\$ 9,856	\$ 2,996	\$ -	\$ -	\$ -	\$ 15,127

Note: Cash Flow Basis in Thousands

30308C Phase II CSO Facilities OF 037 North

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, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30308C) is for the separation of combined sewers east of North Main St. from Fourth Street to Hillside Avenue.



Photo: Proposed OF 037 North Sewer Separation

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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-12	May-15	34 Months	\$15,127
Total Project	July-12	May-15	34 Months	\$15,127

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30308C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 101	\$ 184	\$ 57	\$ -	\$ -	\$ -	\$ 342
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	1,950	9,000	1,050	-	-	-	12,000
Contingency	-	-	-	-	1,440	-	-	-	1,440
Other	-	-	224	672	449	-	-	-	1,345
Total Project Costs	\$ -	\$ -	\$ 2,275	\$ 9,856	\$ 2,996	\$ -	\$ -	\$ -	\$ 15,127

Note: Cash Flow Basis in Thousands

30309C Phase II CSO Facilities WCSOI Regulator

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, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. This project (30309C) is for the modifications to regulator structures OF 050-1, 050-2, 058 and 041.



Photo: Proposed Woonasquatucket CSO Interceptor Regulator

Project Overview:

Location: Providence, RI; Central Falls, RI
 Contractor(s): N/A
 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	March-11	June-13	27 Months	\$1,096
Total Project	March-11	June-13	27 Months	\$1,096

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30309C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 10	\$ 183	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	740	10	-	-	-	-	-	750
Contingency	-	90	-	-	-	-	-	-	90
Other	5	45	-	-	-	-	-	-	50
Total Project Costs	\$ 15	\$ 1,058	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,096

Note: Cash Flow Basis in Thousands

30310C Phase II CSO Facilities WCSOI North

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, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. This project (30310C) is for the construction of 1,800 feet of the Woonasquatucket CSO Interceptor (WCSOI) through Davis Park.



Photo: Proposed Woonasquatucket CSO Interceptor North alignment

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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	September-11	January-14	29 Months	\$24,000
Total Project	September-11	January-14	29 Months	\$24,000

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30310C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 48	\$ 133	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ 181
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	4,700	14,300	1,000	-	-	-	-	20,000
Contingency	-	-	2,400	-	-	-	-	-	2,400
Other	-	500	919	-	-	-	-	-	1,419
Total Project Costs	\$ -	\$ 5,248	\$ 17,752	\$ 1,001	\$ -	\$ -	\$ -	\$ -	\$ 24,000

Note: Cash Flow Basis in Thousands

30311C Phase II CSO Facilities WCSOI West

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, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. This project (30311C) is for construction of the replacement of 2,400 foot long Woonasquatucket River Interceptor (WRI) along the bike path north of Route 6 near the Johnston town line.

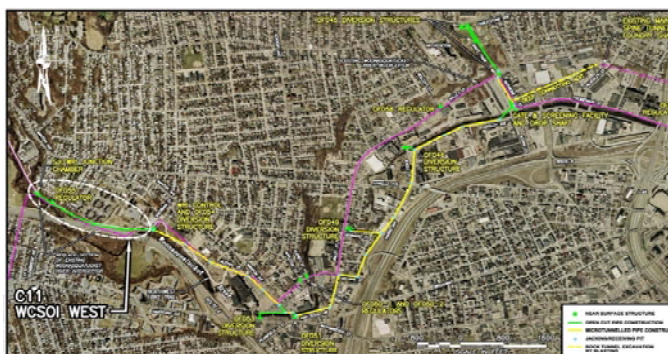


Photo: Proposed Woonasquatucket CSO Interceptor West alignment

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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	April-11	February-14	34 Months	\$18,076
Total Project	April-11	February-14	34 Months	\$18,076

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30311C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 8	\$ 124	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 192
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	7,700	6,550	750	-	-	-	-	15,000
Contingency	-	-	1,800	-	-	-	-	-	1,800
Other	-	660	424	-	-	-	-	-	1,084
Total Project Costs	\$ 8	\$ 8,484	\$ 8,835	\$ 750	\$ -	\$ -	\$ -	\$ -	\$ 18,076

Note: Cash Flow Basis in Thousands

30312C Phase II CSO Facilities SCSOI Regulator

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, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30312C) is for the construction of a new regulator at OF 025 in River Road along the Seekonk River.



Photo: Proposed Seekonk CSO Interceptor Regulator

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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	September-11	April-14	31 Months	\$2,530
Total Project	September-11	April-14	31 Months	\$2,530

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures -Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30312C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 89	\$ 97	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ 190
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	525	1,455	20	-	-	-	-	2,000
Contingency	-	-	240	-	-	-	-	-	240
Other	-	80	20	-	-	-	-	-	100
Total Project Costs	\$ -	\$ 694	\$ 1,812	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ 2,530

Note: Cash Flow Basis in Thousands

30313C Phase II CSO Facilities WCSOI Site Demolition

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, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. This project (30313C) is the demolition of 4 buildings so that construction of the Woonasquatucket CSO Interceptor (WCSOI) along the Woonasquatucket River can be completed.

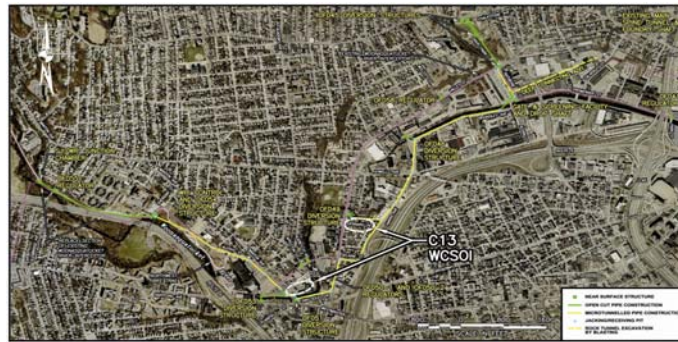


Photo: Proposed Woonasquatucket CSO Interceptor Site Demolition

Project Overview:

Location: Providence, RI
 Contractor(s): N/A
 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-11	April-13	20 Months	\$667
Total Project	August-11	April-13	20 Months	\$667

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30313C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 81	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	475	25	-	-	-	-	-	500
Contingency	-	60	-	-	-	-	-	-	60
Other	-	25	-	-	-	-	-	-	25
Total Project Costs	\$ -	\$ 641	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 667

Note: Cash Flow Basis in Thousands

30800 CSO Phase III Facilities

CSO Phase III is the third phase of NBC's CSO Abatement Program. This phase includes the construction of a tunnel in Pawtucket totaling approximately 13,000 feet in length. Phase III also includes three CSO Interceptors totaling approximately 14,500 feet in length, and two sewer separation projects. Total costs for CSO Phase III are based on pre-design estimates.



Photo: Proposed alignment for the Pawtucket CSO Tunnel

Project Overview:

Location: Pawtucket, RI
 Contractor(s): N/A
 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	July-15	August-17	26 Months	\$37,012
Construction	August-17	August-22	61 Months	565,950
Total Project	July-15	August-22	87 Months	\$602,962

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30800D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 240	\$ 465	\$ 247	\$ 952
Land	-	-	-	-	-	-	-	4,000	4,000
A/E Professional	-	-	-	-	-	11,997	16,001	4,002	32,000
Other	-	-	-	-	-	-	10	50	60
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,237	\$ 16,476	\$ 8,299	\$ 37,012

Projected Expenditures - 30800C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	56,000	56,000
Construction	-	-	-	-	-	-	-	400,000	400,000
Contingency	-	-	-	-	-	-	-	48,000	48,000
Other	-	-	-	-	-	-	-	55,950	55,950
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 565,950	\$ 565,950

Note: Cash Flow Basis in Thousands

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): N/A
 Project Manager: Thomas 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	N/A	N/A	N/A	N/A
Construction	March-10	August-11	17 Months	\$133
Total Project	March-10	August-11	17 Months	\$133

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 70600C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 12	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	52	52	-	-	-	-	-	-	105
Contingency	-	12	-	-	-	-	-	-	12
Other	-	2	-	-	-	-	-	-	2
Total Project Costs	\$ 64	\$ 68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 133

Note: Cash Flow Basis in Thousands

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): 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-09	July-11	24 Months	\$612
Total Project	July-09	July-11	24 Months	\$612

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 70700C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 44	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	362	-	-	-	-	-	-	-	362
Contingency	-	198	-	-	-	-	-	-	198
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 406	\$ 206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 612

Note: Cash Flow Basis in Thousands

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 will conduct an evaluation and then design floatables control for the three largest Phase III overflows; OF 205, OF 219 and OF 220. NBC will provide trash racks for the remaining Phase III overflows. This project is for design and construction of these facilities.



Photo: Floatables Control Facilities at Bucklin Brook

Project Overview:

Location: Pawtucket, RI; Central Falls, RI
 Contractor(s): Louis Berger Group
 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	September-09	July-11	22 Months	\$733
Construction	May-11	October-13	29 Months	2,662
Total Project	September-09	October-13	50 Months	\$3,395

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30600D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 117	\$ 56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173
Land	349	-	-	-	-	-	-	-	349
A/E Professional	191	20	-	-	-	-	-	-	211
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 657	\$ 76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 733

Projected Expenditures - 30600C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 2	\$ 113	\$ 88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	100	88	-	-	-	-	-	188
Construction	-	1,030	870	100	-	-	-	-	2,000
Contingency	-	-	240	-	-	-	-	-	240
Other	-	18	14	-	-	-	-	-	32
Total Project Costs	\$ 2	\$ 1,261	\$ 1,299	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 2,662

Note: Cash Flow Basis in Thousands

Projects 304 M Summary CSO Interceptor and Cleaning Projects

The 304 M projects continue NBC's program to clean and inspect NBC interceptors as needed. The TV inspections assist in determining pipe conditions and developing 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: Heavy rock debris removed from sewer off Manton Ave

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
Construction	July-09	Ongoing	Ongoing	\$3,500
Total Project	July-09	Ongoing	Ongoing	\$3,500

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Projects 304 M Summary

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 106	\$ 107	\$ 107	\$ 107	\$ 107	\$ 107	\$ 107	\$ 748
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Maintenance	-	315	331	331	331	331	331	331	2,303
Contingency	-	-	-	-	-	-	-	-	-
Other	-	79	62	62	62	62	62	62	448
Total Project Costs	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,500

Note: Cash Flow Basis in Thousands

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-01	Ongoing	Ongoing	\$6,068
Total Project	July-01	Ongoing	Ongoing	\$6,068

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30400C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 8	\$ -	\$ -	\$ 70	\$ 75	\$ 75	\$ 75	\$ 303
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	140	-	-	1,165	1,250	1,250	1,250	5,055
Contingency	-	17	-	-	140	150	150	150	607
Other	-	3	-	-	25	25	25	25	103
Total Project Costs	\$ -	\$ 168	\$ -	\$ -	\$ 1,400	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,068

Note: Cash Flow Basis in Thousands

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.

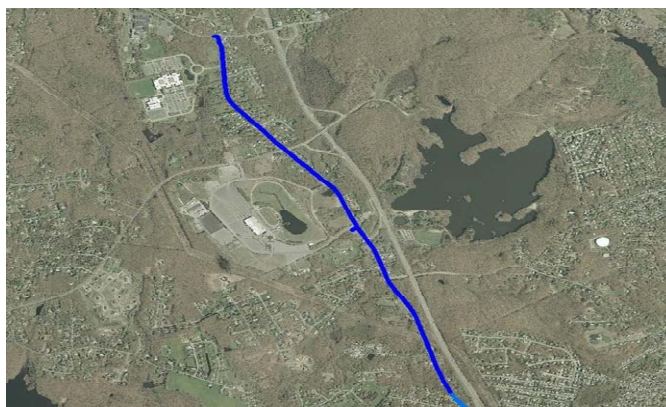


Photo: Proposed portion of Lincoln interceptor replacement

Project Overview:

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

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	\$206
Construction	August-12	September-13	13 Months	2,382
Total Project	May-07	September-13	77 Months	\$2,588

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30421D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40
Land	-	-	-	-	-	-	-	-	-
A/E Professional	155	-	-	-	-	-	-	-	155
Other	11	-	-	-	-	-	-	-	11
Total Project Costs	\$ 206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206

Projected Expenditures - 30421C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 77	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 92
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	38	12	-	-	-	-	50
Construction	-	-	1,500	500	-	-	-	-	2,000
Contingency	-	-	-	240	-	-	-	-	240
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 1,615	\$ 767	\$ -	\$ -	\$ -	\$ -	\$ 2,382

Note: Cash Flow Basis in Thousands

30444 Mosshassuck Valley Interceptor

Recent inspection of 2,600 feet of the Moshassuck Valley Interceptor from Higginson Street in Central Falls to Lockbridge Street in Pawtucket revealed that this line has sunk from its original grade at numerous points, 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-11	November-12	14 Months	312
Construction	January-13	December-14	24 Months	2,373
Total Project	May-06	December-14	106 Months	\$2,707

Projected Expenditures - 30444P

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22

Projected Expenditures - 30444D

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ 35	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80
Land	-	-	30	-	-	-	-	-	30
A/E Professional	-	125	75	-	-	-	-	-	200
Other	-	-	2	-	-	-	-	-	2
Total Project Costs	\$ -	\$ 160	\$ 152	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 312

Projected Expenditures - 30444C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ 22	\$ 56	\$ -	\$ -	\$ -	\$ -	\$ 78
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	35	-	-	-	-	35
Construction	-	-	250	1,650	100	-	-	-	2,000
Contingency	-	-	-	240	-	-	-	-	240
Other	-	-	5	15	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 277	\$ 1,996	\$ 100	\$ -	\$ -	\$ -	\$ 2,373

Note: Cash Flow Basis in Thousands

30453C Improvements to NBC Interceptors FY 2010

Project 30453C will replace approximately 35 lf of 6" clay pipe with 6" PVC pipe at the intersection of Melrose and Sumter Streets in Providence; installation of approximately 1500 lf of CIPP lining in Hartford Ave Johnston along with manhole rehabilitation of 12 manholes; installation of a new manhole and reconfiguring existing sewers into the new manhole.

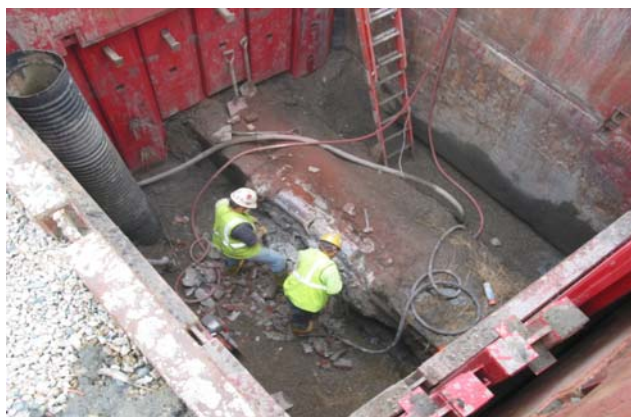


Photo: Removal of brick encased around an 8 inch pipe

Project Overview:

Location: Providence, RI
 Contractor(s): Iannuccillo
 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-09	April-12	33 Months	\$702
Total Project	August-09	April-12	33 Months	\$702

Projected Expenditures - Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30453C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 130	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	384	31	-	-	-	-	-	-	415
Contingency	-	99	-	-	-	-	-	-	99
Other	-	35	-	-	-	-	-	-	35
Total Project Costs	\$ 514	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 702

Note: Cash Flow Basis in Thousands

30454C Branch Avenue Interceptor Improvement

An inspection of the Branch Avenue interceptor under the Rte. 146 overpass from Douglas Avenue to Rte. 95 revealed that this line was in poor condition. Project 30454C will line approximately 4,200 linear feet of 20", 36" and 40" pipe from Bingham Street to Langdon Street and rehabilitate 35 manholes.



Photo: Bypass Pumping brick sewer prior to pipe lining

Project Overview:

Location: Providence, RI
 Contractor: Insituform Technologies
 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	September-10	August-12	23 Months	\$1,887
Total Project	September-10	August-12	23 Months	\$1,887

Projected Expenditures -Planning

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30454C

Cost Category	Pre-FY 2012	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Post-FY 2017	Total
Administrative	\$ 63	\$ 89	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	650	745	150	-	-	-	-	-	1,545
Contingency	-	150	-	-	-	-	-	-	150
Other	40	-	-	-	-	-	-	-	40
Total Project Costs	\$ 753	\$ 984	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,887

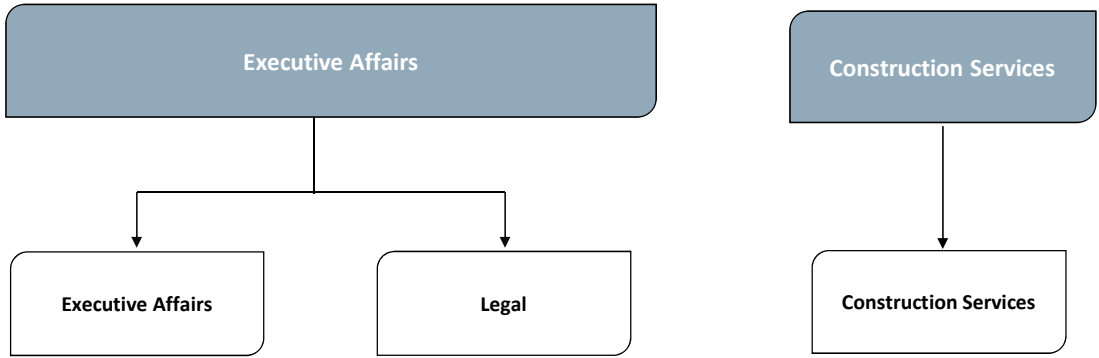
Note: Cash Flow Basis in Thousands

Division Summaries

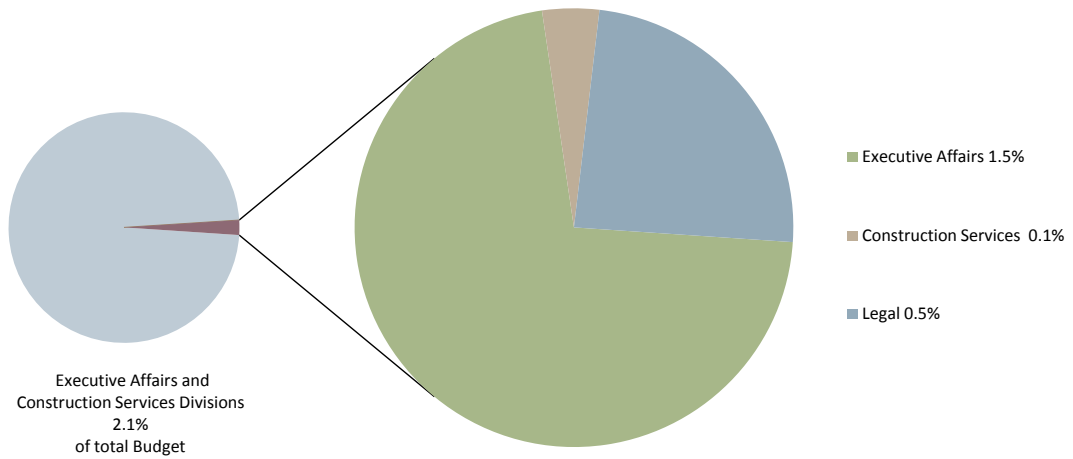
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Division Structure

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

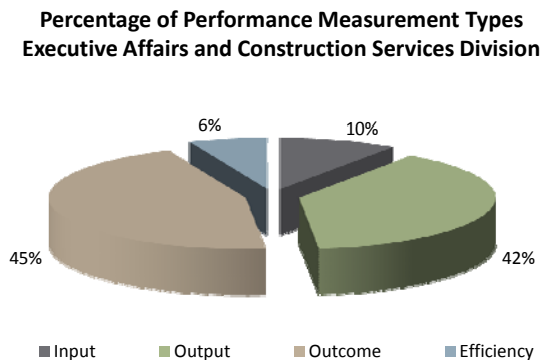
The Executive Affairs Division is responsible for Public Relations, Government Affairs, Labor/Employee Relations and Legal Services. The Construction Services Division is responsible for overseeing the construction of capital improvement projects.

Significant Budget Modifications

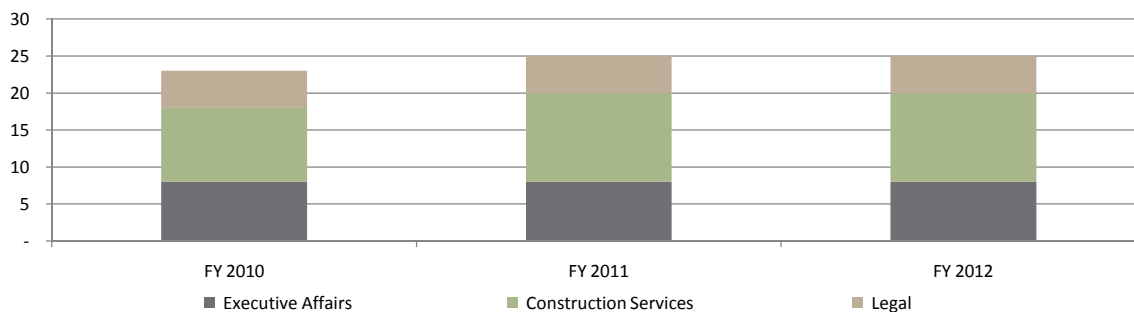
The FY 2012 Executive Affairs and Construction Services Divisions' budgets are a total of \$64,000 or 3.93% lower than the FY 2011 budget. This is primarily the result of higher salary and fringe reimbursements related to staff working on capital projects.

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 48% of total performance measures.



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

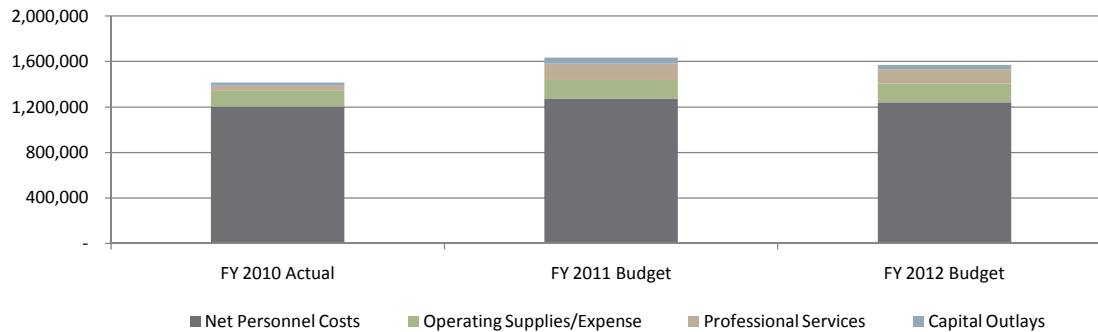


Division Budget

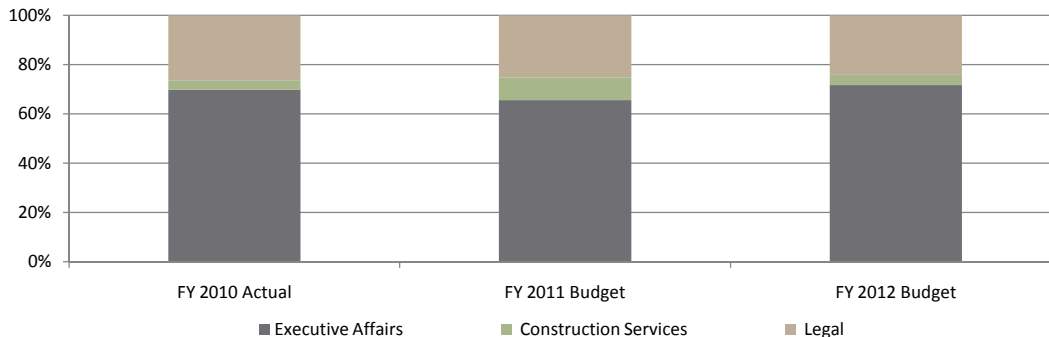
Executive Affairs and Construction Services Divisions Division Summary

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 2,317,788	\$ 2,528,857	\$ 2,573,988
Less Capital Reimbursements	(1,114,708)	(1,253,854)	(1,333,956)
Net Personnel Costs	<u>1,203,080</u>	<u>1,275,003</u>	<u>1,240,032</u>
Operating Supplies/Expense	138,025	163,205	166,515
Professional Services	47,438	141,750	125,200
Capital Outlays	27,059	55,000	39,000
Debt Service	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 1,415,603</u>	<u>\$ 1,634,958</u>	<u>\$ 1,570,747</u>
Expenditures by Funding Source			
Revenue	\$ 1,388,544	\$ 1,579,958	\$ 1,531,747
Restricted	27,059	55,000	39,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 1,415,603</u>	<u>\$ 1,634,958</u>	<u>\$ 1,570,747</u>
Full time Equivalent (FTE) Positions	23.0	25.0	25.0

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

Provided continued administration and oversight of the Biological Nutrient Removal project, CSO Phase II project, Wind Turbine project, and construction of the Providence Animal Control Facility. Coordinated and convened neighborhood meetings in areas impacted by CSO Phase II construction work.

Implemented new application for performance management for non-union employees.

Continued success with collective bargaining including the negotiation of a one-year extension to collective bargaining agreements.

Timely and complete submittal of compliance filings, including but not limited to, public records requests, regulatory agendas, and consultant disclosures. Implemented ARRA protocols and continued dialogue with relevant EPA officials to ensure compliance with Buy American requirements attached to receipt of stimulus funds. Successfully lobbied for and against several of the 1,300 bills that were introduced and reviewed in the last legislative session.

Received the National Association of Clean Water Agencies (NACWA) award for CSO Construction Photo booklet.

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		

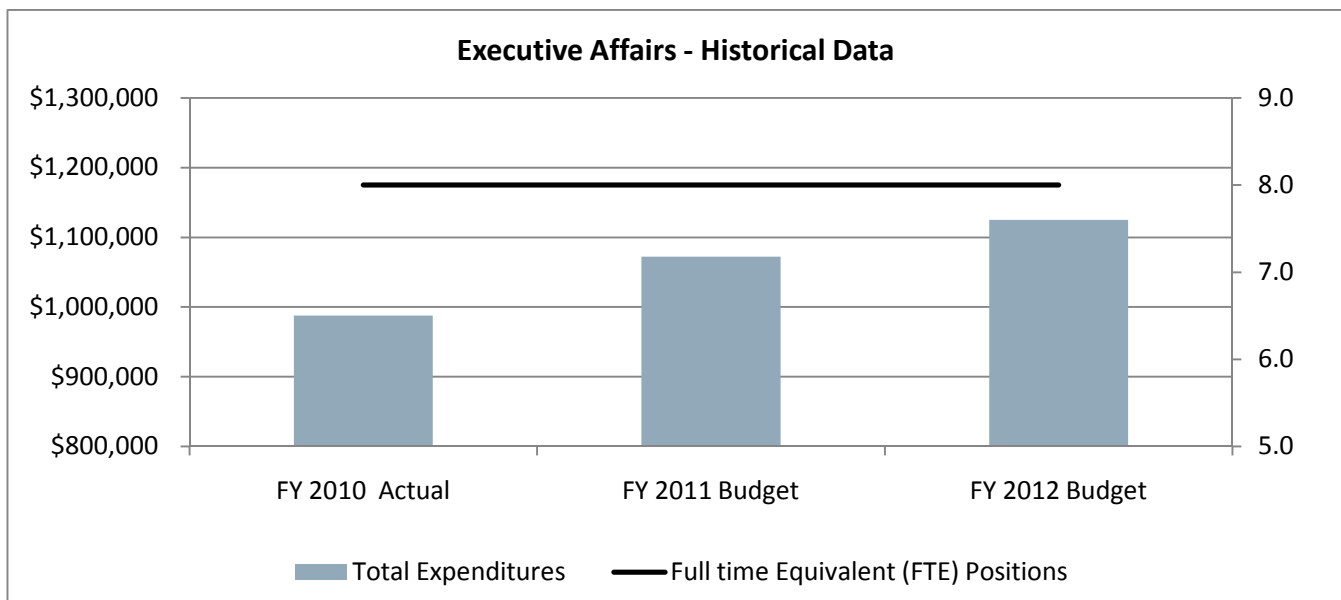
The Program

Executive Affairs Division Executive Affairs

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 878,261	\$ 879,412	\$ 920,223
Less Capital Reimbursements	<u>(33,637)</u>	<u>(77,500)</u>	<u>(38,750)</u>
Net Personnel Costs	844,624	801,912	881,473
Operating Supplies/Expense	96,727	110,605	119,655
Professional Services	46,670	129,950	113,700
Capital Outlays	-	30,000	10,000
Debt Service	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures	<u>\$ 988,021</u>	<u>\$ 1,072,467</u>	<u>\$ 1,124,828</u>

Expenditures by Funding Source			
Revenue	\$ 988,021	\$ 1,042,467	\$ 1,114,828
Restricted	-	30,000	10,000
Grant	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures by Source	<u>\$ 988,021</u>	<u>\$ 1,072,467</u>	<u>\$ 1,124,828</u>

Full time Equivalent (FTE) Positions **8.0** **8.0** **8.0**



Performance Data

Executive Affairs Division

Executive Affairs

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.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	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.	Communicate with and update local residents on construction of CSO Phase II plans and schedules.
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.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	Expand the successful watershed education program for students.
Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".	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.
Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.	Promote diversity in hiring practices.

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Oversee design and construction issues associated with nitrogen removal at Bucklin Point and Field's Point	3/30/2010	3/30/2011	3/30/2012
Contacts with Rhode Island's Congressional Delegation	4	4	4
Number of projects submitted	5	1	N/A
Number of events held and awards/scholarships given	47	40	40
Attendance at meeting	N/A	N/A	4
Meet with both Union and Nonunion staff	2 / year	2 / year	2 / year
Conduct corporate office training	1 / year	1 / year	1 / year
Update website to provide current info on NBC activity	Weekly	Weekly	Weekly
Presentation of water quality findings from student participants of the WWE program to the Board of Commissioners	1	1	1
Number of school visits	140	100	100
Provide annual report, to members of General Assembly	1/31/2010	1/31/2011	1/31/2012
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	7/15/2009	7/15/2010	7/15/2011

The Program

Construction Services Division Construction Services

Mission and Overview:

The NBC Construction Services Division is responsible for overseeing construction of capital improvement projects related 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 \$60 million of ongoing construction projects.

Prior Year Accomplishments

Managed Contract 109.01C for Nutrient Removal at Fields' Point.

Completed Contract 119DB Providence Animal Control Facility.

Developed, bid, and completed Contract 119D demolition of the Providence Animal Control Facility.

Developed and bid Contract 304.54C Branch Avenue Interceptor Improvements.

Reviewed and commented on plans and specifications for the CSO Phase II facilities and Contract 809C Bucklin Point Biological Nutrient Removal.

Program Staffing (Budgeted)

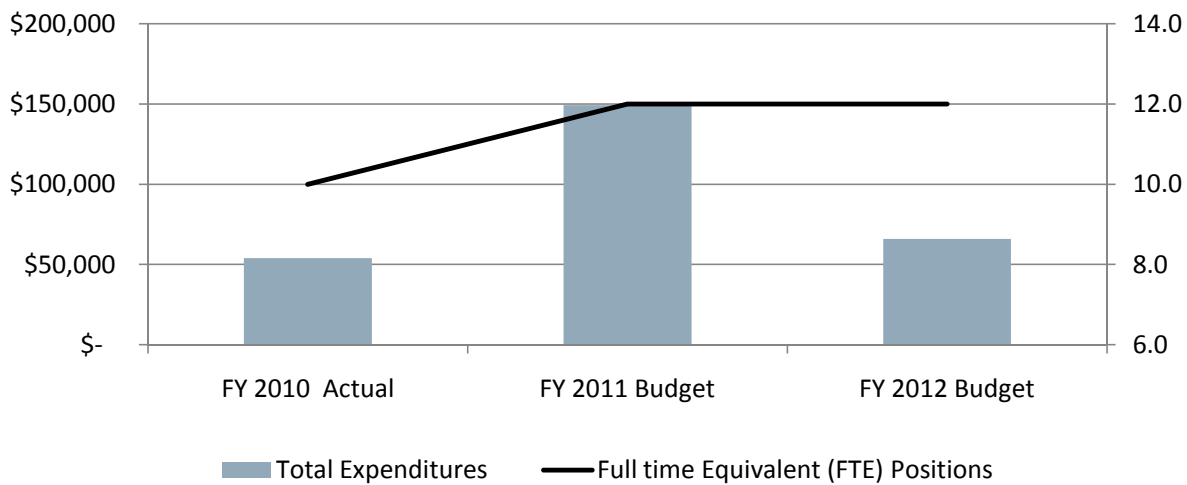
Director of Construction Services	1.0	Senior Construction Coordinator	2.0
Construction Manager	1.0	Construction Office Coordinator	1.0
Assistant Resident Inspector	1.0	Chief Environmental Engineer	1.0
Civil Inspector	3.0	Mechanical Inspector	2.0
	12.0 FTEs		

The Budget

Construction Services Division Construction Services

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 1,046,537	\$ 1,251,977	\$ 1,267,404
Less Capital Reimbursements	(1,039,103)	(1,162,500)	(1,256,456)
Net Personnel Costs	7,434	89,477	10,948
Operating Supplies/Expense	28,092	34,600	29,900
Professional Services	-	300	-
Capital Outlays	18,480	25,000	25,000
Debt Service	-	-	-
Total Expenditures	\$ 54,006	\$ 149,377	\$ 65,848
Expenditures by Funding Source			
Revenue	\$ 35,526	\$ 124,377	\$ 40,848
Restricted	18,480	25,000	25,000
Grant	-	-	-
Total Expenditures by Source	\$ 54,006	\$ 149,377	\$ 65,848
Full time Equivalent (FTE) Positions	10.0	12.0	12.0

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 surpassed.

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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Resident Engineering cost as a percentage of construction cost (Non-CSO contracts)	21%	15%	15%
Percent of contract cost is over original bid amount on a yearly basis	1%	8%	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	2	4	4

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 two lien sales, and increased the number of accounts processed through lien sale by approximately 100. Continued to streamline and revise lien sale procedures to make the process more efficient.

Filed 100% of all compliance filings within the Rhode Island Secretary of State's required timeframe. Also promptly responded to all public records requests within statutory timeframe. All proof of claims were filed within the statutory parameters, resulting in the preservation of NBC's ability to collect sewer use and assessment fees through the bankruptcy/receivership process.

Reviewed, analyzed and opined on pending legislation.

Implemented ARRA protocols and continued dialogue with EPA representative to ensure compliance with Buy American requirements attached to receipt of ARRA funds.

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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 392,991	\$ 397,468	\$ 386,361
Less Capital Reimbursements	(41,968)	(13,854)	(38,750)
Net Personnel Costs	351,023	383,614	347,611
Operating Supplies/Expense	13,206	18,000	16,960
Professional Services	768	11,500	11,500
Capital Outlays	8,579	-	4,000
Debt Service	-	-	-
Total Expenditures	<u>\$ 373,576</u>	<u>\$ 413,114</u>	<u>\$ 380,071</u>

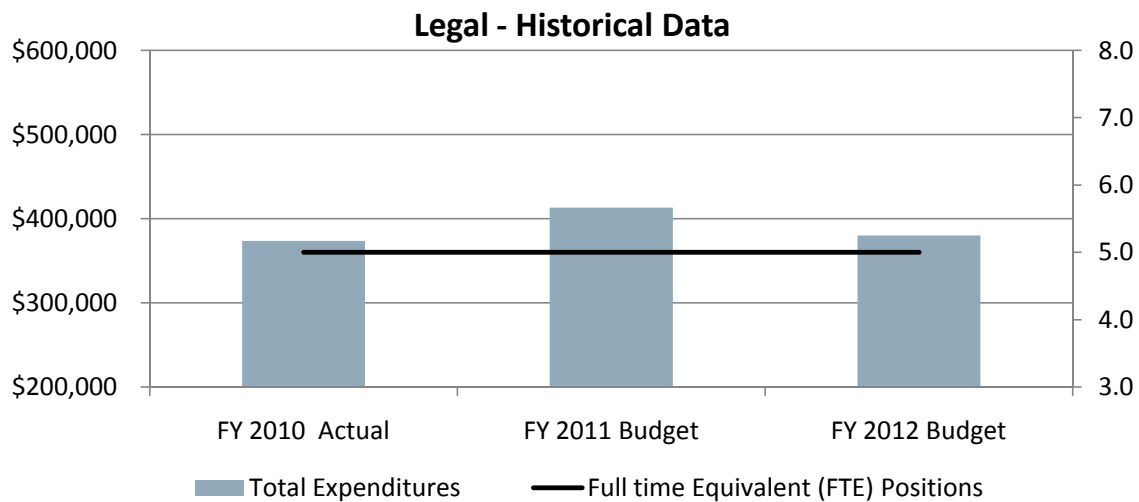
Expenditures by Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenue	\$ 364,997	\$ 413,114	\$ 376,071
Restricted	8,579	-	4,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 373,576</u>	<u>\$ 413,114</u>	<u>\$ 380,071</u>

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 surpassed.	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. Maximize the efficiency and effectiveness of the billing and collection process.
Customer Focus: Maintain a customer-focused attitude throughout the organization.	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.

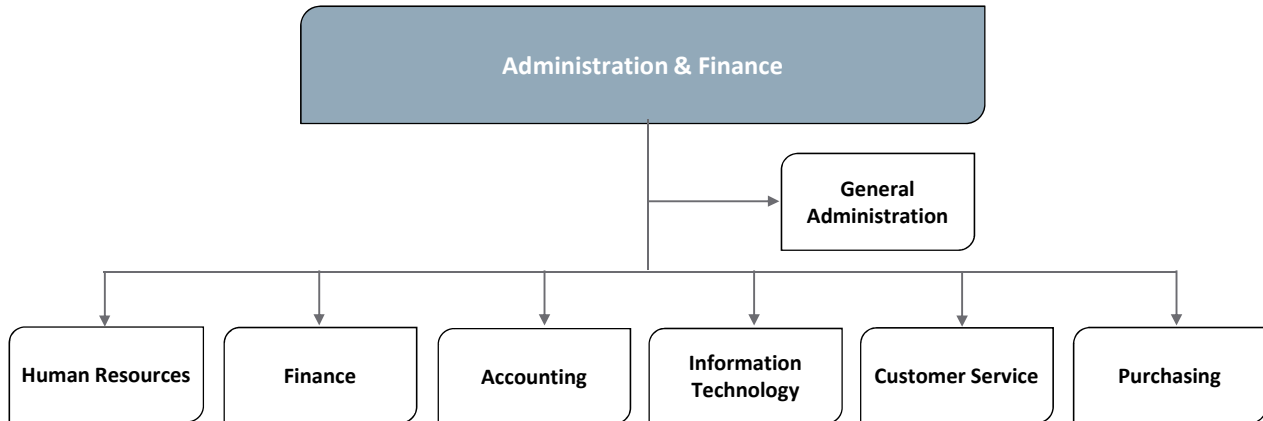
Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Percentage of Administrative Orders issued within two weeks of request submittal	100%	100%	100%
Percentage of environmental legal assistance provided on regulatory compliance matters within statutory time standards	100%	100%	100%
Number of lien sales conducted in budget year	2	2	2
Percentage of selected accounts brought to lien sale	25%	35%	35%
Percentage of accounts paid and/or removed prior to lien sale	75%	65%	65%
Prepare and file proof of claim within 30 days of receipt of notice	100%	100%	100%
Respond to all public records requests within legal time frame	within 10 days	within 10 days	within 10 days
Number of hours of training staff members receive	30	30	30
Number of presentations conducted by legal staff	4	3	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	Bi-Annually	Bi-Annually	Bi-Annually
Prepare and file disclosure of consultant submittals at required intervals	Quarterly	Quarterly	Quarterly

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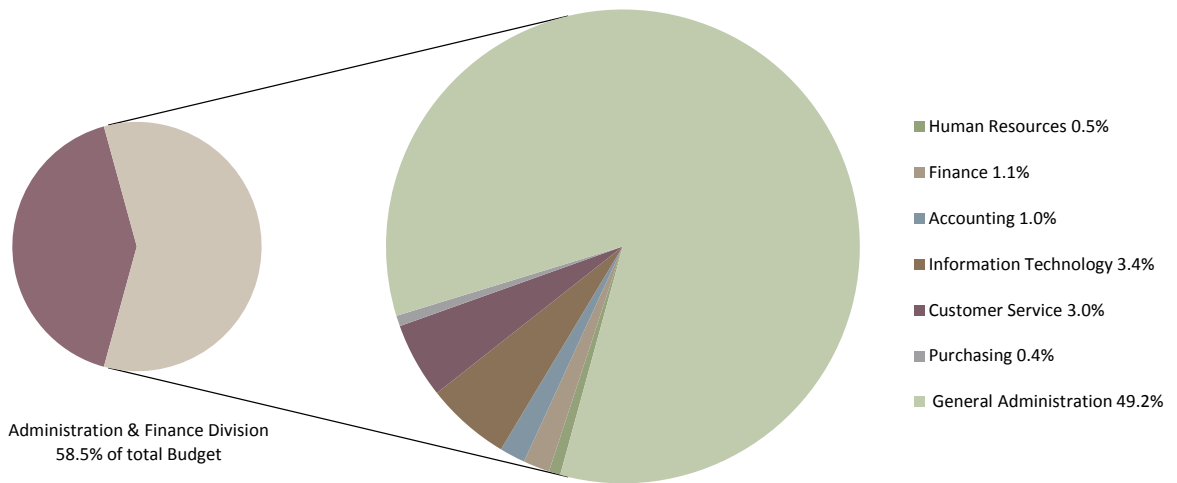
Division Structure

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.

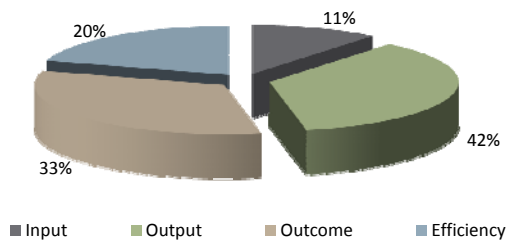
Significant Budget Modifications

The Administration & Finance budget has increased by 5.4%, or \$2.3 million over the FY 2011 budget. The majority of the increase or \$2.0 million is for debt service and debt service coverage, followed by an 18% increase in capital outlays related to information technology investments and a minor increase personnel costs.

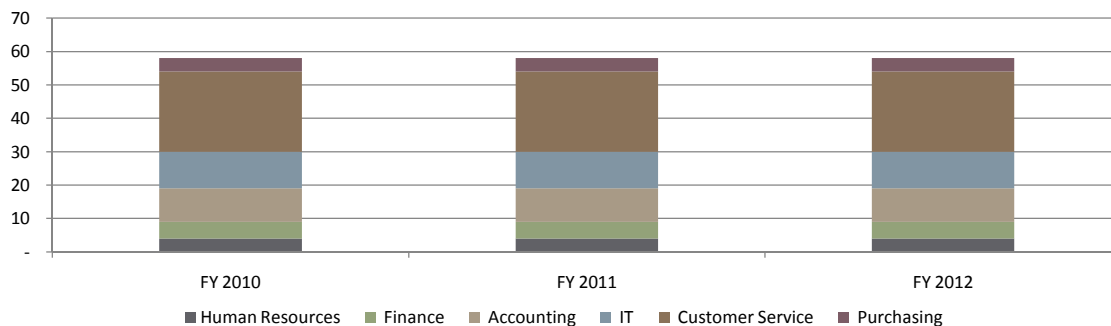
Administration & Finance Division Performance Data Summary

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 53% of total performance measures.

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



**Budgeted Positions (FTEs)
Administration & Finance Division**

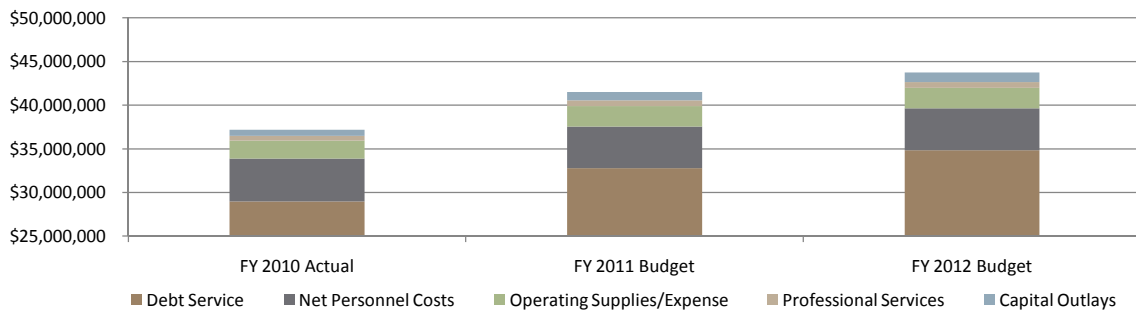


Division Budget

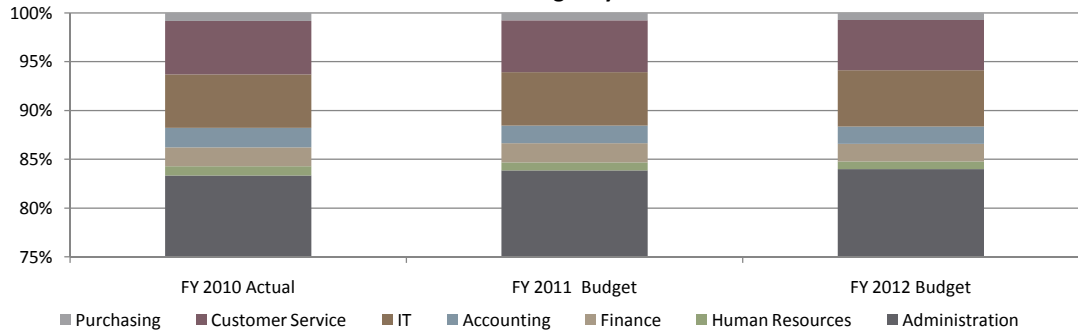
Administration & Finance Division Division Summary

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 4,954,273	\$ 4,799,548	\$ 4,904,766
Less Capital Reimbursements & Turnover	(72,306)	(69,750)	(70,051)
Net Personnel Costs	4,881,967	4,729,798	4,834,715
Operating Supplies/Expense	2,061,852	2,345,136	2,340,320
Professional Services	566,087	676,714	630,200
Capital Outlays	683,678	943,000	1,117,000
Debt Service	28,990,663	32,801,374	34,819,271
Total Expenditures	\$ 37,184,247	\$ 41,496,022	\$ 43,741,506
Expenditures by Funding Source			
Revenue	\$ 36,500,569	\$ 40,553,022	\$ 42,624,506
Restricted	683,678	943,000	1,117,000
Grant	-	-	-
Total Expenditures by Source	\$ 37,184,247	\$ 41,496,022	\$ 43,741,506
Full time Equivalent (FTE) Positions	56.0	58.0	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 annual Chamber of Commerce Worksite Health Award for fourth consecutive year.

Provided workplace wellness and training programs to staff.

Submitted the semi-annual and annual EEO report.

Evaluated and renewed long-term disability and group life insurance.

Developed and managed the procedure for non-union retirees eligible to receive their defined benefit pension.

Implemented new performance management system for non-union employees.

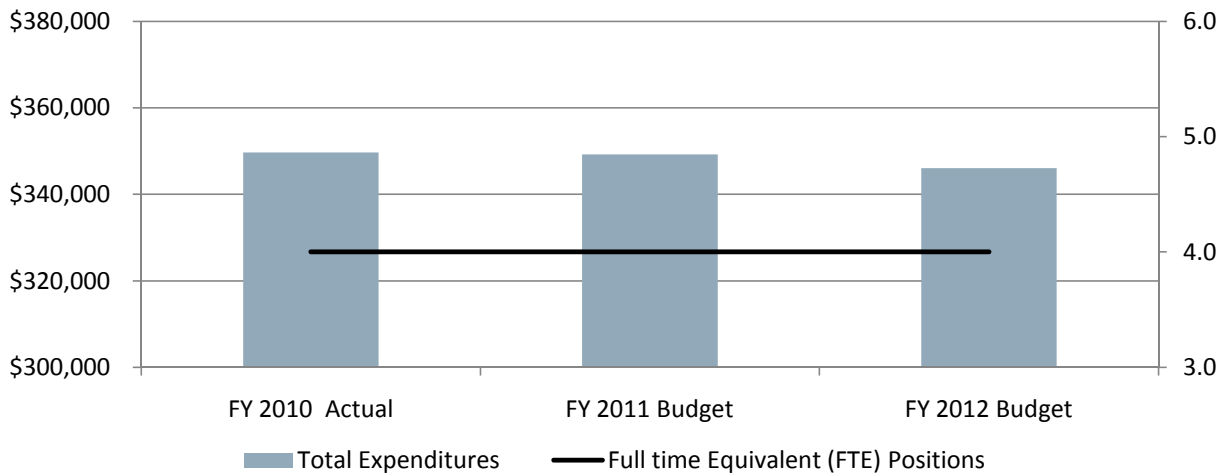
Program Staffing (Budgeted)			
Human Resources Manager	1.0	Human Resources Representative	1.0
Senior Human Resources Representative	1.0	Human Resources Clerk	1.0
4.0 FTEs			

The Budget

Administration & Finance Division Human Resources

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 314,979	\$ 315,686	\$ 325,532
Less Capital Reimbursements	-	-	-
Net Personnel Costs	314,979	315,686	325,532
Operating Supplies/Expense	7,305	10,550	10,000
Professional Services	17,693	23,000	10,500
Capital Outlays	9,708	-	-
Debt Service	-	-	-
Total Expenditures	\$ 349,685	\$ 349,236	\$ 346,032
Expenditures by Funding Source			
Revenue	\$ 339,977	\$ 349,236	\$ 346,032
Restricted	9,708	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 349,685	\$ 349,236	\$ 346,032
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 2010 Actual	FY 2011 Budget	FY 2012 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	07/15/09	07/15/10	07/15/11
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	3	2	2
Number of employee training programs implemented	4	1	1
Apply for and receive the Worksite Wellness Award on behalf of NBC from the Greater Providence Chamber of Commerce	05/30/10	05/30/11	05/30/12
Number of workers' compensation injury investigations which result in a recommendation to prevent reoccurrence	N/A	N/A	3

The Program

Administration & Finance Division

Finance

Mission and Overview:

The Finance section ensures NBC has sufficient resources to carry out its mission. This section ensures that sound fiscal policies and practices are employed in order to maintain the highest credit rating possible. The Finance section is also 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

NBC's AA- credit rating was reaffirmed.

Executed a \$30 million loan from the Rhode Island Clean Water Finance Agency (RICWFA).

Replaced the Letter of Credit backing NBC's \$66.3 M variable rate debt and achieved interest expense savings of \$1.8 million.

Filed a Debt Service compliance filing with the PUC to fund the capital program, and received 3.33% across the board rate increase within 60 days. Filed and was able to withdraw a general rate application filed with the PUC. Filed miscellaneous Tariff Advices with the PUC and implemented on-line customer payments and a new tariff for residential well customers.

Received affirmative Internal Revenue Service (IRS) Determination Letters on the non-union retirement plans and amended and restated plans to reflect IRS regulation changes.

Developed and administered the annual operating budget and finished the year under budget for the 19th consecutive year. Received Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award for eighth consecutive year with special Capital Recognition for second year.

Developed five-year Capital Improvement Program and managed capital funding. Also ensured compliance with the Trust Indenture and related financial regulatory requirements.

Completed timely reporting of Continuous Disclosure, Arbitrage, and PUC Compliance.

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

The Budget

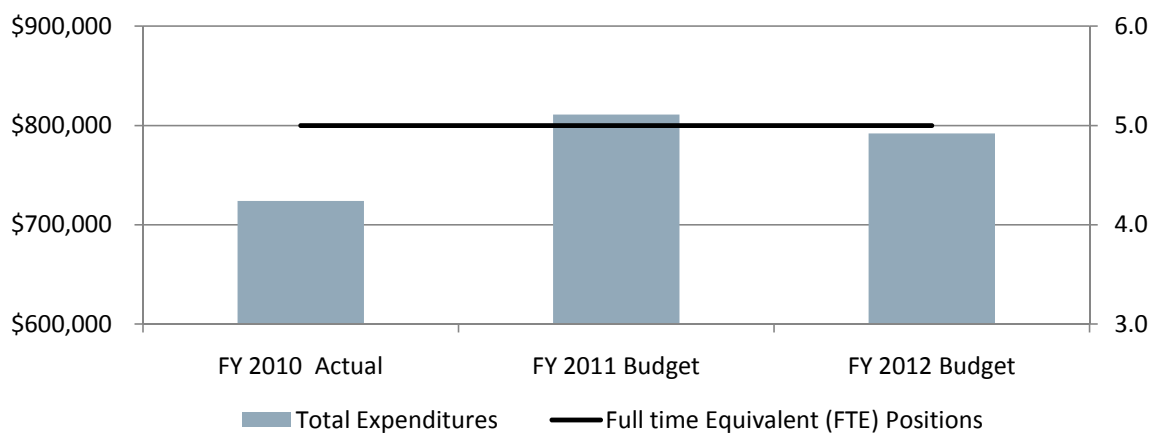
Administration & Finance Division Finance

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 471,742	\$ 475,030	\$ 470,368
Less Capital Reimbursements	-	-	-
Net Personnel Costs	471,742	475,030	470,368
Operating Supplies/Expense	17,712	25,400	16,750
Professional Services	234,718	310,634	305,000
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 724,172	\$ 811,064	\$ 792,118

Expenditures by Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenue	\$ 724,172	\$ 811,064	\$ 792,118
Restricted	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 724,172	\$ 811,064	\$ 792,118

Full time Equivalent (FTE) Positions	5.0	5.0	5.0
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Finance - Historical Data



Performance Data

Administration & Finance Division

Finance

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 sufficient operating budget and capital budget funding with least ratepayer impact.

Ensure NBC receives lowest cost of borrowing.

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 2010 Actual	FY 2011 Budget	FY 2012 Budget
File with PUC to maintain sufficient Operating and Capital funding	3/2/10	10/31/10	9/30/11
Spend .5% or less of revenue increase on outside rate case assistance	0.71%	0.50%	0.50%
Maintain at least "A+" credit rating with Standard & Poor's (S&P)	AA-	AA-	AA-
Update Long-term Financial Plan	Semi-Annually	Semi-Annually	Semi-Annually
Continuous Disclosure when required	100%	100%	100%
Update of capital cash flows	2	2	2
Receive GFOA Distinguished Budget Presentation Award	Seven consecutive years	Eight Consecutive Years	Nine 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	50.5	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	2	2	2
Transmit restricted accounts reports to the Public Utilities Commission	4	4	4

The Program

Administration & Finance Division Accounting

Mission and Overview:

The Accounting section is responsible for preparing and issuing monthly financial statements in accordance with "Generally Accepted Accounting Principles". Accounting also provides cash management support and ensures compliance with the flow of funds set forth in the Trust Indenture and PUC Orders. The Accounting section is also responsible for processing payroll, vendor payments, maintaining the general ledger, assisting in securing financing, rate filings and processing capital project expenditures.

Prior Year Accomplishments

Completed the FY 2010 audit on a timely basis and received a clean audit opinion and no management letter for the thirteenth consecutive year.

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

Ensured proper calculation and processing of monthly transfers as required by the Trust Indenture. Ensured compliance with the PUC's restricted account reporting requirements.

Processed and submitted approximately \$34 million in capital invoices.

Established procedures to allocate the sewer and water bills to tenants on property acquired as part of easements. Developed a computerized system to track all rent and utility payments.

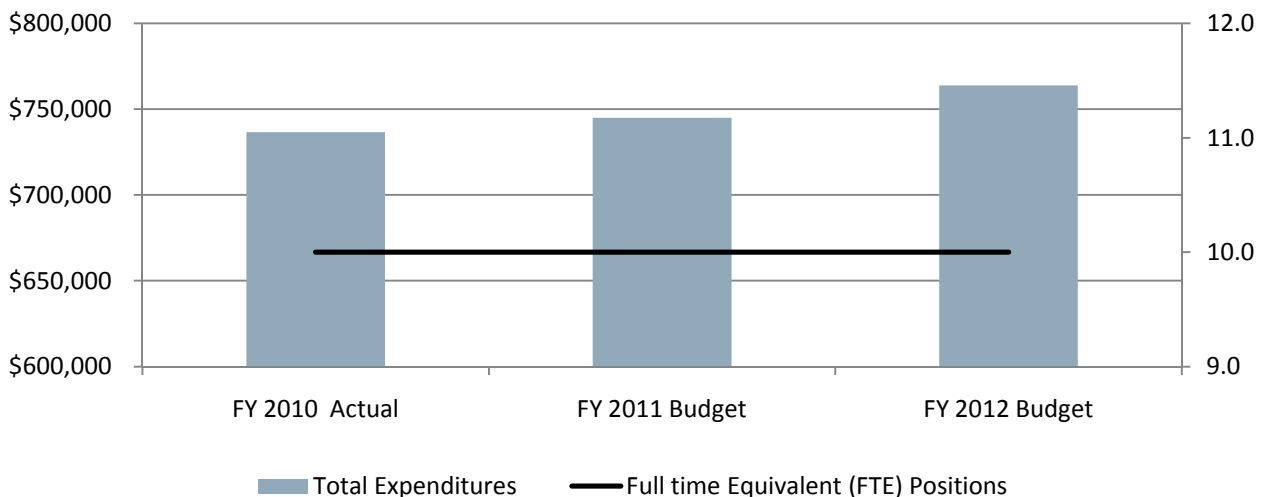
Program Staffing (Budgeted)			
Controller	1.0	Staff Accountant	2.0
Capital Principal Accountant	1.0	Principal Accountant	1.0
Capital Accounting Assistance	1.0	Fiscal Clerk	2.0
Senior Payroll Administrator	1.0	Payroll Administrator	1.0
	10.0 FTEs		

The Budget

Administration & Finance Division Accounting

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 775,485	\$ 774,806	\$ 794,705
Less Capital Reimbursements	(72,306)	(69,750)	(70,051)
Net Personnel Costs	703,179	705,056	724,654
Operating Supplies/Expense	10,454	11,025	10,225
Professional Services	23,076	29,000	29,000
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 736,709	\$ 745,081	\$ 763,879
Expenditures by Funding Source			
Revenue	\$ 736,709	\$ 745,081	\$ 763,879
Restricted	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 736,709	\$ 745,081	\$ 763,879
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.

Compliance with IRS rules and regulations.

Compliance with State of RI rules and regulations.

Staffing: Attract, develop and retain highly qualified employees.

Continue to encourage accounting staff training.

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 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
Prepare monthly financial statements and forward a copy to the RI House and Senate	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%
Prepare W-2s and 1099s at the end of the calendar year and also prepare the quarterly 941s payroll tax returns	100%	100%	100%
Prepare on a quarterly basis the consulting report for the RI Secretary of State and the Surcharging Report for Rhode Island Department of Environmental Management	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

Oracle's database products have been the mainstay at NBC for more than ten years. With each iteration, increased functionality, performance, and productivity is added to the product. Keeping the databases updated requires significant effort. This past year, IT completed the Financials upgrade, Customer Services, and began working with our vendors to upgrade LIMS and Asset Management systems. In FY 2011, IT continued to meet its goal of remaining as current as possible with NBC's primary systems and applications.

NBC's business critical systems and applications reside on Servers running HP-UX. In order to enhance cooperation with Oracle's products and lower maintenance costs, IT has been researching and testing a migration to Oracle's version of Linux. This will lower maintenance fees and align the O/S, databases, and applications under one umbrella.

The upgrade of the Asset Management software to the latest version was completed successfully. This was a team effort with IT, Engineering, and Operations working together with the vendor's Consulting Services. This will provide NBC with a more stable and advanced system that is positioned to provide more complete and useful information for years to come.

Every five years a Systems/Hardware review is undertaken and this past year the decision was made to replace a number of obsolete Servers (Blades) with the latest technology. At the same time the latest O/S was installed and the beginning stages of Virtualization was explored. The benefits are increased performance, the ability to resolve performance concerns more quickly, along with providing enhanced security. This project will provide a base of hardware and software that will be more than adequate for the next five years.

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

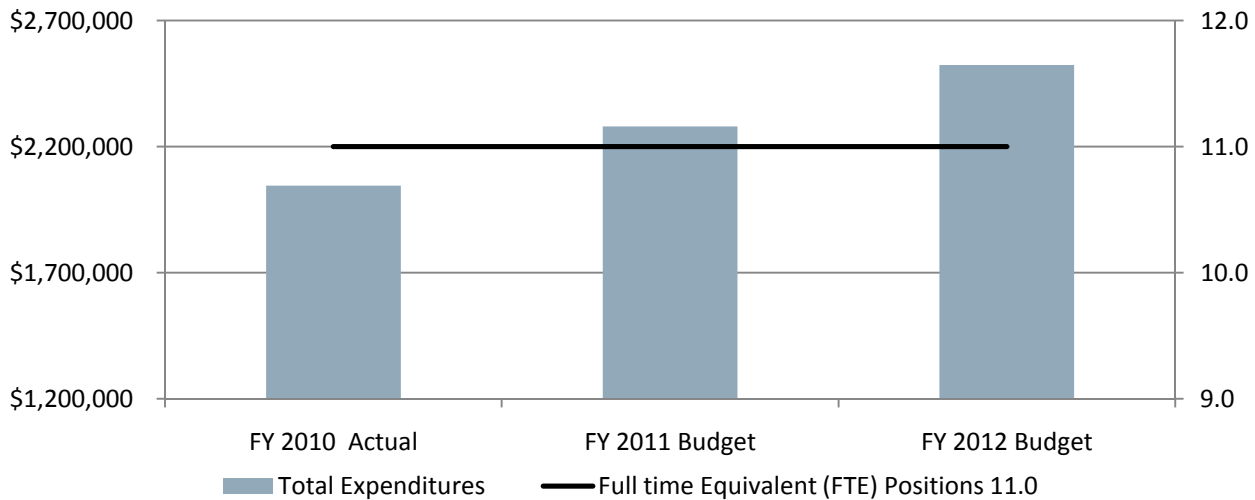
Administration & Finance Division Information Technology

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 1,018,971	\$ 1,057,096	\$ 1,106,210
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,018,971	1,057,096	1,106,210
Operating Supplies/Expense	452,547	469,425	483,675
Professional Services	11,559	-	-
Capital Outlays	562,756	753,000	934,000
Debt Service	-	-	-
Total Expenditures	\$ 2,045,833	\$ 2,279,521	\$ 2,523,885

Expenditures by Funding Source			
Revenue	\$ 1,483,077	\$ 1,526,521	\$ 1,589,885
Restricted	562,756	753,000	934,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,045,833	\$ 2,279,521	\$ 2,523,885

Full time Equivalent (FTE) Positions	11.0	11.0	11.0
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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 surpassed.	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.
Staffing: Attract, develop and retain highly qualified employees.	Encourage and support an adequate level of staff training opportunities.
Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.	Provide end-user technology and systems to meet NBC's strategic goals.

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Level of system availability	99.6%	99.9%	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	97%	96%	96%
Number of user training sessions	184	188	188
Response to Help Desk requests within two hours	99%	100%	100%
Percentage of staff participating in training sessions during the year	64%	65%	65%
Review all NBC systems and upgrade coinciding with lease expirations annually	100%	100%	100%
Percentage of Systems and Applications that are current	N/A	95%	97%

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 58% of annual user charges and the NBC receives water consumption data from seven different water supply boards. The Customer Service section successfully converted from quarterly to monthly billing in fiscal year 2010. 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, 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

Continued to refine the conversion from quarterly to monthly billing as well as the estimation of consumption for all accounts lacking actual meter readings. Continued to refine and expand CS applications to more efficiently serve NBC customers.

Selected and processed more than 7,000 accounts as part of the Water Shut-Off program. Continued to focus on collections of past due accounts, averaging 3,000 collection calls per month.

Billed more than \$80 million in user fees.

Investigated and completed 4,000 customer inquiries within 30 days and obtained site readings for more than 5,000 customers.

Implemented processing of on-line payments.

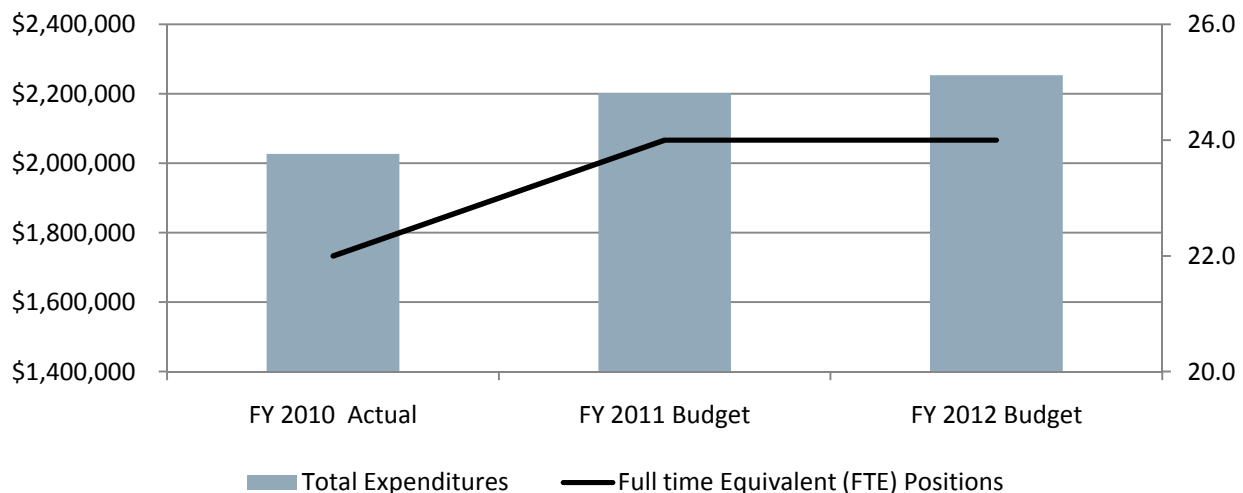
Program Staffing (Budgeted)			
Customer Service Manager	1.0	Special Account Coordinator	1.0
Customer Research Supervisor	1.0	Customer Service Analyst	2.0
Customer Service Statistical Analyst	1.0	Customer Service Associate	1.0
Field Investigator	3.0	Customer Service Representative	11.0
Fiscal Clerk	2.0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

The Budget

Administration & Finance Division Customer Service

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 1,536,899	\$ 1,646,893	\$ 1,702,871
Less Capital Reimbursements		-	-
Net Personnel Costs	1,536,899	1,646,893	1,702,871
Operating Supplies/Expense	391,699	485,125	489,550
Professional Services	28,967	40,220	31,700
Capital Outlays	68,991	30,000	30,000
Debt Service	-	-	-
Total Expenditures	\$ 2,026,557	\$ 2,202,238	\$ 2,254,121
Expenditures by Funding Source			
Revenue	\$ 1,957,566	\$ 2,172,238	\$ 2,224,121
Restricted	68,991	30,000	30,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,026,557	\$ 2,202,238	\$ 2,254,121
Full time Equivalent (FTE) Positions	22.0	24.0	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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Percentage of accounts with meter reading within prior 12 months	98%	98%	98%
Percentage of over thirty-day receivables called	102%	90%	90%
Number of accounts selected for Water Shut Off	5,617	3,200	3,500
Late fees as a percentage of billing	<2%	<2%	<2%
Number of large user accounts reviewed per year	15	15	15
Number of Customer Focus training sessions annually	8	8	8
Percentage of calls abandoned	2.92%	<4%	<4%
Number of Connection Permits investigated	100%	100%	100%
Resolution of Disputes within 30 days	96%	96%	96%
Quarterly Reads on Large Customers	1886	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

Prepared 34 bid proposals and specifications.

Modified the Request for Bid and Bid Proposal forms to clarify the contractor terms.

Provided assistance to NBC staff to ensure compliance with State of RI Purchasing Regulations and NBC Purchasing Regulations.

Added all bid specifications to the Document Management System for fiscal years 2007, 2008, and 2009.

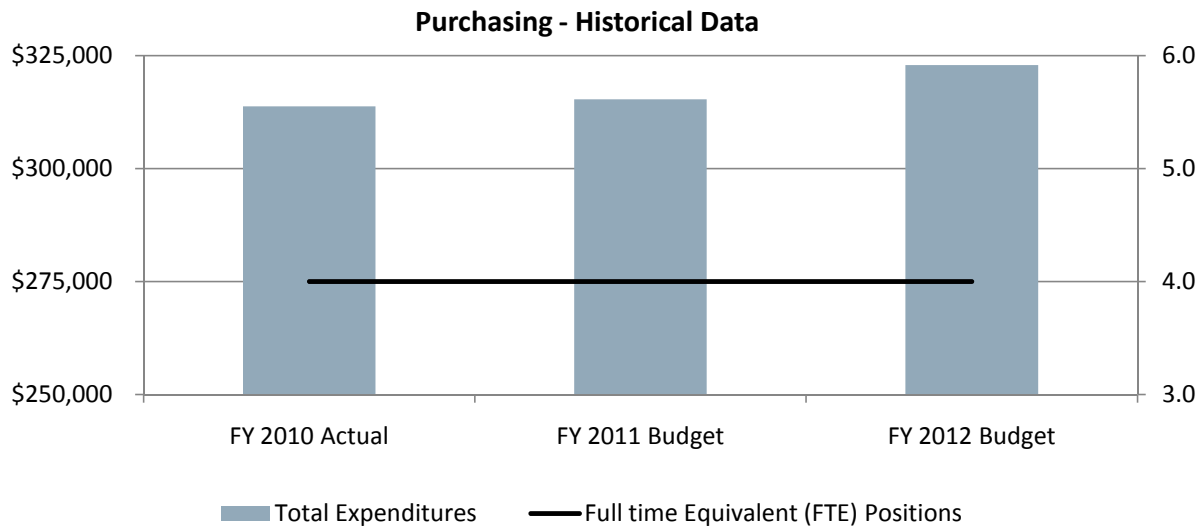
Added all sole source letters to the Document Management System .

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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 309,257	\$ 310,447	\$ 318,357
Less Capital Reimbursements	-	-	-
Net Personnel Costs	309,257	310,447	318,357
Operating Supplies/Expense	4,562	4,900	4,600
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 313,819	\$ 315,347	\$ 322,957
Expenditures by Funding Source			
Revenue	\$ 313,819	\$ 315,347	\$ 322,957
Restricted	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 313,819	\$ 315,347	\$ 322,957
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 2010 Actual	FY 2011 Budget	FY 2012 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

Managed COB maintenance expenses to ensure overhead expense is at or below budget.

Ensured that proper preventive and corrective maintenance of the COB was completed, including completing upgrades and changes required by the State Fire Marshall and the mandated by RIDEM Environmental Land Use Restriction inspection of the COB.

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

Coordinated with the State of RI Archivist to develop procedures for record destruction.

Program Staffing (Budgeted)
Responsibilities are executed by Purchasing staff

The Budget

Administration & Finance Division General Administration

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 526,939	\$ 219,590	\$ 186,722
Less Capital Reimbursements	-	-	-
Net Personnel Costs	526,939	219,590	186,722
Operating Supplies/Expense	1,177,573	1,338,711	1,325,520
Professional Services	250,074	273,860	254,000
Capital Outlays	42,223	160,000	153,000
Debt Service	28,990,663	32,801,374	34,819,271
Total Expenditures	\$ 30,987,472	\$ 34,793,535	\$ 36,738,513

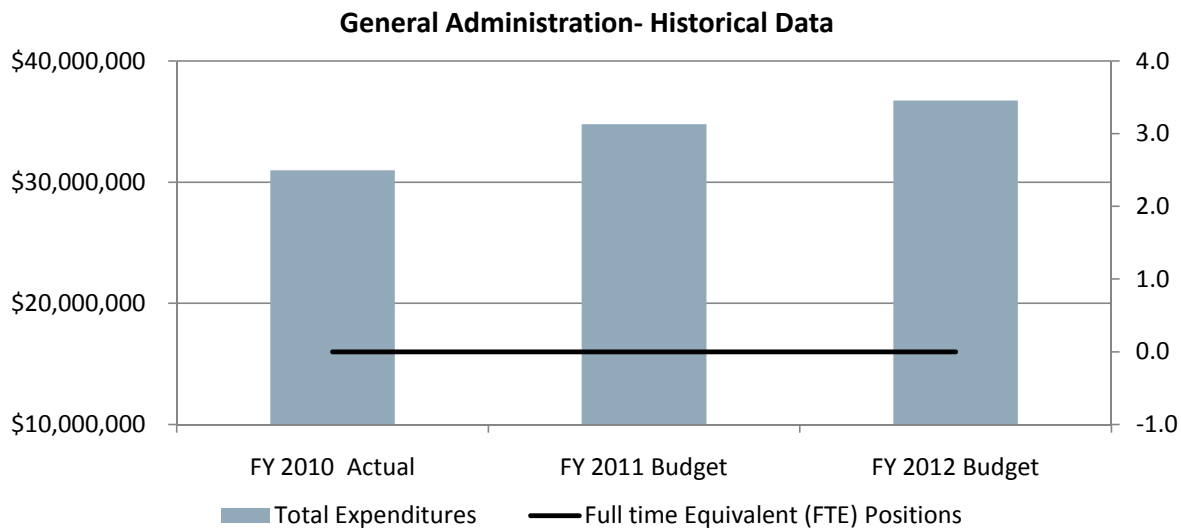
Expenditures by Funding Source			
Revenue	\$ 30,945,249	\$ 34,633,535	\$ 36,585,513
Restricted	42,223	160,000	153,000
Grant	-	-	-
Total Expenditures by Source	\$ 30,987,472	\$ 34,793,535	\$ 36,738,513

Full time Equivalent (FTE) Positions

0.0

0.0

0.0



Performance Data

Administration & Finance Division

General Administration

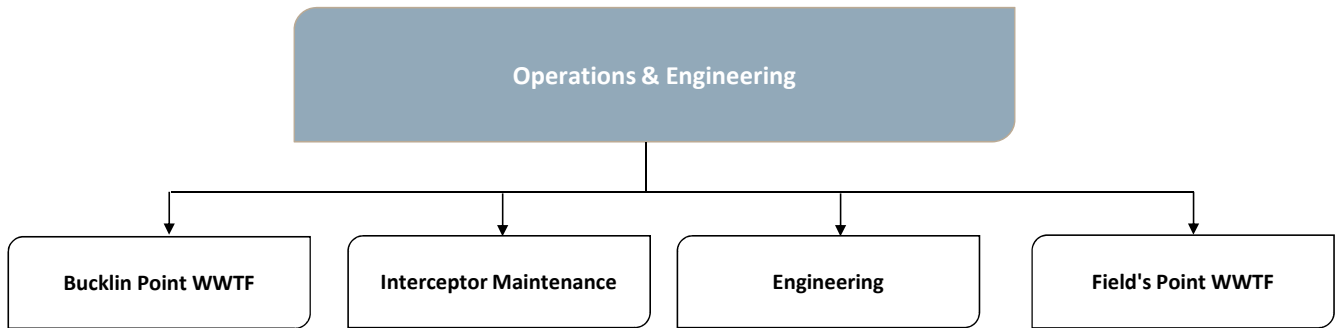
Strategic Objective	Actions for Achievement Service Level Objective
Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or surpassed.	Provide cost-effective administration of the Corporate Office Building (COB). Maintain 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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Percentage of building maintenance requests completed within two weeks	87%	85%	85%
Cost per square foot maintained	\$7.65	\$8.50	\$8.50
Completion of budgeted operating capital projects	100%	100%	100%
Number of facility inspections	9	9	9

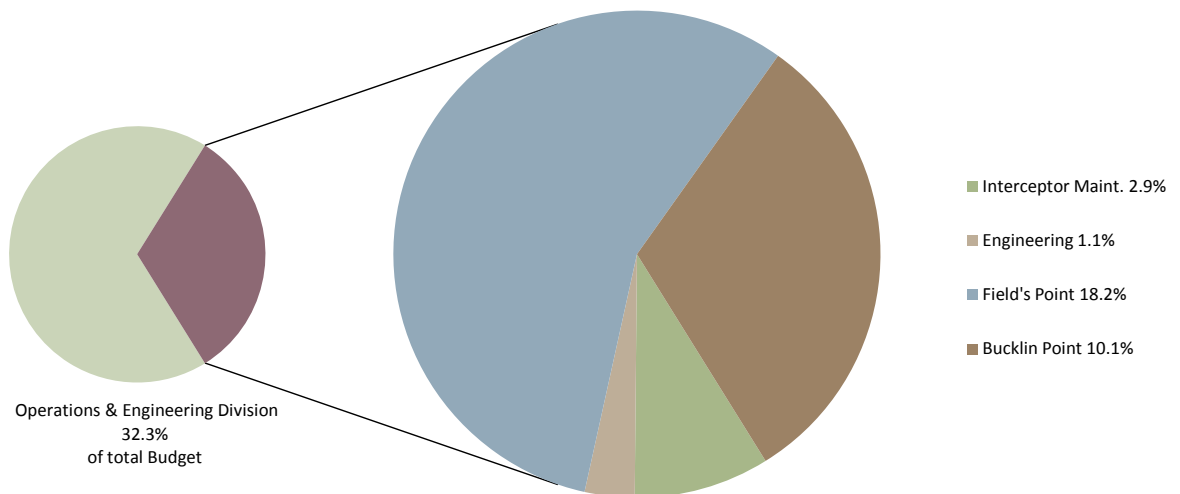
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Division Structure

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 for 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.

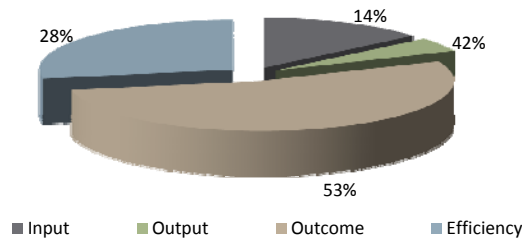
Significant Budget Modifications

The Operations and Engineering Division budget has increased by approximately \$793,000 or 3.4% over the FY 2011 budget. Budgeted Personnel costs are \$634,000, reflecting a contracted COLAs, the a reduction in budgeted turnover and the reallocation of positions necessary to meet operational changes. Operating Supplies and Expenses are budgeted \$151,000 higher than the prior year as the net result of increased costs for new facilities coming on-line in FY 2012 and lower expenses for bio-solids and natural gas. Budgeted Professional Services costs are \$237,000 lower than in FY 2011 as a result of reduced chemical costs carried in the Bucklin Point Management Contract. Finaaly, Capital Outlays are budgeted \$231,000 than the prio year as a result of needs identified at NBC's Field's Point WWTF and the purchase of additional flow meters.

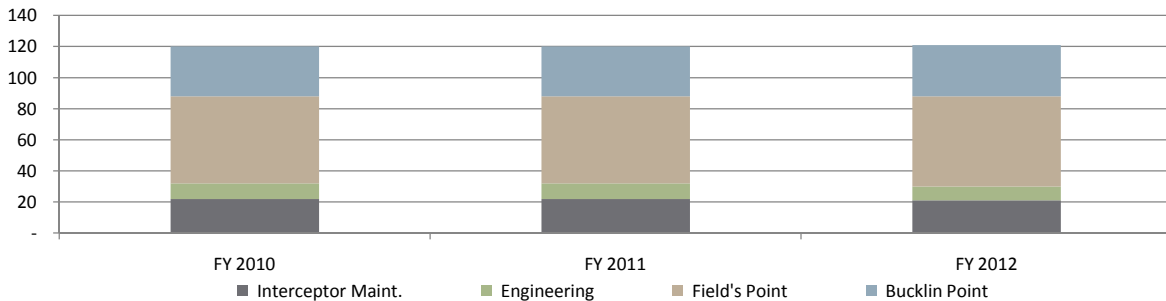
Operations & Engineering Division Performance Data Summary

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

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



**Budgeted Positions (FTEs)
Operations & Engineering Division**



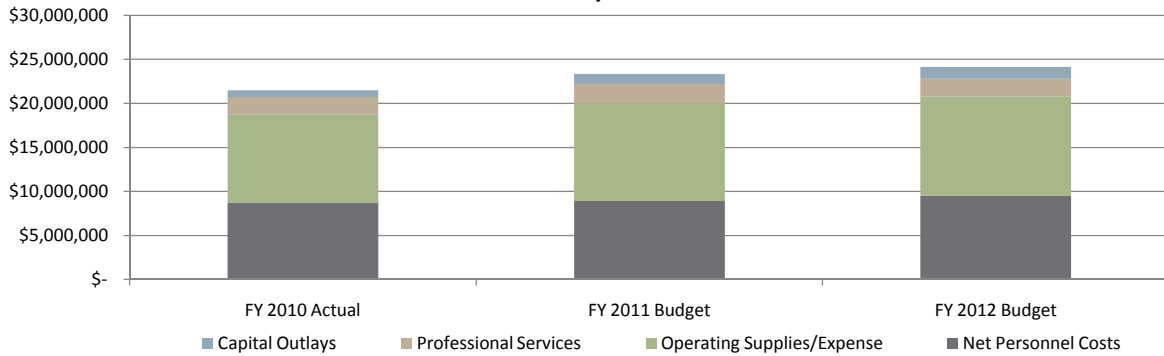
Division Program

Operations & Engineering Division

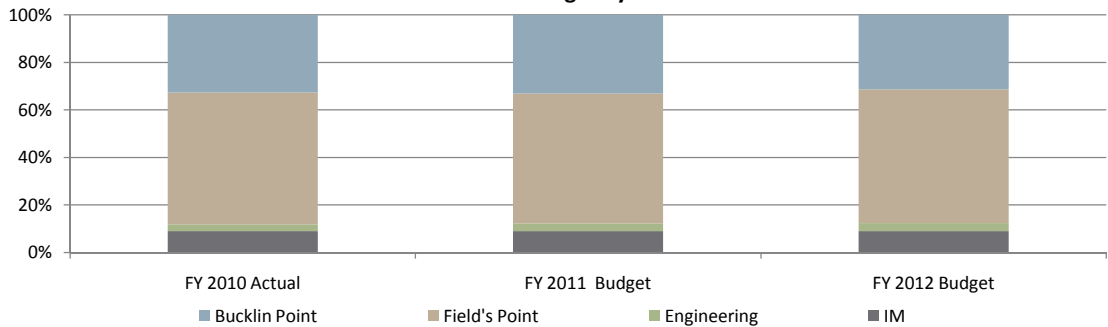
Division Summary

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 9,101,246	\$ 9,355,104	\$ 9,949,132
Less Capital Reimbursements and Turnover	(407,472)	(443,131)	(402,647)
Net Personnel Costs	8,693,774	8,911,973	9,546,485
Operating Supplies/Expense	10,067,059	11,119,269	11,270,957
Professional Services	1,954,886	2,211,404	1,980,634
Capital Outlays	773,879	1,110,903	1,348,780
Debt Service	-	-	-
Total Expenditures	\$ 21,489,598	\$ 23,353,549	\$ 24,146,856
Expenditures by Funding Source			
Revenue	\$ 20,715,719	\$ 22,242,646	\$ 22,798,076
Restricted	773,879	1,110,903	1,348,780
Grant	-	-	-
Total Expenditures by Source	\$ 21,489,598	\$ 23,353,549	\$ 24,146,856
Full time Equivalent (FTE) Positions	120.0	120.0	121.0

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 to the NBC wastewater treatment plants within the Bucklin Point and Fields Point district. 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

The number of annual combined sewer overflows delined from six in 2009 to five in 2010, with a vast reduction in the bypass volumes from the overflows.

Continued to collect and import Pipeline Assessment Certification Program (PACP) compliant Closed Circuit TeleVision (CCTV) inspection data into NBC's computerized maintenance management system, Hansen.

Completed 329 pipe sections with work orders that have PACP coded CCTV inspections.

Completed a total of 28,726 linear feet of CCTV inspections using in-house staff in FY 2011.

Supervised contract work involving an additional 19,720 linear feet of CCTV inspections.

Program Staffing (Budgeted)			
IM Manager	1.0	Technical Assistant	1.0
Assistant IM Manager	1.0	Dispatcher	1.0
IM Operator	12.0	IM Inspector	1.0
Heavy Motor Equipment Operator	1.0	IM Environmental Engineer	1.0
IM Mechanic	1.0	IM Supervisor	1.0
	21.0 FTEs		

The Budget

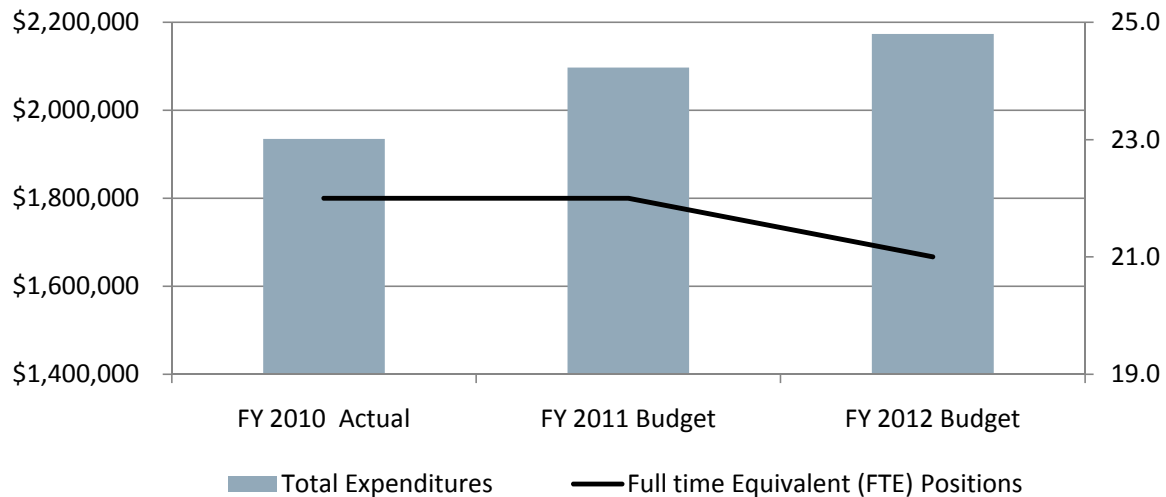
Operations & Engineering Interceptor Maintenance

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 1,339,212	\$ 1,512,758	\$ 1,588,470
Less Capital Reimbursements	(17,587)	(46,500)	(39,507)
Net Personnel Costs	1,321,625	1,466,258	1,548,963
Operating Supplies/Expense	428,024	548,587	496,746
Professional Services	26,176	20,800	28,800
Capital Outlays	159,262	61,200	99,000
Debt Service	-	-	-
Total Expenditures	\$ 1,935,088	\$ 2,096,845	\$ 2,173,508

Expenditures by Funding Source			
Revenue	\$ 1,775,826	\$ 2,035,645	\$ 2,074,508
Restricted	159,262	61,200	99,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,935,088	\$ 2,096,845	\$ 2,173,508

Full time Equivalent (FTE) Positions	22.0	22.0	21.0
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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 surpassed.	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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Number of miles of interceptors inspected and cleaned annually	9.1	5	5
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	1.5 hours	6 hours or less	6 hours or less
Tons of material removed from full trash nets within 72 hours in order to prevent pollution from entering receiving waters	63.6	60 tons	60 tons
Percentage of capital expenditures spent on planned items	100%	100%	100%
Number of customer service training hours per employee completed annually	2.7 hours	1 hour	1 hour
Length of time to review sewer connection permits	1 day	3 business days	3 business days
Number of optional training hours completed annually	230	200	200

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 Field's Point wastewater treatment facility (WWTF).

Prior Year Accomplishments

Completed design of Nitrogen Removal Facilities for the Bucklin Point Wastewater Treatment Facility (WWTF), the Floatables Control Facilities for Overflows 205, 210 and 220, and the CSO Phase II Facilities.

Completed migration of Optimization operating hardware and software for the Field's Point WWTF.

Completed easement investigation for the Blackstone Valley Interceptor in Cumberland.

Completed evaluation of biogas reuse facilities for Bucklin Point WWTF and initiated design of the Regulatory Compliance Building.

Completed RFQ/P to select a consultant to update the sewer system model for Johnston and North Providence.

Program Staffing (Budgeted)			
Engineering Construction Coordinator	1.0	Engineering & Operations Fiscal Administrator	1.0
Engineering Manager	1.0	Facilities Engineer	1.0
Instrumentation Engineer	1.0	Director of Operations & Engineering	1.0
Environmental Engineer	1.0	Principal Environmental Engineer	2.0
	9.0 FTEs		

The Budget

Operations & Engineering Division Engineering

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 944,615	\$ 936,714	\$ 883,967
Less Capital Reimbursements	(389,885)	(396,631)	(363,140)
Net Personnel Costs	554,730	540,083	520,827
Operating Supplies/Expense	13,939	134,065	135,650
Professional Services	-	15,200	15,000
Capital Outlays	45,563	75,000	125,000
Debt Service	-	-	-
Total Expenditures	\$ 614,232	\$ 764,348	\$ 796,477

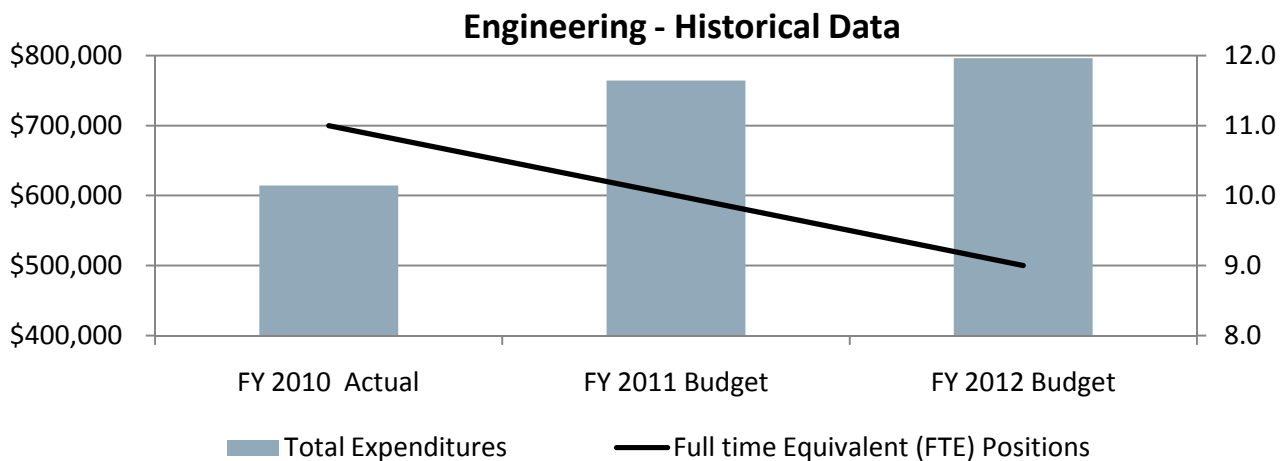
Expenditures by Funding Source			
Revenue	\$ 568,669	\$ 689,348	\$ 671,477
Restricted	45,563	75,000	125,000
Grant	-	-	-
Total Expenditures by Source	\$ 614,232	\$ 764,348	\$ 796,477

Full time Equivalent (FTE) Positions

11.0

10.0

9.0



Performance Data

Operations & Engineering Division Engineering

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 surpassed.

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

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

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Number of project tasks completed related to nutrient removal and other improvements at wastewater treatment facilities	4	4	4
Number of project tasks completed related to the sewer collection system	3	4	6
Number of project tasks completed related to the development of GIS/Hansen sewer maintenance applications	2	2	1
Number of project tasks completed related to Phase II Combined Sewer Overflow Control in accordance with permit and consent order requirements	1	1	1

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. Over 1,300 tons of screenings and grit are removed in the treatment process and they are properly disposed of at the landfill. Approximately 23 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

Achieved 99.94% compliance with only one permit violation for conventional pollutants and chlorine residual out of 1,716 possible violations, and no unchlorinated effluent events or dry weather discharges.

Transitioned to new equipment for Biological Nutrient Reduction Project including; four new aeration blowers, four new screw lift pumps, two new primary tanks, two new gravity thickeners, and one new final clarifier.

Assumed responsibility for operation of the odor control unit at the Foundry shaft site; added computer monitoring capability in September 2010.

Completed second year of Tunnel Pump Station operation and a total of 2,389.16 Million Gallons had been captured and fully treated during the two years.

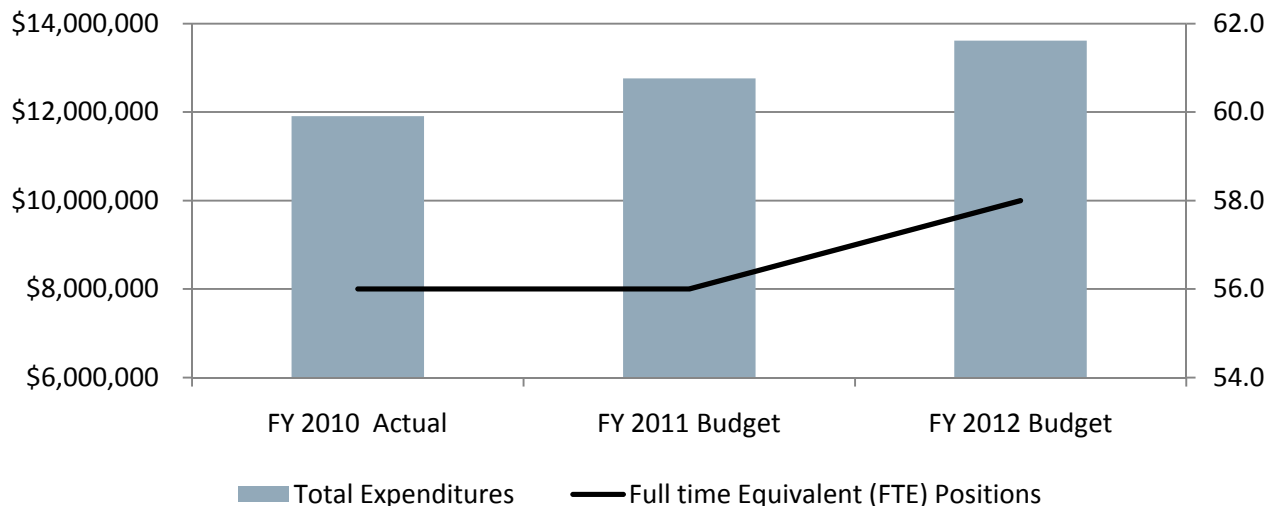
Program Staffing (Budgeted)			
Operations Manager FP	1.0	Assistant Operations Manager	1.0
Control Systems Administrator	1.0	Assistant Control Systems Administrator	1.0
O & M Clerk	1.0	O & M Coordinator	1.0
Maintenance Manager	1.0	Fleet Mechanic	1.0
O & M Technician	1.0	O & M Supervisor	4.0
Process Monitor	9.0	Inventory Control Clerk	2.0
Assistant Inventory Control Clerk	1.0	Operator	11.0
Mechanic	11.0	Carpenter	1.0
E and I Technician	2.0	Electrician	2.0
Senior 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	Control Systems Associate	1.0
58.0 FTEs			

The Budget

Operations & Engineering Division Field's Point Operations

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 4,428,143	\$ 4,460,721	\$ 4,823,344
Less Capital Reimbursements	-	-	-
Net Personnel Costs	4,428,143	4,460,721	4,823,344
Operating Supplies/Expense	7,110,700	7,686,148	8,034,688
Professional Services	18,897	16,994	16,613
Capital Outlays	349,226	599,703	741,780
Debt Service	-	-	-
Total Expenditures	\$ 11,906,966	\$ 12,763,566	\$ 13,616,425
Expenditures by Funding Source			
Revenue	\$ 11,557,740	\$ 12,163,863	\$ 12,874,645
Restricted	349,226	599,703	741,780
Grant	-	-	-
Total Expenditures by Source	\$ 11,906,966	\$ 12,763,566	\$ 13,616,425
Full time Equivalent (FTE) Positions	56.0	56.0	58.0

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 surpassed.	<p>Achieve 100% compliance on RIPDES permit.</p> <p>Recondition facility buildings, structures, piping and equipment to extend their useful life.</p> <p>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.</p> <p>Develop an SOP so as to effectively integrate the new Tunnel Pump Station into routine Operations tasks.</p> <p>Train Operations staff to test for nitrogen compounds using a Hach Colorimetric meter.</p> <p>Retrain all Operations staff on Basic Operational procedures.</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>Plan/Schedule Maintenance work on a weekly basis so as to improve efficiency of staff time.</p> <p>Maximize safe, efficient and cost-effective operation of the treatment plant.</p> <p>Minimize unplanned capital expenditures.</p> <p>Optimize hypochlorite addition to the effluent by monitoring and adjusting processes as needed.</p>
Staffing: Attract, develop and retain highly qualified employees.	<p>Provide opportunities for Operations and Maintenance employees to Increase their knowledge level by taking NBC computer courses and/or courses for Incentive Credit.</p>

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 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	13	12	12
Yearly average BOD	16	12	12
Yearly average Fecal Coliforms	30	20	20
Permit levels TSS & BOD		30 mg/l	30 mg/l
Permit levels Fecal Coliforms		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	22 Operators and Process Monitors	22 Operators and Process Monitors	N/A
Provide a "sign off" sheet for each Operator indicating that they demonstrated proficiency in using the Hach meter to test for ammonia, nitrite and nitrate. Train all Operators and Process Monitors (22 total)	N/A	22 Operators and Process Monitors	N/A
Complete a Basic Training Checklist for each process area for each Operator and Process Monitor	N/A	22 Operators and Process Monitors	N/A
Keep daily average sludge production to less than or equal to 25 DT/day	22.2 DT/day	<23 DT/day	<22 DT/day
Percentage of planned/scheduled work addressed per week in man/hours.	N/A	N/A	87%
Reduce the number of changes to the current year Operating Capital budget due to plan changes	7	<5	5
Percentage of capital expenditures spent on planned items	83%	100%	100%
Gallons of hypochlorite added to the CCT per day	1,559 gpd	< 1,600 gpd	< 1,600 gpd
Number of NBC computer courses and/or Incentive credit training courses taken by Operations and Maintenance employees	28	25	30

The Program

Operations & Engineering Division Bucklin Point Operations

Mission and Overview:

NBC's Bucklin Point WWTF 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

Achieved 99.95% permit compliance for dry weather treatment of conventional organic constituents and ultraviolet disinfection with only one permit violation out of 2,065 possible violations/exceedances. Achieved 100% permit compliance for wet weather treatment of conventional organic constituents and chemical disinfections with no permit violations out of 22 possible violations/exceedances and achieved 100% permit compliance for nitrogen reduction during the seasonal permit period (May through October) with no permit violations out of 384 possible violations/exceedances.

Continued innovative treatment strategies within the facility to develop further information for ongoing upgrade design activity.

Continued next phase of utility-wide asset management program implementation including work order management.

Continued working with various sections for design and process optimization projects including energy and biogas reuse.

Provided tours to several hundred students of all ages to convey to communicate understanding of utility mission and goals and environmental 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	13.0	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
	33.0 FTEs		

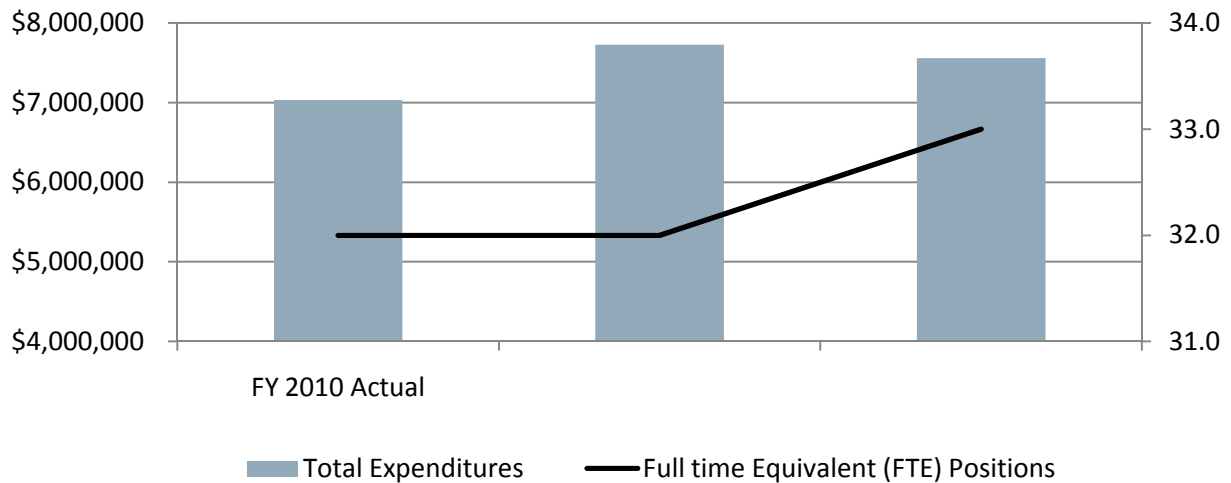
The Budget

Operations & Engineering Division Bucklin Point Operations

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 2,389,275	\$ 2,444,911	\$ 2,653,351
Less Capital Reimbursements	-	-	-
Net Personnel Costs	2,389,275	2,444,911	2,653,351
Operating Supplies/Expense	2,514,396	2,750,469	2,603,874
Professional Services	1,909,813	2,158,410	1,920,221
Capital Outlays	219,828	375,000	383,000
Debt Service	-	-	-
Total Expenditures	\$ 7,033,312	\$ 7,728,790	\$ 7,560,446

Expenditures by Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenue	\$ 6,813,484	\$ 7,353,790	\$ 7,177,446
Restricted	219,828	375,000	383,000
Grant	-	-	-
Total Expenditures by Source	\$ 7,033,312	\$ 7,728,790	\$ 7,560,446
Full time Equivalent (FTE) Positions	32.0	32.0	33.0

Bucklin Point - Historical Data



Performance Data

Operations & Engineering Division Bucklin Point Operations

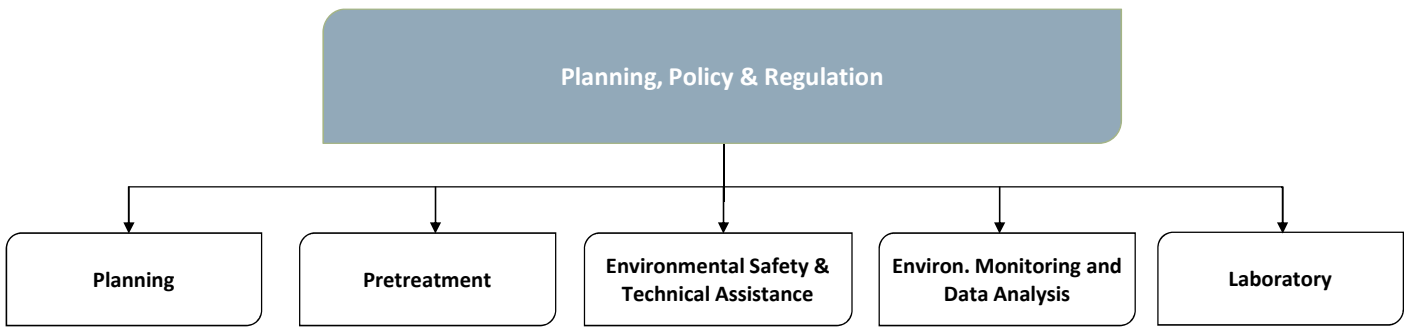
Strategic Objective	Actions for Achievement Service Level Objective
Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or surpassed.	<p>Maximize safe, efficient and cost-effective operation of the treatment plant.</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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Completion of budgeted operating capital projects	100%	100%	100%
Compliance with all new equipment and treatment facility warranties	100%	100%	100%
Effluent Quality Goals:			
Monthly total Nitrogen average May - October	7.69 mg/l	8 mg/l	< 8.5 mg/l
Permit Level Nitrogen	8.5 mg/l	8 mg/l	8.5 mg/l
Yearly average TSS	9 mg/l	10 mg/l	10 mg/l
Yearly average BOD	5 mg/l	10 mg/l	10 mg/l
Yearly average Fecal Coliforms	7 MPN	30 MPN	30 MPN
Permit levels TSS & BOD	30 mg/l	30 mg/l	30 mg/l
Permit levels Fecal Coliforms	200 MPN	200 MPN	200 MPN
Keep daily average sludge production less than or equal to 6.8 DT/day	6.04 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	100%	100%	100%
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	100%	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

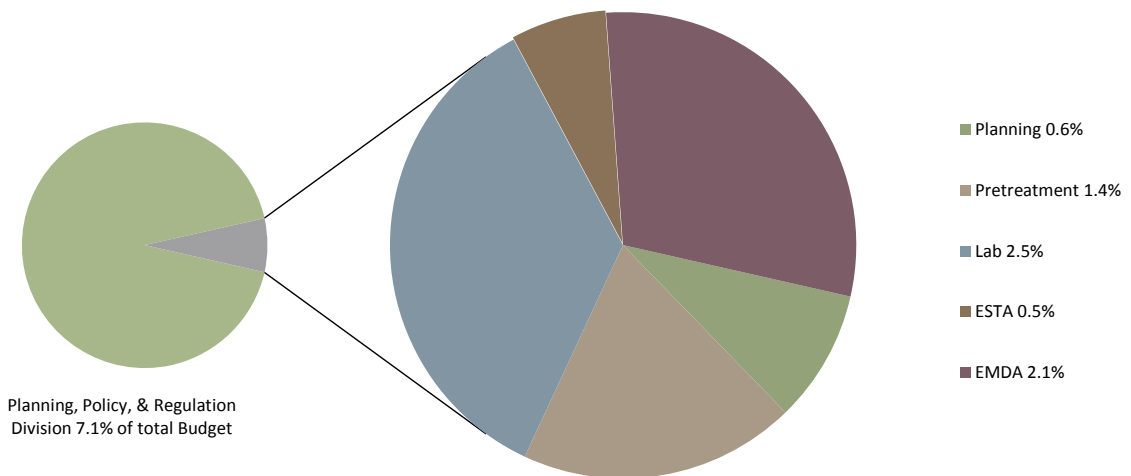
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Division Structure

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.

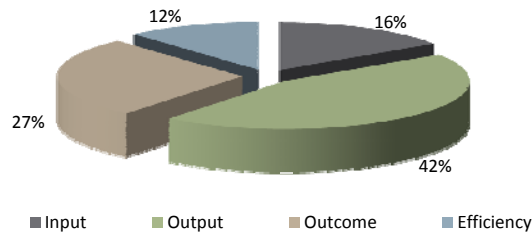
Significant Budget Modifications

The Planning, Policy & Regulation Division's budget increased by 2.2%, or approximately \$112,000 over the FY 2011 budget. Personnel costs increased by \$164,000 as the result of the increased employer retirement contribution percentage associated with the five positions that were accreted into the union in FY 2011 as well as contracted COLAs. Budgeted Capital Outlays are \$65,000 in FY 2012 than the prior year and include funds for a new Data Warehousing Project.

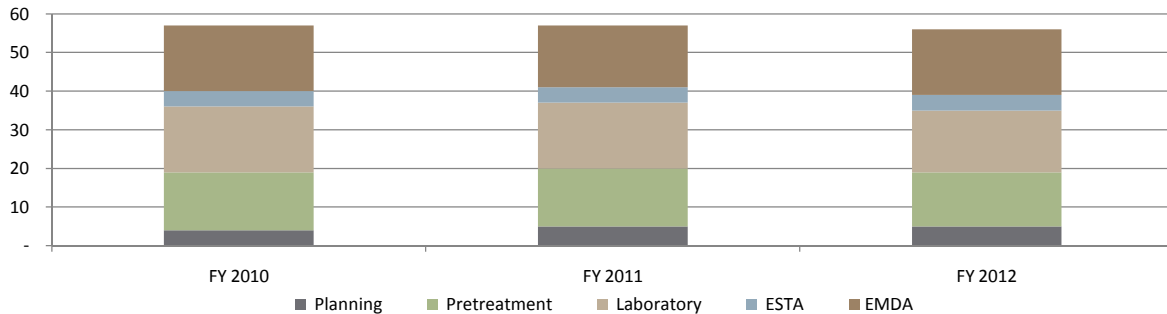
Planning, Policy & Regulation Division Performance Data Summary

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 39% of total performance measures.

**Percentage of Performance Measurement Types
Planning, Policy & Regulation Division**



**Budgeted Positions (FTEs)
Planning, Policy & Regulation Division**

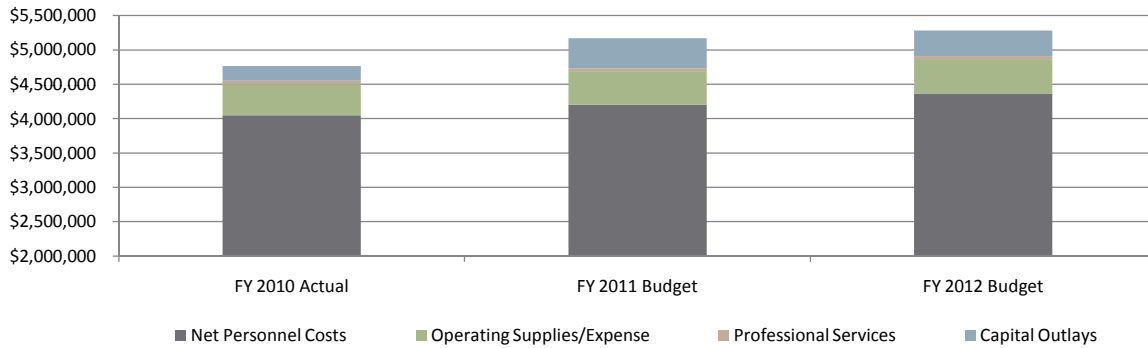


Division Program

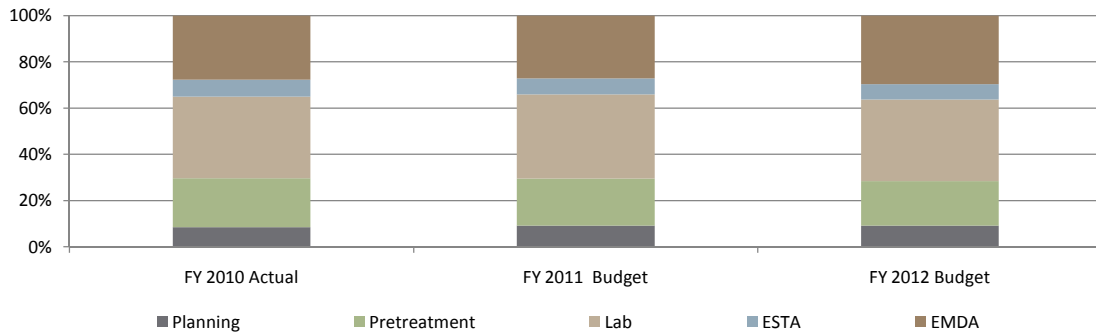
Planning, Policy & Regulation Division Division Summary

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 4,067,627	\$ 4,221,017	\$ 4,369,348
Less Capital Reimbursements	(20,569)	(19,375)	(3,875)
Net Personnel Costs	4,047,058	4,201,642	4,365,473
Operating Supplies/Expense	446,805	489,083	490,253
Professional Services	57,881	41,480	53,400
Capital Outlays	215,920	438,875	374,273
Debt Service	-	-	-
Total Expenditures	\$ 4,767,664	\$ 5,171,080	\$ 5,283,399
Expenditures by Funding Source			
Revenue	\$ 4,551,744	\$ 4,732,205	\$ 4,909,126
Restricted	215,920	438,875	374,273
Grant	-	-	-
Total Expenditures by Source	\$ 4,767,664	\$ 5,171,080	\$ 5,283,399
Full time Equivalent (FTE) Positions	55.0	57.0	56.0

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, stormwater 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

Issued 193 sewer connection permits.

Encouraged developers to use Low Impact Design (LID) techniques for stormwater disposal as part of the Stormwater Mitigation Program. In FY 2011, NBC reviewed 12 projects that employed LID techniques, potentially reducing stormwater flow to the CSO Tunnel by 231,587 gallons.

Continued to expand the information stored on the database of the GIS system.

Converted to an Oracle application to track new sewer, stormwater and sewer alteration information.

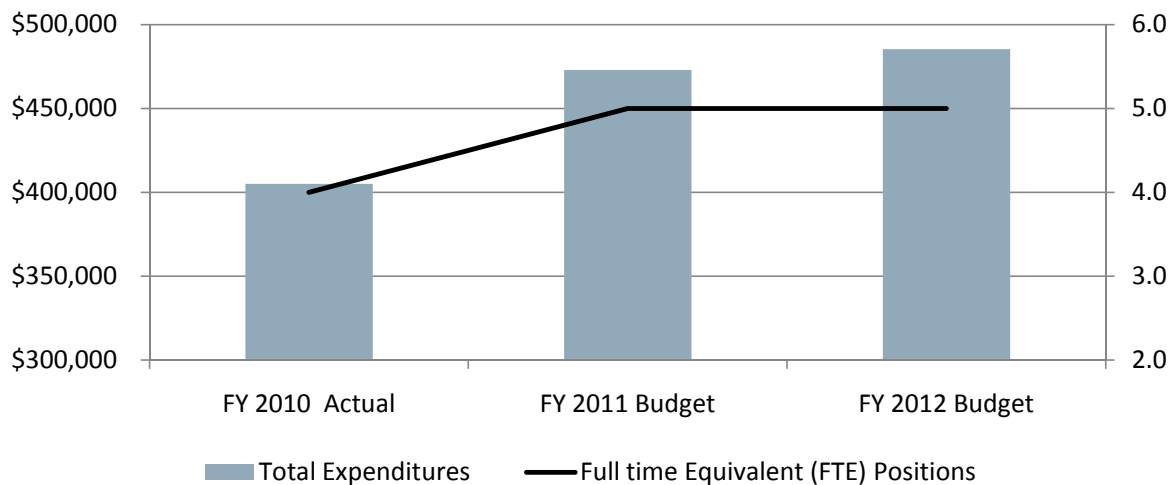
Program Staffing (Budgeted)			
Director of Planning, Policy, & Regulation	1.0	Administrative Assistant	1.0
Permits Coordinator	1.0	Permits and Planning Manager	1.0
Environmental Scientist	1.0		
	5.0 FTEs		

The Budget

Planning, Policy & Regulation Division Planning

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 378,041	\$ 460,757	\$ 469,852
Less Capital Reimbursements	-	-	-
Net Personnel Costs	378,041	460,757	469,852
Operating Supplies/Expense	8,983	12,300	12,600
Professional Services	17,951	-	3,000
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 404,975	\$ 473,057	\$ 485,452
Expenditures by Funding Source			
Revenue	\$ 404,975	\$ 473,057	\$ 485,452
Restricted	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 404,975	\$ 473,057	\$ 485,452
Full time Equivalent (FTE) Positions	4.0	5.0	5.0

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 surpassed.	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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Prepare annual stormwater inspection report for each WWTF	1/12/1900	12/30/2010	12/30/2011
Apply for renewal of RIPDES Stormwater permits per RIDEM requirements	N/A	Renewal 5/31/11	N/A
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	8 Business days	8 Business days	8 Business days
Hold Earth Day River Cleanup Event	Due to flooding event canceled	4/30/2011	4/30/2011
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	4 hrs/employee	4hrs/employee	4hrs/employee
Provide Customer Service with new permit data in order to facilitate billing of new accounts	N/A	N/A	>130 accounts
Notify employees annually regarding updated Strategic Plan goals	6/30/2009	6/30/2011	6/30/2012

The Program

Planning, Policy & Regulation Division Pretreatment

Mission and Overview:

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

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

Prior Year Accomplishments

Inspected all Significant Industrial Users (SIUs) multiple times during the year and SIUs were continuously permitted in accordance with federal regulations.

Participated in seven public presentations and workshops.

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

Issued Notices of Violations for 100% of incidents of non-compliance.

Submitted the Pretreatment Annual Report to the DEM by March 15, 2011 as required by the RIDES permit.

Program Staffing (Budgeted)

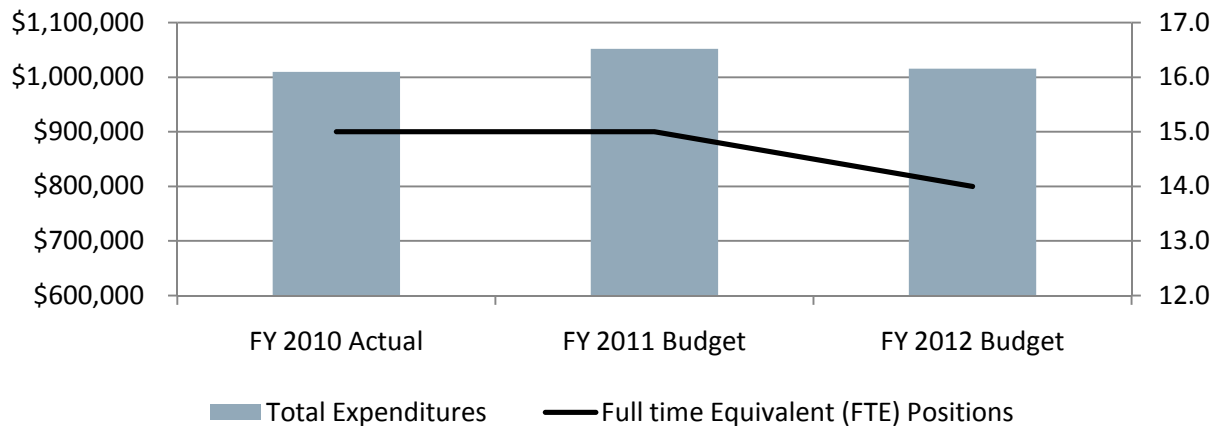
Pretreatment Manager	1.0	Assistant Pretreatment Manager	1.0
Principal Pretreatment Engineer	1.0	Pretreatment Engineer	2.0
Pretreatment Technician	5.0	Pretreatment Clerk	3.0
Senior Pretreatment Technician	1.0		
	14.0 FTEs		

The Budget

Planning, Policy & Regulation Division Pretreatment

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 985,507	\$ 995,272	\$ 985,302
Less Capital Reimbursements	-	-	-
Net Personnel Costs	985,507	995,272	985,302
Operating Supplies/Expense	24,235	31,480	30,080
Professional Services	-	-	-
Capital Outlays	-	25,000	-
Debt Service	-	-	-
Total Expenditures	\$ 1,009,742	\$ 1,051,752	\$ 1,015,382
Expenditures by Funding Source			
Revenue	\$ 1,009,742	\$ 1,026,752	\$ 1,015,382
Restricted	-	25,000	-
Grant	-	-	-
Total Expenditures by Source	\$ 1,009,742	\$ 1,051,752	\$ 1,015,382
Full time Equivalent (FTE) Positions	15.0	15.0	14.0

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 surpassed.	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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Conduct non-sampling inspections of 100% Significant Industrial Users (SIUs) within required 12 month period	100% (94)	100%	100%
Complete and submit Annual Pretreatment Report to DEM	3/12/2010	3/15/2011	3/15/2012
Issue Notices of Violations (NOVs) for 100% of incidents of non-compliance	2083 100%	100%	100%
Compile data for the Pretreatment Annual Report and present findings to the Citizens' Advisory Committee	3/12/10 & 4/7/10	3/15/11 & 6/30/11	3/15/12 & 6/30/12
Compile the list of companies in Significant Non-Compliance to be published in newspaper	2/25/2010	2/28/2011	2/28/2012
Issue educational form letters	11	8	8
Participate in Public Presentations / Workshops	7	3	3
Conduct User Surveys	2	2	2
Upload Pretreatment Annual Report to the Internet	3/30/2010	4/15/2011	4/15/2012

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 analytical measurements that are accurate, reliable, and achieve the most precise measurements possible in order to comply with Federal and State regulations.

The Laboratory is certified by the State of RI and must comply with certification requirements by the Department of Health (DOH) and USEPA. The Laboratory performs all RIPDES required analyses for the Field's Point and Bucklin Point WWTFs, the Pretreatment's programs monitoring activities, IM's fecal Best Management Practices (BMP) of the urban rivers, receiving water evaluations of upper Narragansett Bay, and supports the Engineering department with special studies at the WWTFs.

Prior Year Accomplishments

Received the NACWA award for outstanding contributions to environmental protection and the clean water community.

Obtained 100% accuracy for the lab's analytical proficiency on both the Proficiency Testing for State Licensing and EPA's Discharge Monitoring Report (DMR) reporting.

Completed and submitted the renewal application for the DOH State Licensing requirements by November 30, 2010.

Performed over 109,000 parameter analyses in FY 2011.

Performed 81 self-audits on the lab's analytical procedures, and successfully completed an EPA Laboratory Audit in 2010.

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	5.0
	16.0 FTEs		

The Budget

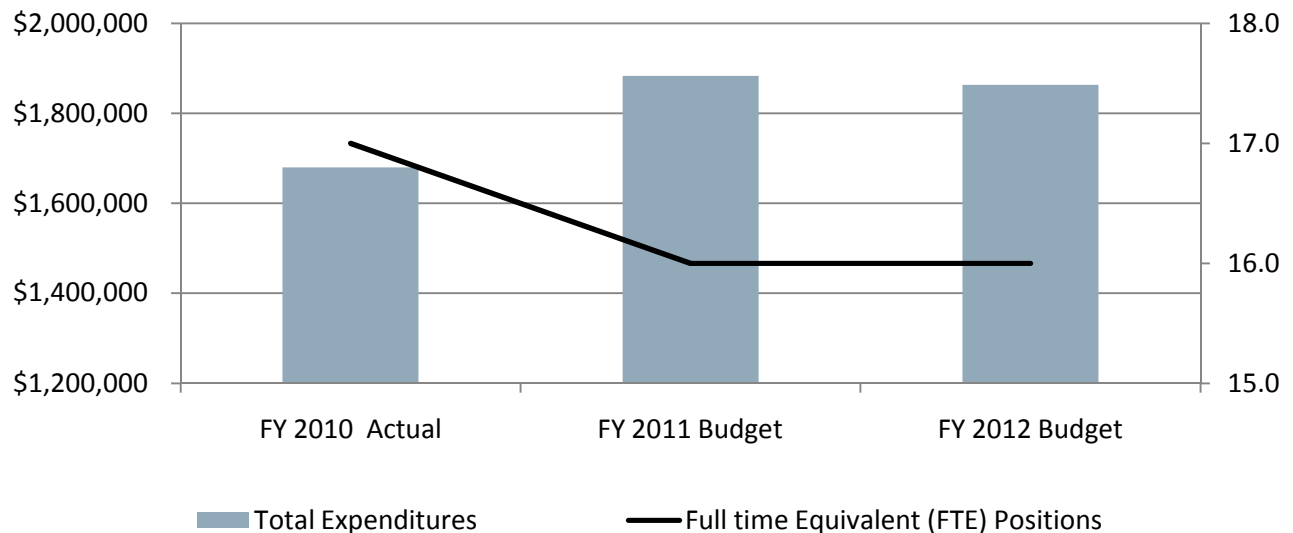
Planning, Policy & Regulation Division Laboratory

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 1,196,817	\$ 1,220,690	\$ 1,329,976
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,196,817	1,220,690	1,329,976
Operating Supplies/Expense	272,168	311,528	307,448
Professional Services	26,359	23,980	18,500
Capital Outlays	184,609	327,375	207,273
Debt Service	-	-	-
Total Expenditures	\$ 1,679,953	\$ 1,883,573	\$ 1,863,197

Expenditures by Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenue	\$ 1,495,344	\$ 1,556,198	\$ 1,655,924
Restricted	184,609	327,375	207,273
Grant	-	-	-
Total Expenditures by Source	\$ 1,679,953	\$ 1,883,573	\$ 1,863,197

Full time Equivalent (FTE) Positions	17.0	16.0	16.0
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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 surpassed.	<p>Maintain full compliance with all requirements specified in RIPDES Permits and Consent Agreements.</p> <p>Maintain NBC Laboratory quality and resources necessary to meet state and federal certifications, mandated environmental requirements, and ensure proper WWTF operations.</p> <p>Ensure EPA, DOH, and regulations for calibration of all instruments that generate regulatory data have been satisfied, including the laboratory instruments at Field's Point, Bucklin Point and EMDA.</p>
Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.	<p>Provide quality and expedient analytical service for all special studies and samples collected, to evaluate impacts from nutrients and fecals in NBC's effluent to the Bay.</p>
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	<p>Minimize service contracts by providing preventative maintenance (PM) training to in-house staff.</p>
Staffing: Attract, develop and retain highly qualified employees.	<p>Develop program with mechanisms and opportunities for continued growth and professional development.</p>

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Analyze all RIPDES required parameters	100% (103,721 parameter analyses)	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	85 audits were performed	24/year	24/year
Complete and submit to Department of Health Renewal application and a check for the laboratory License by December 1st of each year	11/17/09	12/1/10	12/1/11
Yearly calibration of all fume hoods and small instruments for the lab, EMDA, Field's Point and Bucklin Point by Caley & Whitmore	100% (21 fume hoods calibrated. 28 small instruments calibrated.)	100%	100%
Analyze all fecal, enterococci, and nutrient analyses on bay and river samples	100% (6,413 analyses completed)	100%	100%
Provide preventive maintenance training on 2 instruments for several Laboratory staff on annual basis	3 Instruments : PM training was conducted on ICP-MS, GC-MS, and Auto Titration systems	2 Instruments	2 Instruments
Provide a minimum 15 training hours to meet certification requirements by the National Registry of Environmental Professionals	41.02 training hours per employee	15 hours per employee	15 hours per employee
Provide a minimum of 10 hours of training, cross-training for each employee	65 hours/staff of cross training was performed	10 hours/staff member	10 hours/staff member

The Program

Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

Mission and Overview:

The NBC's Environmental, Safety and Technical Assistance (ESTA) Program provides environmental, health and safety, and technical assistance internally to all NBC sections, and externally to NBC customers, other environmental organizations, and the general public. The ESTA Program interacts on a daily basis with NBC employees, NBC customers, the RIDEM, local emergency planning and response authorities, other publicly owned Treatment Works, and the EPA to help identify and develop new and innovative ways of improving the overall environmental performance of NBC operations and to help ensure these operations are performed in the safest and most economical manner possible. The ESTA program provides pollution prevention, energy efficiency and conservation, environmental compliance, and health safety assistance through research activities, written publications, workshops, on-site technical assistance activities, and public outreach.

Prior Year Accomplishments

NBC received approval from the Federal Aviation Agency to erect three wind turbines at the Field's Point wastewater treatment facility.

ESTA staff continued to implement the Energy Focused-Environmental Management System and Fats, Oil & Grease Environmental Results Program.

Coordinated three Wastewater Treatment Energy meetings, assisted with organizing the 16th annual Environmental Merit Awards meeting, conducted 27 Environmental Health & Safety training sessions, made three presentations at the 2010 NEWEA Annual Conference in Boston, submitted two articles for publication to NEWMOA and performed 25 site visits with Pollution Prevention.

Assisted with investigating the use of glycerin as a carbon source with the Biological Nutrient Removal process at Bucklin Point, various odor investigations, and alkalinity issues at the Lab.

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			

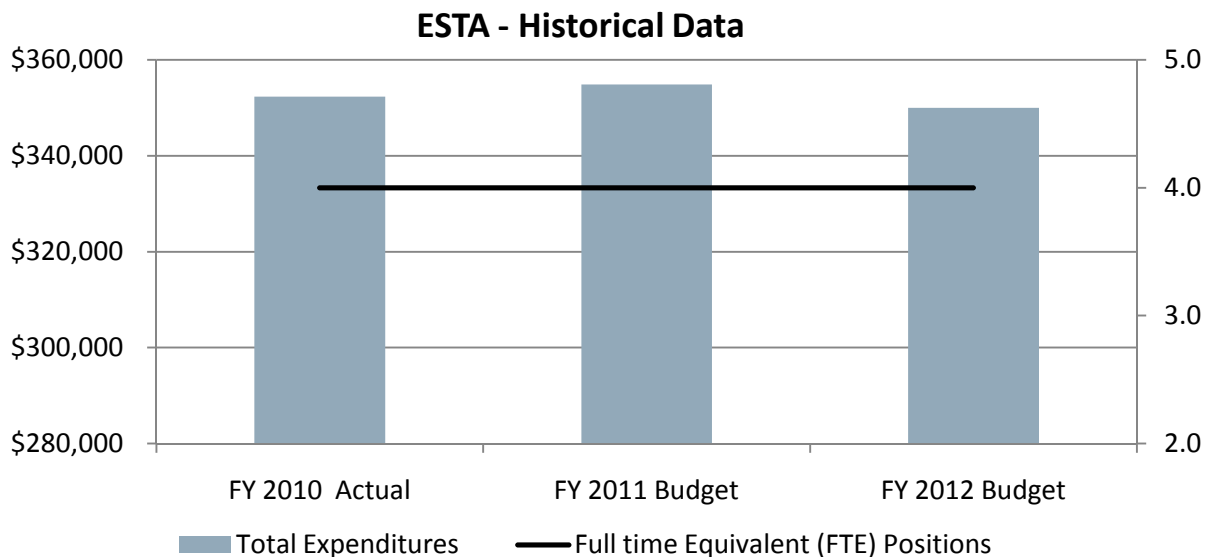
The Budget

Planning, Policy & Regulation Division Environmental Safety & Technical Assistance

Expenditures by Element of Expense	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 336,143	\$ 334,257	\$ 332,561
Less Capital Reimbursements	(3,905)	(3,875)	(3,875)
Net Personnel Costs	332,238	330,382	328,686
Operating Supplies/Expense	20,084	22,015	21,315
Professional Services	-	2,500	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 352,322	\$ 354,897	\$ 350,001

Expenditures by Funding Source	FY 2010 Actual	FY 2011 Budget	FY 2012 Budget
Revenue	\$ 352,322	\$ 354,897	\$ 350,001
Restricted	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 352,322	\$ 354,897	\$ 350,001

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
<p>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or surpassed.</p>	<p>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.</p>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<p>Explore the development of new grant funding sources.</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>	<p>Assist with benchmarking NBC energy use by updating NBC's Energy Star Portfolio Manager Accounts.</p> <p>Conduct Energy Management Assessments/Follow-up activities of NBC Facilities/Operations to help identify and implement energy savings opportunities.</p> <p>Provide technical assistance to evaluate energy conservation and renewable energy opportunities at NBC facilities.</p>
<p>Customer Focus: Maintain a customer-focused attitude throughout the organization.</p>	<p>Maintain training and technical assistance efforts provided by the NBC's Environmental Safety & Technical Assistance Program.</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Develop mechanisms and opportunities for continued growth and professional development.</p> <p>Develop a culture within NBC for protecting employees with safety practices.</p>
<p>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</p>	<p>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.</p>

Target Measure	FY 2010 Actual	FY 2011 Budget	FY 2012 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	14	8	8
Number of grant applications submitted	3	1	1
Amount of funds received as a % of program budget	200%	4%	4%
Number of Utility Meters updated on Portfolio Manager	11	6	6
Number of Energy assessments/follow-up activities conducted	3	3	3
Number of Energy Conservation and Renewable Energy Assessment Recommendation Reports completed	N/A	2	2
Number of Pollution Prevention technical assistance site-visits conducted	26	24	24
Number of presentations at colleges/schools and or public/business/trade association meetings	9	2	2
Number of OSHA required training sessions offered to NBC employees	37	24	24
Meet with staff on quarterly basis to identify professional educational opportunities	4	4	4
Number of classes/seminars	25 hours/employee	10 hours/employee	10 hours/employee
Conduct CPR / Defibrillator training	9	6 classes	6 classes
Number of employees certified in CPR / Defibrillator	47 employees	50 employees/year	50 employees/year
Assist with coordinating NBC's Environmental Merit Awards Program and present awards	Jun-10	Jun-11	Jun-12
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 at our own two wastewater treatment facilities, throughout our collection system, at commercial and industrial facilities, and in upper Narragansett Bay and its urban rivers. EMDA serves to protect the health of area residents, and ensure the proper operation of 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 routine analysis of the data obtained from monitoring projects in a timely manner to sections of the NBC, to federal and state agencies, and the public. This section designs and implements monitoring programs to assess NBC's major projects, such as the CSO Abatement Program, WWTF improvements, and to respond to state and federal mandates, including all RIPDES permit required monitoring.

Prior Year Accomplishments

Collected 100% of permit required sampling. EMDA staff collected a total of 27,585 samples, an increase of 1,496 samples over prior year; 343 industrial and sanitary manholes were sampled; EMDA staff continue to sample both the Bucklin Point and Field's Point Wastewater Treatment Facilities every day of the year to ensure compliance with RIPDES permit requirements; EMDA collected samples at least twice from each significant industrial user that discharged process wastewater in 2010; and EMDA conducted twice per week monitoring of the urban rivers for fecal coliform bacteria in support of the 9 minimum controls program.

NBC received NACWA's 2010 National Environmental Achievement Award for its project, Narragansett Bay Commission Receiving Water Monitoring Program.

EMDA assisted RIDEM's Shellfish program with Bay Monitoring activities which demonstrated that the operation of the Phase I CSO Tunnel resulted in sufficient water quality improvements and the shellfishing grounds, Conditional Area A and B, were reopened early following rainfall on six events.

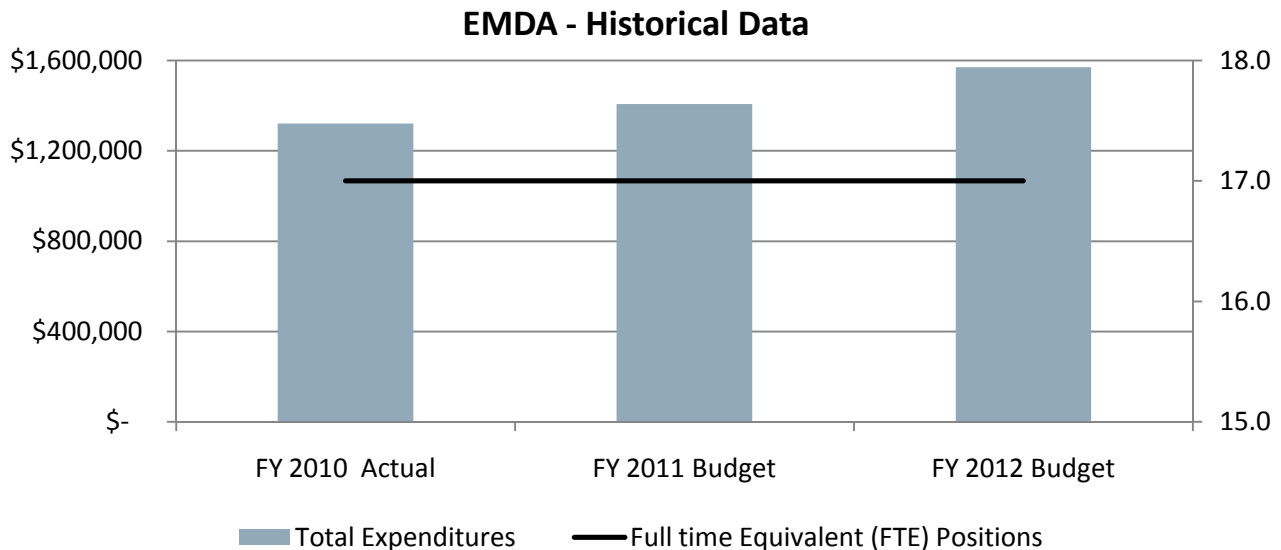
EMDA made a presentation entitled "An Evaluation of Nitrogen Loading into Upper Narragansett Bay" at the NEWEA regional conference.

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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Personnel Costs	\$ 1,171,118	\$ 1,210,041	\$ 1,251,657
Less Capital Reimbursements	(16,664)	(15,500)	-
Net Personnel Costs	1,154,454	1,194,541	1,251,657
Operating Supplies/Expense	121,335	111,760	118,810
Professional Services	13,571	15,000	31,900
Capital Outlays	31,311	86,500	167,000
Debt Service	-	-	-
Total Expenditures	\$ 1,320,671	\$ 1,407,801	\$ 1,569,367
Expenditures by Funding Source			
Revenue	\$ 1,289,360	\$ 1,321,301	\$ 1,402,367
Restricted	31,311	86,500	167,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,320,671	\$ 1,407,801	\$ 1,569,367
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 surpassed.	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 2010 Actual	FY 2011 Budget	FY 2012 Budget
Sample all SIUs annually	100% (94)	100%	100%
Sample treatment plant 365 days per year	365	365	365
Publish all monitoring activities and resultant data analyses for prior year	8/4/10	6/30/11	6/30/12
Collect all fecal and nutrient samples for special studies (all Bay and river work)	100% (5,322 samples collected)	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	24.1 hrs/employee	8 hrs/employee	8 hrs/employee
Conduct monthly data meetings	12	12	12

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Supporting Schedules

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RESOLUTION 2011:28

FISCAL YEAR 2012 OPERATING BUDGET

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

	Revenues
Operating Revenue:	
User Fees	\$ 78,206,176
Pretreatment Fees	1,101,919
Septage	300,000
Connection Permit Fees	120,000
BOD/TSDS Surcharges	50,000
Miscellaneous	-
Sub-total Operating Revenue	<u>79,778,095</u>
Non-Operating Revenue:	
Operating Grant Revenue	10,000
Investment Income	15,000
Late Charges	950,000
Transfer from Operating Capital	2,879,053
Revenue Fund Balance	800,000
Miscellaneous	300,000
Sub-total Non-Operating Revenue	<u>4,954,053</u>
Total Revenue	<u><u>\$ 84,732,148</u></u>

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

	Expenses
O & M Expense:	
Personnel	\$ 19,986,705
Operating Supplies/Expense	14,268,044
Professional Services	2,789,434
Sub-total Operating Expense	<u>37,044,184</u>
Debt Service:	
Debt Service	33,493,296
Programmed New Debt	1,325,975
Sub-total Debt Service	<u>34,819,271</u>
Debt Service Coverage	<u>9,989,640</u>
Operating Capital Outlays	<u>2,879,053</u>
Total Expense	<u><u>\$ 84,732,148</u></u>

3. The number of full-time equivalent positions funded in this budget is 260. 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 \$74,742,508 for the period July 1, 2011 to June 30, 2012.
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 2012 Operating Capital Outlays and capital projects included in the NBC's 2013 – 2017 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, 2011 to June 30, 2012:
 - 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, adjustments between categories and adjustments between cost centers. 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	3	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	2	NON-UNION
22	SENIOR CONSTRUCTION COORDINATOR	2	NON-UNION
		12	
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- FINANCE	1	NON-UNION
31	DIRECTOR OF ADMINISTRATION & FINANCE	1	NON-UNION
31	BUDGET ANALYST	1	NON-UNION
31	FINANCIAL ANALYST	1	NON-UNION
31	SENIOR FINANCIAL ANALYST	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	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	2	UNION
34	SPECIAL ACCOUNTS COORDINATOR	1	NON-UNION
		24	
36	FISCAL CLERK	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	1	UNION
43	IM MANAGER	1	NON-UNION
43	IM SUPERVISOR	1	NON-UNION
43	IM OPERATOR	12	UNION
43	IM ENVIRONMENTAL ENGINEER	1	NON-UNION
43	TECHNICAL ASSISTANT	1	UNION
43	MECHANIC	1	UNION
		21	
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	2	NON-UNION
44	ENGINEERING CONSTRUCTION COORDINATOR	1	NON-UNION
		9	
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	CONTROL SYSTEMS ASSOCIATE	1	NON-UNION
46	E AND I TECHNICIAN	2	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	11	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	11	UNION
46	ASSISTANT E AND I TECHNICIAN	1	UNION
46	PROCESS MONITOR	9	UNION
46	SENIOR ELECTRICIAN	1	UNION
		58	

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	UTILTY CREW FOREMAN	1	UNION
47	HEAVY EQUIPMENT OPERATOR	1	UNION
47	INVENTORY CONTROL CLERK	1	UNION
47	MECHANIC	5	UNION
47	OPERATOR	13	UNION
47	PROCESS MONITOR	5	UNION
47	MAINTENANCE SCHEDULER / PLANNER	1	UNION
47	ELECTRICAL FOREMAN	1	UNION
		33	
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
51	ENVIRONMENTAL SCIENTIST	1	NON-UNION
		5	
52	ASSISTANT PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT CLERK	3	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
		14	
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	5	UNION
53	SENIOR ENVIRONMENTAL CHEMIST	1	NON-UNION
53	SENIOR ORGANIC CHEMIST	1	NON-UNION
53	LIMS ADMINISTRATOR / SAMPLE COORDINATOR	1	NON-UNION
		16	
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
		4	
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
		17	
	TOTAL NBC	260	

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Budgeted Benefits Comparison

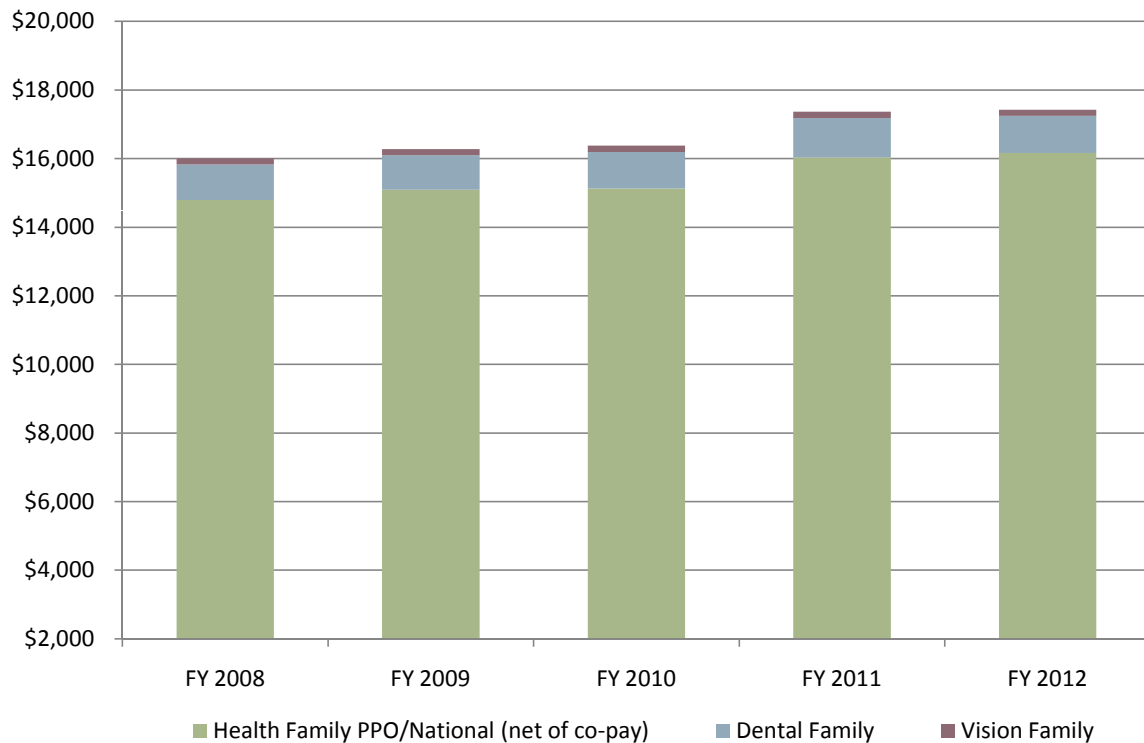
Expense Category	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Health Family PPO/National (net of co-pay)	\$14,793	\$15,096	\$15,128	\$16,036	\$16,169
Dental Family	1,036	1,005	1,067	1,148	\$1,078
Vision Family	181	181	181	181	\$181
	\$16,010	\$16,282	\$16,376	\$17,365	\$17,428

Other Benefits:

State Retirement (Union)	20.77%	21.13%	25.03%	21.64%	22.98%
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)	3.63%	5.46%	7.67%	6.74%	6.74%

FICA is 6.2% on wages up to \$116,100

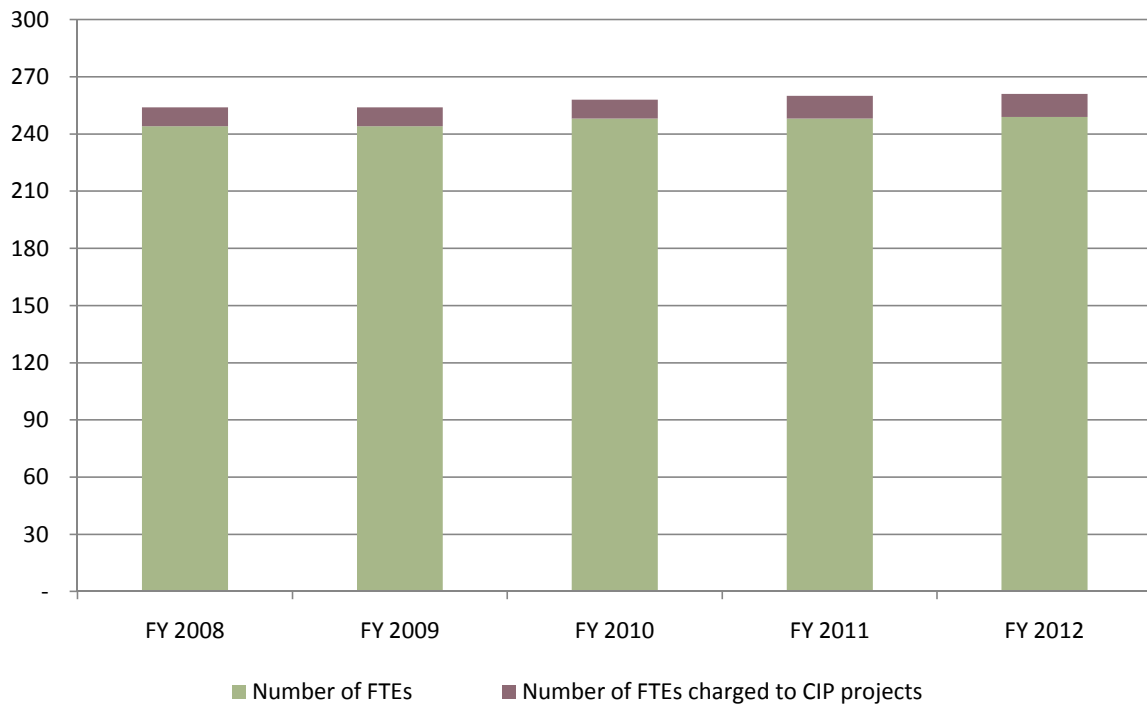
Total Budgeted Health Insurance per Employee



Historical Position Summary

Program	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Executive Affairs	8.0	8.0	8.0	8.0	8.0
Construction Services	9.0	10.0	10.0	12.0	12.0
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	10.0	10.0	10.0	10.0	10.0
IT	11.0	11.0	11.0	11.0	11.0
Customer Service	22.0	22.0	24.0	24.0	24.0
Purchasing	4.0	4.0	4.0	4.0	4.0
Interceptor Maint.	22.0	22.0	22.0	22.0	21.0
Engineering	11.0	10.0	10.0	10.0	9.0
Field's Point	56.0	56.0	56.0	56.0	58.0
Bucklin Point	32.0	32.0	32.0	32.0	33.0
Planning	4.0	4.0	4.0	5.0	5.0
Pretreatment	15.0	15.0	15.0	15.0	14.0
Laboratory	15.0	15.0	17.0	16.0	16.0
ESTA	4.0	4.0	4.0	4.0	4.0
EMDA	17.0	17.0	17.0	17.0	17.0
Total	254.0	254.0	258.0	260.0	260.0

Historical Number of Positions (FTEs) Budgeted by Fiscal Year



FY 2012 Operating Capital Outlays

Section	Budget Account	Description	Cost
<u>Executive</u>			
Executive Affairs	16610	Office Reconfiguration	\$ 10,000
		<i>Subtotal Executive Affairs</i>	10,000
Legal	16585	Scanner	4,000
		<i>Subtotal Legal</i>	4,000
		Subtotal Executive	14,000
<u>Construction Services</u>			
Construction Services	16600	Replacement vehicle unit #424	25,000
		<i>Subtotal Construction Services</i>	25,000
		Subtotal Construction Services	25,000
<u>Administration & Finance</u>			
Information Technology	16583	Oracle ERP/Database Upgrades	130,000
Information Technology	16583	LIMS Upgrades	325,000
Information Technology	16583	Customer Service Enhancements	25,000
Information Technology	16583	Project Tracking Software	45,000
Information Technology	16583	Software Licensing Updates	48,000
Information Technology	16583	Exchange Server Upgrade v2010	36,000
Information Technology	16583	Remote Site Network Upgrades	95,000
Information Technology	16585	Computer Room Enhancements	35,000
Information Technology	16585	Server Infrastructure Replacement	60,000
Information Technology	16585	Annual PC Refresh Program	135,000
		<i>Subtotal Information Technology</i>	934,000
Customer Service	16600	Vehicle Replacement - unit 474	25,000
Customer Service	16600	Replace Office Equipment	5,000
		<i>Subtotal Customer Service</i>	30,000
General Administration	16610	Replace COB Operable Wall	8,000
General Administration	16520	Phone system upgrade	10,000
General Administration	16520	HVAC system upgrade	45,000
General Administration	16580	Miscellaneous	50,000
General Administration	16600	Copier Replacement	40,000
		<i>Subtotal General Administration</i>	153,000
		Subtotal Administration & Finance	1,117,000
<u>Operations & Engineering</u>			
Interceptor Maintenance	16600	Replace IM Large Format Copier/Scanner	7,000
Interceptor Maintenance	16600	Replace Unit 407 (2002 Ford Escape)	35,000
Interceptor Maintenance	16600	Replace Unit 414 (2002 Ford Crewcab)	50,000
Interceptor Maintenance	16520	Purchase spare blower for BR18 Siphon Inlet	7,000
		<i>Subtotal Interceptor Maintenance</i>	99,000
Engineering	16600	Replacement of Flow Meters	125,000
		<i>Subtotal Engineering</i>	125,000
Field's Point	16610	Bar Rack at ESPS	160,000
Field's Point	16600	Replace ESPS - Serpentex Conveyor and frame	15,000
Field's Point	16520	ESPS Serpentex Conveyor pans	10,000
Field's Point	16600	Replace Gould Pump Small Cartridge	55,960
Field's Point	16600	Rebuild Grit Tank - Chains, Sprockets, etc.	55,000
Field's Point	16520	VFD's (2) for Grit pumps	10,000
Field's Point	16610	New Grit Aeration Blower	5,000
Field's Point	16520	Grit Pump	20,000
Field's Point	16520	New grit pump cartridges	8,000
Field's Point	16520	New pump for Ejector Station	25,000
Field's Point	16600	Replace WWPS Sludge pump cartridge	25,000
Field's Point	16520	RASPS 1 Pump Cartridge	27,000
Field's Point	16520	WAS Pump cartridge	11,000
Field's Point	16600	Replace Dechlor Bldg, One pump one motor	25,000

FY 2012 Operating Capital Outlays

Section	Budget Account	Description	Cost
Field's Point	16600	Replace Disinfection Bldg, One pump and one motor	25,000
Field's Point	16520	Fiberglass hypochlorite storage tank	33,000
Field's Point	16600	Replace PWPS Spare pump	15,000
Field's Point	16520	High mast lighting fixture	12,000
Field's Point	16610	Misc. DeZurick valves	25,000
Field's Point	16585	Portable power washer for Maintenance	5,000
Field's Point	16600	Replace Horizontal milling machine for Maintenance	15,000
Field's Point	16600	Replace portable gas monitors (6)	15,000
Field's Point	16600	Replace Cargo Van/Truck for E/I Tech	25,000
Field's Point	16600	Replace EZ-Go cart	13,000
Field's Point	16600	Sludge Grinder for the GTPS	13,730
Field's Point	16585	Ethernet Network Switches	59,000
Field's Point	16600	Radar Level Sensors (4)	16,000
Field's Point	16520	Motor Protection System	5,090
Field's Point	16520	Portable Vibration Monitor	13,000
		<i>Subtotal Field's Point</i>	<u>741,780</u>
Bucklin Point	16583	Wonderware Software Licensing	22,000
Bucklin Point	16585	Wonderware Galaxy Server	10,000
Bucklin Point	16520	Rebuild Digester Recirculation Pump	15,000
Bucklin Point	16600	Replacement of EZ Go Carts (3)	37,500
Bucklin Point	16520	Rebuild Primary Sludge Pumps	15,000
Bucklin Point	16510	Truck Mounted Salt/Sander	20,000
Bucklin Point	16520	Digital Two-Way Radio System and Radios	30,000
Bucklin Point	16520	Final Clarifiers DOB Instrumentation	25,000
Bucklin Point	16630	Repair/Rebuild Perimeter Fenceline	75,000
Bucklin Point	16600	Replace Maintenance Truck (Plow) (unit #7378)	35,000
Bucklin Point	16600	Fire Hydrants Replacement	24,000
Bucklin Point	16610	Locker Room Shower Stall Rehabilitation	22,000
Bucklin Point	16610	Administration Building Remote Camera/Access Control	8,000
Bucklin Point	16520	Rebuild Muffin Monster Grinder	19,500
Bucklin Point	16600	Service Building Overhead Door Replacement	25,000
		<i>Subtotal Bucklin Point</i>	<u>383,000</u>
		<i>Subtotal Operations & Engineering</i>	1,348,780
<u>Planning, Policy, & Regulations</u>			
Laboratory	16600	Replace Autoclave (A)	58,900
Laboratory	16600	Replace Lab Fumehood Blower Fans (5)	22,600
Laboratory	16600	Replace Refrigerators (3)	16,945
Laboratory	16600	Replace Nutrient Analyzer (A)	47,400
Laboratory	16600	Replace Enterococci Sealer (2)	8,000
Laboratory	16600	Replace BOD unit	4,500
Laboratory	16600	Replace Dish Washer (3)	22,333
Laboratory	16600	Lab Freezer	3,595
Laboratory	16583	Climate Control System	23,000
		<i>Subtotal Laboratory</i>	<u>207,273</u>
EMDA	16583	Data Warehousing Project	65,000
EMDA	16600	1998 Chevy Astro Van Replacement (7350)	25,000
EMDA	16600	Replace 2 Industrial Dishwashers	4,000
EMDA	16600	Replace 3 SIU Autosamplers	9,000
EMDA	16600	Replace 2 Refrigerated Autosamplers	11,000
EMDA	16600	Replace 2 YSI Sondes (1-6600 & 1-600XL)	11,000
EMDA	16600	Replace YSI Probes and Other Equipment	30,000
EMDA	16600	Replace Phone Modem at Phillipsdale	6,000
EMDA	16600	Replace 2 Manhole pH Monitors	6,000
		<i>Subtotal EMDA</i>	<u>167,000</u>
		<i>Subtotal Planning, Policy, & Regulations</i>	374,273
		Total Operating Capital Outlays FY 2012	<u>\$ 2,879,053</u>

Five-Year Operating Capital Outlays

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total Cost
Executive						
Executive Affairs						
Office Reconfiguration	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000
Subtotal Executive Affairs	10,000	-	-	-	-	10,000
Legal						
Scanner	4,000					4,000
Subtotal Legal	4,000	-	-	-	-	4,000
Construction Services						
Replacement vehicle unit #424	25,000					25,000
Replacement vehicle unit #400		25,000				25,000
Replacement vehicle unit #427			25,000			25,000
Replacement vehicle unit #479				25,000		25,000
Replacement vehicle unit #388					25,000	25,000
Subtotal Construction Services	25,000	25,000	25,000	25,000	25,000	125,000
Administration & Finance						
Information Technology						
Oracle ERP/Database Upgrades	130,000		40,000		40,000	210,000
LIMS Upgrades	325,000	35,000		35,000		395,000
Hansen Upgrades			50,000		35,000	85,000
Data Warehousing Development		60,000		40,000		100,000
Customer Service Enhancements	25,000		25,000		25,000	75,000
Document Imaging Upgrades		40,000		40,000		80,000
Project Tracking Software	45,000			25,000		70,000
Software Licensing Updates	48,000		145,000		50,000	243,000
Exchange Server Upgrade v2010	36,000		36,000		36,000	108,000
Remote Site Network Upgrades	95,000			60,000		155,000
Computer Room Enhancements	35,000	25,000	25,000	25,000	25,000	135,000
Server Infrastructure Replacement	60,000	550,000		225,000		835,000
Annual PC Refresh Program	135,000	135,000	135,000	135,000	135,000	675,000
Subtotal Information Technology	934,000	845,000	456,000	585,000	346,000	3,166,000
Customer Service						
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
Vehicle Replacement - unit 474					25,000	25,000
Office Equipment	5,000	5,000	5,000	5,000	5,000	25,000
Subtotal Customer Service	30,000	30,000	30,000	30,000	30,000	150,000
General Administration						
Replace COB Operable Wall	8,000					8,000
Phone system upgrade	10,000	10,000	10,000	10,000	10,000	50,000
HVAC system upgrade	45,000					45,000
Miscellaneous	50,000	50,000	50,000	50,000	50,000	250,000
Boardroom Furniture			50,000			50,000
First Floor Ceiling Unit old side		20,000				20,000
Air Handler Unit #2 old side 2nd floor		20,000				20,000
Third Floor Ceiling Unit old side			20,000			20,000
Gas Water Heater 2nd floor		10,000				10,000
Electric Water Heater 1st floor			10,000			10,000
Ceiling Unit old side 4th floor				20,000		20,000
Audio Visual Upgrade			50,000			50,000
Copier Replacement	40,000	10,000	10,000	10,000	10,000	80,000
Subtotal General Administration	153,000	120,000	200,000	90,000	70,000	633,000

Five-Year Operating Capital Outlays

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total Cost
Operations & Engineering						
Interceptor Maintenance						
Replace IM Large Format Copier/Scanner	7,000					7,000
Replace Unit 407 (2002 Ford Escape)	35,000					35,000
Purchase spare blower for BR18 Siphon Inlet	7,000					7,000
Replace Unit 420 (2000 Volvo Vactor)		270,000				270,000
Replace IM Stow Roller		6,000				6,000
Replace IM Cement Mixer		4,000				4,000
Replace Unit 415 (2001 International Stetco)			220,000			220,000
Replace Overhead Door on IM Storage Bldg.			10,000			10,000
Replace Unit 414 (2002 Ford Crew Cab)	50,000					50,000
Replace Unit 426 (2005 Chevy Silverado)				30,000		30,000
Replace Unit 491 (2004 Ford Crew Cab)			35,000			35,000
Replace TV/Cues trailer with all-inclusive van			180,000			180,000
Replace pneumatic Pipe plugs w/ line & hose			4,000			4,000
Replace Unit 441 (2006 Chevy Silverado)				30,000		30,000
Replace Unit 412 (2004 International 16yd Dump)				95,000		95,000
Replace Unit 484 (2003 Ford Pickup)		35,000				35,000
Replace Unit 488 (2004 Ford Stake)				50,000		50,000
Replace Unit 411 (2006 Chevy Trailblazer)					35,000	35,000
Replace Unit 455					60,000	60,000
Replace Unit 493 (2005 Ford 3yd Dump)					55,000	55,000
Replace Unit 494 (2008 International VacCon)					225,000	225,000
Replace IM Compressor					16,000	16,000
Subtotal Interceptor Maintenance	99,000	315,000	449,000	205,000	391,000	1,459,000
Engineering						
Replacement Vehicle Unit #421				30,000		30,000
Replacement of Flow Meters	125,000	125,000	125,000	125,000	125,000	625,000
Subtotal Engineering	125,000	125,000	125,000	155,000	125,000	655,000
Field's Point						
Spare 24" Cone Valve for TPS				35,000		35,000
Replace ESPS Screenings Washer Monster					105,000	105,000
Bar Rack at ESPS	160,000	170,000		180,000	120,000	630,000
Replace ESPS - Serpentex Conveyor and frame	15,000	40,000				55,000
ESPS Serpentex Conveyor pans	10,000					10,000
Replace ESPS Sump pumps (2)		20,000				20,000
Motor for large (40MGD) ESPS pump		130,000				130,000
Gould Pump Large Cartridge			75,000		75,000	150,000
Replace Gould Pump Small Cartridge	55,960		60,000		60,000	175,960
Rebuild Grit Tank - Chains, Sprockets, etc.	55,000		60,000	60,000	70,000	245,000
VFD's (2) for Grit pumps	10,000				12,000	22,000
New Grit Aeration Blower	5,000		5,000			10,000
Grit Pump	20,000		20,000		20,000	60,000
New Grit pump cartridges	8,000	8,000	8,000			24,000
Replace Grit, Chain & Flight Mechanism		20,000				20,000
Replace Grit Tank C+F reducer (2)		10,000	10,000	15,000		35,000
New pump for Ejector Station	25,000					25,000
Replace PSPS - Replace piston pump (2)		20,000				20,000
WWPS Sludge pump cartridge	25,000		25,000			50,000
RASPS 1 Pump Cartridge	27,000		27,000			54,000
RASPS 2 - RAS pump cartridge w/impeller		20,000		25,000		45,000
WAS Pump cartridge	11,000		11,000			22,000
Final Clarifier Turntable			60,000			60,000
Replace Dechlor Bldg., one pump and motor	25,000		25,000			50,000
Replace Disinfection Bldg., one pump and motor	25,000		25,000			50,000
Fiberglass hypochlorite storage tank	33,000	33,000	35,000	35,000		136,000
Replace PWPS Spare pump	15,000		17,500			32,500
High mast lighting fixture	12,000		15,000		18,000	45,000
Misc. DeZurick valves	25,000		30,000		35,000	90,000
Portable power washer for Maintenance	5,000					5,000
Replace Horizontal milling machine	15,000					15,000
Replace portable gas monitors (6)	15,000					15,000
Replace Copier/Fax/Printer		25,000				25,000
Replace Portable air compressor		14,000				14,000
Replace Portable generator		20,000				20,000
Replace EZ-go carts		39,000			45,000	84,000
Replace Cargo Van/Truck					30,000	30,000
Replace Cargo Van/Truck for E/I Tech	25,000					25,000

Five-Year Operating Capital Outlays

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total Cost
Replace EZ-Go cart	13,000					13,000
Replace Scum Truck		65,000				65,000
Replace Forklift				50,000		50,000
Replace Roll-off container truck			120,000			120,000
Sludge Grinder for the GTPS	13,730					13,730
Ethernet Network Switches	59,000					59,000
Radar Level Sensors (4)	16,000					16,000
Motor Protection System	5,090					5,090
Portable Vibration Monitor	13,000					13,000
Subtotal Field's Point	741,780	634,000	628,500	400,000	590,000	2,994,280
Bucklin Point						
Rebuild Digester Recirculation Pump	15,000	15,000		15,000		45,000
Replacement of EZ Go Carts (3)	37,500		25,000	25,000		87,500
Rebuild Primary Sludge Pumps	15,000					15,000
Truck Mounted Salt/Sander	20,000					20,000
Digital Two-Way Radio System and Radios	30,000					30,000
Final Clarifiers DOB Instrumentation	25,000					25,000
Repair/Rebuild Perimeter Fence line	75,000					75,000
Replace Maintenance Truck (Plow) (unit #7378)	35,000					35,000
Fire Hydrants Replacement	24,000		24,000			48,000
Locker Room Shower Stall Rehabilitation	22,000					22,000
Admin. Building Remote Security Control	8,000					8,000
Service Building Overhead Door Replacement	25,000					25,000
Wonderware Software Licensing	22,000					22,000
Wonderware Galaxy Server	10,000					10,000
Steel Storage Building		45,000				45,000
Repair Building Masonry		60,000				60,000
Motor Repair 600-HP Blower		25,000				25,000
Replace UPS (Generator and Control Devices)		22,000				22,000
Screenings Grinder Rebuild		22,000		22,000		44,000
4" Trailer Mounted Pump		35,000				35,000
Storage Building Overhead Door Replacement		75,000				75,000
Replace 1988 Forklift E0008		35,000				35,000
Rebuild Bar Rack (one per year)		80,000	80,000	80,000	80,000	320,000
Rebuild Muffin Monster Grinder	19,500					19,500
Replace Maintenance Truck (unit #7383)			35,000			35,000
Replace Trailer Mounted Generator			65,000			65,000
DAF Building Roof Replacement			85,000			85,000
Rebuild RAS Pump			35,000	35,000		70,000
Replace Brush Mower			4,000			4,000
Replace Maintenance Truck (unit #7382)				35,000		35,000
Skid Steer Loader (bobcat, John Deere)				40,000		40,000
Replace electricians truck V418					35,000	35,000
Replace 2006 Chevrolet Silverado truck V444					25,000	25,000
Replace Nelson Filter and Digester Pump					25,000	25,000
Replace Gas Control Building Gas Piping				30,000	30,000	60,000
Replace Entrance Gates				30,000		30,000
Subtotal Bucklin Point	383,000	414,000	353,000	312,000	195,000	1,657,000
Policy, Planning & Regulation						
Pretreatment						
Replacement of 2002 Ford Escape #429		25,000				25,000
Replacement of 2003 Ford Escape #483				25,000		25,000
Subtotal Pretreatment	-	25,000	-	25,000	-	50,000

Five-Year Operating Capital Outlays

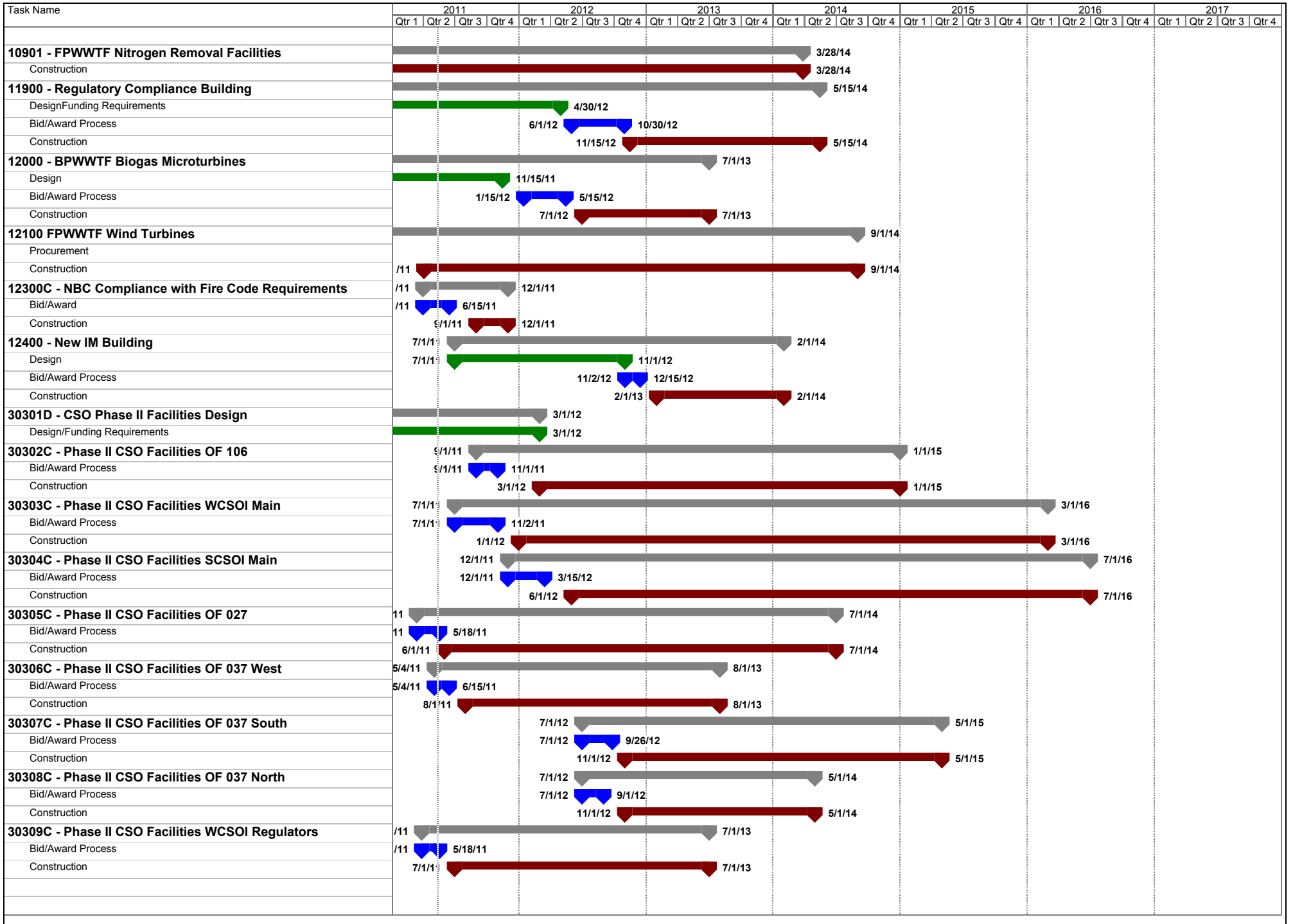
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Total Cost
Laboratory						
Replace Autoclave (A)	58,900					58,900
Replace Lab Fume hood Blower Fans (5)	22,600					22,600
Replace Refrigerators (3)	16,945					16,945
Replace Nutrient Analyzer (A)	47,400					47,400
Replace Enterococci Sealer (2)	8,000					8,000
Replace BOD unit	4,500					4,500
Replace Dish Washer (3)	22,333					22,333
Lab Freezer	3,595					3,595
Climate Control System	23,000					23,000
Replace GC-MS		100,000				100,000
Replace Cyanide Analyzer (total cyanide)		45,000				45,000
Replace Analytical Balances (5)		10,400				10,400
Replace Autodigester for IND Metals		31,000				31,000
Replace Low Level Mercury Analyzer		33,100				33,100
Replace Autoclave (B)			35,000			35,000
Replace Nutrient Analyzer (B)			47,439			47,439
Replace ICP-Trace Metals			73,350			73,350
Replace Oil and Grease Analyzer System				33,505		33,505
Replace Autodigester for ICP-Trace				31,000		31,000
Replace HACH Spectrophotometer DR5000				7,350		7,350
Replace Auto Titration System				24,000		24,000
Replace DI Water Systems (3)				30,000		30,000
Replace HACH Spectrophotometer DR2800				6,000		6,000
Replace Refrigerators (3)				17,550		17,550
Replace Incubators (3)				16,377		16,377
Replace ICP/MS for low level metal analyses					213,375	213,375
Replace Micro Distillation Unit					5,000	5,000
Replace Sample Module/Heating Assembly					7,000	7,000
Replace DI unit with RO for pure water					12,000	12,000
Replace CP for industrial metal analyses					60,000	60,000
Subtotal Laboratory	207,273	219,500	155,789	165,782	297,375	1,045,719
EMDA						
Data Warehousing Project	65,000					65,000
1998 Chevy Astro Van Replacement (7350)	25,000					25,000
Replace 2 Industrial Dishwashers	4,000					4,000
Replace 3 SIU Autosamplers	9,000					9,000
Replace 2 Refrigerated Autosamplers	11,000					11,000
Replace 2 YSI Sondes (1-6600 & 1-600XL)	11,000					11,000
Replace YSI Probes and Other Equipment	30,000					30,000
Replace 2 Manhole pH Monitors	6,000					6,000
Replace Phone Modem at Phillipsdale	6,000					6,000
2003 Chevy Astro Van Replacement (8101)		25,000				25,000
Replace 2 Deionizer Units in Field's Point Lab		15,000				15,000
Replace 1 SIU Autosampler		3,000				3,000
Replace 2 Refrigerated Autosamplers		11,000				11,000
Replace 2 YSI Sondes (1-6600 and 1-600XL)		11,300				11,300
Replace YSI Probes and Other equipment		29,400				29,400
Replace Rhodamine Probe		3,500				3,500
2004 Chevy Astro Van Replacement (8154)			25,000			25,000
Replace 2 SIU Autosamplers			6,000			6,000
Replace 4 Refrigerated Autosamplers			22,000			22,000
Replace YSI Probes, Solutions & Other Equipment			27,500			27,500
Replace 2 YSI Sondes (2-6600s)			14,500			14,500
Replace Outboard Motor on RV Monitor				21,000		21,000
2005 Dodge Caravan Replacement (7722)				25,000		25,000
Replace 2 SIU 3700 Auto Samplers				6,000		6,000
Replace 1 Manhole Sampler				3,000		3,000
Replace Caribe Boat & Mercury Motor				9,300		9,300
Replace 2 YSI Sondes (2-6600s)				15,000		15,000
Replace YSI Probes, Solutions & Other Equipment				24,000		24,000
Replace 4 Refrigerated Autosamplers				22,000		22,000
Replace 2 SIU Autosamplers					6,000	6,000
Replace 4 Refrigerated Autosamplers					22,000	22,000
Replace 4 YSI Sondes (2-6600s & 2-600XLs)					25,000	25,000
Replace Monitoring Buoy					68,000	68,000
Replace YSI Probes and Equipment					28,300	28,300
Replace Seabird					18,000	18,000
Subtotal EMDA	167,000	98,200	95,000	125,300	167,300	652,800
Total \$	\$ 2,879,053	\$ 2,850,700	\$ 2,517,289	\$ 2,118,082	\$ 2,236,675	\$ 12,601,799

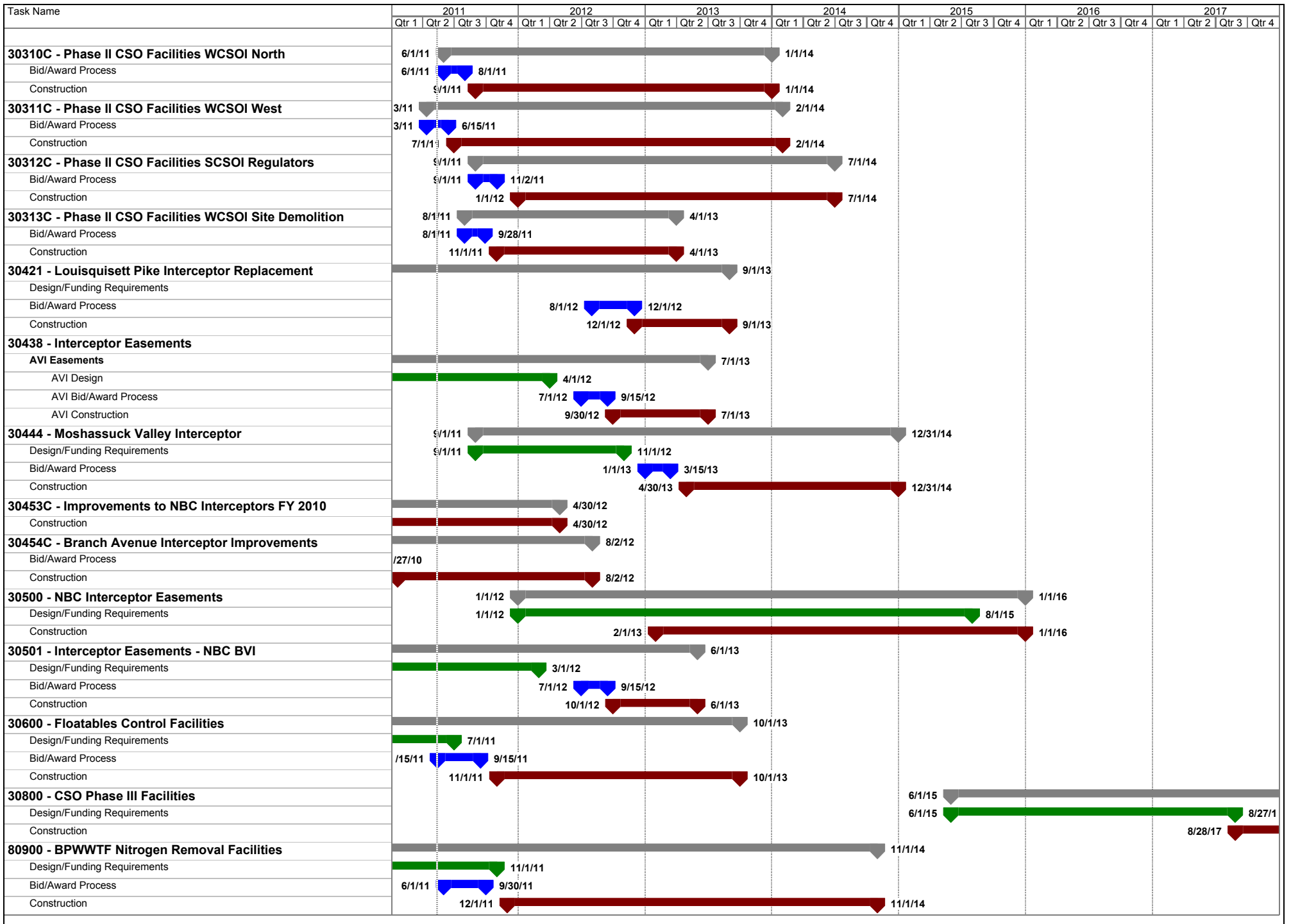
Summary of Operating Grants

Grant Program	CDF Number	Year Awarded	Award Amount	Amount Available FY 2012	Projected Revenue FY 2012
SIG Grant	EI-97187901-0	2008	\$ 275,000	\$ 10,000	\$ 10,000
				<u>\$ 10,000</u>	<u>\$ 10,000</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	Operating Reserve for Revenue Stability Fund	Rebate Fund	Unrestricted Fund	TOTAL
Executive Affairs Division:													
Executive Affairs	\$ -	\$ 1,114,828	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,124,828
Legal		376,071	4,000										380,071
Subtotal		1,490,899	14,000	-	-	-	-	-	-	-	-	-	1,504,899
Construction Services Division:													
Construction Services		40,848	25,000										65,848
Subtotal	-	40,848	25,000	-	-	-	-	-	-	-	-	-	65,848
Administration & Finance Division:													
Human Resources		346,032	-										346,032
Finance		792,118	-										792,118
Accounting		763,879	-										763,879
IT		1,589,885	934,000										2,523,885
Customer Service		2,224,121	30,000										2,254,121
Purchasing		322,957	-										322,957
Administration		1,766,242	153,000	34,819,271									36,738,513
Subtotal	-	7,805,234	1,117,000	34,819,271	-	-	-	-	-	-	-	-	43,741,506
Operations / Engineering Division:													
IM		2,074,508	99,000										2,173,508
Engineering		671,477	125,000										796,477
Field's Point		12,874,645	741,780										13,616,425
Bucklin Point		7,177,446	383,000										7,560,446
Subtotal	-	22,798,076	1,348,780	-	-	-	-	-	-	-	-	-	24,146,856
Planning, Policy & Regulation Division:													
Planning		485,452	-										485,452
Pretreatment		1,015,382	-										1,015,382
Lab		1,655,924	207,273										1,863,197
Environmental Safety & Technical		350,001	-										350,001
Environmental Monitoring		1,402,367	167,000										1,569,367
Subtotal	-	4,909,126	374,273	-	-	-	-	-	-	-	-	-	5,283,399
Non-Departmental													
Direct CIP Funding													-
Debt Service Coverage				9,989,640									9,989,640
Subtotal	-	-	-	9,989,640	-	-	-	-	-	-	-	-	9,989,640
TOTAL	\$ -	\$ 37,044,184	\$ 2,879,053	\$ 44,808,911	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,732,148





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Appendix

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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.

ARRA – The American Recovery and Reinvestment Act of 2009

Commonly referred to as **The Stimulus** or **The Recovery Act**, is an economic stimulus package enacted by the 11th United States Congress in February 2009.

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.

BMP – Best Management Practices

The EPA defines a BMP as a “technique, measure or structural control that is used for a given set of conditions to manage the quantity and improve the quality of stormwater runoff in the most cost effective manner”.

BNR - Biological Nutrient Removal

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

BOD - Biochemical Oxygen Demand

Is an indicator of the amount of oxygen being depleted from the receiving waters by sewage; the greater the BOD the greater the degree of pollution.

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 & 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

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 that 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 Equivalents

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 1st through June 30th of the following calendar year. The year is represented by the end date.

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 satellites 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 involved 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.

RAS – Return Activated Sludge

The settled activated sludge (which contains bacteria that feeds on the organic content in sewage) collected in the secondary clarifiers then returned to the aeration basins to re-seed the process for the incoming wastewater.

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 RIDEM which sets discharge limitation requirements for wastewater utilities.

RIPEC - Rhode Island Public Expenditure Council

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

RIRRC - Rhode Island Resource Recovery Corporation

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, SOP 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 as established by The Clean Water Act, Section 303.

TSS - Total Suspended Solids

The ratio of solid matter in the effluent in parts per million.

VFD – Variable Frequency Drive

A device that adjusts the speed of a pump in response to the amount of flow entering the pump station.

VRDB – Variable Rate Demand Bonds

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

VRDO – Variable Rate Demand Obligation

Long-term debt issued in variable rate mode.

WWTF - Wastewater Treatment Facility

A facility used to treat wastewater, so that the release of effluent poses no adverse impact on public health or the ecology.

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Narragansett Bay Commission

Glossary of Terms

Abatement - A refund for 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.

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

Arbitrage - Placing 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.

Bioassay - A method for the quantification of the effects on a biological system by its exposure to a substance including the quantification of the concentration of a substance by some observable effect on the biological system.

Bisulfite - Chemical used to adjust the PH of the wastewater.

Board of Commissioners - 19 member board comprised of representatives for the municipalities in the district as well as gubernatorial appointments.

Bond - A certificate of debt containing a promise to pay a specified sum of money (face value or principal) on specified date/dates in the future (maturity date) together with periodic interest at a specified rate.

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.

Consumption Revenue – Revenue derived from charging a fee based upon water usage.

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 into NBC's collection system. The permits ensure compliance with all EPA and State mandates and the protection of the treatment facilities and receiving waters.

Dissolved Oxygen - The level of oxygen dissolved in the water. This measure is an important indicator of the health of the ecosystem.

Diversion Chamber - A chamber or box, which contains a device for diverting or drawing off all or part of a flow or for discharging portions of the total flow to various outlets.

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.

Flat Fee Revenue - Revenue derived from charging a fee based on the number of dwelling units for residential customers and the meter size for non-residential customers.

Flow Meter - A meter used to measure the flow of water, 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 slows 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, commonly known as bleach, used to treat effluent and control bacteria and odors.

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

Infiltration - The seepage of groundwater into a sewer system, 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 exceeds 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 objectives 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.

Projected Expense - Estimate of what will be achieved, based on year-to-date performance.

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 their 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.

ACCT. NUMBER	BUDGET ACCOUNT	FY 2011 BUDGET	FY 2012 PROPOSED	CHANGE FROM FY 2011	EXECUTIVE AFFAIRS			ADMINISTRATION & FINANCE							
					EXEC. AFFAIRS	CONSTR. SERV.	LEGAL	H/R	FINANCE	ACCT.	IT	CUST SVC	PURCH.	GEN. ADM.	
					CC 21	CC 22	24	CC 23	CC 31	CC 32	CC 33	CC 34	CC 36	CC 80	
PERSONNEL SERVICES															
52100	UNION - REGULAR	\$ 5,329,006	\$ 5,753,795	\$ 424,789	\$ -	\$ -	\$ -	\$ 39,848	\$ -	\$ 79,296	\$ -	\$ 650,658	\$ 44,942	\$ -	
52150	UNION OVERTIME	413,590	433,400	19,810	-	-	-	-	-	-	-	30,000	-	-	
52300	NON-UNION REGULAR	8,119,425	8,070,721	(48,704)	677,420	900,685	275,247	179,293	348,743	450,579	795,778	387,356	177,978	-	
52350	NON-UNION OVERTIME	81,800	71,050	(10,750)	-	10,000	-	-	-	100	-	2,000	-	-	
52400	NON-UNION LIMITED	48,700	30,000	(18,700)	3,000	3,000	3,000	-	-	3,000	-	3,000	-	-	
52800	UNION PENSION	1,140,214	1,322,223	182,009	-	-	-	9,157	-	18,222	-	149,521	10,328	-	
52810	FICA	1,069,704	1,098,462	28,758	52,052	69,897	21,286	16,764	26,679	40,773	60,877	82,086	17,053	-	
52820	UNEMPLOYMENT	55,000	74,722	19,722	-	-	-	-	-	-	-	-	-	74,722	
52920	NON UNION PENSION	824,992	817,178	(7,814)	68,042	91,369	27,825	17,929	34,874	45,368	79,578	39,236	17,798	-	
52940	UNION RETIREMENT HEALTH	355,131	387,806	32,675	-	-	-	2,686	-	5,345	-	43,854	3,029	-	
52950	HEALTH INSURANCE	3,078,659	3,371,022	292,363	111,245	180,668	54,771	55,623	54,843	141,041	156,934	291,703	43,800	-	
52970	DENTAL INSURANCE	243,575	216,252	(27,322)	7,210	10,072	3,605	3,605	4,460	9,366	11,150	19,694	2,898	-	
52980	VISION INSURANCE	44,732	38,602	(6,130)	1,254	1,713	627	627	768	1,616	1,894	3,763	530	-	
52990	DISABILITY INSURANCE	40,000	42,000	2,000	-	-	-	-	-	-	-	-	-	42,000	
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-	-	
53690	WORK. COMP. - OLD CLAIMS	60,000	70,000	10,000	-	-	-	-	-	-	-	-	-	70,000	
TOTAL PERSONNEL SERVICES		20,904,527	21,797,234	892,707	920,223	1,267,404	386,361	325,532	470,368	794,705	1,106,210	1,702,871	318,357	186,722	
59000	SALARY REIMBURSEMENT	(1,152,329)	(1,168,083)	(15,755)	(25,000)	(810,617)	(25,000)	-	-	(45,194)	-	-	-	-	
59001	FRINGE REIMBURSEMENT	(633,781)	(642,446)	(8,665)	(13,750)	(445,839)	(13,750)	-	-	(24,857)	-	-	-	-	
NET PERSONNEL SERVICES		19,118,418	19,986,705	868,287	881,473	10,948	347,611	325,532	470,368	724,654	1,106,210	1,702,871	318,357	186,722	
OPERATING SUPPLIES/EXPENSES															
52610	MEDICAL SVCS.	15,650	13,125	(2,525)	150	300	200	1,500	-	100	150	300	-	1,000	
53210	POSTAGE	368,246	368,146	(100)	-	-	-	-	-	50	25	336,000	-	32,021	
53240	DUES & SUBSCRIPTIONS	59,715	54,415	(5,300)	26,455	300	8,000	3,200	1,900	1,000	5,500	1,000	700	700	
53250	FREIGHT	32,400	31,550	(850)	800	500	200	300	200	100	500	200	100	8,000	
53310	PRINTING & BINDING	141,100	134,550	(6,550)	6,000	100	100	50	7,000	50	-	113,000	1,500	3,000	
53320	ADVERTISING	18,450	13,800	(4,650)	2,500	2,000	2,000	-	1,500	-	1,200	-	100	1,000	
53330	RENTAL- EQUIPMENT	27,600	24,620	(2,980)	10,500	-	-	-	-	-	-	500	-	5,620	
53340	RENTAL- CLOTHING	38,425	37,000	(1,425)	-	-	-	-	-	-	-	-	-	-	
53350	RENTAL-OUTSIDE PROPERTY	5,150	9,900	4,750	4,000	-	-	-	-	-	-	-	-	-	
53360	MISCELLANEOUS EXPENSE	1,100	600	(500)	-	600	-	-	-	-	-	-	-	-	
53370	PUBLIC OUTREACH ED.	16,000	16,000	-	16,000	-	-	-	-	-	-	-	-	-	
53410	LOCAL TRAVEL	4,500	3,600	(900)	500	100	-	100	150	100	400	-	100	-	
53420	LONG DISTANCE TRAVEL	63,500	61,500	(2,000)	19,000	1,500	2,500	1,500	2,500	-	20,000	1,500	-	-	
53470	BLDG. & GRND. MAINT.	116,432	112,983	(3,450)	-	7,000	-	-	-	-	-	-	-	53,400	
53480	SLUDGE DISPOSAL	4,237,395	4,016,410	(220,986)	-	-	-	-	-	-	-	-	-	-	
53490	SCREENING & GRIT DISPOSAL	155,896	151,253	(4,644)	-	-	-	-	-	-	-	-	-	-	
53510	VEHICLE FUEL & MAINTENANCE	181,950	189,000	7,050	3,000	6,000	-	-	-	-	-	12,500	-	-	
53610	REPAIRS BLDG, STRUCT,EQUIP.	574,400	533,050	(41,350)	-	-	-	100	-	50	300	400	-	38,500	
53620	REPAIR-HIGHWAY & WALKS	14,500	12,500	(2,000)	-	-	-	-	-	-	-	-	-	2,500	
53630	MAINTENANCE/SERVICE AGREE.	711,874	760,301	48,428	50	2,000	50	50	-	75	346,000	6,000	100	23,794	
53650	HIGHWAY & LANDSCAPE	12,423	12,500	77	-	-	-	-	-	-	-	-	-	-	
53660	INSURANCE	360,256	430,000	69,744	-	-	-	-	-	-	-	-	-	430,000	
53680	WORK. COMP. INSURANCE	500,000	430,000	(70,000)	-	-	-	-	-	-	-	-	-	430,000	
53900	CENTRAL PHONE SVCS.	4,600	4,000	(600)	-	-	-	-	-	-	-	-	-	4,000	
54000	TELEPHONE	159,700	160,860	1,160	5,000	3,000	960	-	1,000	-	35,000	8,500	400	36,500	
54010	KEROSENE	-	-	-	-	-	-	-	-	-	-	-	-	-	
54020	FUEL OIL #2 - DIESEL	-	6,000	6,000	-	-	-	-	-	-	-	-	-	-	
54060	FUEL-GAS	462,306	446,224	(16,082)	-	-	-	-	-	-	-	-	-	22,821	
54090	ELECTRICITY	4,274,277	4,611,183	336,906	-	-	-	-	-	-	-	-	-	175,909	
54110	WATER	42,626	46,000	3,374	-	-	-	-	-	-	-	-	-	4,000	
54200	CLOTHING	31,700	32,800	1,100	2,500	2,000	100	-	-	-	-	2,100	-	-	

ACCT. NUMBER	BUDGET ACCOUNT	FY 2011 BUDGET	FY 2012 PROPOSED	CHANGE FROM FY 2011	EXECUTIVE AFFAIRS			ADMINISTRATION & FINANCE							
					EXEC. AFFAIRS	CONSTR. SERV.	LEGAL	H/R	FINANCE	ACCT.	IT	CUST SVC	PURCH.	GEN. ADM.	
					CC 21	CC 22	24	CC 23	CC 31	CC 32	CC 33	CC 34	CC 36	CC 80	
54330	CHEM, HOUSE, LAUND SUPP.	29,289	34,360	5,071	600	500	50	-	-	160	-	-	500	-	1,000
54332	CHLORINE/HYPOCHLORITE	415,667	455,725	40,058	-	-	-	-	-	-	-	-	-	-	-
54337	SODIUM BISULFITE	299,330	315,628	16,299	-	-	-	-	-	-	-	-	-	-	-
54340	LAB SUPPLIES	217,180	264,567	47,387	-	-	-	-	-	-	500	-	-	-	-
54370	SUPPLIES BUILDING & MAINT.	188,065	208,500	20,435	100	500	-	-	-	50	-	-	250	-	3,000
54410	EDUCATIONAL SUPP. & EXP.	63,550	67,550	4,000	6,500	500	1,800	1,750	1,000	2,500	8,000	1,500	400	18,000	
54420	COMPUTER SUPPLIES	78,300	74,750	(3,550)	500	700	-	-	-	200	65,000	300	200	1,000	
54430	OTHER OP. SUPPLIES & EXP.	9,300	11,100	1,800	500	-	-	-	-	-	800	-	-	2,500	
54440	SAFETY EQUIPMENT	24,400	23,100	(1,300)	-	200	-	-	-	-	-	1,000	-	500	
54500	OFFICE EXPENSE	74,440	73,140	(1,300)	15,000	2,100	1,000	1,450	1,500	5,790	300	4,000	1,000	11,000	
57800	EXP. REL. TO BONDS/NOTES	35,000	-	(35,000)	-	-	-	-	-	-	-	-	-	-	
57913	LEASE EXPENSE	50,000	15,755	-	-	-	-	-	-	-	-	-	-	15,755	
TOTAL OPERATING SUPP. & EXP.		14,116,692	14,268,044	185,598	119,655	29,900	16,960	10,000	16,750	10,225	483,675	489,550	4,600	1,325,520	
PROFESSIONAL SERVICES															
52600	REGULATORY EXPENSE	255,837	248,613	(7,224)	-	-	-	-	220,000	-	-	-	-	-	
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	
52630	LECTURES/ED./PROF. SVCS.	1,000	-	(1,000)	-	-	-	-	-	-	-	-	-	-	
52650	SECURITY SERVICES	50,251	58,700	8,449	1,500	-	-	-	-	-	-	5,200	-	2,500	
52660	LEGAL SERVICES	190,100	216,000	25,900	55,000	-	10,000	-	30,000	-	-	1,000	-	120,000	
52670	MGMT/AUDIT SERVICES	2,415,360	2,119,221	(296,139)	52,700	-	-	8,000	55,000	25,000	-	-	-	75,000	
52680	CLERICAL SERVICES	21,500	12,500	(9,000)	4,000	-	1,500	-	-	4,000	-	-	-	-	
52690	OTHER SERVICES	137,300	134,400	(2,900)	500	-	-	2,500	-	-	-	25,500	-	56,500	
TOTAL PROFESSIONAL SERVICES		3,071,348	2,789,434	(281,914)	113,700	-	11,500	10,500	305,000	29,000	-	31,700	-	254,000	
TOTAL OPERATIONS & MAINTENANCE		36,306,457	37,044,184	771,971	1,114,828	40,848	376,071	346,032	792,118	763,879	1,589,885	2,224,121	322,957	1,766,242	
CAPITAL OUTLAYS															
16510	AUTOMOTIVE EQUIP.	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-	
16520	BLDG. & PLANT EQUIP.	343,003	340,590	(2,413)	-	-	-	-	-	-	-	-	-	55,000	
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	
16570	LABORATORY EQUIP.	67,000	-	(67,000)	-	-	-	-	-	-	-	-	-	-	
16580	OFFICE FURN&EQUIP.	75,000	50,000	(25,000)	-	-	-	-	-	-	-	-	-	50,000	
16583	COMPUTER SOFTWARE	337,000	814,000	477,000	-	-	-	-	-	-	704,000	-	-	-	
16585	COMPUTER HARDWARE	544,000	308,000	(236,000)	-	-	4,000	-	-	-	230,000	-	-	-	
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	
16600	REPLACEMENT RESERVE	1,171,775	1,033,463	(138,312)	-	25,000	-	-	-	-	-	30,000	-	40,000	
16610	BUILDING & OTHER STRUCT.	10,000	238,000	228,000	10,000	-	-	-	-	-	-	-	-	8,000	
16630	IMP.-NOT BLDG OR STRUCT.	-	75,000	75,000	-	-	-	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAYS		2,547,778	2,879,053	331,275	10,000	25,000	4,000	-	-	-	934,000	30,000	-	153,000	
DEBT SERVICE															
	PROGRAMMED NEW DEBT	1,673,000	1,325,975	(347,025)	-	-	-	-	-	-	-	-	-	1,325,975	
	PRINCIPAL	18,702,732	20,350,893	1,648,161	-	-	-	-	-	-	-	-	-	20,350,893	
	INTEREST	12,425,642	13,142,403	716,761	-	-	-	-	-	-	-	-	-	13,142,403	
TOTAL DEBT SERVICE		32,801,374	34,819,271	2,017,897	-	-	-	-	-	-	-	-	-	34,819,271	
TOTAL		\$ 71,655,609	\$ 74,742,508	\$ 3,121,144	\$ 1,124,828	\$ 65,848	\$ 380,071	\$ 346,032	\$ 792,118	\$ 763,879	\$ 2,523,885	\$ 2,254,121	\$ 322,957	\$ 36,738,513	
					\$1,570,747			\$43,741,506							
					EXECUTIVE AFFAIRS			ADMINISTRATION & FINANCE							

ACCT. NUMBER	BUDGET ACCOUNT	FY 2011 BUDGET	FY 2012 PROPOSED	CHANGE FROM FY 2011	OPERATIONS				PLANNING, POLICY, & REGULATION				
					IM CC 43	ENG. CC 44	FIELDS PT. CC 46	BUCK. PT. CC 47	PLN & POL CC 51	PT CC 52	LAB. CC 53	ESTA CC 54	ENV. MON. CC 55
PERSONNEL SERVICES													
52100	UNION - REGULAR	\$ 5,329,006	\$ 5,753,795	\$ 424,789	\$ 599,498	\$ -	\$ 1,903,754	\$ 1,537,712	\$ -	\$ 119,683	\$ 414,145	\$ -	\$ 364,259
52150	UNION OVERTIME	413,590	433,400	19,810	40,000	-	180,000	120,000	-	400	28,000	-	35,000
52300	NON-UNION REGULAR	8,119,425	8,070,721	(48,704)	326,443	656,171	989,663	-	339,817	529,030	422,250	225,317	388,951
52350	NON-UNION OVERTIME	81,800	71,050	(10,750)	200	-	50,000	-	-	500	3,250	1,000	4,000
52400	NON-UNION LIMITED	48,700	30,000	(18,700)	-	3,000	-	-	3,000	3,000	3,000	-	3,000
52800	UNION PENSION	1,140,214	1,322,223	182,009	137,765	-	437,483	353,366	-	27,503	95,171	-	83,707
52810	FICA	1,069,704	1,098,462	28,758	73,910	50,427	238,941	126,815	26,226	49,925	66,604	17,313	60,834
52820	UNEMPLOYMENT	55,000	74,722	19,722	-	-	-	-	-	-	-	-	-
52920	NON UNION PENSION	824,992	817,178	(7,814)	32,664	65,917	103,966	-	34,282	53,253	42,850	22,632	39,595
52940	UNION RETIREMENT HEALTH	355,131	387,806	32,675	40,406	-	128,313	103,642	-	8,067	27,913	-	24,551
52950	HEALTH INSURANCE	3,078,659	3,371,022	292,363	316,249	99,777	734,895	383,421	61,840	180,829	210,668	62,523	230,193
52970	DENTAL INSURANCE	243,575	216,252	(27,322)	18,250	7,398	47,859	23,858	3,976	11,040	13,713	3,234	14,865
52980	VISION INSURANCE	44,732	38,602	(6,130)	3,085	1,276	8,471	4,537	711	2,072	2,412	543	2,702
52990	DISABILITY INSURANCE	40,000	42,000	2,000	-	-	-	-	-	-	-	-	-
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-
53690	WORK. COMP. - OLD CLAIMS	60,000	70,000	10,000	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES		20,904,527	21,797,234	892,707	1,588,470	883,967	4,823,344	2,653,351	469,852	985,302	1,329,976	332,561	1,251,657
59000	SALARY REIMBURSEMENT	(1,152,329)	(1,168,083)	(15,755)	(25,488)	(234,284)	-	-	-	(234,284)	-	(2,500)	-
59001	FRINGE REIMBURSEMENT	(633,781)	(642,446)	(8,665)	(14,019)	(128,856)	-	-	-	-	-	(1,375)	-
NET PERSONNEL SERVICES		19,118,418	19,986,705	868,287	1,548,963	520,827	4,823,344	2,653,351	469,852	985,302	1,329,976	328,686	1,251,657
OPERATING SUPPLIES/EXPENSES													
52610	MEDICAL SVCS.	15,650	13,125	(2,525)	1,000	100	1,500	1,400	100	300	300	4,265	460
53210	POSTAGE	368,246	368,146	(100)	-	50	-	-	-	-	-	-	-
53240	DUES & SUBSCRIPTIONS	59,715	54,415	(5,300)	600	700	680	-	500	580	500	1,700	400
53250	FREIGHT	32,400	31,550	(850)	2,500	150	10,000	300	200	400	5,000	100	2,000
53310	PRINTING & BINDING	141,100	134,550	(6,550)	100	-	150	-	200	1,800	-	1,000	500
53320	ADVERTISING	18,450	13,800	(4,650)	500	-	1,700	500	-	800	-	-	-
53330	RENTAL- EQUIPMENT	27,600	24,620	(2,980)	3,000	-	5,000	-	-	-	-	-	-
53340	RENTAL- CLOTHING	38,425	37,000	(1,425)	5,000	-	19,000	13,000	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	5,150	9,900	4,750	-	-	-	-	1,200	-	-	1,500	3,200
53360	MISCELLANEOUS EXPENSE	1,100	600	(500)	-	-	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	16,000	16,000	-	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	4,500	3,600	(900)	400	400	50	100	150	50	100	500	400
53420	LONG DISTANCE TRAVEL	63,500	61,500	(2,000)	500	2,500	-	-	1,500	2,000	2,500	2,500	1,500
53470	BLDG. & GRND. MAINT.	116,432	112,983	(3,450)	10,000	-	28,182	-	-	200	14,201	-	-
53480	SLUDGE DISPOSAL	4,237,395	4,016,410	(220,986)	-	-	3,147,151	869,259	-	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	155,896	151,253	(4,644)	70,198	-	53,690	27,365	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	181,950	189,000	7,050	81,500	2,000	52,500	-	-	6,500	-	-	25,000
53610	REPAIRS BLDG, STRUCT,EQUIP.	574,400	533,050	(41,350)	30,300	5,000	402,200	-	-	200	45,000	-	11,000
53620	REPAIR-HIGHWAY & WALKS	14,500	12,500	(2,000)	10,000	-	-	-	-	-	-	-	-
53630	MAINTENANCE/SERVICE AGREE.	711,874	760,301	48,428	17,750	30,000	219,958	107,674	50	1,200	5,050	-	500
53650	HIGHWAY & LANDSCAPE	12,423	12,500	77	8,500	-	4,000	-	-	-	-	-	-
53660	INSURANCE	360,256	430,000	69,744	-	-	-	-	-	-	-	-	-
53680	WORK. COMP. INSURANCE	500,000	430,000	(70,000)	-	-	-	-	-	-	-	-	-
53900	CENTRAL PHONE SVCS.	4,600	4,000	(600)	-	-	-	-	-	-	-	-	-
54000	TELEPHONE	159,700	160,860	1,160	29,000	14,000	10,000	7,000	800	4,500	-	-	5,200
54010	KEROSENE	-	-	-	-	-	-	-	-	-	-	-	-
54020	FUEL OIL #2 - DIESEL	-	6,000	6,000	-	-	6,000	-	-	-	-	-	-
54060	FUEL-GAS	462,306	446,224	(16,082)	28,476	-	252,794	125,003	-	-	17,130	-	-
54090	ELECTRICITY	4,274,277	4,611,183	336,906	156,222	-	2,830,579	1,448,473	-	-	-	-	-
54110	WATER	42,626	46,000	3,374	4,000	-	35,000	-	-	-	3,000	-	-
54200	CLOTHING	31,700	32,800	1,100	4,000	300	7,500	2,800	400	1,000	3,000	500	6,600

ACCT. NUMBER	BUDGET ACCOUNT	FY 2011 BUDGET	FY 2012 PROPOSED	CHANGE FROM FY 2011	OPERATIONS				PLANNING, POLICY, & REGULATION				
					IM CC 43	ENG. CC 44	FIELDS PT. CC 46	BUCK. PT. CC 47	PLN & POL CC 51	PT CC 52	LAB. CC 53	ESTA CC 54	ENV. MON. CC 55
54330	CHEM, HOUSE, LAUND SUPP.	29,289	34,360	5,071	3,000	-	25,000	-	-	-	300	50	3,200
54332	CHLORINE/HYPOCHLORITE	415,667	455,725	40,058	100	-	455,625	-	-	-	-	-	-
54337	SODIUM BISULFITE	299,330	315,628	16,299	-	-	315,628	-	-	-	-	-	-
54340	LAB SUPPLIES	217,180	264,567	47,387	-	-	13,000	-	-	2,000	206,567	500	42,000
54370	SUPPLIES BUILDING & MAINT.	188,065	208,500	20,435	18,000	72,000	110,000	-	100	500	500	400	3,100
54410	EDUCATIONAL SUPP. & EXP.	63,550	67,550	4,000	3,000	2,500	5,800	-	1,500	2,000	1,000	5,800	4,000
54420	COMPUTER SUPPLIES	78,300	74,750	(3,550)	300	250	4,000	-	300	200	300	-	1,500
54430	OTHER OP. SUPPLIES & EXP.	9,300	11,100	1,800	1,300	3,000	500	-	2,200	50	-	-	250
54440	SAFETY EQUIPMENT	24,400	23,100	(1,300)	5,000	100	7,500	1,000	200	1,600	500	500	5,000
54500	OFFICE EXPENSE	74,440	73,140	(1,300)	2,500	2,600	10,000	-	3,200	4,200	2,500	2,000	3,000
57800	EXP. REL. TO BONDS/NOTES	35,000	-	(35,000)	-	-	-	-	-	-	-	-	-
57913	LEASE EXPENSE	50,000	15,755	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING SUPP. & EXP.		14,116,692	14,268,044	185,598	496,746	135,650	8,034,688	2,603,874	12,600	30,080	307,448	21,315	118,810
PROFESSIONAL SERVICES													
52600	REGULATORY EXPENSE	255,837	248,613	(7,224)	300	-	13,113	14,700	-	-	500	-	-
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-
52630	LECTURES/ED./PROF. SVCS.	1,000	-	(1,000)	-	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	50,251	58,700	8,449	28,000	15,000	3,500	2,000	-	-	1,000	-	-
52660	LEGAL SERVICES	190,100	216,000	25,900	-	-	-	-	-	-	-	-	-
52670	MGMT/AUDIT SERVICES	2,415,360	2,119,221	(296,139)	-	-	-	1,903,521	-	-	-	-	-
52680	CLERICAL SERVICES	21,500	12,500	(9,000)	-	-	-	-	3,000	-	-	-	-
52690	OTHER SERVICES	137,300	134,400	(2,900)	500	-	-	-	-	-	17,000	-	31,900
TOTAL PROFESSIONAL SERVICES		3,071,348	2,789,434	(281,914)	28,800	15,000	16,613	1,920,221	3,000	-	18,500	-	31,900
TOTAL OPERATIONS & MAINTENANCE		36,306,457	37,044,184	771,971	2,074,508	671,477	12,874,645	7,177,446	485,452	1,015,382	1,655,924	350,001	1,402,367
CAPITAL OUTLAYS													
16510	AUTOMOTIVE EQUIP.	-	20,000	20,000	-	-	-	20,000	-	-	-	-	-
16520	BLDG. & PLANT EQUIP.	343,003	340,590	(2,413)	7,000	-	174,090	104,500	-	-	-	-	-
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-
16570	LABORATORY EQUIP.	67,000	-	(67,000)	-	-	-	-	-	-	-	-	-
16580	OFFICE FURN&EQUIP.	75,000	50,000	(25,000)	-	-	-	-	-	-	-	-	-
16583	COMPUTER SOFTWARE	337,000	814,000	477,000	-	-	-	22,000	-	-	23,000	-	65,000
16585	COMPUTER HARDWARE	544,000	308,000	(236,000)	-	-	64,000	10,000	-	-	-	-	-
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-
16600	REPLACEMENT RESERVE	1,171,775	1,033,463	(138,312)	92,000	125,000	313,690	121,500	-	-	184,273	-	102,000
16610	BUILDING & OTHER STRUCT.	10,000	238,000	228,000	-	-	190,000	30,000	-	-	-	-	-
16630	IMP.-NOT BLDG OR STRUCT.	-	75,000	75,000	-	-	-	75,000	-	-	-	-	-
TOTAL CAPITAL OUTLAYS		2,547,778	2,879,053	331,275	99,000	125,000	741,780	383,000	-	-	207,273	-	167,000
DEBT SERVICE													
	PROGRAMMED NEW DEBT	1,673,000	1,325,975	(347,025)	-	-	-	-	-	-	-	-	-
	PRINCIPAL	18,702,732	20,350,893	1,648,161	-	-	-	-	-	-	-	-	-
	INTEREST	12,425,642	13,142,403	716,761	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE		32,801,374	34,819,271	2,017,897	-	-	-	-	-	-	-	-	-
TOTAL		\$ 71,655,609	\$ 74,742,508	\$ 3,121,144	\$ 2,173,508	\$ 796,477	\$ 13,616,425	\$ 7,560,446	\$ 485,452	\$ 1,015,382	\$ 1,863,197	\$ 350,001	\$ 1,569,367
					\$24,146,856				\$5,283,399				
					OPERATIONS				PLANNING, POLICY, & REGULATION				

In accordance with section 608 of the Trust Indenture, the following shows the operating expenses on a monthly basis and reflects the amounts to be transferred into the Operations and Maintenance Fund from the Revenue Fund.

O&M Monthly Trust Transfer

Month	Amount
Jul-11	\$ 3,930,000
Aug-11	3,320,000
Sep-11	3,560,000
Oct-11	2,500,000
Nov-11	3,100,000
Dec-11	3,334,000
Jan-12	2,970,000
Feb-12	3,100,000
Mar-12	2,780,000
Apr-12	2,560,000
May-12	2,775,000
Jun-12	3,115,184
Total	\$ 37,044,184