



NARRAGANSETT BAY COMMISSION

Fiscal Year
2013



OPERATING



BUDGET

A COMPONENT UNIT OF THE STATE OF RHODE ISLAND

Vincent J. Mesolella, Chairman

Raymond J. Marshall, P.E., Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**Narragansett Bay Commission
Rhode Island**

Special Capital Recognition
For the Fiscal Year Beginning
July 1, 2011

Linda C. Davison *Jeffrey R. Green*

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, 2011. 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.

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Narragansett Bay Commission

Fiscal Year 2013 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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Raymond J. Marshall, Executive Director and Secretary of the Board



Photo: Sunset over NBC's first wind turbine at Field's Point in Providence

Narragansett Bay Commission

Fiscal Year 2013 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

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Anthony Ferri

Chris Hannifan

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Armand Oliver

Michael Quinn

Jane Sherman

Kristen Sullivan



Photo: View of the Seekonk River in Providence

Narragansett Bay Commission

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Chairman's Message



Vincent J. Mesolella
Chairman

Fiscal Year 2013 marks my 21st year as Chairman of the Narragansett Bay Commission. I am proud to say that during this time, the NBC has evolved from a struggling wastewater treatment and collection system into an award winning regional facility with cutting edge technology. Last year alone, the NBC received six national awards in recognition of its operational, public relations and financial management accomplishments. Closer to home, NBC's Executive Director, Ray Marshall, was recognized by his peers at the Providence Engineering Society for his professional excellence with the Freeman Award.

During my tenure as Chairman, the NBC has made significant investments in capital improvements with tangible results. In an announcement from the RI Department of Environmental Management, as a direct result of the effectiveness of the CSO Phase I Facilities, the shellfish closure policy for Narragansett Bay was modified, increasing the amount of rainfall that must occur before areas are closed to shellfishing. This will result in an additional 65 days of shellfishing each year and directly impacts Rhode Islanders whose livelihoods depend upon the water quality of Narragansett Bay. All Rhode Islanders have benefitted from water quality improvements, as beach closures decreased by 44% according to the Rhode Island Department of Health.



Photo: New Operations Building - Field's Point

The foresight of the Board is further evident with the consolidation of the NBC campus over the past few years, enhancing the efficiency and security of NBC facilities. As part of this plan, NBC recently completed the new LEED certified Operations Building at Field's Point that integrated environmental components into the building's design. Equipped with a public education facility, the new building will also house a new computer system, enabling remote processing control. An adjacent land acquisition is the site for a new laboratory building that includes state of the art facilities to enable low level parameter testing. A separate land acquisition adjacent to the Field's Point facilities will also enable NBC to meet future expansion needs.

It is with great anticipation that I look forward to the upcoming year. This year's operating budget reflects the vision of the Board with efficient operations and continued investment in capital projects that balance environmental leadership with fiscal responsibility. NBC's Board, and I as its Chairman, look forward to another year of solid performance.



Rendering: New Laboratory Building



Vincent J. Mesolella
Chairman

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Executive Director's Message



*Raymond J. Marshall, P.E.
Executive Director*

Fiscal Year 2013 Budget Summary

The Narragansett Bay Commission's FY 2013 Operating Budget is 6.8% higher than the prior year and demonstrates NBC's continued commitment to provide excellent service at the lowest possible cost.

The FY 2013 budget reflects an increase in Operating Revenue of 6.0%. This is primarily due to a 2.25% increase in user rates for debt service and debt coverage effective July 1, 2012 and a 7.5% increase for debt service and debt service coverage effective January 1, 2013. Non-Operating Revenue shows a net increase of 19.6% on a year-to-year basis, due to increases in the transfer from operating capital and the budgeted fund balance.

With respect to expenses, budgeted Operating Supplies and Expense is 0.4% higher than the prior year, with the majority of the increase for personnel costs as well as the projected increase in utility use associated with the new Biological Nutrient Removal facilities (BNR) at NBC's Field's Point Wastewater Treatment Facility. Budgeted Debt Service is 9.9% higher than the prior year as the result of a \$25.75 million SRF loan executed in FY 2012 and programmed new debt issuance, while the Debt Service Coverage shows a year-to-year increase of 13.2%. Operating Capital Outlays have increased by 29.7% on a year to year basis. The net effect of these changes is a 6.8% increase in total expense compared to FY 2012.

Year-to-Year Operating Budget Comparison

	FY 2012 Budget	FY 2013 Budget	Percent Change
Revenue			
Operating Revenue	\$ 79,778,095	\$ 84,580,939	6.0%
Non-Operating Revenue	4,954,053	5,924,400	19.6%
Total Revenue	84,732,148	90,505,339	6.8%
Expense			
Operating Supplies/Expense	37,044,183	37,194,184	0.4%
Debt Service	34,819,271	38,267,187	9.9%
Debt Service Coverage	9,989,641	11,309,568	13.2%
Operating Capital Outlays	2,879,053	3,734,400	29.7%
Total Expense	\$ 84,732,148	\$ 90,505,339	6.8%

“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: Seekonk River downtown

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its FY 2013 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.

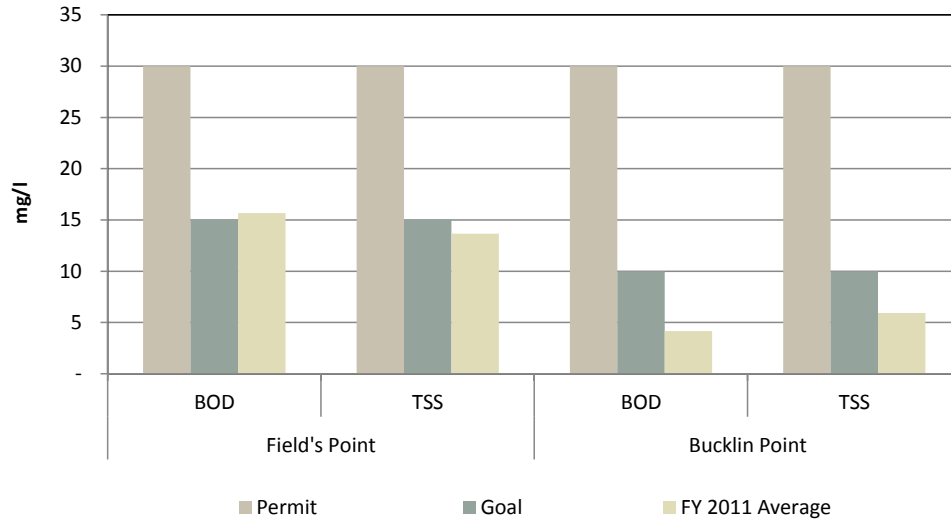
NBC Outlook

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 2013 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 2013 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 2013 clean water goals of achieving treatment levels superior to the permitted treatment levels at both the Field’s Point Wastewater Treatment Facility (WWTF) and Bucklin Point WWTF.

Wastewater Treatment Permit Requirements vs. Goals



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 as required by the Consent Agreement between NBC and the Rhode Island Department of Environmental Management (RIDEM). In order to achieve this goal, NBC initiated construction of BNR Facilities at Field’s Point in FY 2009 and will expend \$10.8 million on this project in FY 2013. 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 \$8.6 million. The project’s total cost estimate is \$72 million and is scheduled to be operational in FY 2014. The new facilities are being brought on-line as they are completed and certain operating impacts such as increased electricity use to power the blowers and other equipment are included in this year’s budget. With respect to the nitrogen removal facilities at Bucklin Point, final design plans and specifications were approved by RIDEM in FY 2011. Construction began in FY 2012, with programmed expenses of \$26.9 million in FY 2013 and a total project cost of \$42.7 million and operational in FY 2014.



Photo: Woonasquatucket CSO Interceptor West - Piping Installation

This year’s budget also reflects NBC’s continued commitment to investment in capital projects required to meet current and future federal and state requirements with the funding of the construction of Phase II of the Combined Sewer Overflow (CSO) Abatement Facilities. Required as part of a Consent Agreement with RIDEM, this project is currently estimated to cost \$233 million with \$69 million programmed in FY 2013. To facilitate construction, the project was separated into fourteen different contracts and bids have been received on all but two of those contracts. The economic climate has benefitted NBC, as the bids were well below the engineering estimates. As a result, the total projected cost has been reduced by \$110 million or 32% from last year. The wetlands facility constructed as part of this project is considered “green” and eligible for principal forgiveness funding. The project is scheduled to be completed in FY 2016.

As part of NBC’s core business, environmental performance and financial management goals, NBC’s FY 2013 budget reflects investments in “green” technology with two renewable energy projects. NBC’s Wind Turbine project at Field’s Point will convert wind energy into electricity using three 1.5 mega-watt turbines erected in FY 2012. This project is anticipated to be completed in FY 2013 at a total cost of \$14.9 million. Because the Interconnect Agreement and Facilities are not yet complete, the FY 2013 operating budget does not include the cost savings that will be realized once the turbines become operational.

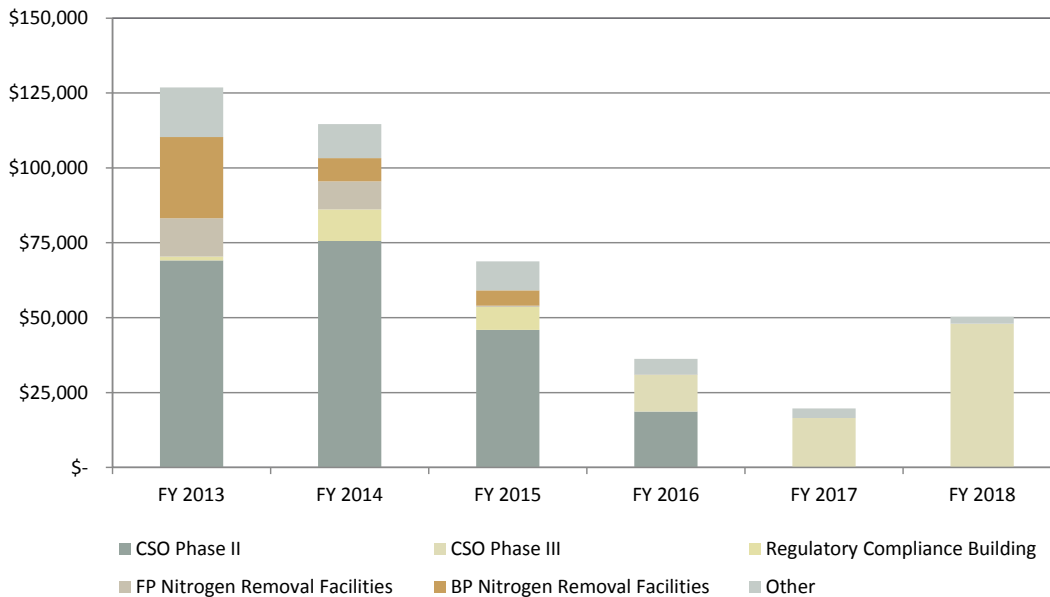


Photo: Field’s Point wind turbine

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. Currently in final design, construction is scheduled to begin in FY 2013 with a cost estimate of \$2.6 million.

NBC’s Capital Improvement Program (CIP) identifies 50 projects totaling approximately \$417 million that are either in progress, to be initiated or to be completed during the fiscal years of 2013 – 2018. Of that total, approximately \$127 million of the programmed expenditures are in FY 2013 with an additional \$290 million to be spent over the five-year period of FY 2014 – 2018. The graph below shows NBC’s CIP by major project.

FY 2013 - 2018 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. 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 nutrient removal facilities and the CSO Phase I and II facilities.

The FY 2013 budget includes approximately \$38,000 in maintenance and service agreements for key laboratory equipment in order to ensure analyses are performed in a timely manner in accordance with permit requirements. Also included in this year's budget is \$96,000 for the replacement of the cyanide and low level mercury analyzers.

In addition, the FY 2013 budget includes \$90,000 for the completion of the Laboratory Information Management System (LIMs) that began in FY 2012. The project, which has a total estimated cost of \$354,000, is under the direction of NBC's Information Technology group and involves the implementation of a new LIMs system that will eliminate manual data entry, enhance reporting and enable data sharing. The project has a scheduled go-live date of September 2012.



Photo: Flow-through cell used in surface mapping program

This year's operating budget also includes costs of \$227,000 for operating, maintaining and replacing the CSO flow meters that were previously included in the CIP. These costs are considered part of ongoing operational costs now that the CSO Phase I Facilities are complete. In addition, this year's operating budget includes more than \$200,000 for the maintenance and service agreements associated with new WWTF process control systems and graphic interface.

Financial Management

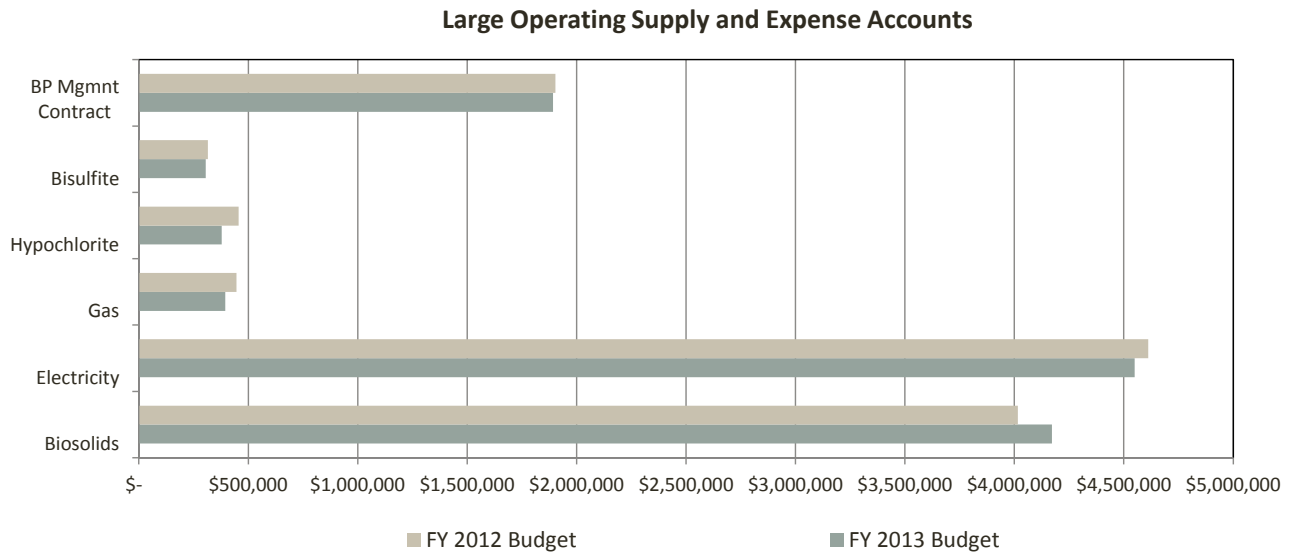
The most significant financial challenges facing NBC include financing the CIP along with the operation and maintenance of the new facilities once they become operational. This budget reflects a 2.25% increase in user fees effective July 1, 2012 and a 7.5% increase in user fees effective January 1, 2013, for debt service and debt service coverage required to support the financing of the CIP. In addition, NBC finished FY 2012 significantly under budget allowing the budgeting of a \$950,000 revenue fund balance in FY 2013. Overall, budgeted operating revenue is 6.0% higher on a year-to-year basis.

In terms of expense, the FY 2013 budget reflects a 0.4% increase in Operating and Maintenance (O&M) costs. Personnel costs comprise 54.6% of total O&M and show a modest increase of 1.6% over the FY 2012 budget amount. This includes contracted step increases and cost of living adjustments (COLA) for union employees and merit increases for non-union employees, the net impact of increased health insurance premiums and employee co-pays and a reduction in budgeted turnover.

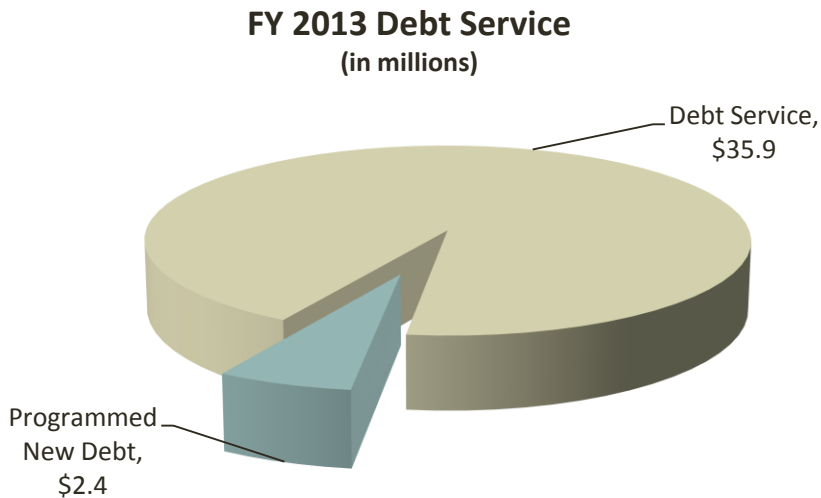
Operating Supplies and Expense represents 38.1% of the O&M costs and shows a net decrease of \$113,000 or 0.8% from FY 2012 levels. Costs for biosolids disposal are projected to increase by \$155,000 or 3.9% in FY 2013 as a result of a 3.12% increase in the contracted disposal rate offsetting lower projected dry ton production. Electricity is the largest line item in this category, with a FY 2013 budget of \$4,549,440 which is \$62,000 or 1.3% less than last year. This reflects increased use at Field's Point for the new BNR facilities and lower projected usage for both Bucklin Point and the pumping stations. The FY 2013 combined chemical budgets for hypochlorite and sodium bisulfite are \$88,000 or 11.4% lower than the prior year's budget as a result of lower projected usage which offsets the increased per unit cost. 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 \$52,000 or 11.6% on a year-to-year basis.

Professional Services makes up 7.3% of the O&M costs and the FY 2013 budgeted amount in this category is \$58,000 or 2.1% lower than FY 2012. 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 following chart provides a comparison of the FY 2012 and FY 2013 budgets for large operating accounts.



NBC anticipates additional borrowings in FY 2013 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 2013, this budget reflects programmed new debt of \$2.4 million. Overall, the budgeted amount for debt service, programmed new debt and debt service coverage is \$4.8 million or 10.6% higher than the FY 2012 level. The following chart shows the FY 2013 budgeted debt service.



The FY 2013 operating capital outlays account for 4.1% of this year’s budget. On a year-to-year basis there is a 29.7% increase or \$855,000 over the prior year. This year’s budget includes three significant projects; the NBC Campus-Wide Security System, replacement of NBC’s server infrastructure and the annual personal computer refresh. In addition, the operating capital outlays budget reflects the impact of the asset management plan which identifies items that need replacement in order to maintain NBC’s infrastructure such as bar racks and pump motors for the pump stations which carry flow to the wastewater treatment facilities. Lastly, the FY 2013 operating capital budget includes nearly \$20,000 for new GPS hardware for fleet vehicles.

Staffing

NBC's FY 2013 budget reflects organizational changes necessary for NBC to meet its operational needs. The total number of FTEs funded in FY 2013 is 259 positions, which is one less than the prior year. One new position in the Administration and Finance Division is needed to support the Laboratory Information Management System (LIMS) which provides a central database for all Laboratory and EMDA required testing and analysis. In addition, a Dispatcher in the Interceptor Maintenance section and an Assistant Inventory Control Clerk in the Field's Point section that were funded in the FY 2012 budget are not funded in this year's budget.

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 FY 2013 is the second year of the three year contract successfully negotiated last year. In FY 2013, NBC will continue to offer a strong benefits package. In order to continue to provide quality health insurance and control costs, employees will increase their contribution to health insurance premium co-pays. NBC will offer a Workplace Wellness initiative that includes an incentive component for employees who actively participate in wellness programs.

In addition to Workplace Wellness, NBC places a high importance on worker safety. As a result of those efforts, NBC's budgeted workers compensation premium is \$55,000 lower than last year. This accomplishment reflects a low experience modification, indicative of fewer and less significant workers compensation claims.

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. The convenience charge collected from customer credit card payments covers the processing costs for those transactions while the operating budget supports the costs for processing electronic checks of approximately \$12,000.

In terms of communication, the FY 2013 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. As part of its public outreach program, NBC also plans to conduct additional neighborhood meetings to address concerns about the impact of construction activity on neighborhoods and businesses.

Fiscal Year 2012 in Review

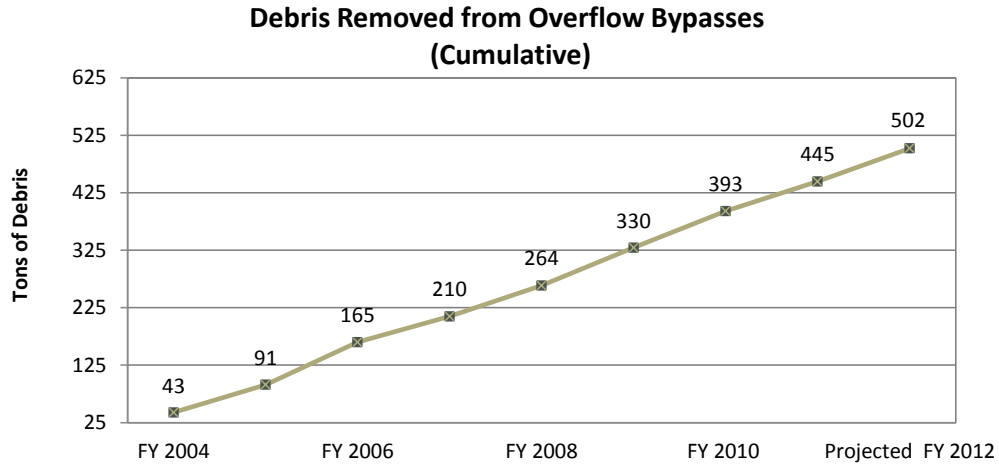
In FY 2012, the NBC organization achieved a noteworthy 135 accomplishments. Approximately 33% or 44 accomplishments are focused on NBC's Core Business. In addition, 30% were focused on Financial Management. The following table outlines the percentage of accomplishments by goal and also the totals by division.

FY 2012 Major Accomplishments						
Strategic Plan Goals	Executive	Administration & Finance	Operations & Engineering	Planning, Policy & Regulation	Total	Percentage of Goals
Core Business	5	10	17	12	44	33%
Environmental	1	-	-	2	3	2%
Financial Management	4	25	7	4	40	30%
Customer Focus	2	4	3	9	18	13%
Staffing	3	3	3	4	13	10%
Communication	3	1	-	6	10	7%
Organizational	5	2	-	-	7	5%
	23	45	30	37	135	100%

From a wastewater treatment standpoint, FY 2012 was another successful year for NBC. NBC completed the third full year of operating the CSO Phase I Facilities resulting in the capture and subsequent treatment of more

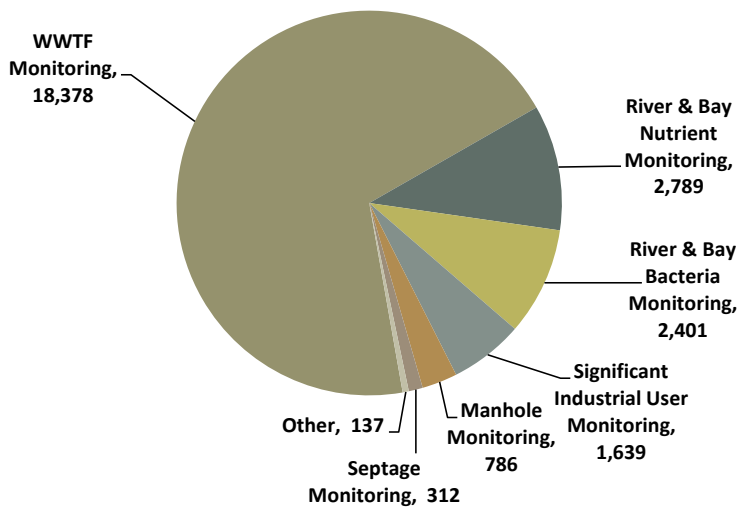
than 4 billion gallons of combined water and wastewater. The Field's Point treatment facility received EPA's 2011 Regional Excellence Award for Region 1. In addition, Field's Point was named the "Most Efficient Large Secondary Wastewater Treatment Facility" from the Narragansett Water Pollution Control Association and received a Silver Award from the National Association of Clean Water Agencies (NACWA) for treatment excellence.

In FY 2012, 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 years and is projected to reach 502 tons in FY 2012.



NBC continued its monitoring initiatives in FY 2012, 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. Overall, the NBC staff took more than 26,400 samples in calendar year 2011, with 70% related to WWTF monitoring as is evident in the following chart.

NBC Sampling Activity in Calendar Year 2011



NBC continued to make investments in capital projects show environmental leadership. Construction of the Field's Point WWTF BNR Facilities (Contract 109) continued and some of the new equipment was brought on-line

in FY 2012. A new Operations Building at Field's Point constructed as part of Contract 109 became occupied in FY 2012. The NBC received Silver LEED Certification for the facility through the diversion of construction waste disposal from the landfill, the reuse of salvaged materials and use of materials with high recycled content. NBC also used materials with lower emissions such as adhesives, sealants, paint and composite woods to comply with Green Label Air Quality. This leadership in design serves as an example of NBC's commitment to the environment.

From a financial point of view, FY 2012 was a strong year for NBC as NBC projects that it will finish the fiscal year \$3.2 million under budget with respect to operations and maintenance expense and \$3.8 million under budget with respect to debt service. In FY 2012, NBC executed a \$25.75 million loan from the RICWFA that included a principal forgiveness portion for "green" projects of approximately \$354,000. 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.

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).

NBC's FY 2012 Operating Budget was awarded the GFOA Distinguished Budget Award for the tenth consecutive year with Special Recognition for Capital for the third consecutive year. NBC also was awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2011 Comprehensive Annual Financial Report, for the tenth consecutive year. NBC's consistently sound financial performance is evident with 20 consecutive years of operating surpluses.

With respect to Information Technology (IT), NBC's IT department began the implementation of a new Laboratory Information Management System (LIMS) which will provide a central database for all Laboratory and EMDA required testing and analysis. 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 will lower maintenance fees and align the operating system, databases, and applications.

From a human resources standpoint, NBC received the annual Chamber of Commerce Exemplary Worksite Health Award for the fifth consecutive year and several workplace wellness and training programs were offered to NBC staff.

From a public outreach perspective, NBC delivered its elementary educational program through the Woon Watershed Explorers Program to over 500 hundred elementary students in ten service area schools, as well as water quality education to high-school students. NBC also held its second annual "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 The NBC's World Toilet Day exhibit received a National Achievement Award from the National Association of Clean Water Agencies for Excellence in Public Education.

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



Photo: Students examines a horseshoe crab at the annual student conference

environmental initiatives. NBC collaborated with EPA and RIDEM on ARRA funded initiatives. NBC also performed community outreach with Providence neighborhoods concerned about CSO odor control and areas impacted by the CSO Phase II construction.

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 2013, NBC is committed and will continue to work to protect its community, ratepayers and all Rhode Islanders through the enhancement of water quality in Narragansett Bay.

A handwritten signature in black ink, appearing to read "Raymond J. Marshall". The signature is fluid and cursive, with a long horizontal stroke at the end.

Raymond J. Marshall, P.E.
Executive Director

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 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

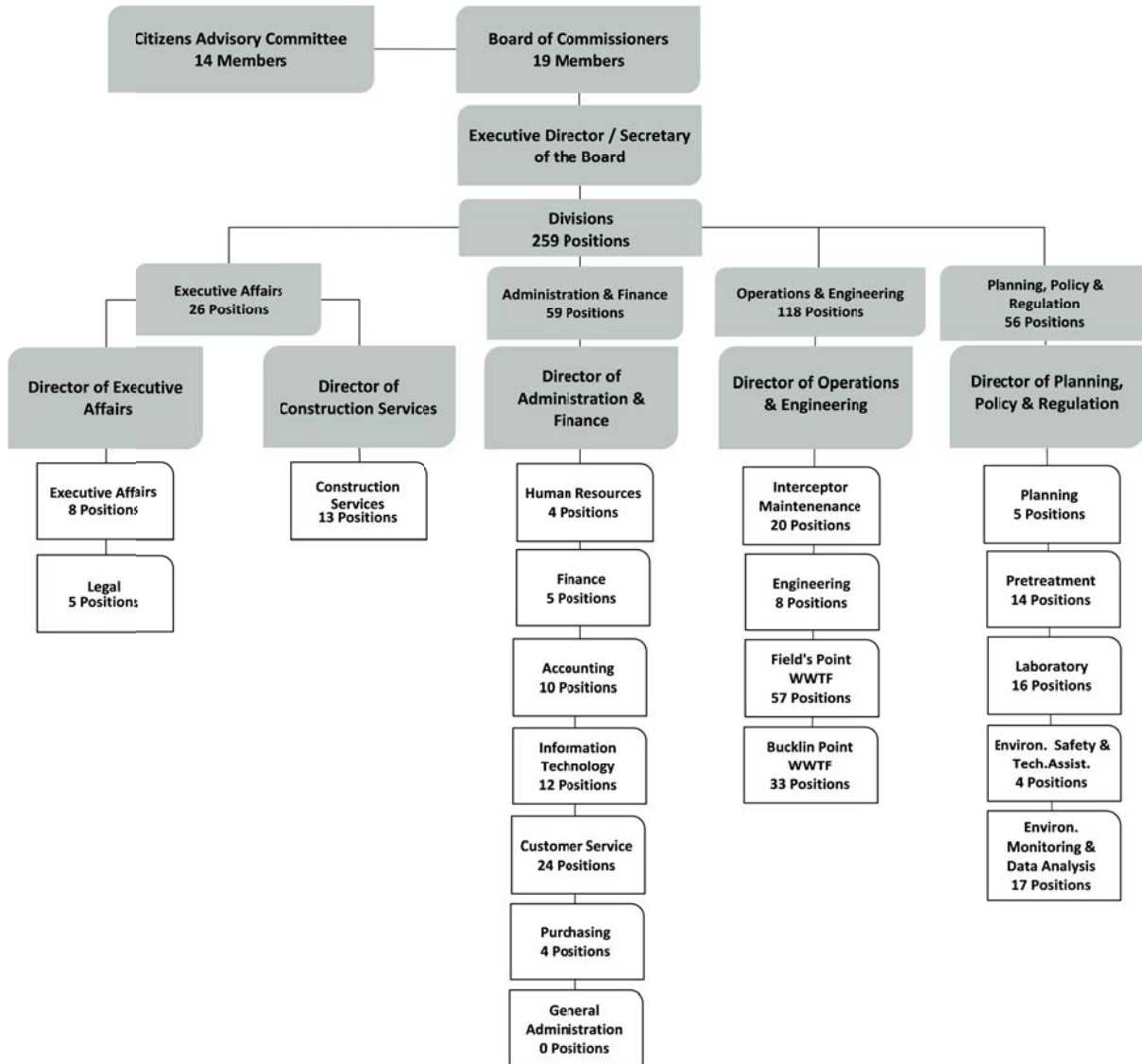
NBC is governed by a 19 member Board of Commissioners (Board). The Board consists of nine members representing the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates a balanced budget, to approving contracts 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.

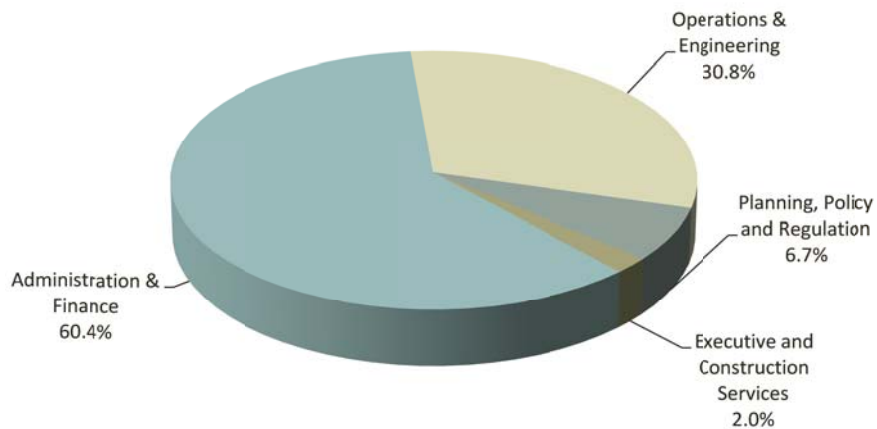
NBC Organization

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 2013 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 AND FINANCE:

Provides administrative and support functions, including the finance department, 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.

OPERATIONS & ENGINEERING 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.

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.

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

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.

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

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

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

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.

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

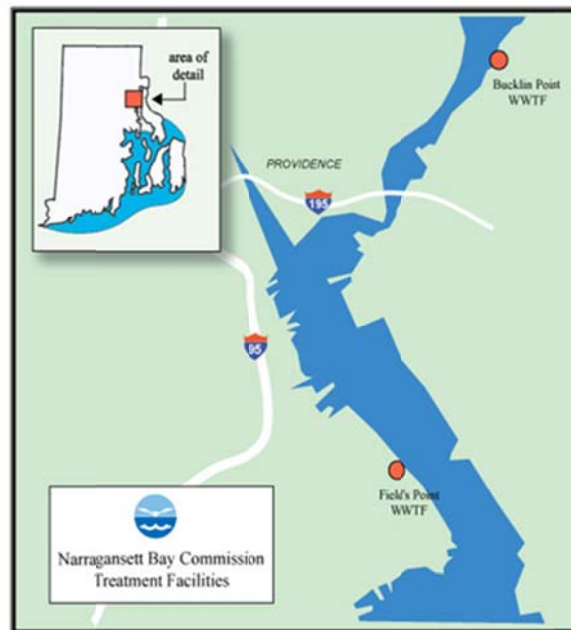
NBC executed a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) Abatement Program. The first phase of the CSO Program was implemented in the fall of 2008. Additional CSO facilities must be constructed in Phase II and Phase III of the CSO program to address the remaining CSO volume. The CSO Phase II facilities are currently under 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. NBC executed a Consent Agreement with RIDEM to design and construct improvements at both the Bucklin Point and Field's Point WWTF's to achieve these limits. Construction of nitrogen removal facilities at Field's Point is ongoing and upgrades to the nutrient removal facilities at Bucklin Point began in March 2012.

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 the occurrence of certain enumerated events and other such provisions. NBC must also undergo an annual credit review with Standard & Poor's as part of the VRDB.

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, reconstructed in the 1980s and currently undergoing nitrogen removal upgrades, the Field's Point WWTF provides secondary treatment for dry flows of up to 65 million gallons per day (MGD) and 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.

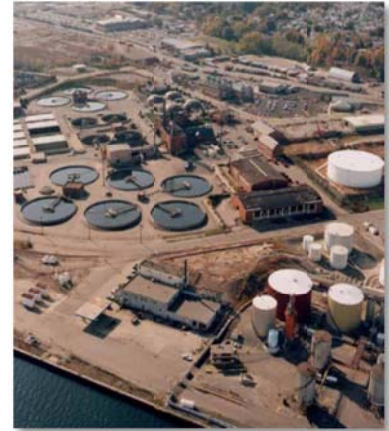


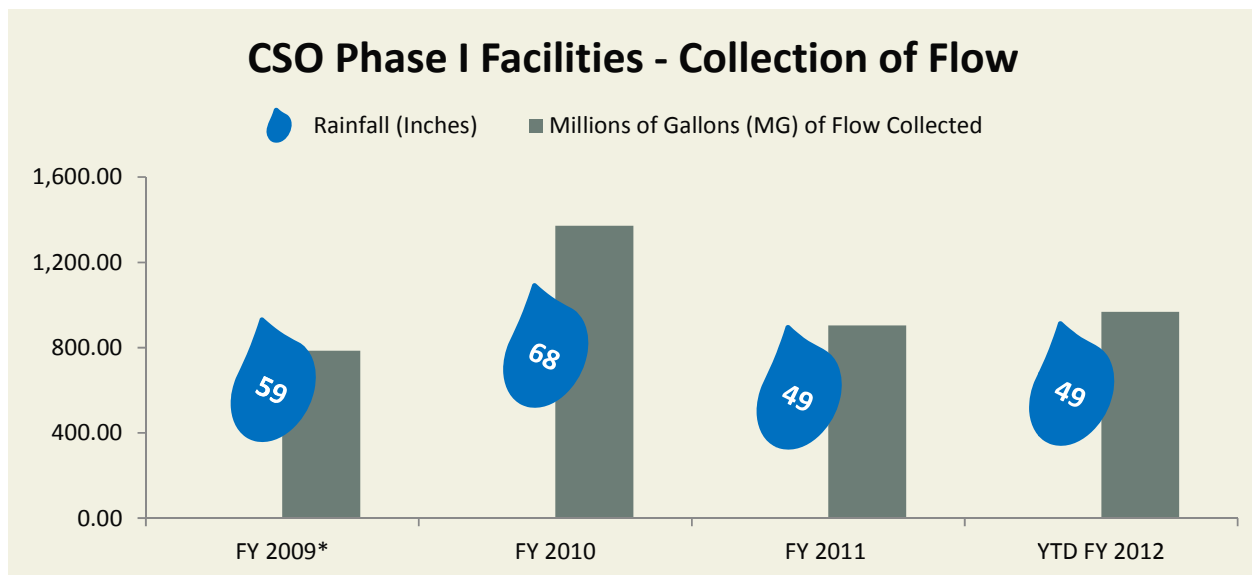
Photo: Aerial View of Field's Point

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 Tunnel Pump Station is also adjacent to the Field's Point WWTF and pumps flows stored in the Phase I CSO Tunnel to the Field's Point WWTF.

NBC maintains 20 flow metering stations to measure flows at various points in the sewer system. In addition, NBC owns and is responsible for the maintenance and correction of 37 CSO's, 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 and Tunnel Pump Station

NBC's CSO Phase I Facilities became operational in FY 2009. The centerpiece of the facilities is a three mile long, 250 foot deep tunnel. During periods of significant precipitation, drop shafts transport combined stormwater and wastewater from various locations into the tunnel for storage until the flows can be pumped to the Field's Point WWTF for safe treatment and discharge. Since its inception, over 4 billion gallons of flows that previously would have overflowed directly into rivers and Narragansett Bay, have been stored and treated. The graph below shows the millions of gallons of flow collected and rainfall from FY 2009 to date.



*Facilities operational in November 2008

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

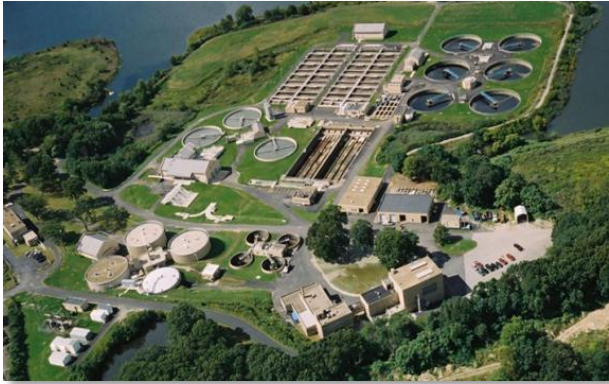


Photo: Bucklin Point Wastewater Treatment Facility

most technologically advanced treatment plant in the state. The facilities provide secondary treatment for flows of up to 46 MGD and primary treatment for flows up to 116 MGD.

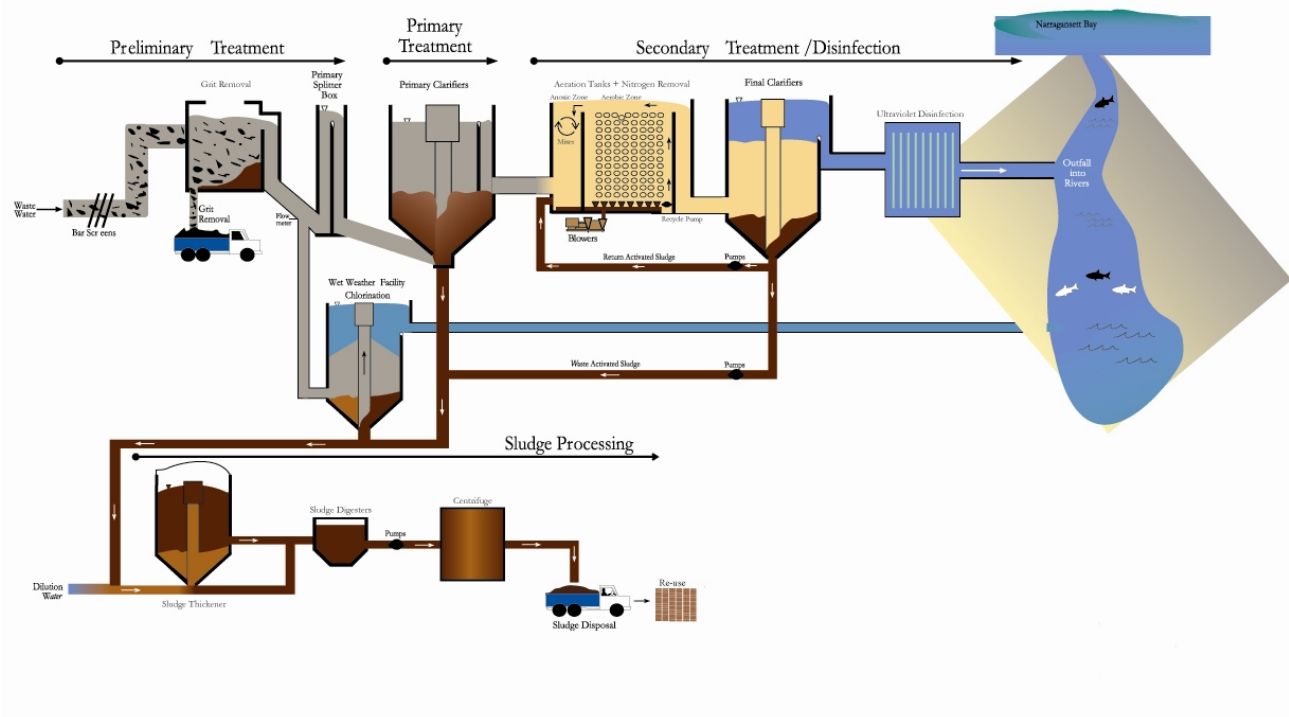
NBC also owns and operates the Omega Pump Station in East Providence and the Saylesville Pump Station and the Washington Highway Pump Station in Lincoln.

NBC is responsible for 26 Combined Sewer Overflows in the Bucklin Point service area 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 twenty-four hours per day, three hundred and sixty-five days-a-year.

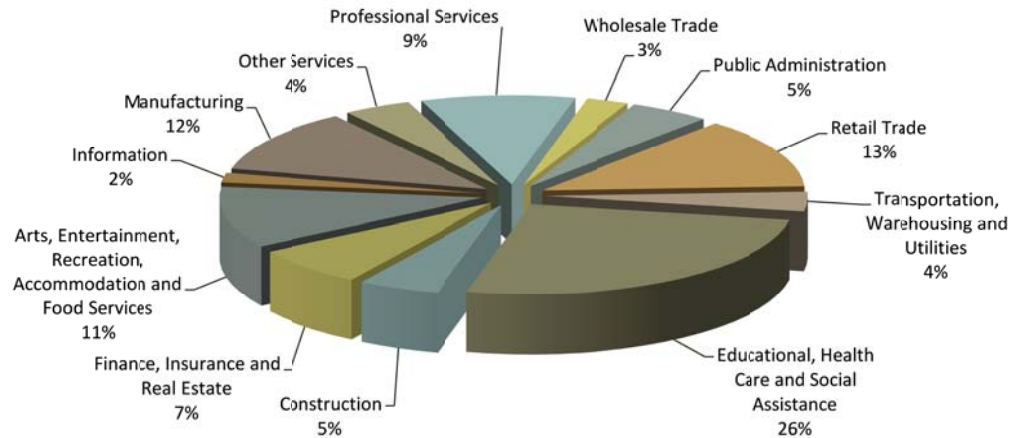
The schematic below shows the state-of-the-art treatment process at the Bucklin Point WWTF.



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 2010.

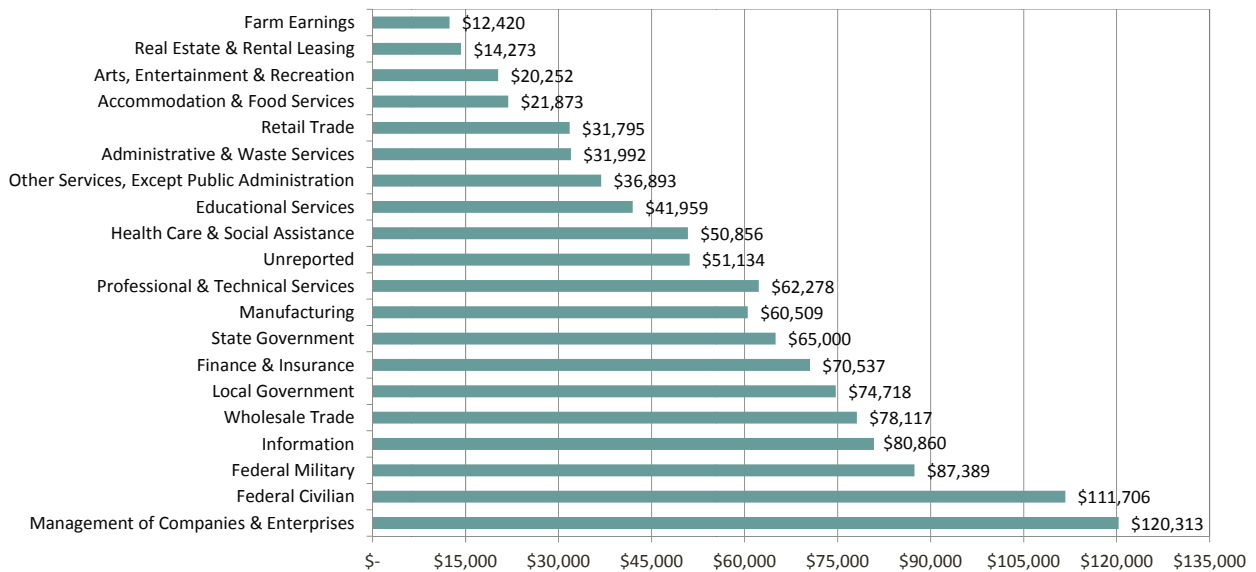
Estimated Employment by Industry



Source: U.S. Census Bureau, 2010 American Community Survey

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 2010.

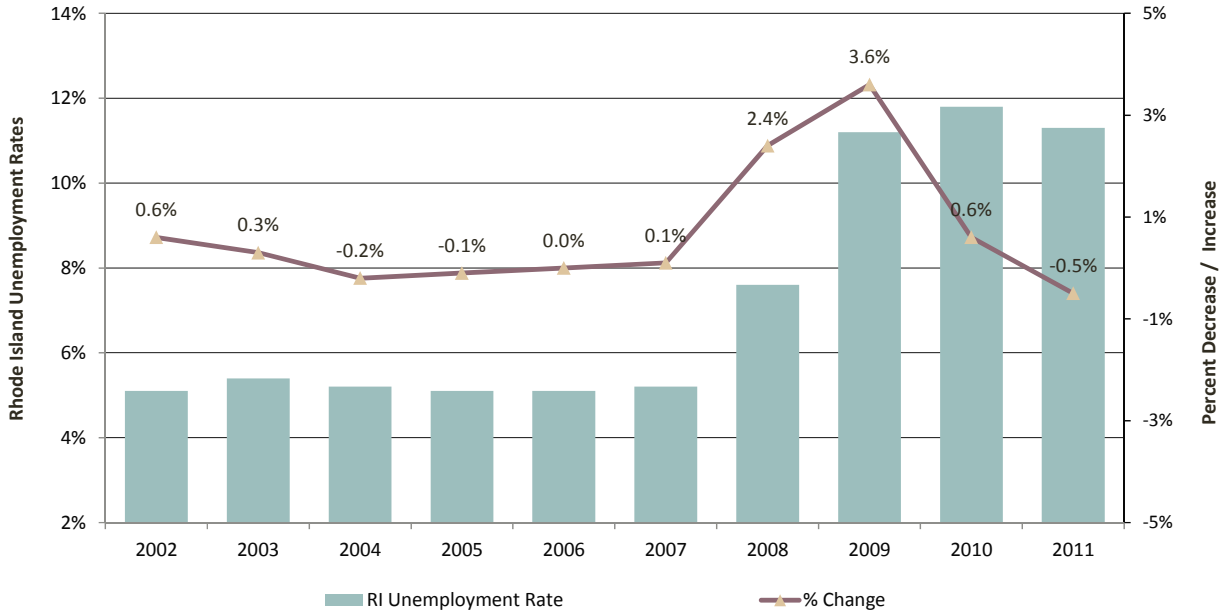
Rhode Island Average Annual Earnings per Employee by Major Industry



Source: United States Regional Economic Analysis Project. Average Earnings Per Job by Major Industry, Rhode Island 2010

The graph below, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures over the past ten years for Rhode Island. It can be seen that the Rhode Island unemployment rates have increased significantly since 2008. The rates increased 3.6% in 2009 and an additional 0.6% in 2010 to 11.8%. In 2011 the unemployment shows a 0.5% decline over the prior year with a rate of 11.3%.

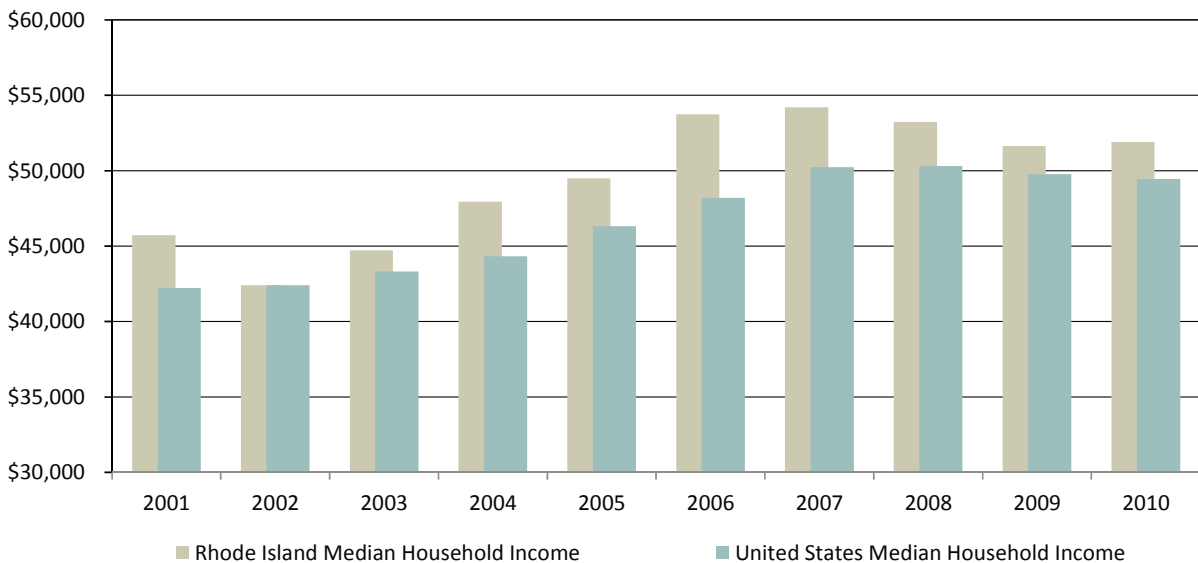
Rhode Island Average Annual Unemployment Rates



*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 2001-2010 compared to national statistics. Rhode Island's median household income has remained above the national average since the year 2001.

Median Household Income - Rhode Island vs. United States

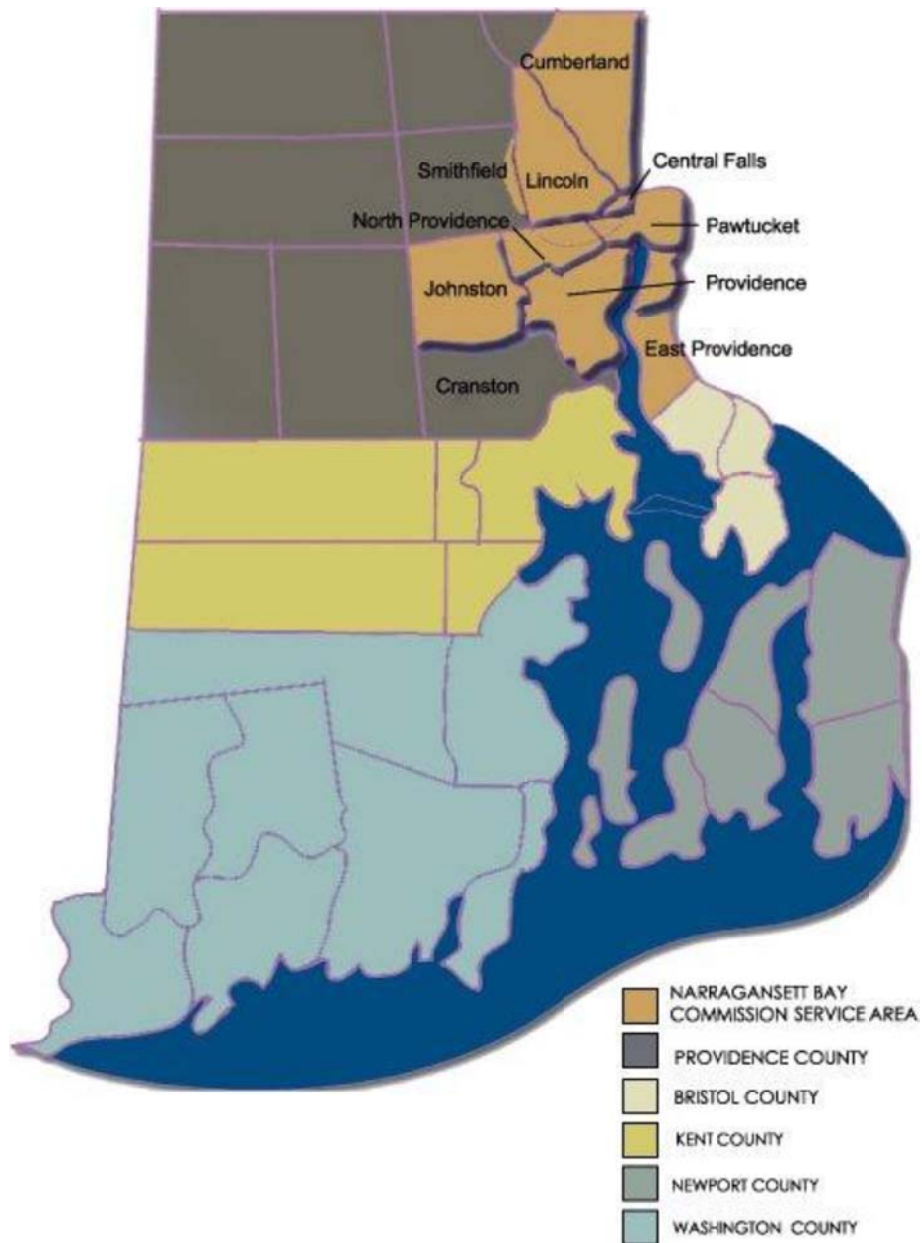


*Source: United States Census Bureau – Historical Income Tables

NBC Service Area

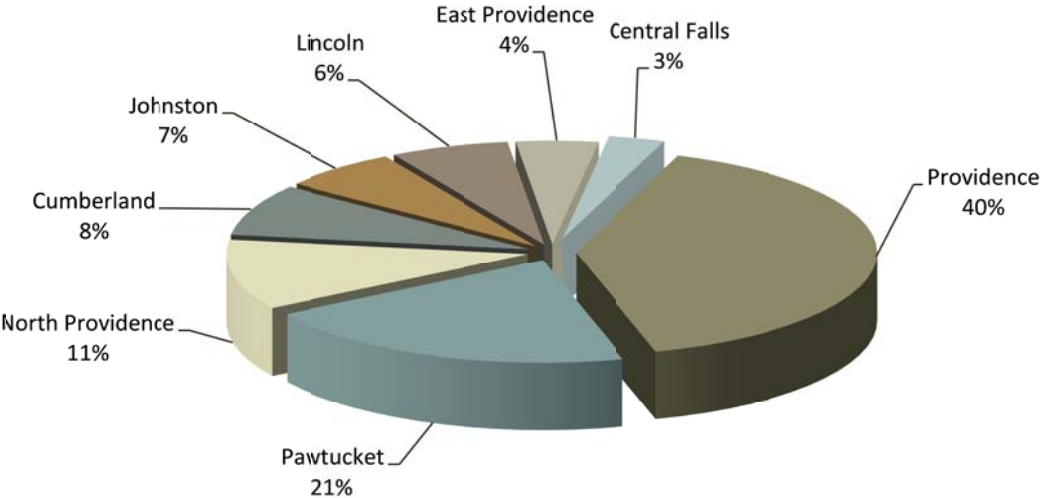
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,800 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, 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.

Number of Accounts by Community

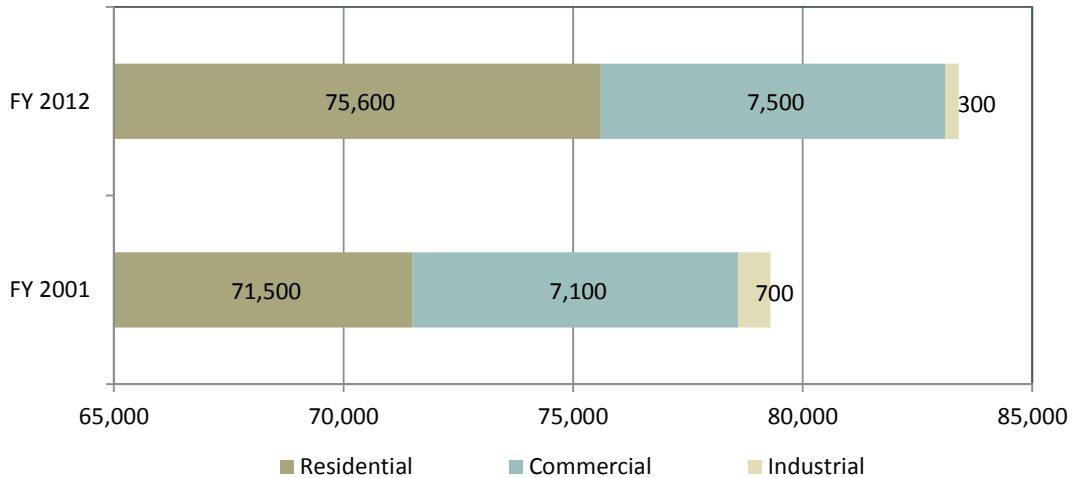


The residential customer class has approximately 75,600 accounts, while the non-residential class has approximately 7,800 accounts. The largest NBC customers are service and education providers and NBC’s ten largest customers based on FY 2011 billings are listed in the table below:

Customer	Total Annual Billing FY 2011	Percentage of Total Annual User Charges
Brown University	\$ 1,212,526	1.66%
Rhode Island Hospital	1,158,052	1.58%
Providence Housing Authority	1,116,355	1.52%
City of Providence	567,978	0.78%
City of Pawtucket	543,976	0.74%
Providence School Department	485,562	0.66%
Providence College	357,644	0.49%
Johnson & Wales College	322,658	0.44%
Fairfield Residential	314,273	0.43%
State of Rhode Island	298,673	0.41%

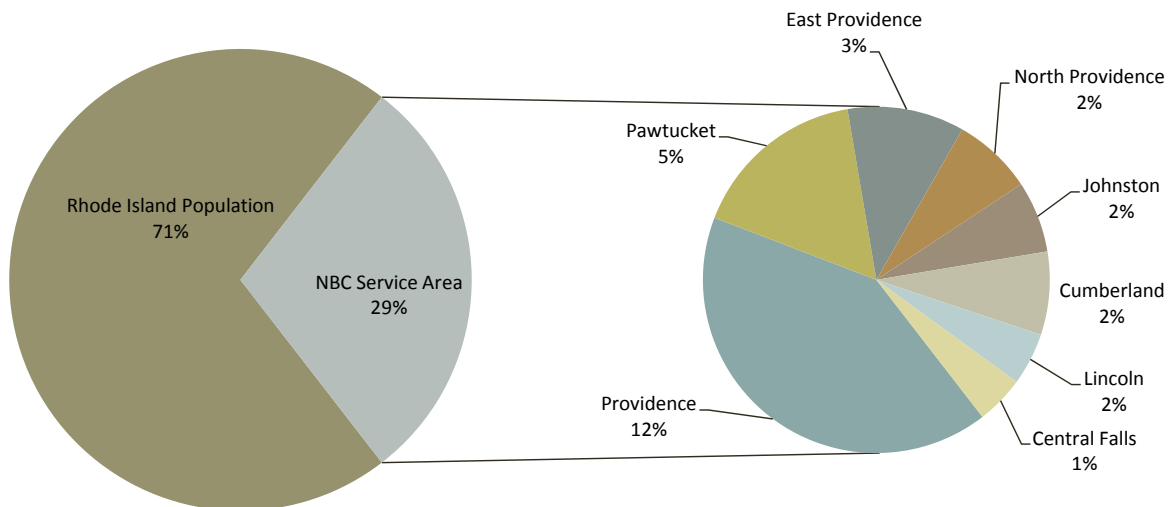
Over the last eleven years there has been a shift in NBC’s rate base, most notably as a result of a decline in the number of Industrial accounts. Since 2001, the number of Industrial accounts has decreased by 57% from 700 to 300. Over this same time period, the number of Residential and Commercial accounts have increased by 6% and 13% respectively.

Number of Accounts by Customer Class



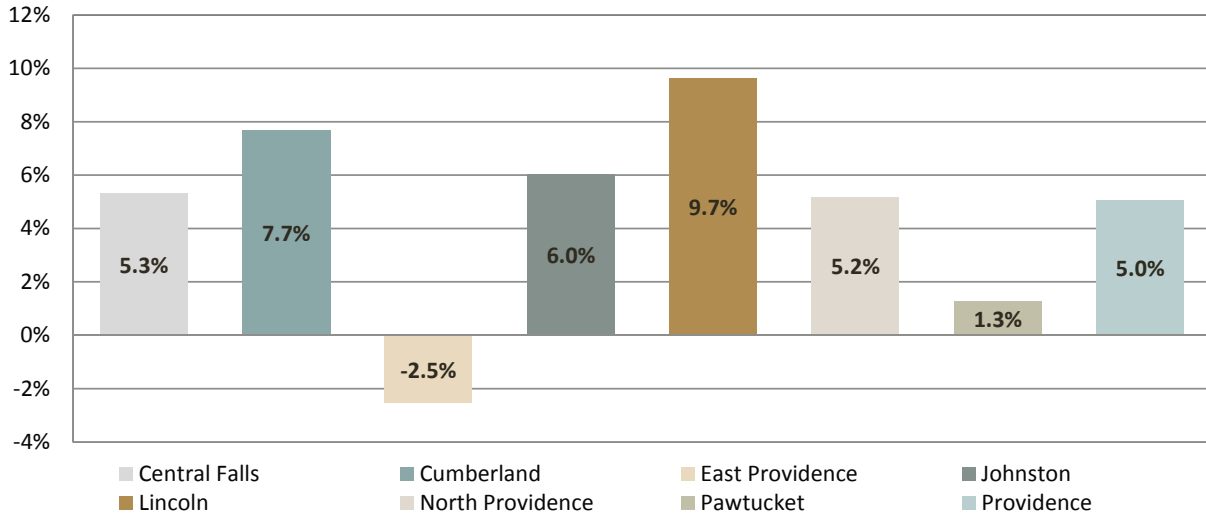
NBC Service Area Population and Statistical Information

The total population for Rhode Island based on the 2010 US Census is 1,052,567. The graph below shows the NBC’s service area population compared to the RI population. NBC services approximately 29% of the RI population with the majority of its customers in the area of Providence at 12% followed by Pawtucket at 5%.



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 2010 to 2025. 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 7.7% and 9.7% respectively. The population in East Providence is projected to decline by 2.5% over this period.

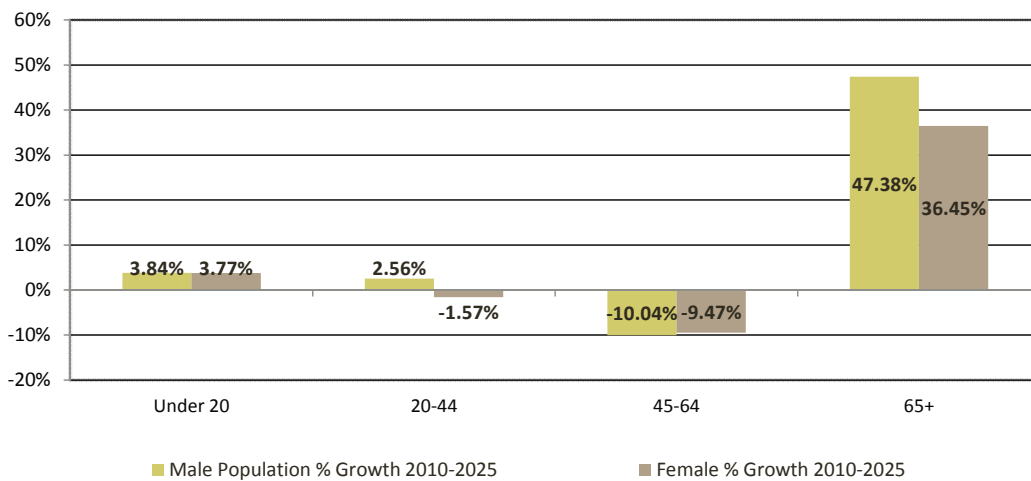
Projected Population Growth by City/Town 2010 - 2025



Source: Rhode Island Statewide Planning – Population Projections

The graph below illustrates the projected population growth from 2010-2025 in the NBC service area according to age group and gender. The population is projected to decrease in the 20-44 age groups for females and in both the male and female populations for the 45-64 age groups. The steepest decline will be among the male population in the 45-64 age groups at 10.04%. The population is projected to increase in the Under 20 age group for females, the 20-44 age groups for males, and for both males and females in the 65+ age groups. The most significant increase will be for males within the 65+ age group at 47.38%.

NBC Service Area Projected Population Percent Growth by Age Group and Gender 2010-2025



*Source: Rhode Island Statewide Planning- Population Projections

The Strategic Plan and the FY 2013 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 again in 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

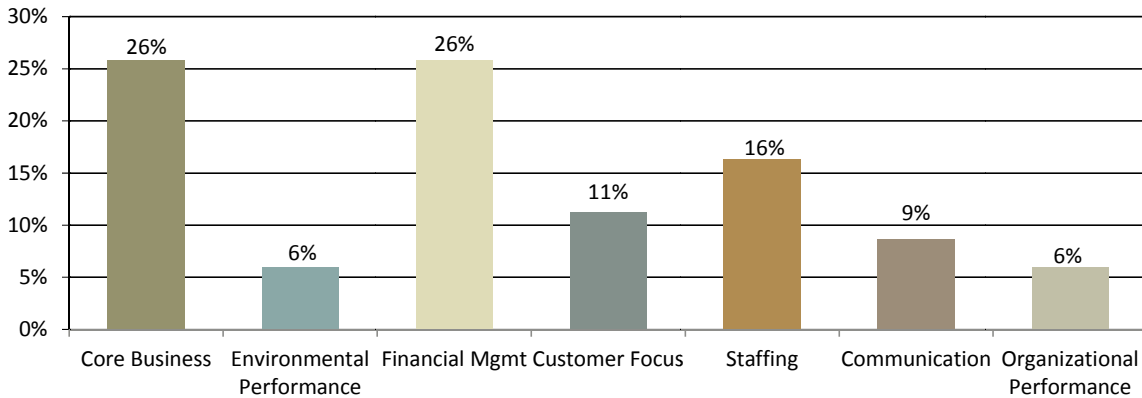
Improve and enhance internal and external communications.

Organizational Performance

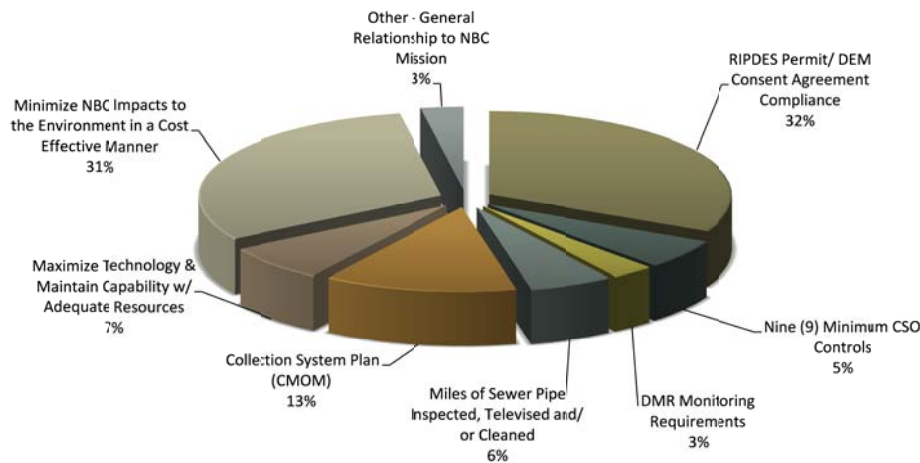
Ensure that the NBC organization is aligned with and supports our strategic goals.

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. Program Managers determined that 26% of the Actions for Achievement were aligned to each the Core Business and Financial Management goals. Sixteen percent of the Service Level Objectives relate to staffing. 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

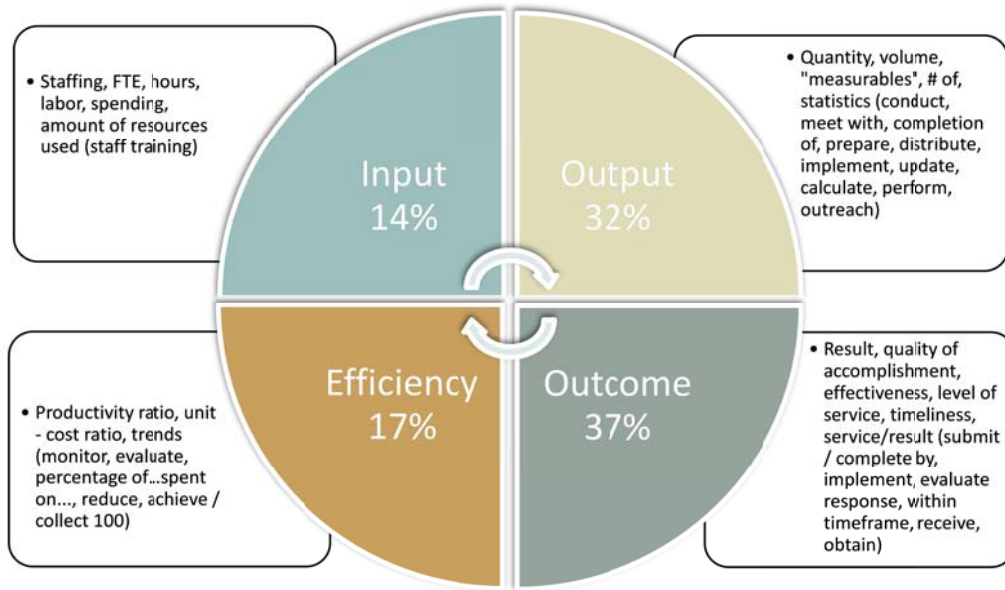


The Strategic Plan is also integrated into the Capital Improvement Program. Due to the increasing complexity of the CIP and NBC’s funding constraints, NBC evaluated proposed capital investments in light of their strategic value. NBC’s Strategic Plan ensures the ability to meet water quality objectives 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.

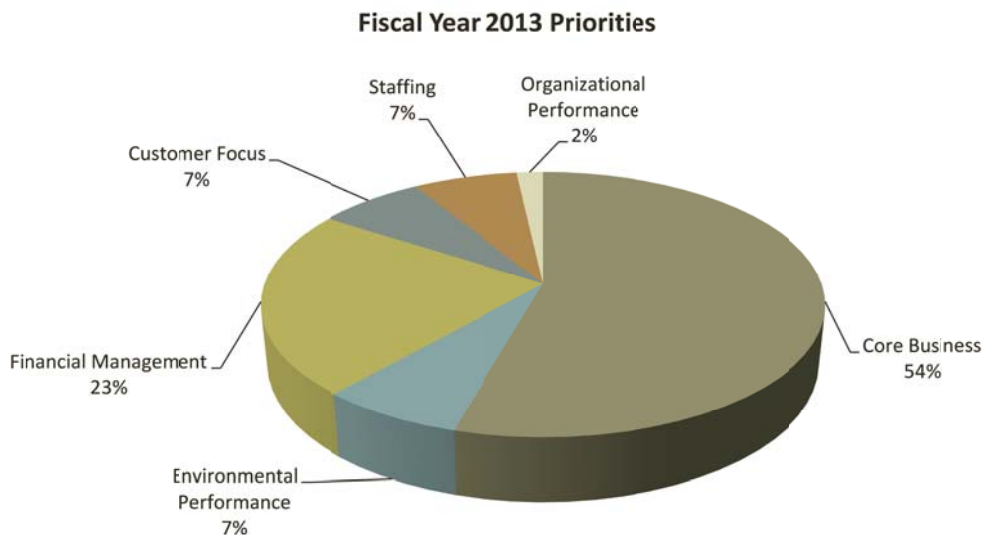


Of the 50 CIP projects, 32% are related to the RIPDES Permit/DEM Consent Agreement Compliance Objective and 31% are to Minimize NBC’s Impacts to the Environment in a Cost Effective Manner. In addition, 13% are related to the Collection System Plan Objective which relates to capacity management and operation and maintenance of NBC’s collection and treatment system.

Actions for Achievement are then linked to each Programs target measures by one of four types of performance indicators. The four types of performance indicators are input, output, efficiency, and outcome as identified in the following matrix. Each quarter of the matrix represents the percentage of the target measures by indicator for the entire NBC Organization. Of the 192 target measures, the majority or 37% are Outcome or result related, whereas 32% or 62 of the measures are quantifiable or Output related. The remaining 59 measures or 31% correlate to resources used or productivity and are either Efficiency or Input related. Both the Actions for Achievement and the Target Measures are further outlined in the Division Summaries section of this document. Each of the Division summaries further provides a chart outlining their performance data by performance indicator.



This year each section included their top three priorities for FY 2013 and corresponded it with a key code from the Strategic Plan. These are outlined further in the Division summaries section of this document. A total of 57 priorities have been proposed for FY 2013 for the NBC. Of these priorities, 54% or 31 priorities are categorized under Core Business followed by Financial Management at 23% or 13 priorities. A graph below shows the percentage of priorities by goal action for achievement.



The Goal Actions for Achievement by Key Code are defined in detail on the following page.

Goal Actions for Target Measures by Key Code

Core Business

- CB 1 - Complete projects on schedule, within budget, in the most cost-effective manner and in compliance with RIDEM requirements and ARRA requirements
- CB 2 - Provide prosecutorial function to NBC staff to ensure compliance with NBC requirements
- CB 3 - Provide environmental legal assistance on regulatory compliance matters
- CB 4 - Continue the level of network stability with the highest level of service uptime
- CB 5 - Maximize productive use of automation and computerization throughout the agency
- CB 6 - Ensure IT maintains and improves security systems and applications
- CB 7 - Provide adequate training opportunities to ensure user comfort with our systems and processes
- CB 8 - Ensure all facility inspections are completed on time and deficiencies corrected in a timely manner
- CB 9 - Maintain ongoing inspections and maintenance of NBC's building, plant, equipment and property
- CB 10 - Comply with all State and Federal reporting requirements on reporting bypass events
- CB 11 - Maintain an asset management program for NBC's infrastructure and invest in capital investments as needed
- CB 12 - Achieve 100% compliance on RIPDES permit and consent agreements
- CB 13 - Ensure safe and reliable wastewater processing through effective asset management and higher treatment performance for TSS and BOD than is required by permit
- CB 14 - Develop Standard Operating Procedures for new facilities and upgrades into NBC operational tasks
- CB 15 - Maintain full compliance with all requirements of CSO Stormwater permits for both WWTF's
- CB 16 - Maintain NBC Laboratory quality and resources necessary to meet State and Federal certifications
- CB 17 - 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), the Environmental Protection Agency (EPA), Department of Health (DOH) and regulations for calibration of instruments, etc.
- CB 18 - Sample, collect and analyze all data of NBC's collection systems, treatment systems, receiving waters and SIU's to ensure all State/RIPDES/Federal requirements are met or exceeded
- CB 19 - Provide cost effective administration of NBC facilities

Environmental Performance

- EP 1 - Take an active role in initiating an effective sampling and modeling effort that has the support of various stakeholders in the environmental science community
- EP 2 - Minimize environmental pollution
- EP 3 - Continuously evaluate the NBC Program and report the data to the public
- EP 4 - 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
- EP 5 - Provide technical assistance to evaluate energy conservation and renewable energy opportunities at NBC facilities
- EP 6 - Document water quality data and improvements
- EP 7 - 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

- FM 1 – Strengthen liaison with the congressional delegation
- FM 2 - Conduct lien sales to minimize outstanding accounts receivable and bad debt
- FM 3 - Maximize the efficiency and effectiveness of the billing and collection process
- FM 4 - Effectively manage employee benefits to maximize benefits and minimize costs
- FM 5 - Ensure sufficient operating budget and capital budget funding with least ratepayer impact
- FM 6 - Ensure NBC receives the lowest cost of borrowing
- FM 7 - Develop and administer high quality annual operating budget and CIP
- FM 8 - Process and evaluate all capital invoices for ongoing projects
- FM 9 - Ensure audited financial statements are in compliance with the “Generally Accepted Accounting Principles”
- FM 10 - Compliance with flow of funds restrictions as set forth in the trust indenture
- FM 11 - Compliance with IRS rules and regulations
- FM 12 - Compliance with State of RI rules and regulations
- FM 13 - Increase efficiency and accuracy of user charge billing
- FM 14 - Ensure timely collection of accounts
- FM 15 - Ensure goods are purchased in a timely, efficient and cost effective manner
- FM 16 - Evaluate utility and chemical contracts
- FM 17 - Minimize unplanned capital expenditures
- FM 18 - Reduce number of Workers’ Compensation claims
- FM 19 - Optimize hypochlorite addition to the effluent by monitoring and adjusting processes as needed
- FM 20 - Reduce emergency maintenance expenditures and devise cost-saving initiatives
- FM 21 - Administer the connection fee structure in a fair and accurate manner
- FM 22 - Explore the development of new grant/funding sources for various projects
- FM 23 - Assist with benchmarking NBC energy use by updating NBC’s Energy Star Portfolio Manager Accounts and monitor energy star performance and energy savings opportunities for NBC Facilities and Operations

Customer Focus

- CF 1 - Maintain programs that give back to the community
- CF 2 - Communicate with and update local residents on construction of CSO Phase II plans and schedules
- CF 3 - Provide prompt and efficient legal services
- CF 4 - Enhance internal communications to ensure consistency and reliability
- CF 5 - Review customer accounts and develop relationships with large users
- CF 6 - Maximize customer focus attitude
- CF 7 - Ensure compliance with Federal and State purchasing laws
- CF 8 - Work towards maximum satisfaction of internal customers
- CF 9 - Provide prompt, courteous responses to all customer requests
- CF 10 - Work to create a customer focused attitude to enhance the efficiency of the permitting program
- CF 11 - Conduct projects that give back to the Cities/Towns and State
- CF 12 - Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements
- CF 13 - Maintain training and technical assistance efforts provided by NBC’s Programs

Staffing

- S 1 - Foster a positive working relationship with employees through effective communication
- S 2 - Administer hiring procedures to retain skilled and experienced staff
- S 3 - Ensure compliance with Federal and State labor laws
- S 4 - Encourage and provide staff training
- S 5 - Encourage and support an adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed
- S 6 - Provide ongoing technical training to optimize team performance
- S 7 - Provide a healthy and safe working environment
- S 8 - Maintain number of health and safety training hours per employee
- S 9 - Develop mechanisms and establish opportunities for continued growth and professional development

Communication

- C 1 - Continue to expand public outreach regarding NBC programs
- C 2 - Expand the successful watershed education program for students
- C 3 - Proactively manage the public and legislative affairs related to NBC's ongoing activities
- C 4 - Effectively communicate status of capital projects to staff and Board members
- C 5 - Conduct or coordinate presentations to educate NBC staff and public about legal aspects of NBC projects/matters
- C 6 - Enhance operating budget, CIP and compliance reports as a communication device
- C 7 - Maintain internal communication process for the permit program
- C 8 - Educate internal and external customers on NBC programs, changes and issues
- C 9 - 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

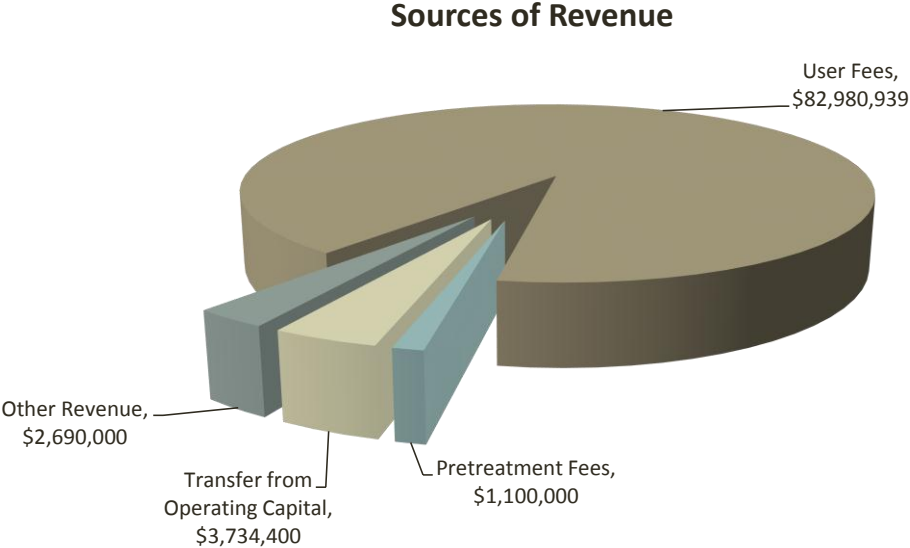
- OP 1 - Conduct NBC business in an open manner
- OP 2 - Promote diversity in hiring practices
- OP 3 - Ensure compliance with state ethic requirements
- OP 4 - Ensure compliance with regulatory agenda filing requirements
- OP 5 - Ensure compliance with requirements for disclosure of consultants
- OP 6 - Provide end user technology and systems to meet NBC's strategic goals

Budget Summary Information

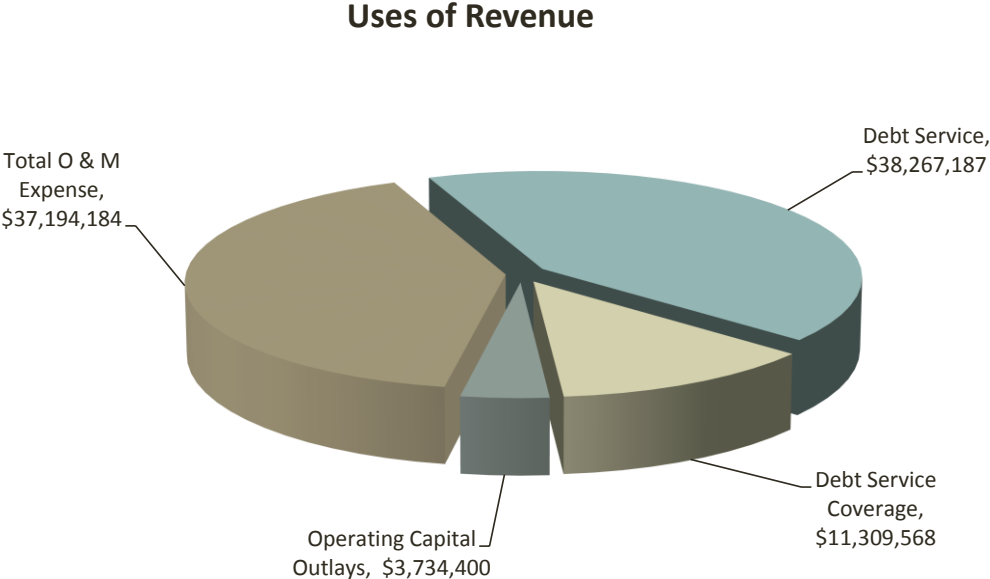
Budget Overview

	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenue			
Operating Revenue:			
User Fees	\$ 73,412,706	\$ 78,206,176	\$ 82,980,939
Pretreatment Fees	1,109,709	1,101,919	1,100,000
Septage	293,718	300,000	300,000
Connection Permit Fees	82,914	120,000	90,000
BOD/TSDS Surcharges	44,704	50,000	110,000
Miscellaneous	9,158	-	-
<i>Total Operating Revenue</i>	74,952,909	79,778,095	84,580,939
Non-Operating Revenue:			
Operating Grant Revenue	66,851	10,000	25,000
Investment Income	11,609	15,000	15,000
Late Charges	951,351	950,000	950,000
Transfer from Operating Capital	1,795,322	2,879,053	3,734,400
Revenue Fund Balance	-	800,000	950,000
Miscellaneous	263,238	300,000	250,000
<i>Total Non-Operating Revenue</i>	3,088,371	4,954,053	5,924,400
Total Revenue	\$ 78,041,280	\$ 84,732,148	\$ 90,505,339
Expense			
O & M Expense:			
Personnel Costs	\$ 18,810,840	\$ 19,986,705	20,307,309
Operating Supplies/Expense	12,228,549	14,268,044	14,155,105
Professional Services	2,493,537	2,789,434	2,731,770
<i>Total O & M Expense</i>	33,532,926	37,044,183	37,194,184
Debt Service:			
Debt Service	29,566,507	33,493,296	35,872,437
Programmed New Debt	-	1,325,975	2,394,750
<i>Total Debt Service</i>	29,566,507	34,819,271	38,267,187
Debt Service Coverage	13,146,525	9,989,641	11,309,568
Operating Capital Outlays	1,795,322	2,879,053	3,734,400
Total Expense	\$ 78,041,280	\$ 84,732,148	\$ 90,505,339
Debt Service Coverage Ratio	1.44	1.29	1.30

The Budget Overview table on the previous page shows that budgeted operating revenue is \$4.8 million, or 6.0%, higher than last year. Total projected revenue for FY 2013 is approximately \$90.5 million and user fees are the most significant source of revenue, representing \$82.9 million, or 91.7% of total revenue. The chart below illustrates the sources of FY 2013 budgeted revenue.



The largest category of expense in FY 2013 is NBC’s Debt Service, which is \$38.3 million and represents 42.3% of total uses of revenue and includes \$35.9 million in existing debt service and \$2.4 million in programmed new debt. Debt service coverage is \$11.3 million and \$3.7 million is for operating capital outlays. The debt service coverage ratio is 1.30 which ensures compliance with the rate covenant of 1.25 set forth in NBC’s Trust Indenture. Operations & Maintenance (O&M), which is \$37.2 million and represents 41.1% of total uses of revenue. The chart below illustrates FY 2013 budgeted uses of revenue.



FY 2013 Budget – Key Assumptions

The development of the FY 2013 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 2.0% 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 decreased from 22.98% in the FY 2012 budget to 22.18% in FY 2013.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees increased from 6.74% in FY 2012 to 6.86% in FY 2013.
- Fringe benefits rates reflect an 8% increase in health insurance premiums which are offset by increased employee premium co-payments to 16% for a net increase in the family health insurance premium of 6.1%. Family dental insurance premiums increased by 7.5%. There is no change in the vision premium. (See Budgeted Benefits Comparison schedule in Supporting Schedules for more information).
- Fringe benefits are budgeted based on actual enrollment and a weighted average for unfilled positions.
- The budget reflects a reduction in budgeted turnover from 2.8 to 2.5 full-time equivalents (FTEs).
- Consumer Price Index (CPI) increase of 3.12% in the contracted biosolids disposal rate as of January 1, 2013.
- CPI increase of 2.3% in the Bucklin Point management base contract effective July 1, 2012.
- Projects the electricity supply rate to be 6.3% higher than the current rate of \$0.08125 which terminates on January 31, 2013 and increased electricity usage for new Biological Nutrient Removal (BNR) Facilities at Field's Point. NBC's wind turbines will not be functional until FY 2014.
- Projected increased gas usage for new BNR Facilities at Field's Point.
- Effective July 1, 2012, the chemical rates at Field's Point will increase for sodium bisulfite by 11.47% from \$1.24 to \$1.38 per gallon and for hypochlorite by 10.16% from \$0.5167 to \$0.5692 per gallon.

* Impacts discussed in Expense Profile section of budget

Other Assumptions:

- FY 2013 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2014-2018 CIP. The FY 2013 interest rate assumption for new debt issuance through the Rhode Island Clean Water Finance Agency (RICWFA) is 3.33% and for open market issuance is 5.0%.
- A 2.25% sewer user rate increase effective July 1, 2012 for debt service and debt service coverage and a 7.5% sewer user rate increase effective January 1, 2013. These rate increases are reflected in the projected revenue and the assumptions regarding the percent of user fees restricted for debt service and debt service coverage 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 2013, \$3.7 million is available in the Project Fund to fund FY 2013 operating capital outlays.
- The budget is consistent with the flow of funds set forth in the Trust Indenture and Fifteen Supplemental Trust Indentures (see Fund Definitions in the Budget Process and Policies section).

Staffing Levels

The FY 2013 budget includes one new position in the Administration and Finance Division which is needed to support the Laboratory Information Management System (LIMS) which provides a central database for all Laboratory and EMDA required testing and analysis. The Engineering and Construction Coordinator position which was funded within the Operations and Engineering Division in FY 2012 has been reallocated to the Construction Services division in this year's budget. In addition, a Dispatcher in the Interceptor Maintenance section and an Assistant Inventory Control Clerk in the Field's Point section that were funded in the FY 2012 budget are not funded in this year's budget. The total number of FTEs funded in the FY 2013 budget is 259 positions, which is one less than the prior year. Budgeted turnover is 0.3 FTEs lower in FY 2013 than the prior year due to the limited number of unfilled positions. The net impact of these changes is an increase in funding of 0.3 FTE's as is reflected in the table below.

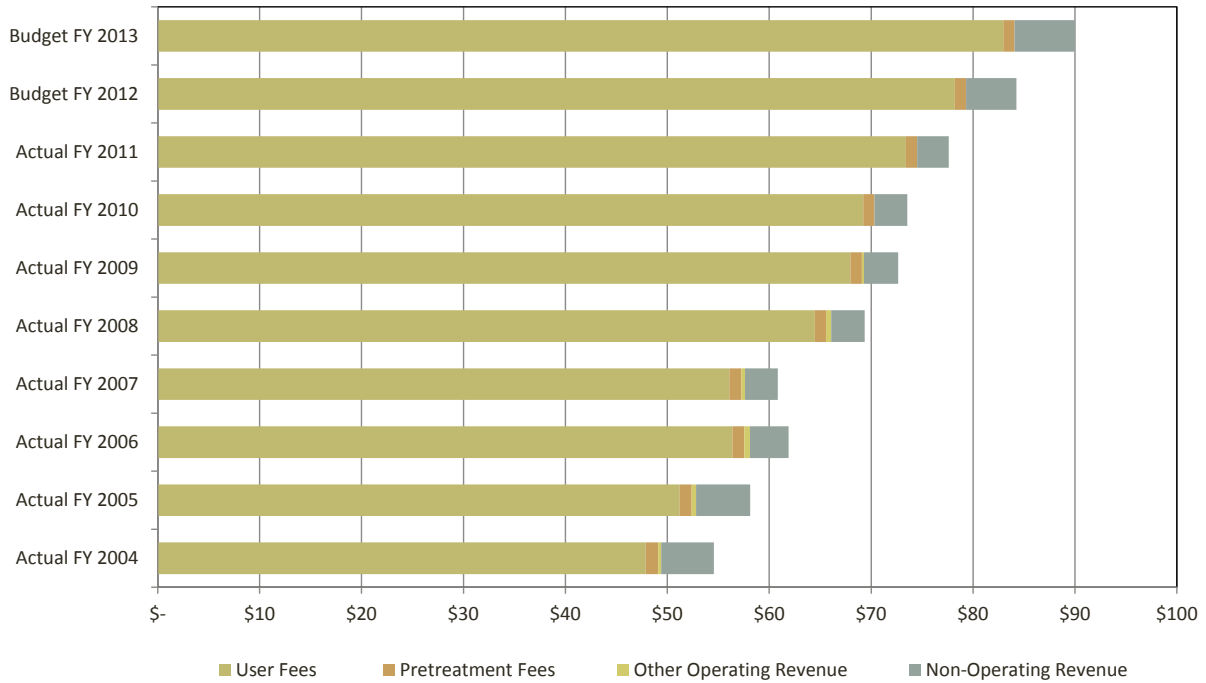
NUMBER OF FTE's	Budget FY 2012	Budget FY 2013	Variance
Union	134.0	132.0	(2.0)
Non-Union	126.0	127.0	1.0
Total	260.0	259.0	(1.0)
Less: turnover	(2.8)	(2.5)	0.3
Net Positions	257.3	256.5	(0.7)

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 Collective Bargaining Agreement (CBA) through June 30, 2014. A historical perspective of budgeted staffing levels is provided in the supporting schedules section of this document.

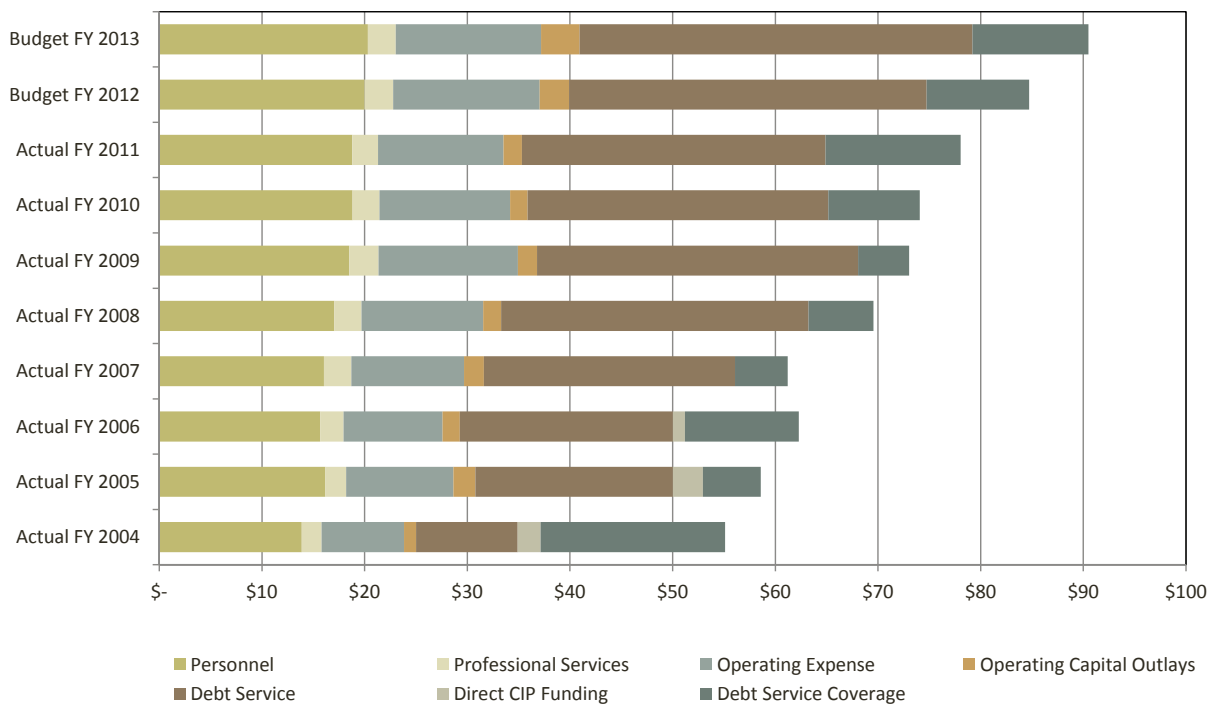
Historical Overview

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 \$)

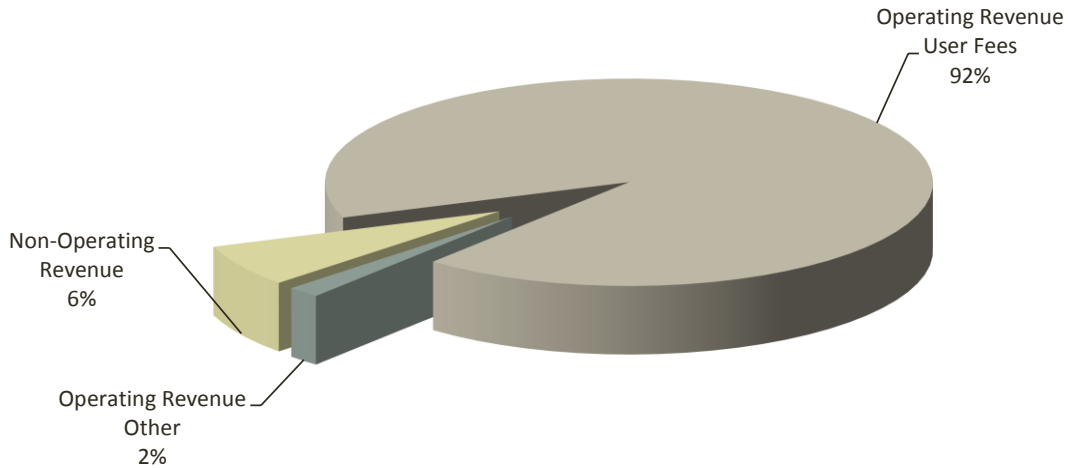


Ten-Year Historical Expense Comparison (Million \$)



Revenue Profile

Revenue by Category



Projected revenue for FY 2013 is approximately \$90.5 million or 6.8% more than FY 2012 budgeted revenue. NBC filed for rate relief to support a \$25.75 million borrowing from the RICWFA in June 2012 and the PUC approved a 2.25% increase in user fee revenue effective July 1, 2012. In addition, this budget contemplates a 7.5% increase in sewer user fees effective January 1, 2013 to support additional debt issuance. The increase in user fee revenue from the FY 2012 to the 2013 budget is \$4.8 million. Historical and budgeted revenue is shown in the table below.

Revenue	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Operating Revenue				
User Fees	\$ 69,224,415	\$ 73,412,706	\$ 78,206,176	\$ 82,980,939
Pretreatment Fees	1,114,004	1,109,709	1,101,919	1,100,000
Septage	380,579	293,718	300,000	300,000
Connection Permit Fees	86,009	82,914	120,000	90,000
BOD/TSS Surcharges	29,419	44,704	50,000	110,000
Miscellaneous	24,354	9,158	-	-
<i>Total Operating Revenue</i>	<u>70,858,780</u>	<u>74,952,909</u>	<u>79,778,095</u>	<u>84,580,939</u>
Non-Operating Revenue				
Operating Grant Revenue	279,978	66,851	10,000	25,000
Investment Income	47,803	11,609	15,000	15,000
Late Charges	901,619	951,351	950,000	950,000
Transfer from Operating Capital	1,700,537	1,795,322	2,879,053	3,734,400
Revenue Fund Balance	-	-	800,000	950,000
Miscellaneous	280,656	263,238	300,000	250,000
<i>Total Non-Operating Revenue</i>	<u>3,210,593</u>	<u>3,088,371</u>	<u>4,954,053</u>	<u>5,924,400</u>
Total Revenue	<u>\$ 74,069,373</u>	<u>\$ 78,041,280</u>	<u>\$ 84,732,148</u>	<u>\$ 90,505,339</u>

Of the \$90.5 million in total revenue, approximately \$82.9 million is from user fees, \$1.6 million is from other operating revenue and \$5.9 million is from non-operating revenue. Looking at a four-year trend, NBC's largest source of revenue, user fees, has increased by 19.9% since FY 2010. This has been largely to support NBC's capital improvement program. The chart below shows that four of the five rate increases during this period were required for debt service and debt service coverage.

Rate History					
Effective Date	7/1/2009	7/1/2010	7/1/2011	7/1/2012	1/1/2013*
Purpose	O&M/Rate Base	Debt	Debt	Debt	Debt
Actual User Rate Increase	10.73%	2.25%	3.33%	2.25%	7.50%
NBC Average Annual Residential Rate	\$410	\$419	\$433	\$443	\$476

*Projected

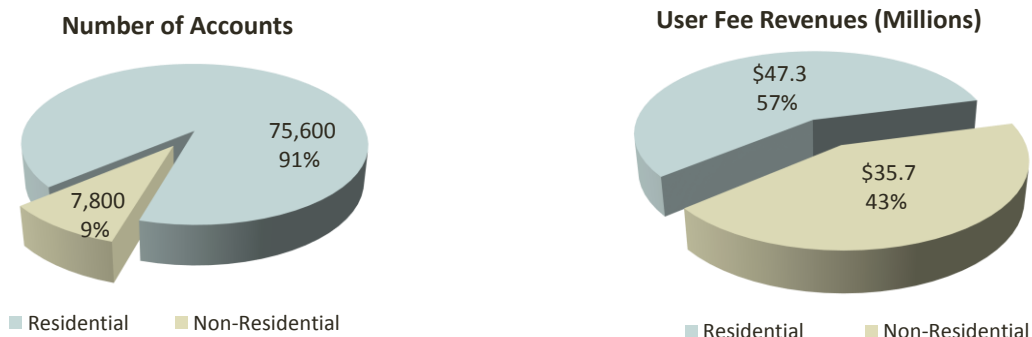
On a year to year basis, a number of revenue sources have increased over the last year including user fees, transfer from operating capital and BOD/TSS surcharges have increased by 6.1%, 29.7% and 120%, respectively. The FY 2013 budget also includes a budgeted a revenue fund balance of \$950,000 which is 18.8% higher than last year. Septage, investment income and late charges remain at the prior year budget level. Connection permit fees and pretreatment fees have decreased by 25% and 0.2%, respectively. Trends and rationale for individual revenue sources are discussed in the following sections on Operating and Non-Operating Revenue.

Operating Revenue

In FY 2013, user fees represent 98.1% of projected operating revenue and 91.7% of total revenue. Revenue projections are calculated based upon PUC approved and projected 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 2013 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 and therefore no rate base growth adjustments for fixed fees are included in the FY 2013 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**



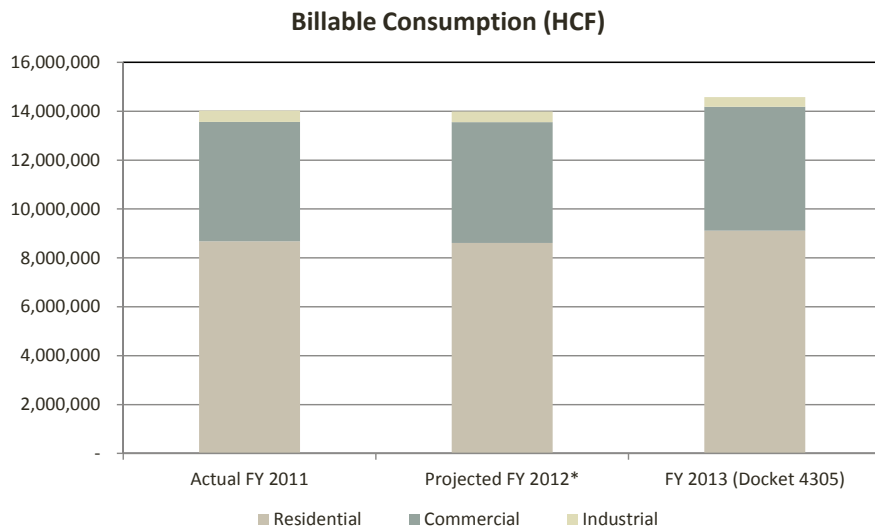
NBC's sewer user charges consist of a fixed or flat fee and a consumption fee. The flat fee is based on the number of dwelling units for residential customers and the meter size for non-residential customers. Over the past five years the number of meters has declined slightly, while there has been an increase of 733 in the number of dwelling units in NBC's service area. The following table shows that overall there has been a 0.5% increase in the flat fee customer base from FY 2009 to the current budget year.

Change in Flat Fee Rate Base			
Rate Base Years	Residential Dwelling Units	Non-Residential No. of Meters	Total
FY 2009	116,795	8,602	125,397
FY 2013	117,528	8,435	125,963
Change	733	(167)	566
Percent Change	0.6%	(1.9%)	0.5%

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 separate rate base adjustments in FY 2009 and FY 2010. The table below shows that there has been a 9.6% reduction in billable consumption since 2009. The most significant reduction has been for the Industrial user class which has declined by 38.8% during this period.

Change in Consumption Rate Base				
Rate Base Years	Residential	Commercial	Industrial	Total
FY 2009	9,711,064	5,780,405	637,116	16,128,585
FY 2013	9,114,443	5,071,297	389,608	14,575,348
Change	(596,621)	(709,108)	(247,508)	(1,553,237)
Percent Change	-6.1%	-12.3%	-38.8%	-9.6%

Although NBC's projected billable consumption in FY 2012 is anticipated to be slightly lower than the PUC approved levels, the FY 2013 consumption revenues are projected to be at the PUC approved levels. The NBC has \$4.5 million in a PUC approved Operating Reserve for Revenue Stability Fund in case of significant revenue fluctuation. The graph below shows the actual and projected billed consumption for FY 2011 and FY 2012 and FY 2013.



* Projected based on first 10 months

NBC converted from quarterly to monthly billing in October 2009 with a positive impact on cash flows. NBC receives monthly meter readings from the majority of the water suppliers within the service area and has the ability to estimate a meter reading if an actual reading is not available. 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 2.25% as of July 1, 2012. The table below shows NBC's FY 2013 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 \$442.83.

NBC User Fees Effective 7/1/2012			
Residential:		Non-Residential	Customer Charge
Customer Charge	\$171.99/dwelling unit	Meter Size	Customer Charge
Consumption Charge	\$2.775/hcf	5/8"	\$411
Total Annual Average Residential	\$442.83	3/4"	614
(Based on 97.6 hcf* annual usage)		1"	1,021
		1 1/2"	2,049
Non-Residential:		2"	3,273
Customer Charge - Based on Meter Size		3"	6,132
Commercial Consumption Charge	\$4.025/hcf	4"	10,219
Industrial Consumption Charge	\$2.588/hcf	6"	20,446
		8"	32,713
		10"	47,026
*hcf = Hundred Cubic Feet			

The table below shows the results for NBC's 2011 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 ninth lowest in the state of this year's 14 survey participants.

2011 Rhode Island Annual Residential Sewer Charges

Town	2011 Sewer Charge
Newport	\$ 1,100
Middletown	887
Jamestown	708
East Providence	547
Warwick	482
NBC Service Area	433
Barrington	425
Cranston	385
Burrillville	369
North Smithfield	354
Narragansett	345
Smithfield	310
Westerly	270
South Kingstown	225

Other Operating Revenue

While the primary source of operating revenue is user fees, NBC has other operating revenue such as pretreatment fees, septage fees, biological oxygen demand/total suspended solids surcharges (BOD/TSS), and sewer connection permits. The pretreatment and septage fees represent approximately 1.5% 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 revenues declined and the FY 2013 budgeted revenue is 0.2% below the FY 2012 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 2013 septage revenue is budgeted at the FY 2012 budgeted level.

BOD/TSS surcharge revenues, which are assessed to users with high BOD/TSS discharges, increased by 120% during FY 2012 and are projected to remain at that level in FY 2013.

NBC's connection permit fees, for new direct or indirect sewer connections to NBC facilities are 25% lower in the FY 2013 budget year, based upon FY 2012 performance.

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 increase to \$5.9 million in FY 2013, an increase of approximately 19.6% over FY 2012.

Despite an increase in user charge billings, late charges are not expected to increase above the FY 2012 level and are budgeted at \$950,000. FY 2013 investment income is budgeted at the FY 2012 level, as interest rates are projected to remain at historic lows.

The FY 2013 budget shows an increase of approximately \$855,347, or 29.7% over FY 2012 in the Transfer from Operating Capital. This is a pass-through amount and matches the amount budgeted for operating capital outlays.

The FY 2013 budget includes a revenue fund balance of \$950,000. NBC projects operating and maintenance expenses to be \$3.2 million below the FY 2012 budgeted level primarily due to lower than budgeted electricity and chemical usage in FY 2012. A portion of the resulting revenue fund balance has therefore been budgeted in FY 2013.

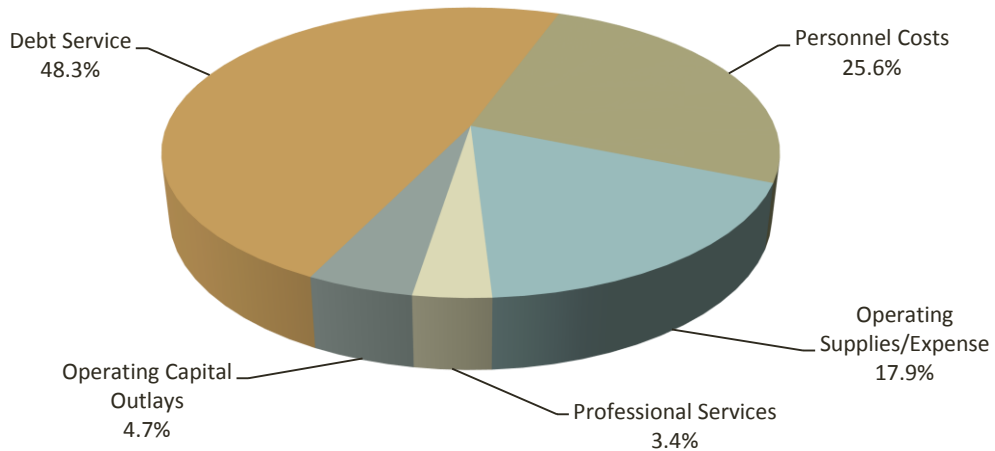
Miscellaneous non-operating revenues are projected to decrease by \$50,000 or approximately 16.7% due to the reduction in the contracted reimbursement rate for operation of NBC's stand-by generators.

Expense Profile

Expense by Element

The chart below shows the fiscal year 2013 operating expenses by element. Debt Service accounts for almost half of the total budget, at 48.3%, with the next largest expense category being Personnel Costs, at 25.6% of the budget.

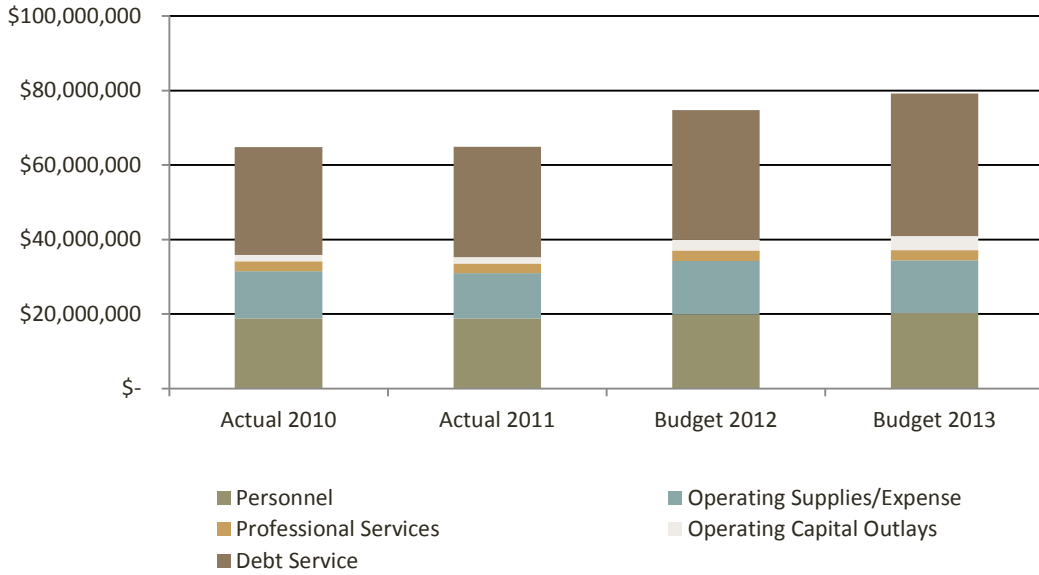
FY 2013 Operating Budget by Element of Expense



NBC's total Operating Budget for FY 2013 is \$79,195,271 before Debt Service Coverage, an increase of approximately \$4.5 million, or 6% from the approved FY 2012 budget. The table below and chart on the following page show historical and budgeted expense over a four-year period.

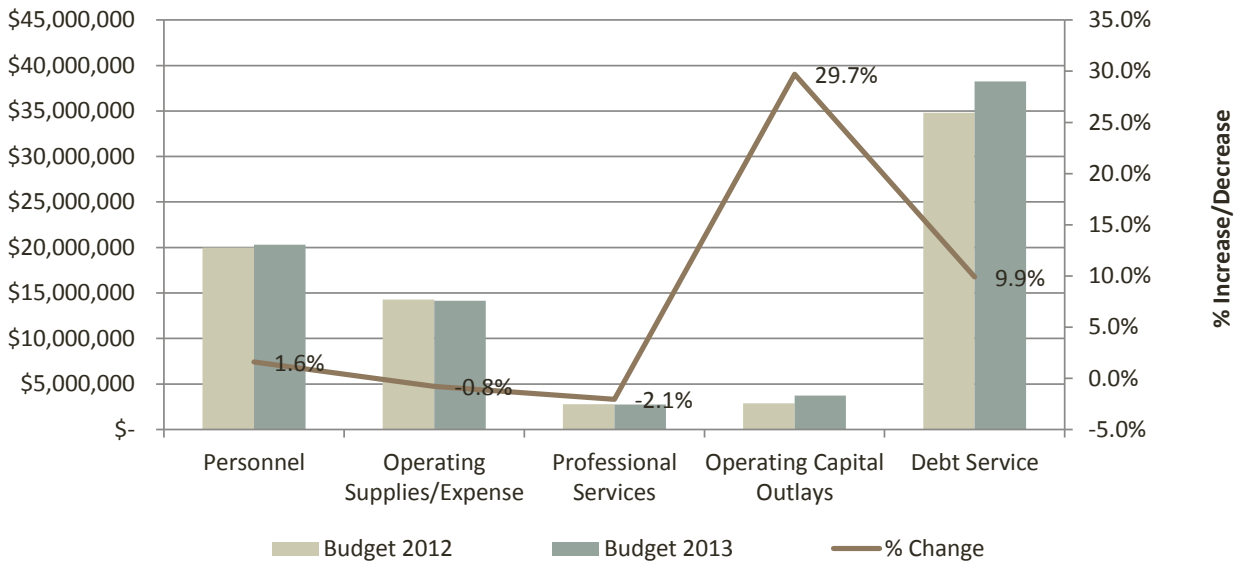
	Actual 2010	Actual 2011	Budget 2012	Budget 2013	FY12 - FY13 % Change	FY 2013 % of Budget
Personnel	\$18,825,877	\$18,810,840	\$19,986,705	\$20,307,309	1.6%	25.6%
Operating Supplies/Expense	12,713,741	12,228,549	14,268,044	14,155,105	-0.8%	17.9%
Professional Services	2,626,291	2,493,537	2,789,434	2,731,770	-2.1%	3.4%
Total Operations & Maintenance	34,165,909	33,532,926	37,044,184	37,194,184	0.4%	47.0%
Operating Capital Outlays	1,700,537	1,795,322	2,879,053	3,734,400	29.7%	4.7%
Debt Service	28,990,663	29,566,507	34,819,271	38,267,187	9.9%	48.3%
Total	\$64,857,109	\$64,894,755	\$74,742,508	\$79,195,771	6.0%	100.0%

Budget by Element of Expense



The graph below compares budgeted expenses in fiscal year 2012 to 2013 and illustrates the increases and decreases for each element of expense. Three of the five expense categories have increased over the prior year's budget. Personnel Expense increased by 1.6%, or approximately \$320,000; Operating Capital Outlays increased by 29.7%, or approximately \$855,000 and Debt Service increased by 9.9%, or approximately \$3.4 million. Professional Services decreased by 1.6%, or \$58,000 and Operating Supplies/Expense decreased by 0.8%, or approximately \$113,000.

FY 2011/2012 Budget Comparison of Expenses by Element



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

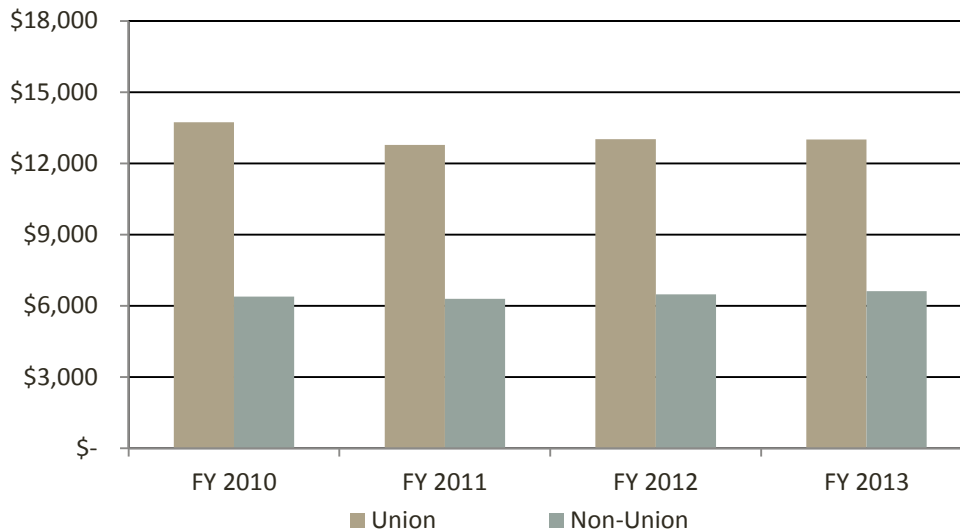
Personnel Costs

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 \$20.3 million, these costs represent 25.6% of the FY 2013 Operating Budget and are the second largest expense category. Overall, there is a net increase in personnel costs of approximately \$321,000 or 1.6% 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 2.0% COLA for union employees in accordance with the CBAs. Salaries for non-union employees reflect one more non-union position and merit increases and overall, budgeted salaries are \$278,000 more than last year. The FY 2013 budget includes one new position in the Information Technology section to support the Laboratory Information Management System (LIMS). On an agency-wide basis, funding for this position was offset through the elimination of two positions within the Operations and Engineering Division.

NBC's union employees participate in the Employees' Retirement System of Rhode Island (ESRI). ESRI sets the annual employer contribution rate for both the pension and retiree health benefits. The FY 2013 budget for the union pension is \$36,000 lower or 2.7% less than the prior year budget. This based on a decrease in the employer contribution rate from 22.98% to 22.18%. The employer contribution to the Post-Retirement Health benefit increased from 6.74% to 6.86%. NBC's non-union employees participate in a separate hybrid retirement program that has both a defined contribution and defined benefit component. The employer contribution to 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.

Average Budgeted Pension Expense per FTE



NBC has sought to contain costs through active employee benefit management. This year's budget reflects a net increase of 6.1% in the health insurance line item, which is the combined effect of an 8% increase in the health insurance premium and an average 23.1% increase in employee co-payments. Overall, the FY 2013 budget for health insurance shows an increase of approximately \$133,000 or 3.9% over the FY 2012 budget.

The dental insurance premium increased by 7.5% over the FY 2012 amount, while the premium for vision insurance remained unchanged. The table below shows the family health, dental and vision premiums net of premium co-pays.

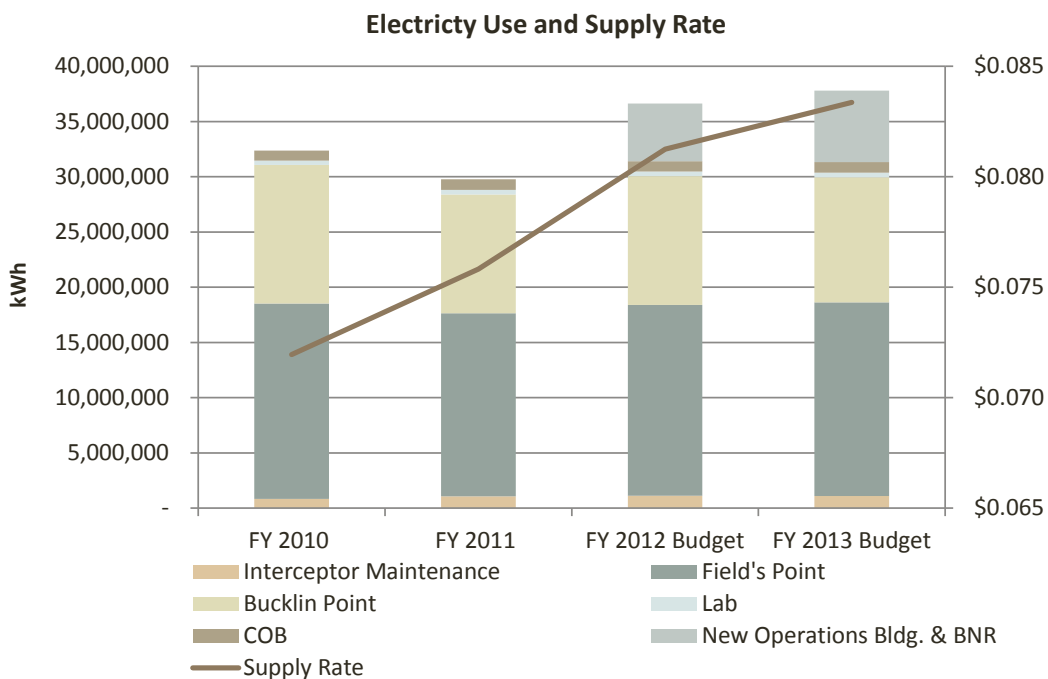
Family Coverage	FY 2010	FY 2011	FY 2012	FY 2013	FY12 - FY13 % Change
Health (net of co-pay)	\$15,128	\$16,036	\$16,169	\$17,149	6.1%
Dental	1,067	1,148	1,078	1,159	7.5%
Vision	181	181	181	181	0.0%
Total	\$16,376	\$17,365	\$17,427	\$18,489	6.1%

Finally, FY 2013 budgeted personnel costs are higher than the prior year as a result of a reduction in the budgeted turnover. This year’s budget includes a turnover of 2.5 FTEs, a decrease of 0.3 FTEs from FY 2012.

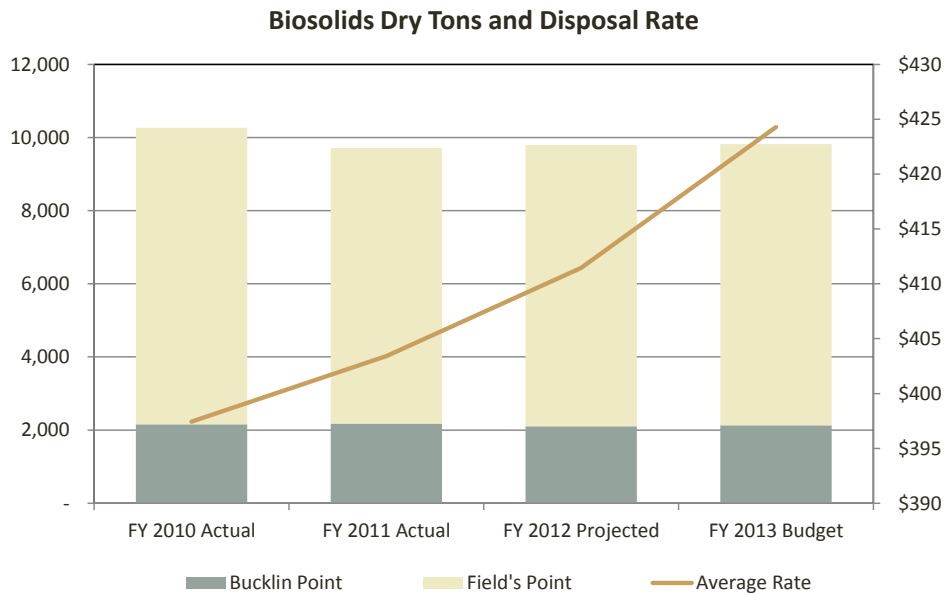
Operating Supplies and Expense

Operating supplies and expenses represent 17.9% of the total FY 2013 operating budget. On an ongoing basis, the largest operational expenses are related to the wastewater treatment processes at the WWTFs and include the cost of biosolids disposal, utilities, chemicals, repairs to buildings and structures, maintenance and service agreements, and insurance. Overall, the FY 2013 O & M budget decreased 0.8% or approximately \$113,000 from the FY 2012 budget.

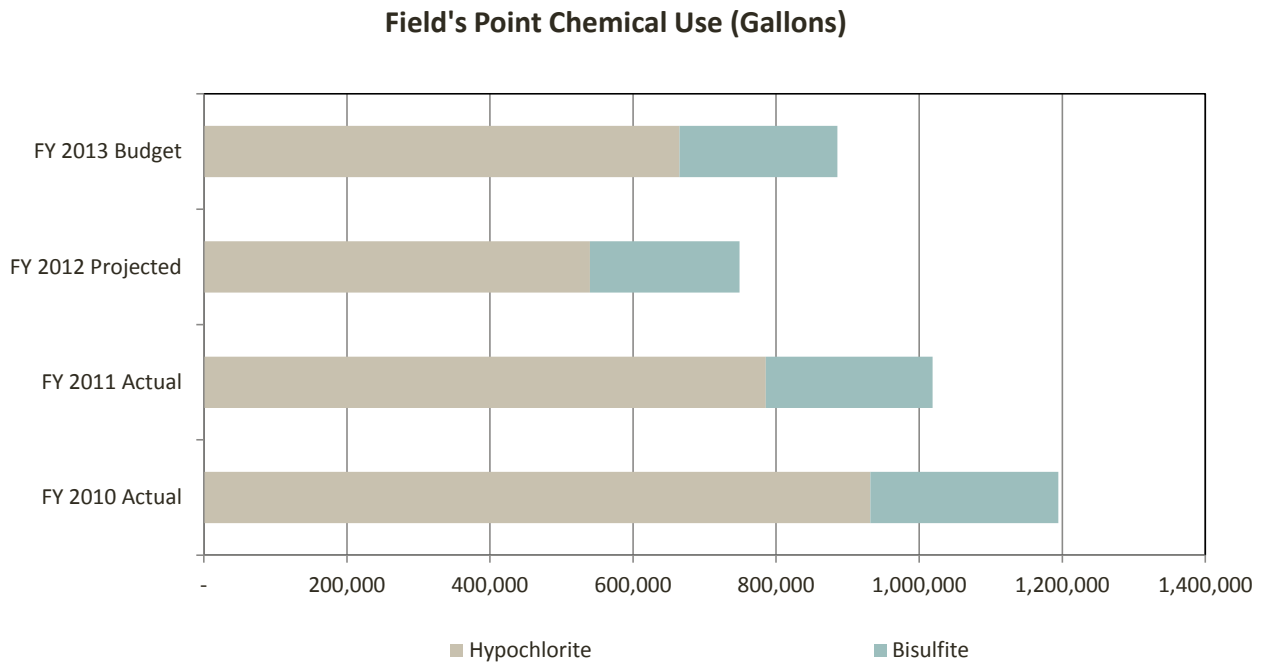
Approximately 12.2% of NBC’s FY 2013 O & M budgeted expenses are for electricity required to operate pumps, blowers, the BNR facilities at Field’s Point and other necessary equipment at the wastewater treatment facilities and throughout the collection system. The following chart illustrates the historical and budgeted kWh and the electricity supply rate. The FY 2013 electricity budget projects an increased supply rate of \$.08635 or a 6.3% increase to the supply rate which terminates on January 31, 2013. While kWh usage is projected to increase at Field’s Point by approximately 6.6% or 1.48 million in FY 2013 for the new BNR facilities. The net overall budget for electricity is approximately \$62,000 or 1.3%, lower in FY 2013 due to lower projected kWh usage at both Bucklin Point and IM as a result of operational efficiencies achieved by NBC staff.



With respect to the biosolids disposal expense, the FY 2013 budget has increased \$155,000 over the FY 2012 budget year. Although fewer dry tons are projected in FY 2013, the contracted biosolids rate has increased by 3.12% or approximately \$13 per dry ton. The chart below illustrates the historical and budgeted data for biosolids dry ton production and disposal rate.

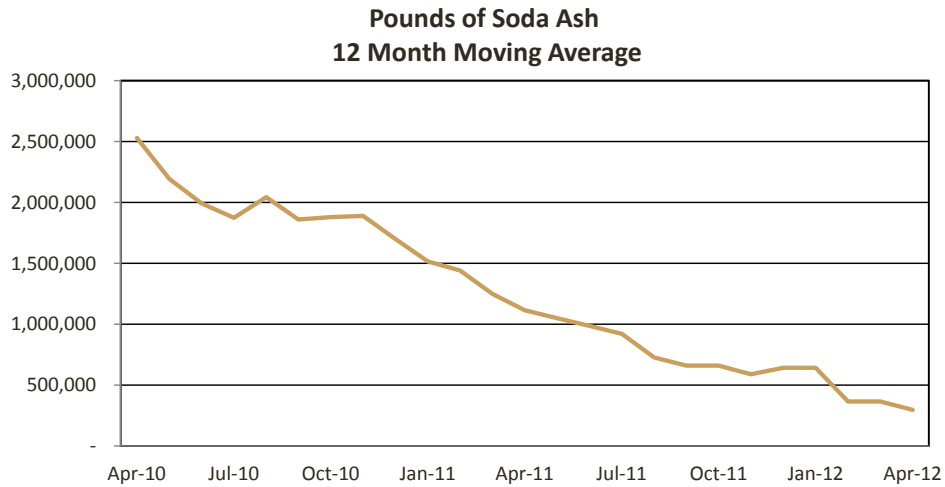


The FY 2013 chemical budgets for hypochlorite and bisulfite at Field's Point show a decrease of approximately \$88,000 or 11.4% over the prior year as a result of lower projected usage which offsets the increased per unit expense. Per unit increases for hypochlorite and bisulfite are 10.16% and 11.47% respectively effective July 1, 2012. The chart below shows historical and budgeted usage of these chemicals.



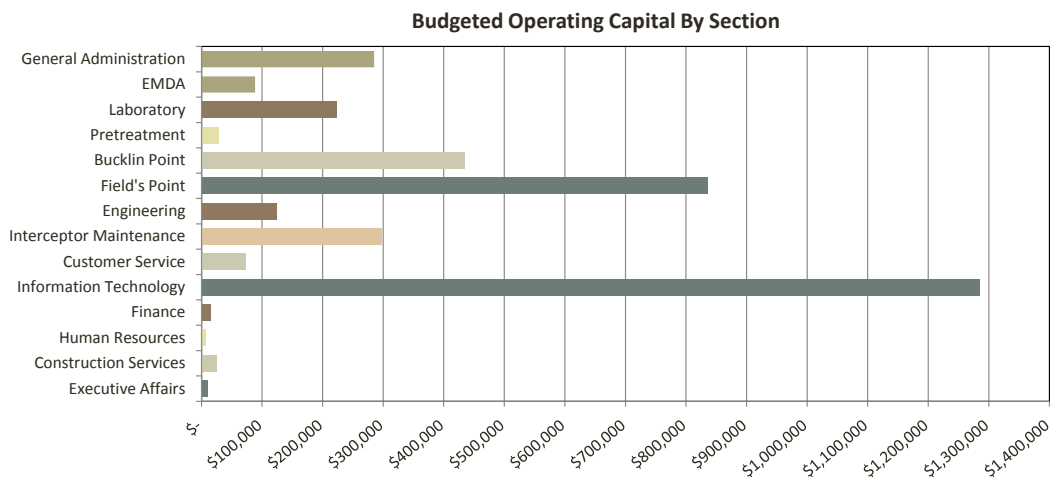
Professional Services

The FY 2013 Professional Services budget represents approximately 7.3% of the total O & M expenses. The majority of this expense is for the Bucklin Point Management Contract, which represents 69% or approximately \$1.9 million. In accordance with the terms of the contract, the base contract amount was adjusted for a projected 2.3% CPI increase. Despite this increase, the use of soda ash and other chemicals at Bucklin Point has declined significantly through the optimization of their usage by NBC staff. The amount included in this line item for soda ash and chemicals is approximately \$163,000 or 47% below the FY 2012 budget amount. The declining use of soda ash at Bucklin Point is shown in the following graph.



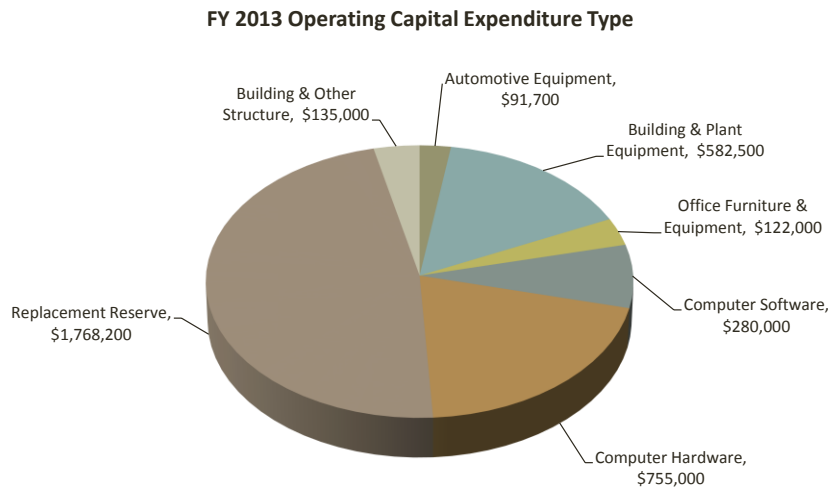
Operating Capital Outlays

Operating capital outlays make up 4.7% of the FY 2013 operating budget. On a year-to-year basis this element of expense shows an increase of 29.7%, increasing from approximately \$2.9 million in FY 2012 to approximately \$3.7 million in FY 2013. Major items include investments in information technology and the replacement of equipment at the wastewater treatment facilities. The graph below illustrates the budgeted operating capital outlays by section.



The Information Technology program represents the majority or 34.4% of the total FY 2013 capital outlays budget. The three significant capital outlays budgeted for this program, are for the Server Infrastructure

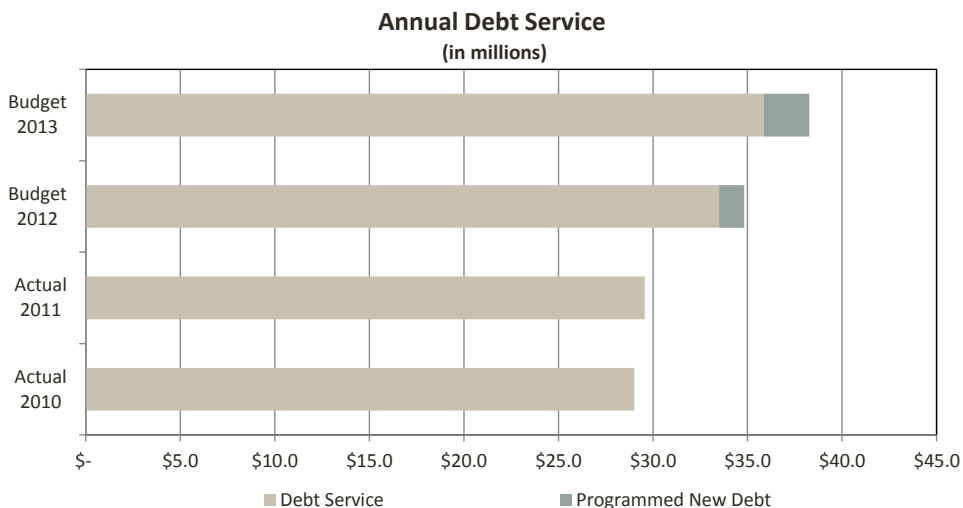
Replacement, the NBC Campus-Wide Security System and the Annual Personal Computer Refresh at \$580,000, \$250,000 and \$150,000 respectively. Operating capital outlays at Field's Point account for 22.4% of the total with the single largest investment being \$220,000 for a new bar rack at the Ernest Street Pump Station. The allocation of NBC's FY 2013 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 2013 Operating Capital Outlays and the Five-Year Operating Capital Outlays Plan schedules in the supporting schedules section.

Debt Service

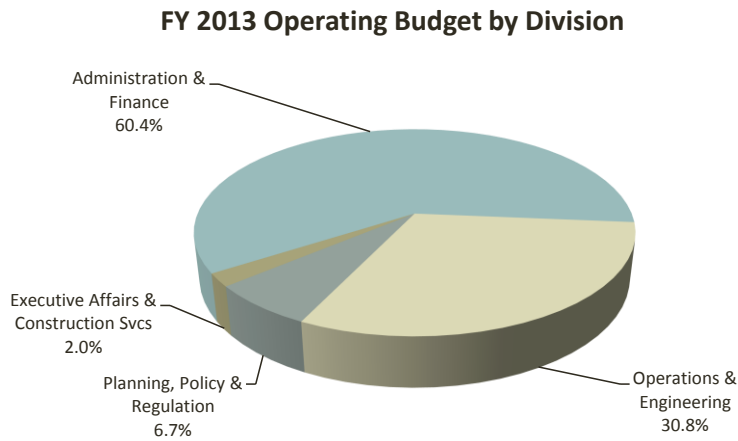
Debt service is the largest element of expense in NBC's FY 2013 budget, representing 42.3% of the total budget. NBC's budgeted debt service for FY 2013 is 9.9% higher than last year's budget as a result of the \$25.75 million SRF borrowing in FY 2012 from RICWFA and programmed new debt for FY 2013. The total amount of debt service budgeted for FY 2013 is \$38.3 million, which includes \$35.9 million in principal and interest payments on existing debt as well as \$2.4 million for programmed new debt. The graph below shows actual and budgeted existing and programmed new debt for the four-year period beginning FY 2010.



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.

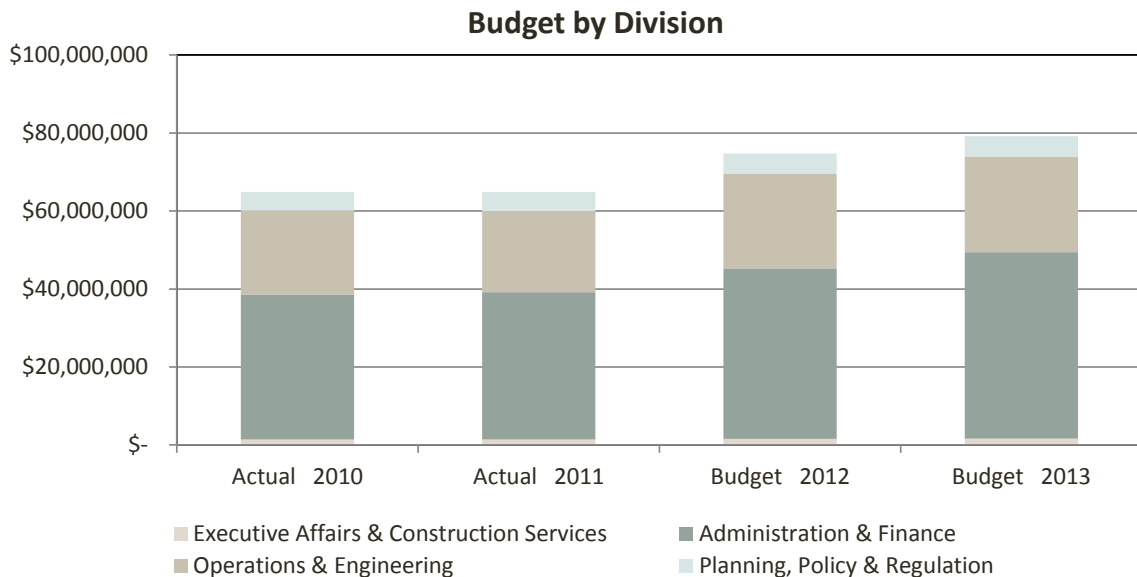
Expenses by Division

NBC is organized into five Divisions. The graph below depicts the percentage of the FY 2013 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 2010	Actual 2011	Budget 2012	Budget 2013	FY12 - FY13 % Change	FY 2013 % of Budget
Executive Affairs & Construction Services	\$ 1,415,603	\$ 1,399,143	\$ 1,570,747	\$ 1,608,620	2.4%	2.0%
Administration & Finance	37,184,246	37,760,431	43,741,506	47,850,341	9.4%	60.4%
Operations & Engineering	21,489,597	20,763,049	24,146,856	24,412,854	1.1%	30.8%
Planning, Policy & Regulation	4,767,663	4,972,134	5,283,399	5,323,956	0.8%	6.7%
Total	\$ 64,857,109	\$ 64,894,755	\$ 74,742,508	\$ 79,195,771	6.0%	100.0%



The Executive Affairs Division includes the Executive, Construction Services and Legal sections. This division makes up 2% of the total budget, and shows an increase of 2.4% from the previous year. The increase is primarily due to personnel services however the increase in budgeted capital reimbursements for FY 2013 budgets offset this amount.

The Administration and Finance Division represents 60.4% of the FY 2013 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 9.4% higher than last year. The primary reason for this increase is the \$3.4 million increase in debt service.

The Operations and Engineering Division represents approximately 30.8% of the total operating budget. Included in this division are the Field's Point and Bucklin Point WWTFs, as well as the Engineering and the Interceptor Maintenance sections. The budget for the Operations and Engineering Division is 1.1% higher in FY 2013 than the previous year. This increase is primarily due to increased capital outlays as a result of needs identified at both the FPWWTF and BPWWTF and Interceptor Maintenance.

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 6.7% of the FY 2013 operating budget. There is a minor increase of .8% from the previous year which is for personnel expenses however capital outlays decreased by 9% or \$35,000 from the previous year.

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 expenses 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 2013 to current fiscal year 2012 budget and actual fiscal year 2011.

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.

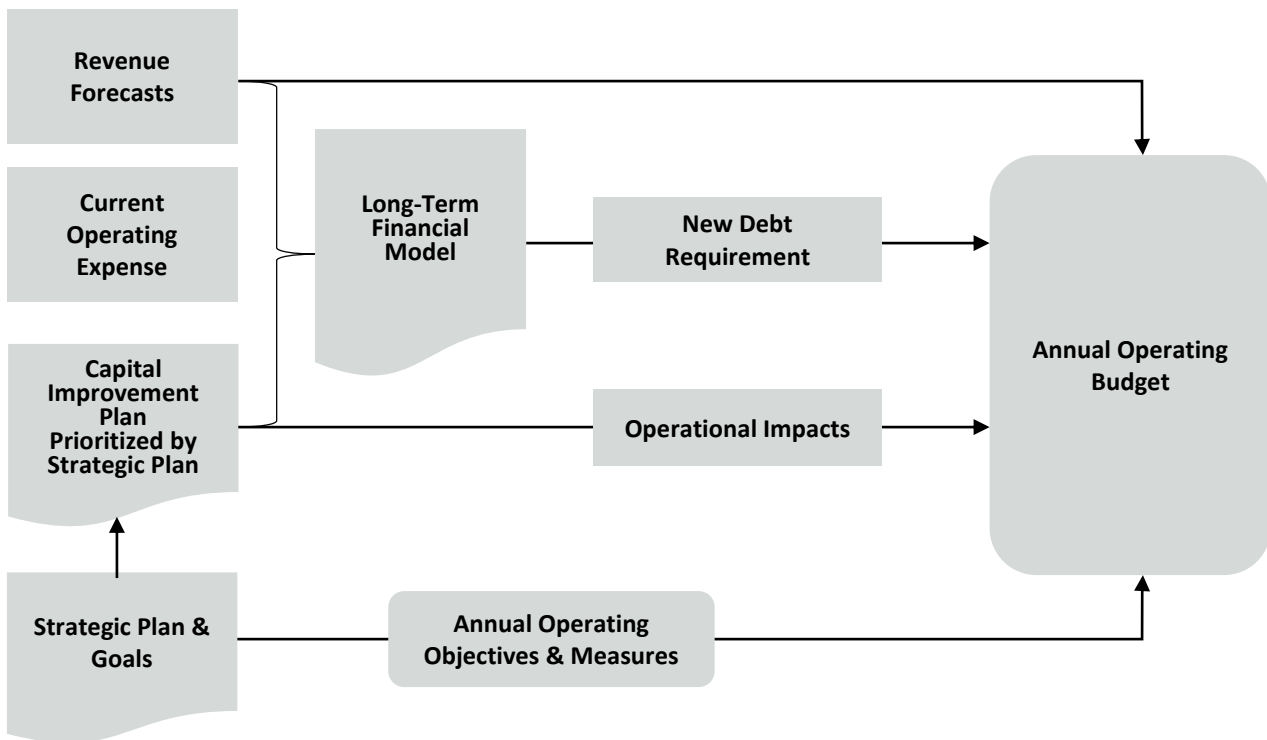
The Budget Process

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
- Program Overview Worksheet, which includes prior fiscal years Major Accomplishments, budgeted priorities by key code and Program Objectives and Performance Measures
- Staffing increase justification forms
- Operating Capital Outlays Plan for the budget year and four out-years (5 year plan)
- Rates and other budget guidelines
- Account Justification forms

In mid-October, program managers are asked to develop their Program objectives and provide their sections performance data. Program managers develop their Program overview, major accomplishments and top priorities are identified for by an action for achievement in connection with each of the seven Strategic Goals. Each action for achievement is recognized by a key code and is in the About NBC section of this document. Development of the five year Operating Capital Outlay plan occurs 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 proposed budgets. The Finance section works with managers and staff throughout this timeframe. In January, the Finance section conducts Mid-Year Reviews for the current year budget, which provides program managers with trend analysis for use in the development of their proposed 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 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 a 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 by the Executive Director, the budget is submitted to NBC's Board of Commissioner's Finance Committee for review in May.

Development of the CIP also takes place concurrently as project managers complete capital budgets by project, which includes a comparison to the prior year CIP, shifts in schedules and changes in projected expenditures. Project managers complete on-line capital budget work files for each project which include the project overview, project schedule, cost detail, cash flow and any operating impacts incurred from the capital project once completed. 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 draft proposed budget is presented to the Finance Committee for review and approval. At this meeting, the committee reviews the proposed budget and offers their guidance. The CIP is presented to the CEO Committee and 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 and authorizing resolution are submitted to the Finance Committee and Board of Commissioners for review and approval in June.

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 ensures needed budget transfers are made.
- At each monthly Board of Commissioner's 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 executes the budget transfer.

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

All budget transfers are reported to the Finance Committee monthly.

Budget transfers in the budgeted Capital Outlays in excess of \$50,000 shall be approved by the Finance Committee.

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

FY 2013 Budget Calendar

October	Administration and Finance Fiscal Year 2013 Budget Overview presentation to Division Directors and Program Managers.
October-December	All programs develop and refine Performance Service Level Objectives, Target Measures and Top Priorities to be in alignment with the Strategic Plan. Also develop Five-Year Capital Outlay Plans and Program Overview.
October 31	Performance Objectives, Target Measures and Top Priorities due to Administration & Finance.
November 18	Program Overview due to Administration & Finance.
December 2	Five-Year Capital Outlay Plans due to Administration & Finance.
January 24 & 26	Mid-Year FY 2012 Budget Reviews.
February 3	All Divisions required to electronically submit budget work-files.
February 20 & 22	All Divisions present budget requirements to Executive Director.
March	FY 2014-2018 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 11	CIP Review Committee Review of FY 2014-2018 Capital Improvement Program.
May 15	CEO Committee and Board of Commissioners adoption of FY 2014-2018 CIP.
May 22	Finance Committee Review of Proposed Operating Budget.
June 19	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2013 Operating Budget.

Financial Policies

NBC's financial policies guide the financial management and planning process of NBC. These policies encourage NBC to take a long-term, agency-wide approach to financial planning and incorporate various regulatory and legislative requirements.

Long-Range Planning

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

Revenue Policies

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

Expense Policies

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

Auditing, Accounting and Financial Statements

- NBC will prepare financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).
- An independent audit of NBC's financial statements is performed annually.

Budget Policy

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

Capital Budget Policy

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

Debt Policy

- NBC has a significant CIP and recognizes the importance of proper financial and debt management to ensure the successful implementation of its CIP, obtain the highest possible credit ratings and ensure that ratepayer impact is minimized. NBC may issue debt to finance capital improvements as well as to meet short-term operating and capital cash flow needs.
- NBC will maintain a Long-term 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)

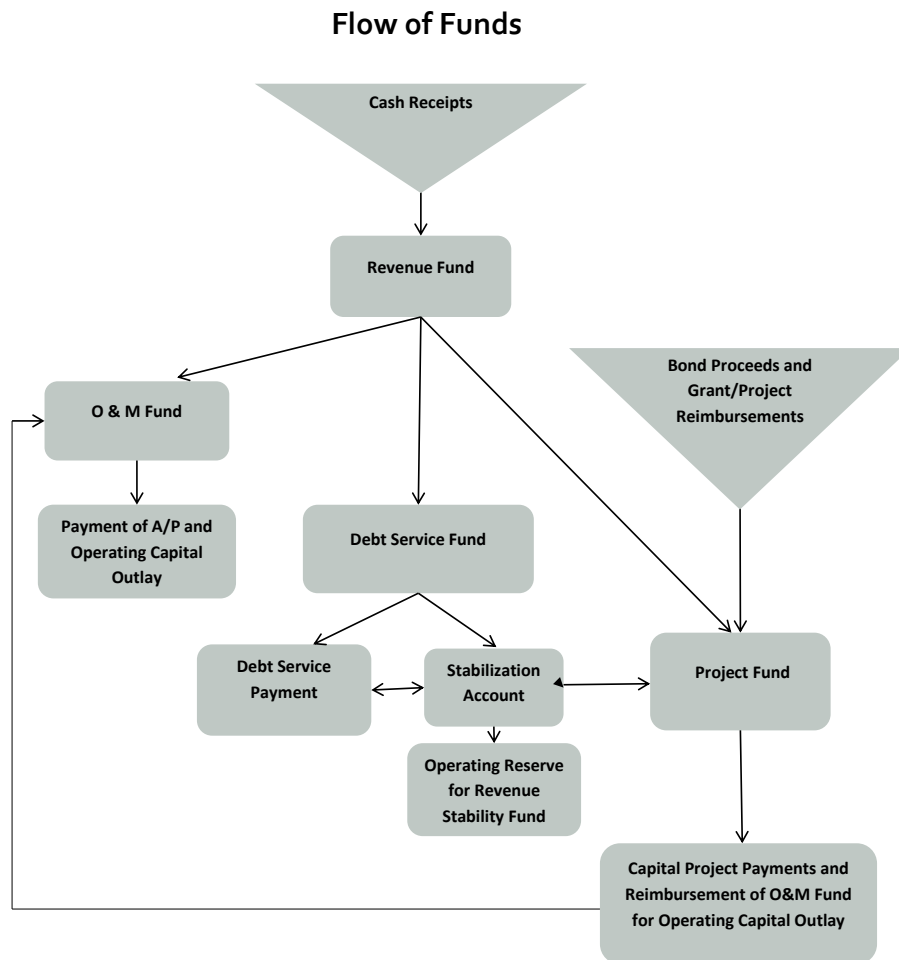
- The “prudent investor” standard shall be applied in the context of managing an overall portfolio.
- Investment of financial assets shall be diversified to minimize the risk of loss that may occur due to concentration in a specific maturity, a specific issuer or a specific class of securities.
- All 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	15	June 28, 2012

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 2013, as shown in the table below.

	Fund Balance FY 2011	Net Change	Projected Fund Balance FY 2012	Net Change	Projected Fund Balance FY 2013
Revenue Fund	\$ 20,588,899	\$ 631,216	\$ 21,220,115	\$ (130,259)	\$ 21,089,857
Operating and Maintenance Fund	3,945,760	(1,110,239)	2,835,522	367,943	3,203,465
Project Fund	297,719,231	23,003,857	320,723,088	24,029,651	344,752,739
Debt Service Fund	26,360,551	45,997	26,406,548	45,997	26,452,545
Revenue Stability Fund	4,501,066	476	4,501,542	476	4,502,019
EEF	118,796	(26,652)	92,144	(27,013)	65,130
Net Assets	<u>\$ 353,234,303</u>	<u>\$ 22,544,657</u>	<u>\$ 375,778,960</u>	<u>\$ 24,286,796</u>	<u>\$ 400,065,755</u>

Significant changes (greater than 5%) in the fund balances are as follows:

O & M Fund: In FY 2012 the O & M Fund decreased by approximately \$1.1 million or 28% and in FY 2013 it is projected to increase by \$0.3 million or 13%. The balance fluctuates from year to year as NBC makes transfers into the O& M Fund based upon budgeted monthly expenses.

Project Fund: In FY 2012 the Project Fund is expected to increase by 7.7% or \$23 million and in FY 2013 it is projected to increase by 7.5% or \$24 million, 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.

Environmental Enforcement Fund: This fund consists of monies recovered through administrative or civil enforcement action and is not projected to increase in either fiscal year due to the nature of its funding. Since these funds cannot be used for operating expenses, it is not included in the operating budget.

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 Fifteen Supplemental Indentures.
- NBC’s operating budget and CIP documents include planned capital funding and expenses for FY 2013 and in order to dovetail the State of Rhode Island’s capital budgeting process, NBC’s five-year CIP window is 2014-2018.

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.

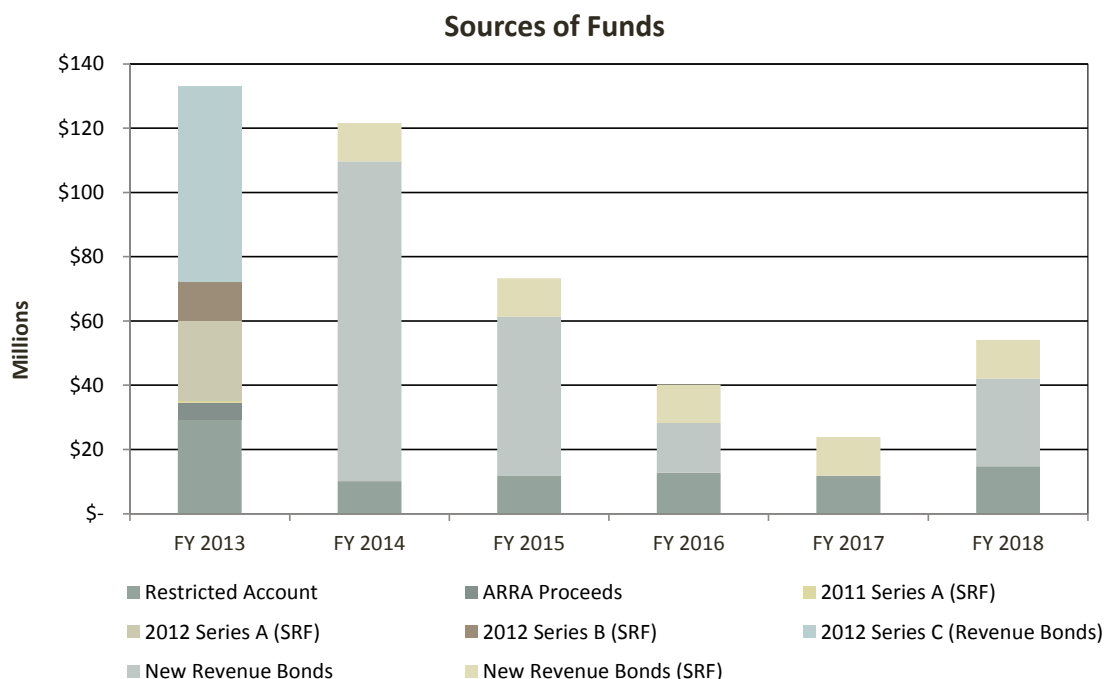
Funding Source	Description
Capital Account	Grant or Project Reimbursements
Restricted Account	Prior Year Debt Service Coverage
ARRA Proceeds	RICWFA Loan Proceeds with ARRA Subsidy of 15% Principal Forgiveness
2011 Series A (SRF)	Unspent Proceeds from NBC 2011 Series A
2012 Series A (SRF)	Unspent Proceeds from NBC 2012 Series A
2012 Series B (SRF)	Unspent Proceeds from NBC 2012 Series B
2012 Series C (Revenue Bonds)	Unspent Proceeds from NBC 2012 Series C
New Revenue Bonds	New Revenue Bond Issuances
New Revenue Bonds (SRF)	New Borrowings from RICWFA backed by NBC Revenue Bonds

In FY 2013, NBC plans to fund its capital improvements with approximately \$30.9 million in existing SRF funds, \$29.2 million in restricted funds, and \$0.3 million in capital funds. In addition, NBC plans to borrow \$12.0 million from the RICWFA and issue \$60.9 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 \$191.6 million in revenue bonds during fiscal years 2014 through 2018, making it NBC's largest source of capital. In addition, it is projected that \$61.5 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 2013-2018.

Sources of Funds (Thousands)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY 2014-2018	Total FY 2013-2018
Capital Account	\$ 315	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 315
Restricted Account	29,186	10,165	11,958	12,781	11,854	14,760	61,518	90,704
ARRA Proceeds	5,260	-	-	-	-	-	-	5,260
2011 Series A (SRF)	900	-	-	-	-	-	-	900
2012 Series A (SRF)	24,750	-	-	-	-	-	-	24,750
2012 Series B (SRF)	12,000	-	-	-	-	-	-	12,000
2012 Series C (Revenue Bonds)	60,870	-	-	-	-	-	-	60,870
New Revenue Bonds	-	99,470	49,360	15,440	-	27,310	191,580	191,580
New Revenue Bonds (SRF)	-	12,000	12,000	12,000	12,000	12,000	60,000	60,000
Total	\$ 133,281	\$ 121,635	\$ 73,318	\$ 40,221	\$ 23,854	\$ 54,070	\$ 313,098	\$ 446,378

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 2013 through FY 2018. NBC will rely heavily on revenue bonds to finance the CIP, with the revenue bond issuance peaking in FY 2014 to nearly \$100 million.



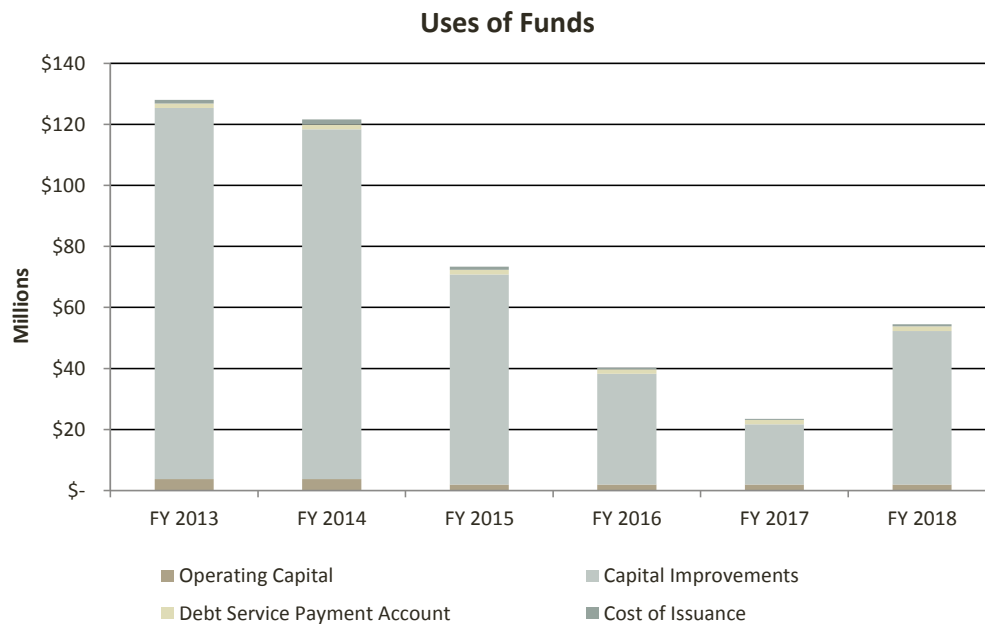
NBC must also take into consideration the uses of capital funds as part of the planning process. The following table lists the individual funding uses along with their descriptions. In addition to payments for capital projects, the table identifies operating capital expenses and incremental increases 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 93% of the total uses for the FY 2014-2018 CIP window.

Uses of Funds	(Thousands)	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total FY 2014-2018	Total FY 2013-2018
Operating Capital	\$	3,733	\$ 3,733	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 11,733	\$ 15,466
Capital Improvements		121,604	114,643	68,803	36,220	19,675	50,300	289,640	411,245
ARRA Eligible Capital Improvements		5,260	-	-	-	-	-	-	5,260
Debt Service Payment Account		1,500	1,500	1,500	1,500	1,500	1,500	7,500	9,000
Cost of Issuance		1,183	1,762	1,010	502	270	680	4,224	5,407
Total	\$	133,281	\$ 121,638	\$ 73,313	\$ 40,222	\$ 23,445	\$ 54,480	\$ 313,097	\$ 446,378

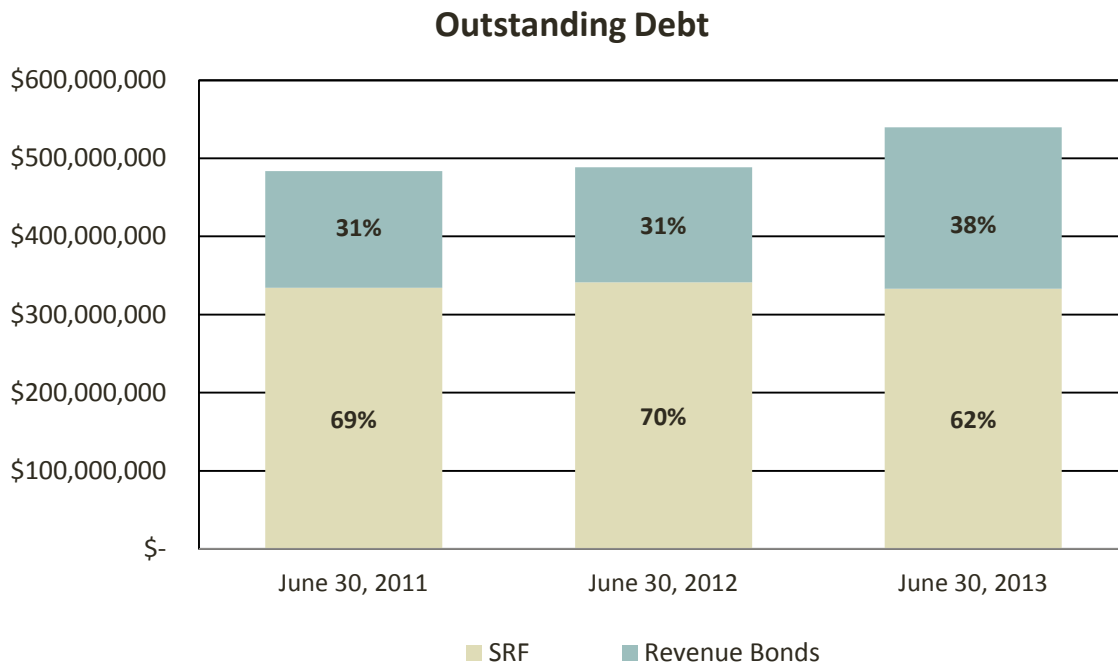
The chart below shows the uses of capital funds by fiscal year. Expenditures on capital improvements are \$121.6 million in FY 2013 and will decline in each of the four following fiscal years. Average annual expenditures over fiscal years 2013 through 2015 are \$101.7 million as NBC completes construction of the CSO Phase II Facilities.



The table below shows the changes in outstanding debt at fiscal year-end for 2011, 2012 and 2013. The Additions/ Principal Payments column reflects the net effect of principal payments 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, 2011	Additions/ Principal Payments	Outstanding Debt as of June 30, 2012	Additions/ Principal Payments	Outstanding Debt as of June 30, 2013
SRF Loans					
Fully Drawn SRF Loans	\$ 237,784,468	\$ (17,385,443)	\$ 220,399,025	\$ (17,778,503)	\$ 202,620,522
2009 Series A	46,697,886	(424,526)	46,273,360	(424,526)	45,848,834
2010 Series A	1,631,030	(67,924)	1,563,106	(68,773)	1,494,333
2010 Series B	19,997,000	(803,000)	19,194,000	(809,000)	18,385,000
2011 Series A	28,154,655	-	28,154,655	(1,111,170)	27,043,485
New 2012 Series A	-	25,584,830	25,584,830	(985)	25,583,845
New 2012 Series B	-	-	-	12,000,000	12,000,000
Subtotal SRF	334,265,039	6,903,937	341,168,976	(8,192,957)	332,976,019
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	61,660,000	(1,670,000)	59,990,000	(1,735,000)	58,255,000
New 2012 Series C	-	-	-	60,870,000	60,870,000
Subtotal Revenue Bonds	149,160,000	(1,670,000)	147,490,000	59,135,000	206,625,000
Total	\$ 483,425,039	\$ 5,233,937	\$ 488,658,976	\$ 50,942,043	\$ 539,601,019

The table below reflects the outstanding debt for fiscal years 2011 and 2012 and the projected debt for fiscal year 2013.

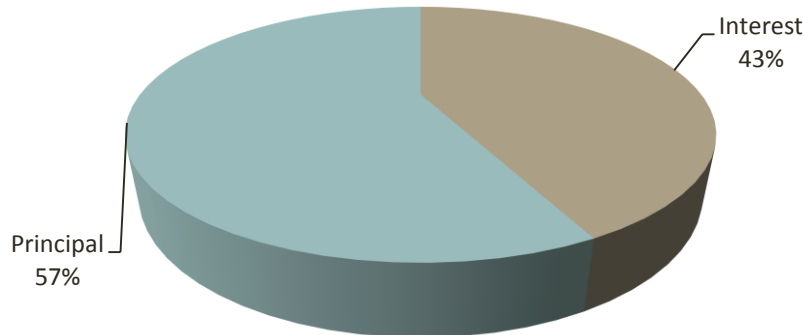


The following table shows debt service payments for existing bond issues in Fiscal Year 2013.

Debt Service Payments Fiscal Year 2013

Issue	Interest	Principal	Total
<u>RICWFA (SRF Loans)</u>			
SRF - Washington Park - \$3.694M	\$ 8,515	\$ 225,410	\$ 233,925
SRF - Butler - \$1.662M	2,172	115,414	117,587
1993 Series B - \$14.781M	125,128	915,000	1,040,128
1994 Series - \$17.279M	136,997	1,055,306	1,192,303
1997 Series - \$8.150M	136,857	436,398	573,255
1999 Series - \$23.955M	453,597	1,435,000	1,888,597
2001 Series - \$57M	882,172	3,350,000	4,232,172
2002 Series - \$57M	530,471	2,780,974	3,311,445
2003 Series - \$40M	547,654	1,882,000	2,429,654
2004 Series B - \$40M	606,923	1,618,000	2,224,923
2005 Series B - \$30M	423,521	1,392,000	1,815,521
2006 Series A - \$30M	408,440	1,379,000	1,787,440
2007 Series B - \$25M	461,027	1,194,000	1,655,027
2009 Series A - \$55M	1,232,511	424,526	1,657,037
2010 Series A - \$2M	38,758	68,773	107,531
2010 Series B - \$20M	547,720	809,000	1,356,720
2011 Series A - \$30M	717,258	1,111,170	1,828,429
2012 Series A - \$25.75M	315,089	985	316,074
2012 Series B - \$12M	415,500	-	415,500
<u>Revenue Bonds</u>			
2008 Series A \$66M Refunding	2,054,106	1,735,000	3,789,106
2005 Series A - \$45M	2,250,000	-	2,250,000
2007 Series A - \$42.5M	2,065,563	-	2,065,563
2012 Series C - \$60.9M	1,979,250	-	1,979,250
	\$ 16,339,229	\$ 21,927,958	\$ 38,267,187

FY 2013 Debt Service

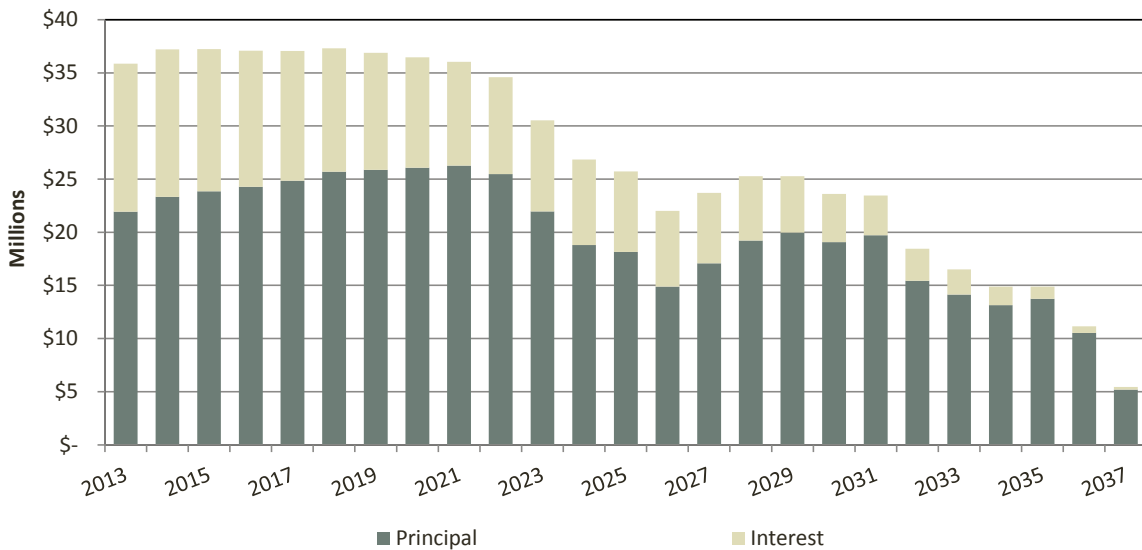


The following table shows debt service payments for existing bond issues through maturity.

Debt Service Payments through Maturity

Fiscal Year	Debt	Principal	Interest	Total Payment
2013	\$ 488,658,977	\$ 21,927,958	\$ 13,944,479	\$ 35,872,436
2014	466,731,019	23,326,124	13,893,391	37,219,515
2015	443,404,895	23,864,024	13,362,655	37,226,679
2016	419,540,871	24,290,242	12,797,564	37,087,806
2017	395,250,629	24,843,021	12,220,153	37,063,174
2018	370,407,609	25,691,015	11,625,161	37,316,175
2019	344,716,594	25,864,216	11,011,206	36,875,421
2020	318,852,378	26,075,655	10,388,164	36,463,819
2021	292,776,723	26,272,559	9,757,244	36,029,803
2022	266,504,164	25,463,317	9,134,021	34,597,338
2023	241,040,847	21,952,654	8,567,679	30,520,333
2024	219,088,192	18,788,008	8,065,310	26,853,318
2025	200,300,184	18,152,757	7,581,880	25,734,636
2026	182,147,428	14,893,790	7,129,487	22,023,277
2027	167,253,637	17,067,797	6,627,687	23,695,484
2028	150,185,841	19,228,830	6,050,692	25,279,522
2029	130,957,011	19,971,400	5,296,877	25,268,277
2030	110,985,611	19,080,314	4,525,937	23,606,251
2031	91,905,296	19,724,620	3,737,932	23,462,551
2032	72,180,677	15,442,017	3,000,982	18,442,999
2033	56,738,660	14,143,660	2,353,467	16,497,127
2034	42,595,000	13,140,000	1,752,281	14,892,281
2035	29,455,000	13,730,000	1,150,700	14,880,700
2036	15,725,000	10,520,000	622,063	11,142,063
2037	5,205,000	5,205,000	247,238	5,452,238
	<u>\$ 488,658,976</u>	<u>\$ 184,844,249</u>	<u>\$ 673,503,225</u>	

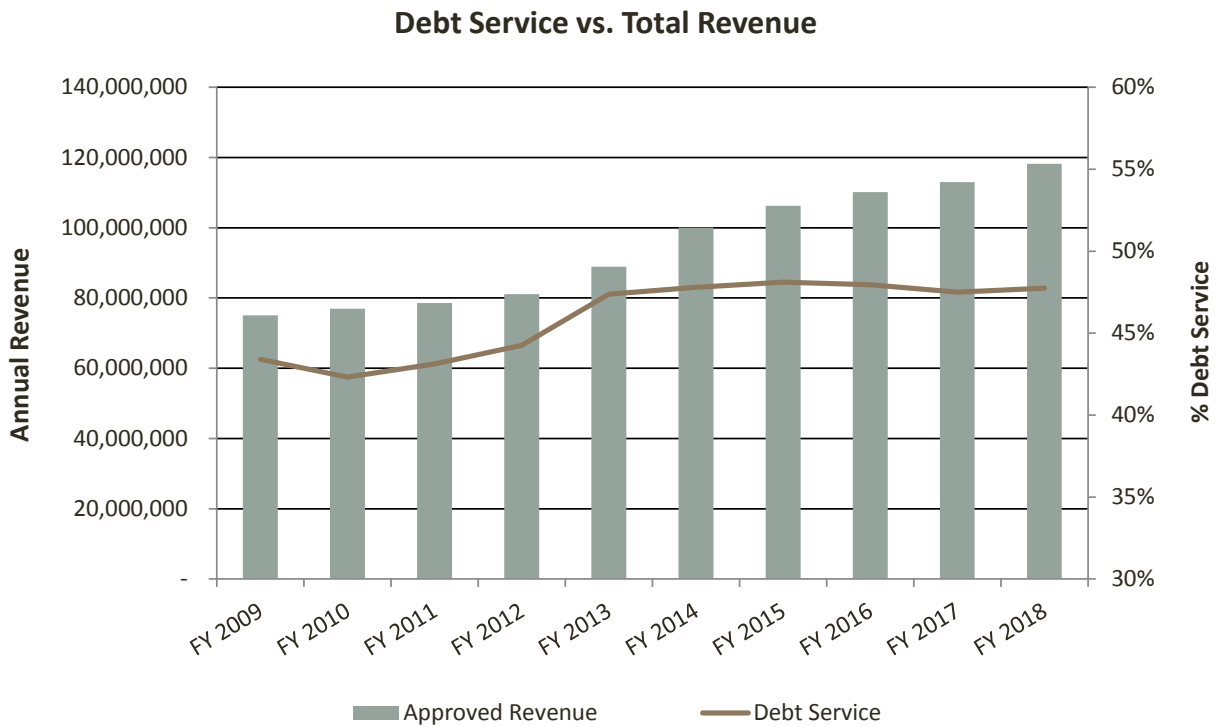
Debt Service through Maturity



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 \$38.3 million in FY 2013 to \$56.4 million in FY 2018. The chart below shows debt service as a percentage of the projected revenue requirement through FY 2018. Annual debt service as a percentage of total revenue will rise from 46.7% in FY 2013, peak at 48.0% in FY 2016 and is projected to decline to 47.74% in FY 2018. All debt service projections are based on a number of assumptions including the cash flow estimates outlined in the CIP.



Impact of the CIP on the Operating Budget

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. Two of the seven capital projects are “green” and will generate cost savings which will offset their operating impacts.

The specific expense line items that will be impacted are shown by project and fiscal year in the following table. Operation of the Nitrogen Removal Facilities at Field’s Point will require additional electricity, natural gas and chemical usage, resulting in increased operational costs of \$712,000 in FY 2013. The three wind turbines at Field’s Point, once operational, are anticipated to result in electricity cost savings of nearly \$800,000 which will offset the costs for their required maintenance and service agreements beginning in FY 2014. Trash nets required as part of the Floatable Control Facilities will impact the FY 2014 operating budget by \$10,000. The

projected operational impact of all of the completed CIP projects is \$712,000 in FY 2013, which increases to \$1.53 million in FY 2018.

CIP Impact on Operating Budget (In thousands)

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
FPWWTF Nitrogen Removal Facilities						
Utilities	\$ 708	\$1,415	\$1,458	\$1,502	\$1,547	\$1,593
Chemicals	-	369	380	392	404	416
Screenings & Grit Disposal	2	2	2	2	2	2
Water	2	2	2	3	3	3
Subtotal	712	1,789	1,842	1,898	1,955	2,013
Regulatory Compliance Building						
Utilities	-	-	39	77	79	82
Subtotal	-	-	39	77	79	82
BPWWTF Biogas Reuse						
Maintenance & Service Agreements	-	-	260	260	260	260
Utilities	-	-	(505)	(526)	(546)	(568)
Subtotal	-	-	(245)	(266)	(286)	(308)
FPWWTF Wind Turbine						
Maintenance & Service Agreements	-	100	100	100	100	100
Utilities	-	(793)	(793)	(793)	(793)	(793)
Subtotal	-	(693)	(693)	(693)	(693)	(693)
CSO Phase II Facilities						
Biosolids Disposal	-	-	21	43	48	54
Utilities	-	-	21	43	45	47
Maintenance & Service Agreements	-	-	5	10	11	12
Subtotal	-	-	47	96	104	112
Floatable Control Facilities						
Trash Nets	-	10	20	22	24	25
Subtotal	-	10	20	22	24	25
BPWWTF Nitrogen Removal Facilities						
Utilities	-	-	72	75	78	81
Chemicals	-	-	190	198	205	213
Subtotal	-	-	262	273	283	294
Total Impact on Operating Budget	\$ 712	\$1,106	\$1,272	\$1,407	\$1,466	\$1,525

In order to assess the relative impact of the FY 2018 operational costs of the new facilities on the annual operating budget, the projected impacts of the seven projects have been calculated as a percent of the annual operating budget. The majority or 5.41% of the impact is for the Field's Point Nitrogen Removal Facilities, with a projected annual operating cost of \$2.01 million. The Field's Point Wind Turbine and the Bucklin Point Biogas Reuse projects are anticipated to result in electricity savings of \$693,000 and \$308,000 respectively. The

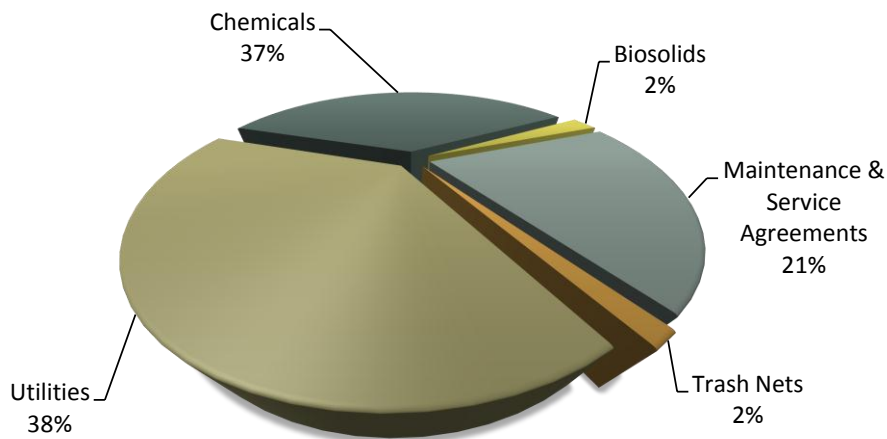
following table shows that the projected net impact of all of the new facilities on the operating budget in FY 2018 is 4.1%.

CIP Project Name	FY 2018	Percentage of Impact on Projected O&M Budget*
FPWWTF Nitrogen Removal Facilities	\$2,013	5.41%
Regulatory Compliance Building	82	0.22%
BPWWTF Biogas Reuse	(308)	-0.83%
FPWWTF Wind Turbine	(693)	-1.86%
CSO Phase II Facilities	112	0.30%
Floatables Control Facilities	25	0.07%
BPWWTF Nitrogen Removal Facilities	294	0.79%
Total	\$1,525	4.10%

* Based on FY 2013 Draft Operating Budget

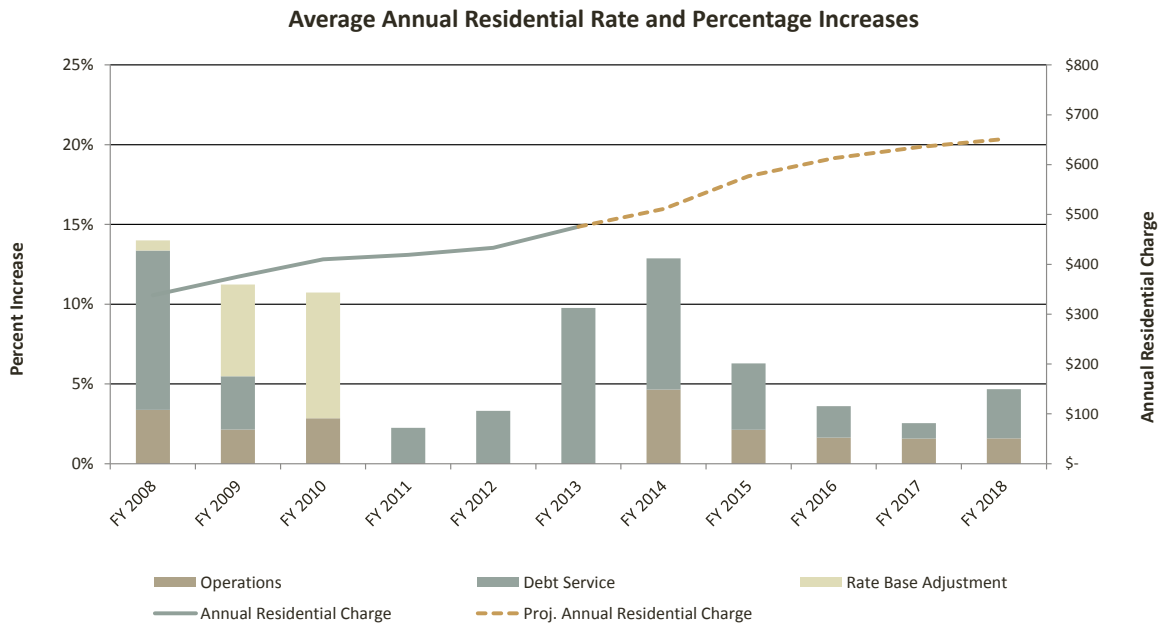
The following graph shows the percentage of CIP impacts by expense type related to the operational costs during FY 2013-2018. The majority or 38% is related to the increased utility costs for the Field’s Point and Bucklin Point Nitrogen Removal Facilities as well as the Regulatory Compliance Building. These utility costs will be offset by NBC’s two renewable energy projects; the Field’s Point wind turbines and the Bucklin Point biogas reuse which will generate energy and result in net savings. Chemical costs represent 37% of the six year period costs and are related to the nitrogen removal facilities at Field’s Point and Bucklin Point. Maintenance and service agreements represent 21% of the impact for renewable energy projects, while both biosolids disposal and trash nets account for 2% and are for the Floatables Control Facilities and the CSO Phase II Facilities respectively.

CIP Impact by Element of Operating Expense
(In thousands)



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 \$475 at the beginning of FY 2013 to nearly \$651 in FY 2018. As previously mentioned, the July 1, 2012 rate increase of 2.25%, and the projected January 1, 2013 rate increase of 7.5% are entirely to support debt service and debt service coverage. The largest projected rate increase is in FY 2014 at 12.87%, 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 64%, 66% and 55% of the projected rate increases in FY 2014, 2015 and 2016 respectively and 66% in FY 2018. Rate increases to support the operating costs of the new BNR Facilities will also be required.



Even with these increases, NBC's sewer rates remain competitive. As can be seen in the chart, when NBC's 2011 rate is calculated based on consumption of 120 HCF, it is approximately 12% below the national average of \$561.

2011 Annual Residential Sewer Charges for Major U.S. Cities

San Antonio, TX	\$	271	Columbus, OH	\$	507
Newark, NJ		372	San Diego, CA		594
Los Angeles, CA		373	Seattle, WA		598
Indianapolis, IN		374	New York, NY		605
Milwaukee, WI		376	Boston, MA		634
Fort Worth, TX		378	Washington, DC		655
Saint Louis, MO		382	Detroit, MI		680
Saint Paul, MN		397	Jacksonville, FL		681
San Jose, CA		406	Austin, TX		755
New Orleans, LA		448	MWRA Service Area		796
Dallas, TX		463	San Francisco, CA		945
Philadelphia, PA		483	Portland, ME		973
Houston, TX		488	Honolulu, HI		1,016
Providence, RI		494			

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 \$250,000 and are for new facilities as well as the repair and replacement of existing infrastructure. The CIP shows programmed expenditures for fiscal year 2013 as well as the five-year period of fiscal years 2014-2018, which is referred to in this document as the “window.” Structuring the CIP this way also 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 50 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 for FY 2013 and FY 2014 as the NBC continues construction of the Combined Sewer Overflow (CSO) Phase II Facilities, completes 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 \$290 million and a total of \$417 million during FY 2013-2018. For planning purposes, the programmed expenditures are classified into cost categories, as shown in the following table.

FY 2014-2018 CIP Costs by Category
(In thousands)

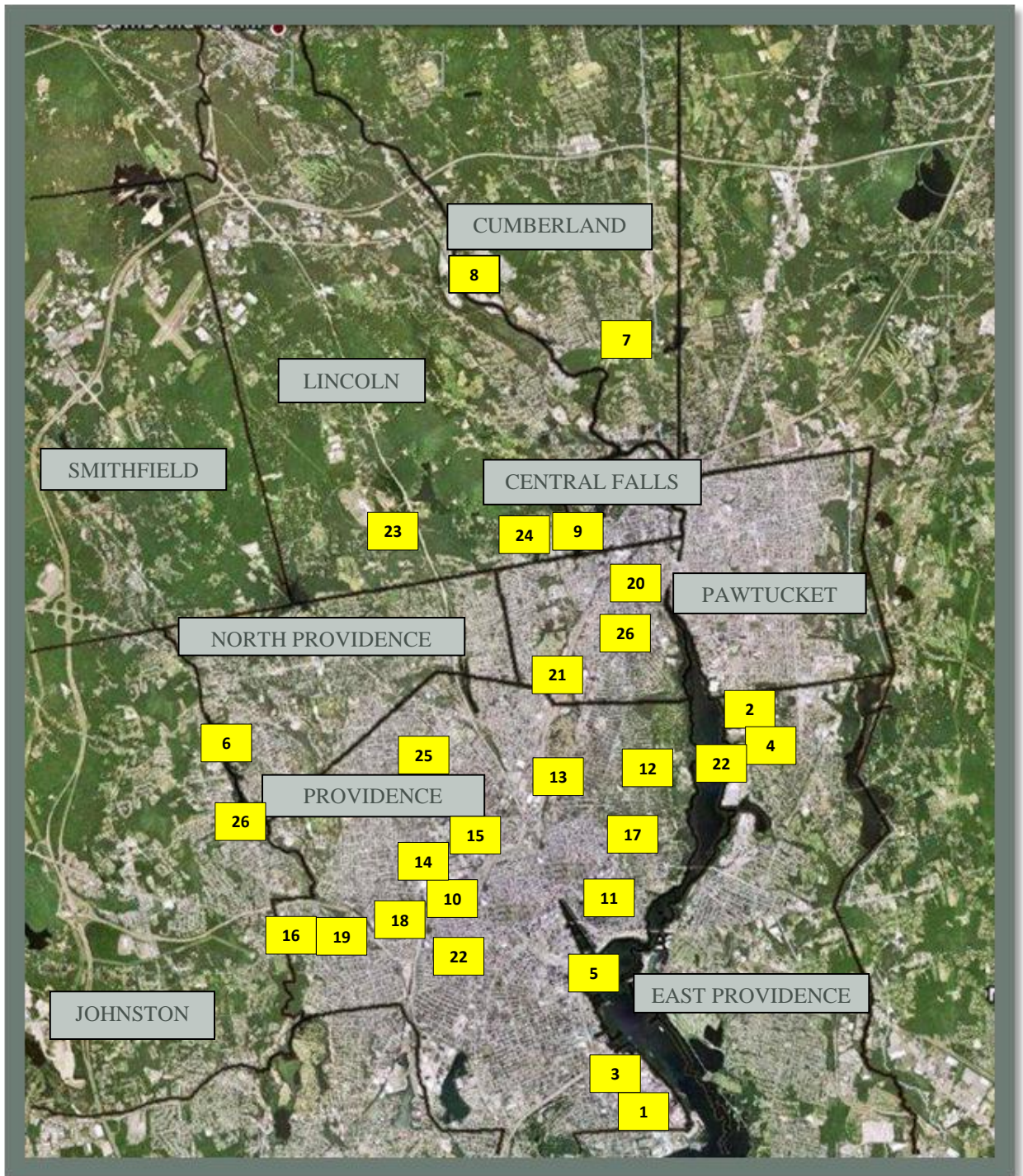
Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Costs	
							FY 2014-2018	FY 2013-2018
Administrative	\$ 4,676	\$ 3,620	\$ 2,626	\$ 906	\$ 707	\$ 1,311	\$ 9,170	\$ 13,846
Land	6,936	-	500	300	300	4,000	5,100	12,036
A/E Professional	3,880	3,505	1,531	13,087	16,001	10,652	44,775	48,655
Construction	93,537	85,491	36,589	16,591	2,284	27,314	168,269	261,806
Contingency	5,877	12,667	20,254	4,534	234	234	37,923	43,801
Other	11,960	9,361	7,303	802	149	6,789	24,402	36,362
Totals	\$ 126,865	\$ 114,643	\$ 68,803	\$ 36,220	\$ 19,675	\$ 50,300	\$ 289,640	\$ 416,505

Capital Improvement Program Project Locations

The capital projects included in this CIP are categorized into seven of the 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 26 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
1	11601C	FPWWTF Pump Replacement
1	11900	Regulatory Compliance Building
2	12000	BPWWTF - Biogas Reuse
3	12100	FPWWTF - Wind Turbine
3	12400	NBC IM Facilities
3	12500	Utility Reliability Enhancement for the Field's Point Campus
4	80900	BPWWTF - Nitrogen Removal Facilities
<u>Infrastructure Management</u>		
5	1100000	Site Specific Study
5	1140100	River Model Development
6	30221	Hydraulic Systems Modeling
7	30438	Interceptor Easements - Construction
8	30501	Interceptor Easements - NBC BVI
<u>Phase II CSO Facilities</u>		
9	30302C	Phase II CSO Facilities - OF 106
10	30303C	Phase II CSO Facilities - WCSOI Main
11	30404C	Phase II CSO Facilities - SCSOI Main
12	30305C	Phase II CSO Facilities - OF 027
13	30306C	Phase II CSO Facilities - OF 037 West
13	30307C	Phase II CSO Facilities - OF 037 South
13	30308C	Phase II CSO Facilities - OF 037 North
14	30309C	Phase II CSO Facilities - WCSOI Regulator
15	30310C	Phase II CSO Facilities - WCSOI North
16	30311C	Phase II CSO Facilities - WCSOI West
17	30312C	Phase II CSO Facilities - SCSOI Regulator
18	30313C	Phase II CSO Facilities - WCSOI Site Demolition
19	30314C	Phase II CSO Facilities - WCSOI OF 054
<u>Phase III CSO Facilities</u>		
20	30800	Phase III CSO Facilities
<u>Floatables Control Facilities</u>		
21	30600	Floatables Control Facilities
<u>CSO Interceptor Inspection and Cleaning</u>		
22	30430M	Woonasquatucket Interceptor along Route 10 Inspection & Cleaning
<u>CSO Interceptor Repair and Construction</u>		
23	30421	Louisquisset Pike Interceptor Replacement
24	30444	Moshassuck Valley Interceptor
25	30454C	Branch Avenue Interceptor Improvement
26	30455C	Improvements to NBC Interceptors FY 2012

CAPITAL IMPROVEMENT PROGRAM PROJECT LOCATIONS



Capital Improvement Program Assumptions

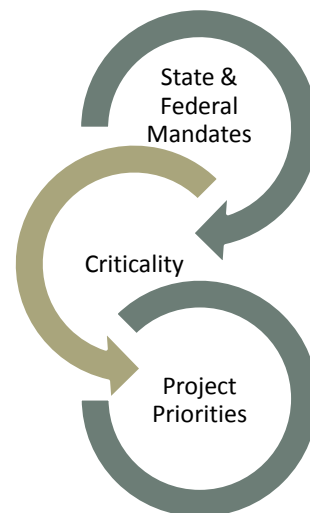
The cost estimates in this CIP are based on a number of assumptions as follows:

- 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 include a 12% contingency which reflects recent industry experience related to construction cost factors and may be modified upon receipt of bids. 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

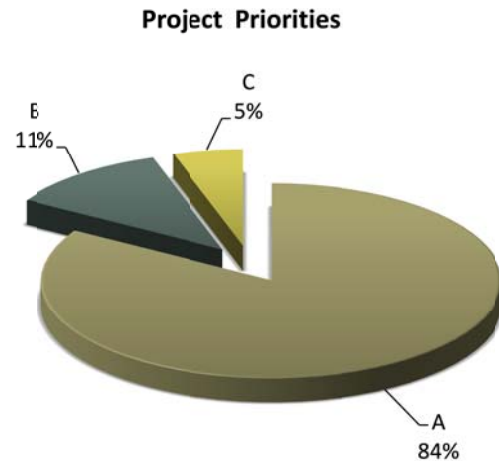
NBC’s comprehensive capital improvement planning process incorporates the project’s relationship to the strategic plan, program priorities, the permitting process, construction management availability, seasonal considerations, scheduling and other factors. The CIP drives NBC’s long-term financing requirements, 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 two years 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 project scope, basis of the cost estimate and 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 84% of the projects identified in the window are prioritized with an “A” ranking and total approximately \$242 million.

In addition, 11% or \$33 million of projects are identified with a “B” ranking, which includes projects imperative to NBC’s ongoing operations. Finally, 5%, or approximately \$14.5 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.



Estimated Costs by Project Priority
(In thousands)

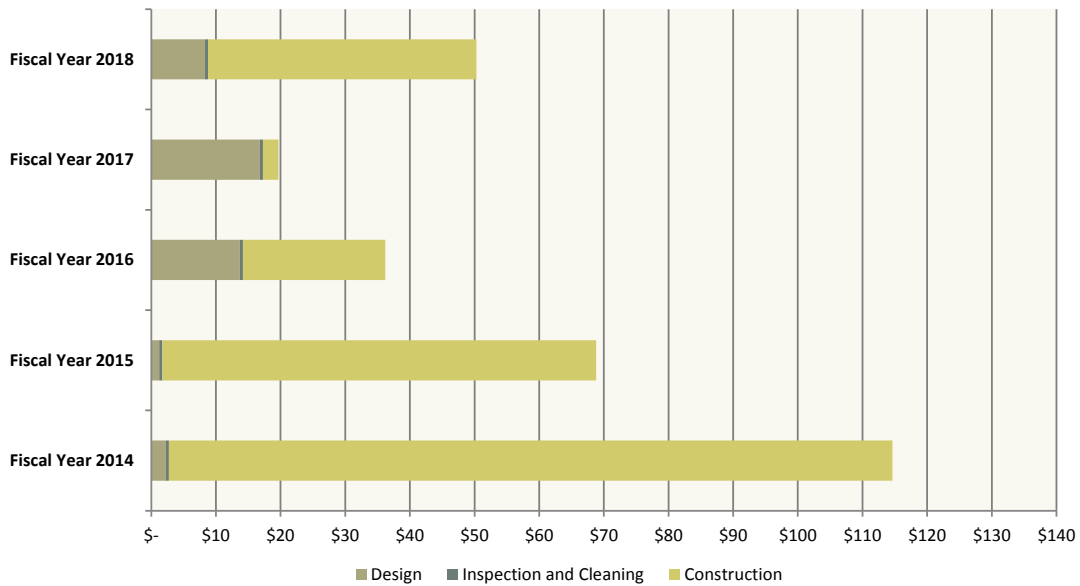
Project Priority	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Costs FY 2014-2018	Ranking Percentage
A	\$ 94,895	\$ 51,586	\$ 30,992	\$ 16,476	\$ 48,024	\$ 241,972	84%
B	12,954	10,561	4,278	3,144	2,276	33,213	11%
C	6,794	6,656	950	55	-	14,455	5%
Total Project Costs	\$ 114,643	\$ 68,803	\$ 36,220	\$ 19,675	\$ 50,300	\$ 289,640	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, 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 inspection, cleaning and repair of NBC’s miles of interceptors, or other one-time special studies to maintain the integrity of the NBC’s infrastructure and collection system.

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 85% or \$245 million of the total expenditures. Design is the second largest phase with \$42 million or 15% of the capital expenditures. Finally, inspection and cleaning expenditures are approximately 1% of the total.

Expenditures by Project Phase (In millions)

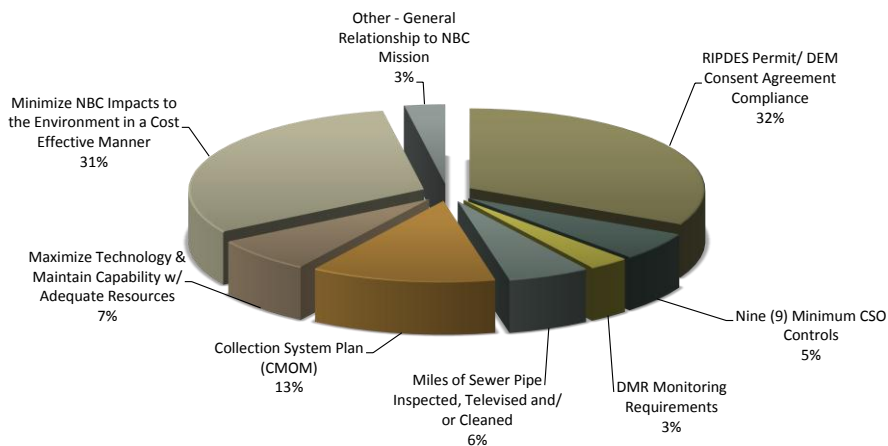


Capital Projects by Strategic Objective

NBC’s Strategic Plan ensures the ability to meet water quality objectives within the constraints of regulatory requirements through achieving 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 address more than one purpose.

Of the 50 CIP projects, 32% are related to the RIPDES Permit/DEM Consent Agreement Compliance Objective and 31% are to Minimize NBC’s Impacts to the Environment in a Cost Effective Manner. In addition, 13% 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 following chart illustrates the percentage of capital projects aligned with each Strategic Objective.

Percentage of Capital Projects by Strategic Objective



Capital Improvement Program Project Cost Allocation

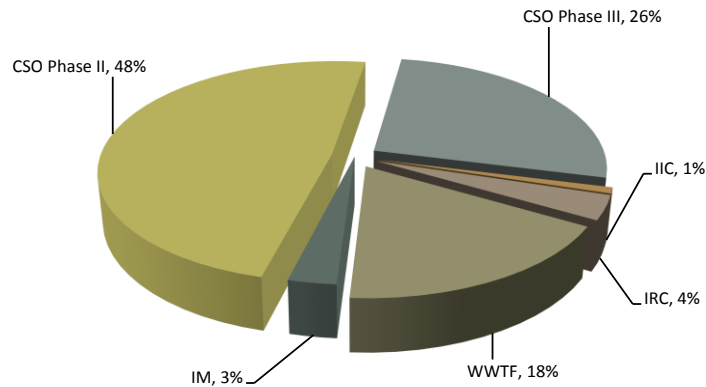
NBC classifies the capital expenditures by categorizing each capital project into one of eight functional areas, according to the scope and tasks involved within each capital project. The eight functional areas are described in the table below.

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 following graph shows the allocation of capital expenditures according to the functional area classification. Of the approximately \$290 million in capital expenditures scheduled over this year's CIP window, \$140 million, or 48%, is for Phase II of the CSO Abatement Project. Approximately 26% or \$77 million is allocated to begin design of Phase III of the CSO Abatement Project. In addition, 18% or \$51 million is for Wastewater Treatment Facility Improvements, of which \$23 million will be spent on the Nitrogen Removal Facilities at both Field's Point and Bucklin Point. The remaining expenditures of \$21 million or 8% are for Infrastructure Management, Floatables Controls Facilities, Interceptor Repair and Construction and Interceptor Inspection and Cleaning.

CIP Costs by Functional Area



The following table shows a comparison of the capital expenditure costs by functional area from the prior year (FY 2013-2017) CIP to the current year (FY 2014-2018) CIP. Although the most significant change is due to the CIP's window shift from year to year, the CSO Phase II Facilities have decreased by \$150 million or 52% as a result of construction bids received.

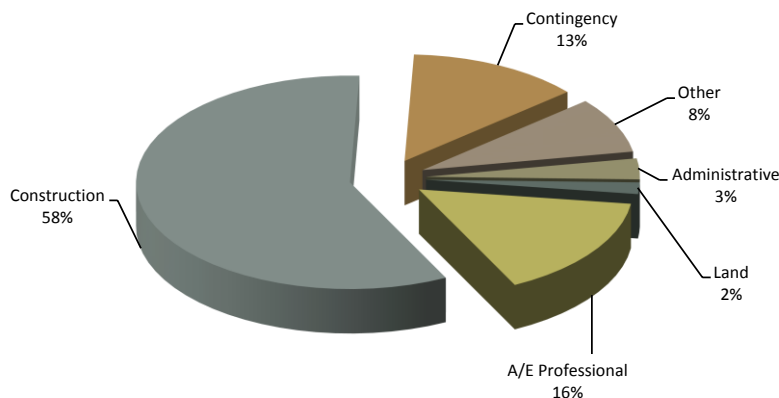
The table below shows a 167% increase in the CSO Phase III Facilities functional area as construction is scheduled to begin in 2018. There is also a decrease in costs for Wastewater Treatment Facility Improvements of \$39 million and Floatables Control Facilities of \$1.2 million due to construction being performed in FY 2013. Overall, there is a 33% 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 2013-2017)	Current Year CIP (FY 2014-2018)	% Change
Wastewater Treatment Facility Improvements	\$ 89,915	\$ 51,260	-43%
Infrastructure Management	8,283	8,392	1%
CSO Phase II Facilities	289,987	140,315	-52%
CSO Phase III Facilities	28,713	76,737	167%
Floatables Control Facilities	1,399	210	-85%
CSO Interceptor Inspection and Cleaning	2,500	2,500	0%
CSO Interceptor Repair and Construction	9,457	10,226	8%
Total	\$ 430,254	\$ 289,640	-33%

For planning purposes, the programmed expenditures within each project are classified into cost categories. Cost categories include the Administrative category, which includes NBC construction management 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 includes costs for architectural and engineering services related to planning or design. The Construction cost category reflects contractor and outside construction management costs. Lastly, the Contingency cost category includes an allowance for construction cost increases based upon industry experience related to construction cost factors. As shown in the following chart, construction costs represent \$168 million, or approximately 58% of the total costs within the five-year period. Architectural and Engineering services represent approximately 16% or \$45 million of the costs during this same period.

CIP Costs by Type of Activity



Significant Capital Improvement Projects

This year's CIP includes costs for the design and construction of five significant Capital Improvement Projects: CSO Phase II Facilities, the completion of the nutrient removal facilities at Field's Point, nutrient removal at Bucklin Point, the commencement of the design phase for the Phase III CSO Facilities in FY 2016 and the construction of the Regulatory Compliance Building. Costs for these five projects during the five-year period total \$258 million, or 89% of this year's CIP. Construction of the Field's Point nutrient removal facilities is ongoing. Construction of the CSO Phase II Facilities is scheduled to be complete in FY 2016 and the construction of the Bucklin Point nutrient removal facilities began 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 the current CIP window.

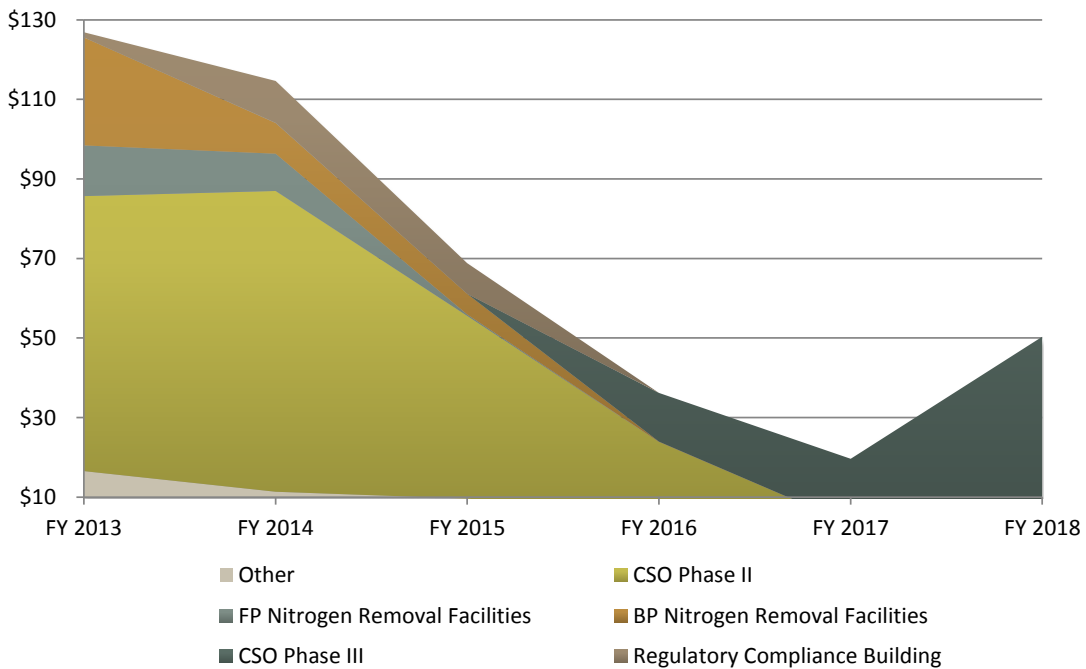
Expenditures by Major Project

(In thousands)

Project	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
CSO Phase II	\$ 69,145	\$ 75,601	\$ 45,947	\$ 18,645	\$ -	\$ -
CSO Phase III	-	-	-	12,237	16,476	48,024
Regulatory Compliance Building	1,284	10,566	7,665	-	-	-
FP Nitrogen Removal Facilities	12,738	9,346	363	-	-	-
BP Nitrogen Removal Facilities	27,158	7,763	5,170	110	-	-
Other	16,540	11,367	9,657	5,228	3,199	2,276
Total	\$ 126,865	\$ 114,643	\$ 68,803	\$ 36,220	\$ 19,675	\$ 50,300

Expenditures by Major Project

(Millions of \$)



Project 303 - CSO Phase II Facilities



The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. 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.

The total estimated project cost for Phase II is \$233 million. This project has progressed to construction and has been separated into fourteen different construction projects based upon the tasks to be completed. The estimated cost for FY 2014-2018 is approximately \$140 million, or 48% of the total costs included in the five-year window. The table shown below lists the projects and their costs compared to last year's CIP.

Phase II CSO Facilities - Total Construction Cost Comparison		<u>2013-2017 CIP</u>	<u>2014-2018 CIP</u>	<u>Difference</u>
30301RS	Phase II CSO Facilities - Program & Construction Mgmt	\$ 30,315	\$ 30,315	\$ 0
30302C	Phase II CSO Facilities - OF 106	10,197	5,926	(4,271)
30303C	Phase II CSO Facilities - WCSOI	116,332	86,327	(30,005)
30304C	Phase II CSO Facilities - SCSOI Main	73,579	30,976	(42,602)
30305C	Phase II CSO Facilities - OF 027	11,412	11,412	-
30306C	Phase II CSO Facilities - OF 037 West	24,608	12,769	(11,839)
30307C	Phase II CSO Facilities - OF 037 South	15,127	15,127	-
30308C	Phase II CSO Facilities - OF 037 North	15,127	15,127	-
30309C	Phase II CSO Facilities - WCSOI Regulator	1,096	1,240	144
30310C	Phase II CSO Facilities - WCSOI North	24,000	9,366	(14,634)
30311C	Phase II CSO Facilities - WCSOI West	18,076	9,125	(8,951)
30312C	Phase II CSO Facilities - SCSOI Regulator	2,530	1,932	(598)
30313C	Phase II CSO Facilities - WCSOI Site Demolition	667	427	(240)
30314C	Phase II CSO Facilities - WCSOI OF 054	-	3,150	3,150
Total Phase II Facilities - Construction Costs		<u>\$ 343,065</u>	<u>\$ 233,218</u>	<u>\$(109,846)</u>

Ten of the fourteen contracts have been awarded to date for the CSO Phase II Facilities. Contract 30302C and 30304C will be awarded in May 2012. The remaining two contracts, 30307C and 30308C, are scheduled for award in the Fall 2012. Phase II construction is currently 8% complete. The most significant components of the Phase II Facilities are 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 and the Woonasquatucket Interceptor will run approximately 18,200 feet along the Woonasquatucket River. These projects began in FY 2012 and are scheduled to be complete in FY 2016. The 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.

The CSO Phase II Facilities also include four sewer separation projects on the East Side of Providence which will separate the sanitary flow from the storm water flow. Construction of catch basins and new storm drains is ongoing on the East Side of Providence. Downspouts will be disconnected to remove stormwater from entering the sanitary sewer system. The disconnections will remove approximately 62 million gallons of stormwater from the combined sewer system annually. A wetlands treatment facility in Central Falls will also be constructed and consists of a storage tank and created wetlands. For small storms, the combined sewer flows will be stored in the tank until after the storm when they will be pumped to the collection system. For larger storms, treatment will be provided by the wetland. This portion of the project is eligible for "principal forgiveness" in addition to the traditional interest rate subsidy as part of NBC's 2012 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 in yellow). 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 WWTW 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 26% or \$77 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 WWTW's.

Field's Point

The construction cost estimate for the Field's Point nitrogen removal facilities and related upgrades (Project 109) is \$72 million. The project is being funded with \$57.7 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 \$8.6 million in addition to the traditional interest rate subsidy.

Currently, construction of the nitrogen removal facilities is approximately 84% complete and on schedule. Ten existing aeration basins have been modified with concrete walls (right) in order to provide four anaerobic zones and accommodate the diffusers



for the Integrated Fixed Film Activated Sludge (IFAS) process. The existing blower building (right) 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 equipped with the conduit and wiring necessary to operate the new blowers.



This project also included construction of a new Operations Building (below) which was complete in FY 2012. 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 fine solids from the flow prior to its entering the aeration tanks. The screw lift pumps 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 must be made to the treatment plant, without disruption to the 24 hour day to day operations. A variety of wastewater treatment equipment, process piping, electrical components and controls have been installed and furnished. Upgrades were made to the electrical service in order to provide the additional power needed for BNR and a new backup generator was 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 approved on June 15, 2011.

The current construction cost estimate for the Bucklin Point nitrogen removal facilities, Project 809, is \$43 million. This cost is \$9.9 million less than the cost in last year's CIP primarily because the actual bid came in lower than the estimated bid. This project will upgrade the existing BNR processes at Bucklin Point. As part of this project 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 also be upgraded and a new chemical addition system for supplemental carbon will be constructed. Construction began in FY 2012.

Green Technology

A renewable energy source may be considered a green technology or “green” if it minimizes 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.

Field’s Point Wastewater Treatment Facility Wind Turbines

NBC’s Wind Turbine energy project at Field’s Point (Project 121) will convert wind energy into electricity using three 1.5 mega-watt turbines. This project is expected to generate clean sustainable energy for use on-site for wastewater treatment operations and the ability to sell excess energy back to the grid. In addition to reducing greenhouse gas emissions, the wind turbines will help offset projected increases in utility costs associated with the new Facilities. All three wind turbines have been erected, internal electrical work is complete and duct bank installations have begun. NBC is working with National Grid on the interconnect agreement and the turbines are anticipated to be operational in FY 2013. The project is expected to cost approximately \$14.9 million.



Bucklin Point Wastewater Treatment Facility Biogas Reuse



At Bucklin Point, NBC uses a process called anaerobic digestion to treat and stabilize biosolids from the wastewater treatment process. 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 (right). Using a combined heat and power system, NBC will burn all the biogas in a reciprocating engine 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 footprint through the efficient use of this readily available renewable fuel. Currently, the NBC is in the final design phase for this project and construction is scheduled to begin in FY 2014. Estimated construction costs (Project 120) are approximately \$2.6 million.



Capital Improvement Program Changes

Collection System Infrastructure



This CIP includes projects that demonstrate NBC’s continued commitment to maintain NBC’s infrastructure and collection system. Through this initiative, NBC is able to program its capital 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



for interceptor construction and repairs and \$500 thousand annually to interceptor inspection and cleaning in years that do not have specific projects identified. As improvement projects are identified through the inspection process they are funded from the annual allocation.

Completed Projects

Of the five projects completed last year, the majority of expenditures, 85%, were related to the Sewer System Improvements and CSO Interceptor Repair and Construction. The Wastewater Treatment Facility Improvements and Interceptor Inspection and Cleaning functional areas accounted for remaining 15% of the completed project expenditures. The following table summarizes the completed projects of \$1.7 million.

Completed Project #	Completed Project Description	Total Costs (In thousands)
<u>Wastewater Treatment Facility Improvements</u>		
12300C	NBC Fire Code Compliance	\$ 93
Subtotal - Wastewater Treatment Facility Improvements		93
<u>Sewer System Improvement</u>		
70600C	Omega Pump Station Rack Room	133
70700C	Lincoln Septage Station - Lakeside Unit Replacement	612
Subtotal - Sewer System Improvement		745
<u>CSO Interceptor Inspection and Cleaning</u>		
30435M	East Providence Interceptor Inspection and Cleaning	165
Subtotal - CSO Interceptor Inspection and Cleaning		165
<u>CSO Interceptor Repair and Construction</u>		
30453C	Improvements to NBC Interceptors FY 2010	702
Subtotal - CSO Interceptor Inspection and Cleaning		702
Total Completed Projects		\$ 1,705

New Projects

This year's CIP identifies three new capital projects. The pumps at the Ernest Street Pump Station have provided NBC with over 20 years of service and are critical in pumping sewage to the Field's Point WWTF. Project 11601C is the purchase, refurbishment and installation of existing motors at the Ernest Street Pump Station. The added benefit of refurbishing the motors will be that these pumps will be more compatible with the Variable Frequency Drives (VFD's) currently being installed as part of project 12200C. Project 30455C is the lining of approximately 4,612 linear feet of sewer pipe, rehabilitation of 33 manholes and various repairs to three different interceptors. Lastly, Project 12500C is a utility reliability enhancement at Field's Point that will address concerns about the location and condition of power lines that serve the WWTF. The estimated costs are outlined in the following table.

<u>Project #</u>	<u>Project Description</u>	<u>Estimated Cost (In thousands)</u>
New Projects:		
11601C	FPWWTF Pump Replacement	\$ 500
12500C	Utility Reliability Enhancement for FP Campus	1,597
30455C	Improvements to Interceptors FY 2012	1,500
	Subtotal - New Projects	<u>3,597</u>
	Total New Projects	<u>\$ 3,597</u>

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 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 Fifteen Supplemental Indentures.

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Capital Projects

Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2013	Fiscal Year 2013	Fiscal Years 2014-2018	Post-Fiscal Year 2018	Total Estimated Project Cost
Wastewater Treatment Facility Improvements							
10901D	FPWWTF - Nitrogen Removal Facilities - Design	A	\$ 4,910	\$ 1,896	\$ -	\$ -	6,806
10901C	FPWWTF - Nitrogen Removal Facilities - Construction	A	51,237	10,843	9,710	-	71,789
11601C	FPWWTF Pump Replacement	B	238	262	-	-	500
11900D	Regulatory Compliance Building - Design	B	1,808	1,207	-	-	3,015
11900C	Regulatory Compliance Building - Construction	B	-	77	18,231	-	18,308
12000D	BPWWTF - Biogas Reuse - Design	C	173	282	-	-	455
12000C	BPWWTF - Biogas Reuse - Construction	C	-	-	2,649	-	2,649
12100C	FPWWTF - Wind Turbine - Construction	C	11,404	3,049	453	-	14,906
12400D	New IM Facilities - Design	C	-	9	548	-	557
12400C	New IM Facilities - Construction	C	-	-	6,052	-	6,052
12500C	Utility Reliability Enhancement for FP Campus	B	53	970	575	-	1,597
80900D	BPWWTF - Nitrogen Removal Facilities- Design	A	3,527	306	-	-	3,834
80900C	BPWWTF - Nitrogen Removal Facilities- Construction	A	2,830	26,852	13,043	-	42,725
Subtotal - Wastewater Treatment Facility Improvements			\$ 76,181	\$ 45,751	\$ 51,260	\$ -	173,193
Infrastructure Management							
1100000	Site Specific Study	A	\$ 211	\$ -	\$ 246	\$ -	457
1140100	River Model Development	C	254	124	-	-	378
30221D	Hydraulic Systems Modeling - Design	C	168	159	-	-	327
30438D	Interceptor Easments - Design	A	554	221	-	-	775
30438C	Interceptor Easments - Construction	A	-	-	612	-	612
30500D	NBC Interceptor Easements - Design	B	-	-	2,935	-	2,935
30500C	NBC Interceptor Easements - Construction	B	-	-	2,497	-	2,497
30501D	Interceptor Easements - NBC BVI Design	A	239	407	-	-	646
30501C	Interceptor Easements - NBC BVI Construction	A	-	-	730	-	730
30700	NBC System-wide Facilities Planning	B	-	-	1,372	-	1,372
Subtotal - Infrastructure Management			\$ 1,425	\$ 912	\$ 8,392	\$ -	10,729
Phase II CSO Facilities							
Phase II Facilities - Design							
30301D	Phase II CSO Facilities - Design	A	\$ 16,131	\$ 5,069	\$ 122	\$ -	21,321
Subtotal - Phase II CSO Facilities - Design			\$ 16,131	\$ 5,069	\$ 122	\$ -	21,321
Phase II CSO Facilities - Construction							
30301RS	Phase II CSO Facilities - Program & Construction Management	A	\$ 4,627	\$ 4,266	\$ 21,422	\$ -	30,315
30302C	Phase II CSO Facilities - OF 106	A	132	2,375	3,419	-	5,926
30303C	Phase II CSO Facilities - WCSOI Main	A	3,329	22,000	60,998	-	86,327
30304C	Phase II CSO Facilities - SCSOI Main	A	17	6,778	24,181	-	30,976
30305C	Phase II CSO Facilities - OF 027	A	3,890	5,472	2,049	-	11,412
30306C	Phase II CSO Facilities - OF 037 West	A	3,817	7,481	1,472	-	12,769
30307C	Phase II CSO Facilities - OF 037 South	A	-	2,625	12,502	-	15,127
30308C	Phase II CSO Facilities - OF 037 North	A	-	2,625	12,502	-	15,127
30309C	Phase II CSO Facilities - WCSOI Regulator	A	1,134	106	-	-	1,240
30310C	Phase II CSO Facilities - WCSOI North	A	1,602	7,709	55	-	9,366
30311C	Phase II CSO Facilities - WCSOI West	A	4,788	3,900	437	-	9,125
30312C	Phase II CSO Facilities - SCSOI Regulator	A	273	564	1,095	-	1,932
30313C	Phase II CSO Facilities - WCSOI Site Demolition	A	271	144	12	-	427
30314C	Phase II CSO Facilities - WCSOI OF 054	A	-	3,100	50	-	3,150
Subtotal - Phase II CSO Facilities - Construction			\$ 23,880	\$ 69,145	\$ 140,193	\$ -	233,218

Capital Project Cost Summary

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2013	Fiscal Year 2013	Fiscal Years 2014-2018	Post-Fiscal Year 2018	Total Estimated Project Cost
Phase III CSO Facilities							
30800D	Phase III CSO Facilities - Design	A	\$ -	\$ -	\$ 37,012	\$ -	\$ 37,012
30800C	Phase III CSO Facilities - Construction	A	-	-	39,725	526,225	565,950
Subtotal - Phase III CSO Facilities			\$ -	\$ -	\$ 76,737	\$ 526,225	\$ 602,962
Floatables Control Facilities							
30600D	Floatables Control Facilities - Design	A	\$ 378	\$ 110	\$ -	\$ -	\$ 488
30600C	Floatables Control Facilities - Construction	A	915	3,878	210	-	5,004
Subtotal - Floatables Control Facilities			\$ 1,293	\$ 3,988	\$ 210	\$ -	\$ 5,492
CSO Interceptor Inspection and Cleaning							
30400M	Inspection and Cleaning of CSO Interceptors	B	\$ -	\$ 94	\$ 2,500	\$ 500	\$ 3,094
30430M	WRI Route 10 Inspection and Cleaning	B	44	406	-	-	450
Subtotal - CSO Interceptor Inspection and Cleaning			\$ 44	\$ 500	\$ 2,500	\$ 500	\$ 3,544
CSO Interceptor Repair and Construction							
30400C	Repair and Construction of CSO Interceptors	B	\$ -	\$ 156	\$ 5,103	\$ 1,500	\$ 6,759
30421C	Louisquissett Pike Interceptor Replacement - Construction	C	-	-	2,382	-	2,382
30444D	Moshassuck Valley Interceptor - Design	C	26	229	-	-	255
30444C	Moshassuck Valley Interceptor - Construction	C	-	2	2,371	-	2,373
30454C	Branch Avenue Interceptor Improvement	A	1,866	31	-	-	1,897
30455C	Improvements to Interceptors FY 2012	A	48	1,082	370	-	1,500
Subtotal - CSO Interceptor Repair and Construction			\$ 1,940	\$ 1,500	\$ 10,226	\$ 1,500	\$ 15,166
Total Capital Improvement Program			\$ 120,894	\$ 126,865	\$ 289,640	\$ 528,225	\$ 1,065,625

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



Photo: Newly constructed Operations Building
Project Overview

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 will begin in FY 2013.

Location: Service Road (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	Project Duration	Cost (in Thousands)
Planning	April-01	May-07	75 Months	\$872
Design	February-07	November-12	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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392
A/E Professional	413	-	-	-	-	-	-	-	413
Other	67	-	-	-	-	-	-	-	67
Total Project Costs	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872

Projected Expenditures - 10901D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 433	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 448
Land	20	1,881	-	-	-	-	-	-	1,900
A/E Professional	4,396	-	-	-	-	-	-	-	4,396
Other	62	-	-	-	-	-	-	-	62
Total Project Costs	\$ 4,910	\$ 1,896	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,806

Projected Expenditures - 10901C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 1,853	\$ 521	\$ 251	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 2,627
Land	-	-	-	-	-	-	-	-	-
A/E Professional	2,819	780	533	87	-	-	-	-	4,218
Construction	46,342	9,103	-	275	-	-	-	-	55,720
Contingency	-	-	8,457	-	-	-	-	-	8,457
Other	223	439	105	-	-	-	-	-	767
Total Project Costs	\$ 51,237	\$ 10,843	\$ 9,346	\$ 363	\$ -	\$ -	\$ -	\$ -	\$ 71,789

Note: Cash Flow Basis in Thousands

11601C FPWWTF Pump Replacement



Photo: Motors at the Ernest Street Pump Station
Project Overview

The pumps at the Ernest Street Pump Station have provided NBC with over 20 years of service and are critical in pumping sewage to the Field's Point WWTF. This project will purchase and install a new 300hp 2300 volt motor and refurbish four additional pump motors to ensure continuous operations and compatibility with VFD's installed as part of project 12200C. The project costs are for the purchase, refurbishment and associated installation costs.

Location: Ernest Street Pump Station, Providence, RI
 Contractor(s): Continental Motors
 Project Manager: Paul Nordstrom, P.E.
 Project Priority: B

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-11	April-13	21 Months	\$500
Total Project	July-11	April-13	21 Months	\$500

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 11601C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	228	188	-	-	-	-	-	-	416
Contingency	-	-	-	-	-	-	-	-	-
Other	10	74	-	-	-	-	-	-	84
Total Project Costs	\$ 238	\$ 262	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500

Note: Cash Flow Basis in Thousands

11900

NBC Regulatory Compliance Building and Related Upgrades



Photo: An Architect's rendering of the proposed Regulatory Compliance Building

This project will design and construct a Regulatory Compliance Building, which will house the EMDA and Laboratory sections of the NBC. This project will unify NBC's efforts for environmental sampling and related analysis by including the necessary laboratory equipment and monitoring capability required by permit and EPA. This building is proposed to be 30,000 square feet and will be

Project Overview

Location: Service Road (Providence, RI)
 Contractor(s): CDM
 Project Manager: Terry Cote, P.E.
 Project Priority: A

located on Service Road in Providence. This project also includes related site demolition and is currently in the design phase.

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	September-08	June-09	9 Months	\$323
Design	September-10	February-13	29 Months	3,015
Construction	January-13	June-15	30 Months	18,308
Total Project	September-08	June-15	83 Months	\$21,646

Projected Expenditures - 11900P

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 132
A/E Professional	191	-	-	-	-	-	-	-	191
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 323

Projected Expenditures - 11900D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 86	\$ 37	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 123
Land	1,342	-	-	-	-	-	-	-	1,342
A/E Professional	336	1,104	-	-	-	-	-	-	1,440
Other	44	66	-	-	-	-	-	-	110
Total Project Costs	\$ 1,808	\$ 1,207	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,015

Projected Expenditures - 11900C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ 52	\$ 321	\$ 190	\$ -	\$ -	\$ -	\$ -	\$ 563
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	20	235	120	-	-	-	-	375
Construction	-	-	10,010	5,490	-	-	-	-	15,500
Contingency	-	-	-	1,860	-	-	-	-	1,860
Other	-	5	-	5	-	-	-	-	10
Total Project Costs	\$ -	\$ 77	\$ 10,566	\$ 7,665	\$ -	\$ -	\$ -	\$ -	\$ 18,308

Note: Cash Flow Basis in Thousands

12000

BPWWTF Biogas Reuse



Photo: Bucklin Point Boiler Stacks

NBC has determined that it is cost effective to convert the methane biogas generated within the biosolids anaerobic digesters at the Bucklin Point WWTF into electricity using a reciprocating engine. This project is now in the design phase which includes design of a biogas pretreatment system, development of specifications for a generator and design of the interconnection with the existing electrical system.

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	Project Duration	Cost (in Thousands)
Planning	June-07	December-09	31 Months	\$46
Design	April-10	December-12	33 Months	455
Construction	July-13	May-15	22 Months	2,649
Total Project	June-07	May-15	96 Months	\$3,150

Projected Expenditures - 12000P

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	23	-	-	-	-	-	-	-	23
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46

Projected Expenditures - 12000D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 50	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70
Land	-	-	-	-	-	-	-	-	-
A/E Professional	94	248	-	-	-	-	-	-	342
Other	29	14	-	-	-	-	-	-	43
Total Project Costs	\$ 173	\$ 282	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 455

Projected Expenditures - 12000C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ 46	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ 64
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	34	16	-	-	-	-	50
Construction	-	-	1,950	300	-	-	-	-	2,250
Contingency	-	-	-	270	-	-	-	-	270
Other	-	-	10	5	-	-	-	-	15
Total Project Costs	\$ -	\$ -	\$ 2,040	\$ 609	\$ -	\$ -	\$ -	\$ -	\$ 2,649

Note: Cash Flow Basis in Thousands

12100C

FPWWTF Wind Turbine



Photo: The blades being connected to the hub
Project Overview

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. Three 1.5 MW wind turbines have been installed through the design/build process at the Fields Point WWTF. Duct bank installations are complete and currently the interconnection between the current electrical system and turbines is underway. The wind turbines will be operational in FY 2013.

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	Project Duration	Cost (in Thousands)
Planning	December-06	December-09	38 Months	\$40
Design	N/A	N/A	N/A	N/A
Construction	October-10	December-14	51 Months	14,906
Total Project	December-06	December-14	97 Months	\$14,946

Projected Expenditures - 12100P

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
A/E Professional	-	-	-	-	-	-	-	-	-
Other	15	-	-	-	-	-	-	-	15
Total Project Costs	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40

Projected Expenditures -Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

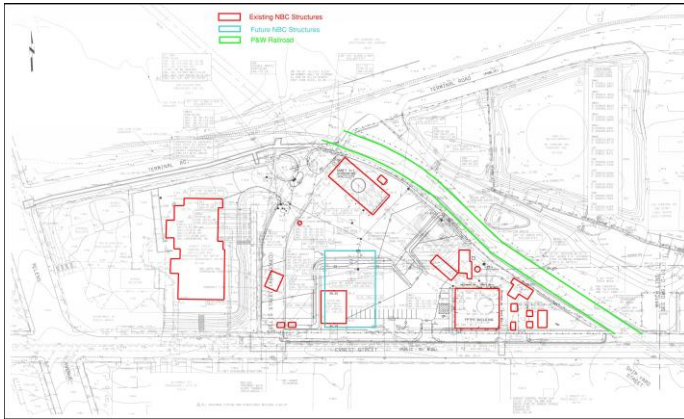
Projected Expenditures - 12100C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 334	\$ 38	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 373
Land	-	-	-	-	-	-	-	-	-
A/E Professional	61	5	-	-	-	-	-	-	66
Construction	10,680	1,459	331	120	-	-	-	-	12,589
Contingency	279	1,471	-	-	-	-	-	-	1,751
Other	50	76	-	-	-	-	-	-	126
Total Project Costs	\$ 11,404	\$ 3,049	\$ 333	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ 14,906

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	February-13	June-14	16 Months	\$557
Construction	May-14	July-16	26 Months	6,052
Total Project	February-13	July-16	42 Months	\$6,609

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12400D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	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

12500C

Utility Reliability Enhancement for the Fields Point Campus



Photo: Utility work being performed on Service Road
Project Overview

Many of the utility poles within the Fields Point campus are very old and should they fail in a storm, critical NBC operations could be affected. The existing power lines and utility poles located along Service Road are poorly positioned in relation to the new NBC Administration Building and the site of the proposed Regulatory Compliance Building. It is critical that these buildings are powered by reliable utility infrastructure. Currently NBC staff has contacted National Grid to review site plans to determine the feasibility of relocating poles and wires within the campus, either underground or down New York Avenue to Shipyard Street.

Location: Providence, RI
 Contractor: 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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-12	April-14	24 Months	1,597
Total Project	April-12	April-14	24 Months	\$1,597

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12500C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 20	\$ 132	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 177
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	70	30	-	-	-	-	-	100
Construction	23	728	400	-	-	-	-	-	1,150
Contingency	-	-	120	-	-	-	-	-	120
Other	10	40	-	-	-	-	-	-	50
Total Project Costs	\$ 53	\$ 970	\$ 575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,597

Note: Cash Flow Basis in Thousands

80900C

BPWWTF Nitrogen Removal Facilities



**Photo: Aerial view of the BPWWTF
Project Overview**

NBC's facilities at Bucklin Point were designed and constructed 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 has completed the design for the new facilities and upgrades the existing Biological Nutrient Removal (BNR) process to achieve the new permit nitrogen limits. A number of process operations will be upgraded as well. This project will upgrade the existing BNR process at this facility.

Location: Bucklin Point WWTF (East Providence, RI)
 Contractor(s): Daniel O'Connells Sons
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	July-07	September-09	26 Months	\$260
Design	April-10	February-13	35 Months	3,834
Construction	July-11	December-15	54 Months	42,725
Total Project	July-07	December-15	103 Months	\$46,819

Projected Expenditures - 80900P

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
A/E Professional	203	-	-	-	-	-	-	-	203
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260

Projected Expenditures - 80900D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 215	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 231
Land	-	-	-	-	-	-	-	-	-
A/E Professional	3,228	240	-	-	-	-	-	-	3,468
Other	85	50	-	-	-	-	-	-	135
Total Project Costs	\$ 3,527	\$ 306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,834

Projected Expenditures - 80900C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 64	\$ 340	\$ 348	\$ 174	\$ -	\$ -	\$ -	\$ -	\$ 926
Land	-	-	-	-	-	-	-	-	-
A/E Professional	310	1,000	960	620	110	-	-	-	3,000
Construction	2,450	25,500	6,455	221	-	-	-	-	34,626
Contingency	-	-	-	4,155	-	-	-	-	4,155
Other	6	12	-	-	-	-	-	-	18
Total Project Costs	\$ 2,830	\$ 26,852	\$ 7,763	\$ 5,170	\$ 110	\$ -	\$ -	\$ -	\$ 42,725

Note: Cash Flow Basis in Thousands

1100000

Site Specific Study



Photo: The RV Monitor, NBC's sampling vessel
Project Overview

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.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-01	June-14	154 Months	\$457
Construction	N/A	N/A	N/A	N/A
Total Project	November-01	June-14	154 Months	\$457

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1100000

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

1140100

River Model Development

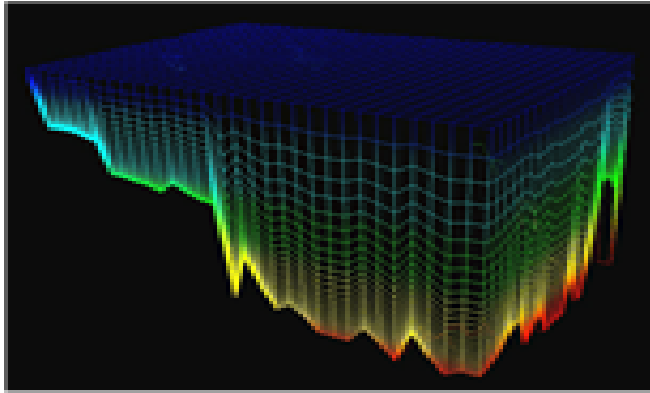


Photo: ROMS 3D grid boxes follow the shape of the coastline and represent the volume of Narragansett Bay.

Project Overview

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

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	March-05	February-13	96 Months	\$378
Construction	N/A	N/A	N/A	N/A
Total Project	March-05	February-13	96 Months	\$378

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140100

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 42	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46
Land	-	-	-	-	-	-	-	-	-
A/E Professional	163	7	-	-	-	-	-	-	170
Other	49	113	-	-	-	-	-	-	162
Total Project Costs	\$ 254	\$ 124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378

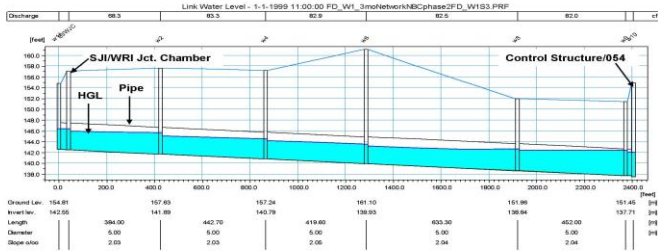
Projected Expenditures - Construction

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30221 Hydraulic Systems Modeling

**WCSOI Final Design Run 1
New WRI
Peak HGL 3-month storm**



**Photo: A graphic depicting the output from the WCSOI model
Project Overview**

This project involves the updating of a sewer system model for the Field's Point service area to include the Towns of Johnston and North Providence. The updated model 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 the sewer system, in accordance with the CMOM requirements established by the EPA.

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	Project Duration	Cost (in Thousands)
Planning	June-06	December-11	68 Months	\$75
Design	July-11	August-12	14 Months	327
Construction	N/A	N/A	N/A	N/A
Total Project	June-06	August-12	76 Months	\$402

Projected Expenditures - 30221P

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13
A/E Professional	59	-	-	-	-	-	-	-	59
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75

Projected Expenditures - 30221D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 45	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53
Land	-	-	-	-	-	-	-	-	-
A/E Professional	123	80	-	-	-	-	-	-	203
Other	-	71	-	-	-	-	-	-	71
Total Project Costs	\$ 168	\$ 159	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 327

Projected Expenditures - Construction

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30438

Interceptor Easements



Photo: Cumberland sewer system easement locations

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 in order to maintain the integrity of the collection system. This project is for an evaluation of the Abbott Valley Interceptor easements.

Project Overview

Upon completion of the evaluation, the easements will be cleared and access provided as necessary under the construction phase of this project.

Location: Cumberland, 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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	June-06	December-12	79 Months	\$775
Construction	July-13	October-14	15 Months	612
Total Project	June-06	October-14	101 Months	\$1,387

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30438D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 158	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 208
Land	3	150	-	-	-	-	-	-	153
A/E Professional	388	21	-	-	-	-	-	-	409
Other	5	-	-	-	-	-	-	-	5
Total Project Costs	\$ 554	\$ 221	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 775

Projected Expenditures - 30438C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ 32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	475	25	-	-	-	-	500
Contingency	-	-	60	-	-	-	-	-	60
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 587	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ 612

Note: Cash Flow Basis in Thousands

30500

NBC Interceptor Easements

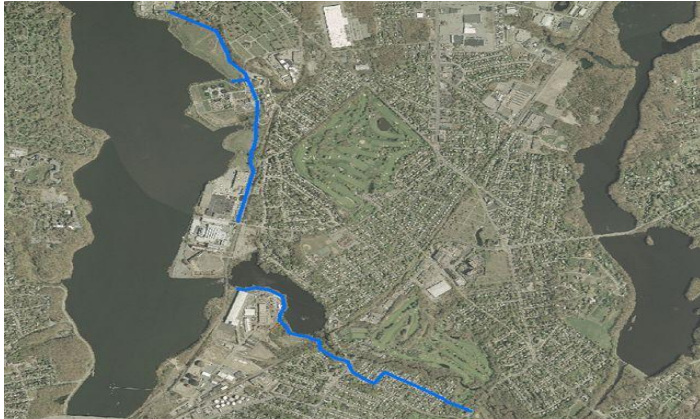


Photo: Proposed area for the East Providence easement investigation
Project Overview

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 to maintain NBC's infrastructure. 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.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	August-13	August-16	37 Months	\$2,935
Construction	September-14	August-17	36 Months	2,497
Total Project	August-13	August-17	49 Months	\$5,432

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30500D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ 86	\$ 79	\$ 81	\$ 10	\$ -	\$ -	\$ 256
Land	-	-	-	500	300	300	-	-	1,100
A/E Professional	-	-	660	420	480	-	-	-	1,560
Other	-	-	6	-	13	-	-	-	19
Total Project Costs	\$ -	\$ -	\$ 752	\$ 999	\$ 874	\$ 310	\$ -	\$ -	\$ 2,935

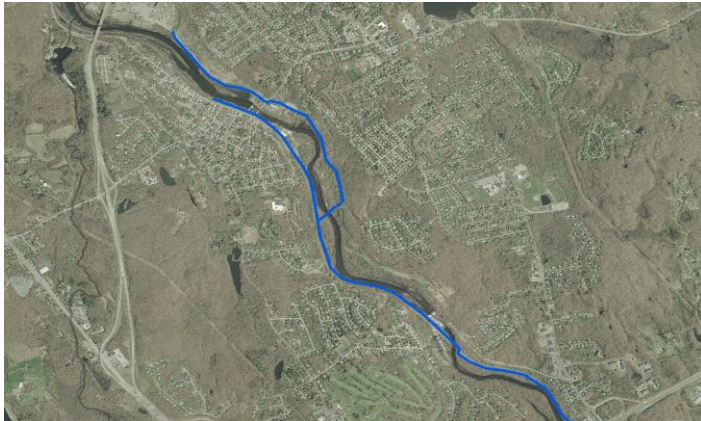
Projected Expenditures - 30500C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ 35	\$ 48	\$ 50	\$ 12	\$ -	\$ 145
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	520	700	700	180	-	2,100
Contingency	-	-	-	-	84	84	84	-	252
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ 555	\$ 832	\$ 834	\$ 276	\$ -	\$ 2,497

Note: Cash Flow Basis in Thousands

30501

Interceptor Easements - NBC BVI



**Photo: Blackstone Valley Interceptor in Lincoln
Project Overview**

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 to 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 to maintain the sewer.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-09	October-12	40 Months	\$646
Construction	July-13	July-14	12 Months	730
Total Project	July-09	July-14	61 Months	\$1,376

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30501D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 76	\$ 63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139
Land	-	247	-	-	-	-	-	-	247
A/E Professional	158	89	-	-	-	-	-	-	247
Other	5	9	-	-	-	-	-	-	14
Total Project Costs	\$ 239	\$ 407	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 646

Projected Expenditures - 30501C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	530	70	-	-	-	-	600
Contingency	-	-	72	-	-	-	-	-	72
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 660	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ 730

Note: Cash Flow Basis in Thousands

30700

NBC System-Wide Facilities Planning

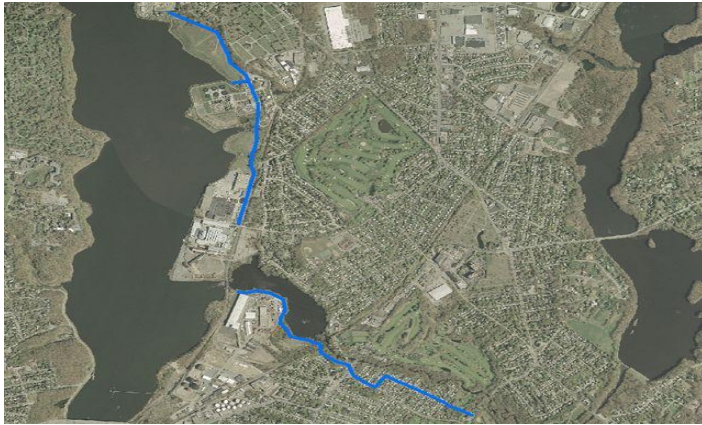


Photo: Proposed area for the East Providence capacity analysis
Project Overview

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.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-13	May-16	35 Months	\$1,372
Construction	N/A	N/A	N/A	N/A
Total Project	July-13	May-16	35 Months	\$1,372

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30700

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ 82	\$ 39	\$ 72	\$ -	\$ -	\$ -	\$ 192
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	480	200	500	-	-	-	1,180
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 561	\$ 239	\$ 572	\$ -	\$ -	\$ -	\$ 1,372

Projected Expenditures - Construction

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

30301D

CSO Phase II Facilities Design



Photo: Proposed Woonasquatucket CSO Interceptor alignment
Project Overview

CSO Phase II is the second phase of NBC's CSO Abatement Program. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Tunnel constructed in Phase I. The proposed length of the Woonasquatucket Interceptor is 19,150 feet and the Seekonk Interceptor will be approximately 8,000 feet. Phase II also includes two sewer separation projects in Providence, and a constructed wetlands treatment facility in Central Falls.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-06	June-14	92 Months	\$21,321
Construction	N/A	N/A	N/A	N/A
Total Project	November-06	June-14	92 Months	\$21,321

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 1,160	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,220
Land	4,151	4,598	-	-	-	-	-	-	8,750
A/E Professional	10,783	-	-	-	-	-	-	-	10,783
Other	35	410	122	-	-	-	-	-	568
Total Project Costs	\$ 16,131	\$ 5,069	\$ 122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,321

Projected Expenditures - Construction

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	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

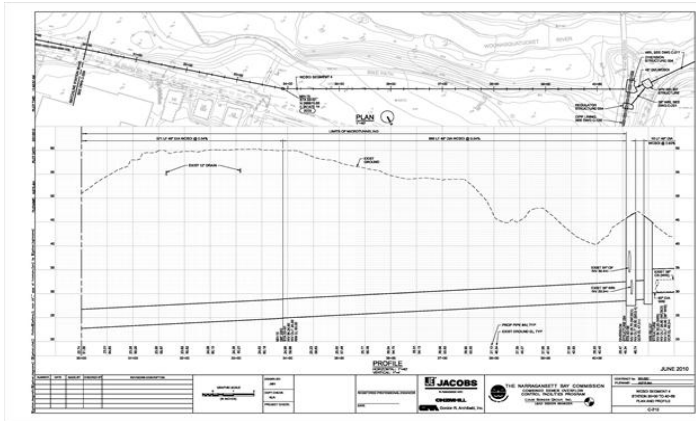


Photo: Plans of the proposed CSO Phase II WCSO alignment
Project Overview

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

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	Project 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	January-16	64 Months	\$30,315
Total Project	September-10	January-16	64 Months	\$30,315

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301RS

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	4,627	4,266	4,400	4,150	12,872	-	-	-	30,315
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 4,627	\$ 4,266	\$ 4,400	\$ 4,150	\$ 12,872	\$ -	\$ -	\$ -	\$ 30,315

Note: Cash Flow Basis in Thousands

30302C Phase II CSO Facilities OF 106



Photo: OF 106 at Emmet Street

Project Overview

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

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 for the construction of the wetlands facility to treat the combined sewer overflow from OF 106 in Central Falls.

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-12	February-15	35 Months	\$5,926
Total Project	March-12	February-15	35 Months	\$5,926

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30302C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 12	\$ 60	\$ 80	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ 157
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	1,835	1,674	180	-	-	-	-	3,689
Contingency	-	-	1,000	-	-	-	-	-	1,000
Other	120	480	480	-	-	-	-	-	1,080
Total Project Costs	\$ 132	\$ 2,375	\$ 3,234	\$ 185	\$ -	\$ -	\$ -	\$ -	\$ 5,926

Note: Cash Flow Basis in Thousands

30303C

Phase II CSO Facilities WCSOI Main



Photo: Proposed Woonasquatucket CSO Interceptor Main alignment
Project Overview

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) will construct a 18,200 foot long Woonasquatucket CSO Interceptor (WCSOI) along the Woonasquatucket River.

Location: Providence, RI; Central Falls, RI
 Contractor(s): Barletta Heavy/Shank Balfour Beatty
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	September-11	May-16	57 Months	\$86,327
Total Project	September-11	May-16	57 Months	\$86,327

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30303C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 129	\$ 720	\$ 738	\$ 789	\$ 156	\$ -	\$ -	\$ -	\$ 2,532
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,940	17,500	24,000	15,500	1,055	-	-	-	59,995
Contingency	-	-	-	10,800	-	-	-	-	10,800
Other	1,260	3,780	3,780	3,780	400	-	-	-	13,000
Total Project Costs	\$ 3,329	\$ 22,000	\$ 28,518	\$ 30,869	\$ 1,611	\$ -	\$ -	\$ -	\$ 86,327

Note: Cash Flow Basis in Thousands

30304C

Phase II CSO Facilities SCSOI MAIN



Photo: Proposed Seekonk CSO Interceptor alignment
Project Overview

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) will construct an 8,000 foot long Seekonk CSO Interceptor (SCSOI) along the Seekonk River.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	February-12	December-15	46 Months	\$30,976
Total Project	February-12	December-15	46 Months	\$30,976

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30304C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 17	\$ 378	\$ 486	\$ 656	\$ 82	\$ -	\$ -	\$ -	\$ 1,619
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	4,400	10,500	3,577	180	-	-	-	18,657
Contingency	-	-	-	-	3,700	-	-	-	3,700
Other	-	2,000	2,400	2,400	200	-	-	-	7,000
Total Project Costs	\$ 17	\$ 6,778	\$ 13,386	\$ 6,633	\$ 4,162	\$ -	\$ -	\$ -	\$ 30,976

Note: Cash Flow Basis in Thousands

30305C Phase II CSO Facilities OF 027



Photo: OF 027
Project Overview

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 (303.05C) is for the separation of combined sewers in the Hope Street area of the East Side of Providence.

Location: Providence, RI; Central Falls, RI
Contractor(s): John Rocchio Corporation
Project Manager: Rich Bernier, P.E.
Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-11	May-14	41 Months	\$11,412
Total Project	March-11	May-14	41 Months	\$11,412

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30305C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 262	\$ 410	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 772
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	2,598	4,462	370	-	-	-	-	-	7,431
Contingency	-	-	1,529	-	-	-	-	-	1,529
Other	1,030	600	50	-	-	-	-	-	1,680
Total Project Costs	\$ 3,890	\$ 5,472	\$ 2,049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,412

Note: Cash Flow Basis in Thousands

30306C

Phase II CSO Facilities OF 037 West



Photo: CSO 037 at Cemetary Street
Project Overview

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 for the separation of combined sewers in the North Main Street area of the East Side of Providence from Colonial Road to Hillside Avenue.

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	May-11	August-14	40 Months	\$12,769
Total Project	May-11	August-14	40 Months	\$12,769

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30306C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 129	\$ 319	\$ 48	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 498
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,808	5,030	555	37	-	-	-	-	7,430
Contingency	-	892	-	-	-	-	-	-	892
Other	1,880	1,240	770	60	-	-	-	-	3,950
Total Project Costs	\$ 3,817	\$ 7,481	\$ 1,373	\$ 99	\$ -	\$ -	\$ -	\$ -	\$ 12,769

Note: Cash Flow Basis in Thousands

30307C

Phase II CSO Facilities OF 037 South

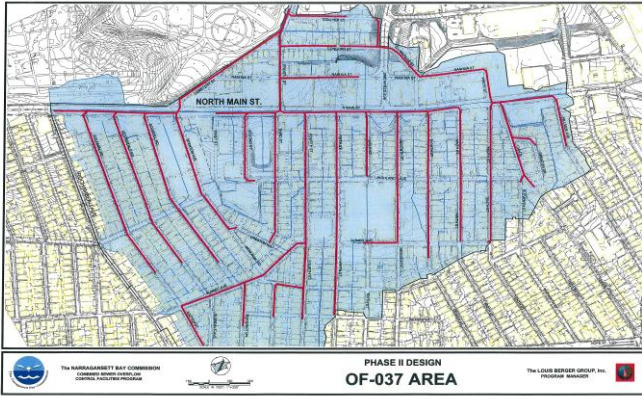


Photo: Proposed OF 037 Sewer Separation Project Overview

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 Street from Colonial to Fourth Street.

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	Project 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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30307C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ 101	\$ 184	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ 342
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	2,300	9,640	60	-	-	-	-	12,000
Contingency	-	-	-	1,440	-	-	-	-	1,440
Other	-	224	672	449	-	-	-	-	1,345
Total Project Costs	\$ -	\$ 2,625	\$ 10,496	\$ 2,006	\$ -	\$ -	\$ -	\$ -	\$ 15,127

Note: Cash Flow Basis in Thousands

30308C

Phase II CSO Facilities OF 037 North

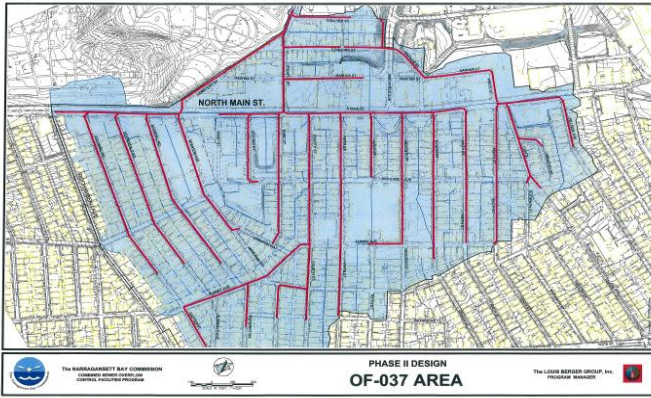


Photo: Proposed OF 037 Sewer Separation Project Overview

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 Street from Fourth Street to Hillside Avenue.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-12	June-15	35 Months	\$15,127
Total Project	August-12	June-15	35 Months	\$15,127

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30308C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ 101	\$ 184	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ 342
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	2,300	9,640	60	-	-	-	-	12,000
Contingency	-	-	-	1,440	-	-	-	-	1,440
Other	-	224	672	449	-	-	-	-	1,345
Total Project Costs	\$ -	\$ 2,625	\$ 10,496	\$ 2,006	\$ -	\$ -	\$ -	\$ -	\$ 15,127

Note: Cash Flow Basis in Thousands

30309C

Phase II CSO Facilities WCSOI Regulator



Photo: Walcott Street at Valley Street OF 058

Project Overview

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.

Location: Providence, RI; Central Falls, RI
 Contractor(s): Grove Construction
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-11	June-13	27 Months	\$1,240
Total Project	March-11	June-13	27 Months	\$1,240

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30309C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 159	\$ 47	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	904	29	-	-	-	-	-	-	933
Contingency	51	-	-	-	-	-	-	-	51
Other	20	30	-	-	-	-	-	-	50
Total Project Costs	\$ 1,134	\$ 106	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,240

Note: Cash Flow Basis in Thousands

30310C

Phase II CSO Facilities WCSOI North



Photo: Infiltration into existing WCSOI North overflow
Project Overview

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 a 1,800 foot long Woonasquatucket CSO Interceptor (WCSOI) through Davis Park.

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-11	May-14	35 Months	\$9,366
Total Project	June-11	May-14	35 Months	\$9,366

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30310C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 39	\$ 139	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 179
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,163	4,151	54	-	-	-	-	-	5,368
Contingency	-	2,400	-	-	-	-	-	-	2,400
Other	400	1,019	-	-	-	-	-	-	1,419
Total Project Costs	\$ 1,602	\$ 7,709	\$ 55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,366

Note: Cash Flow Basis in Thousands

30311C

Phase II CSO Facilities WCSOI West



**Photo: Piping Installation north of Route 6 in Johnston
Project Overview**

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 the construction of the 2,400 foot long Woonasquatucket Sewer Interceptor (WSI) along the bike path north of Route 6 near the Johnston Town line.

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-11	February-14	34 Months	\$9,125
Total Project	April-11	February-14	34 Months	\$9,125

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30311C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 137	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 217
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	4,410	2,932	342	-	-	-	-	-	7,685
Contingency	-	164	-	-	-	-	-	-	164
Other	240	724	95	-	-	-	-	-	1,059
Total Project Costs	\$ 4,788	\$ 3,900	\$ 437	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,125

Note: Cash Flow Basis in Thousands

30312C

Phase II CSO Facilities SCSOI Regulator

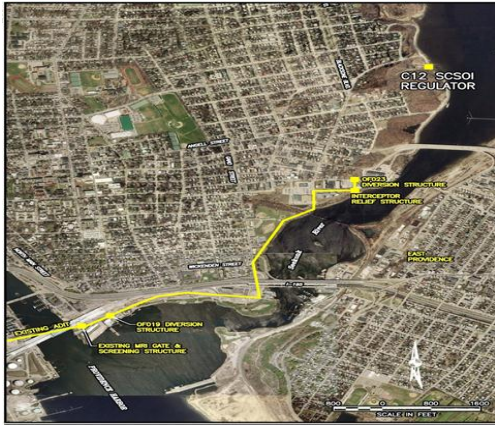


Photo: Proposed Seekonk CSO Interceptor Regulator Project Overview

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 the a new regulator at OF 025 in River Road along the Seekonk River.

Location: Providence, RI
 Contractor(s): RP Iannicillo & Sons
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-11	November-13	28 Months	\$1,932
Total Project	August-11	November-13	28 Months	\$1,932

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30312C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 33	\$ 136	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	210	358	30	-	-	-	-	-	598
Contingency	-	-	1,044	-	-	-	-	-	1,044
Other	30	70	-	-	-	-	-	-	100
Total Project Costs	\$ 273	\$ 564	\$ 1,095	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,932

Note: Cash Flow Basis in Thousands

30313C

Phase II CSO Facilities WCSOI Site Demolition



Photo: Proposed Woonasquatucket CSO Interceptor Site Demolition Project Overview

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 for the demolition of 4 buildings so that the construction of the 18,200 foot long Woonasquatucket CSO Interceptor (WCSOI) along the Woonasquatucket River can be completed

Location: Providence, RI
 Contractor(s): AA Asbestos Abatement Co Inc.
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	November-11	July-13	20 Months	\$427
Total Project	November-11	July-13	20 Months	\$427

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30313C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 86	\$ 59	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 147
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	165	20	10	-	-	-	-	-	195
Contingency	-	60	-	-	-	-	-	-	60
Other	20	5	-	-	-	-	-	-	25
Total Project Costs	\$ 271	\$ 144	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427

Note: Cash Flow Basis in Thousands

30314C

Phase II CSO Facilities WCSOI OF 054



Photo: CSO 054
Project Overview

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 (30314C) is for the construction of two chambers associated with outfall 054 on the Woonasquatucket Sewer Interceptor (WSI) along the bike path north of Route 6 near the Johnston Town line.

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	Project 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	April-14	22 Months	\$3,150
Total Project	July-12	April-14	22 Months	\$3,150

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30314C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ 300	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 325
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	2,344	25	-	-	-	-	-	2,369
Contingency	-	431	-	-	-	-	-	-	431
Other	-	25	-	-	-	-	-	-	25
Total Project Costs	\$ -	\$ 3,100	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,150

Note: Cash Flow Basis in Thousands

30800

CSO Phase III Facilities



Photo: Proposed alignment for the Pawtucket CSO Tunnel
Project Overview

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 cost estimates for CSO Phase III are based on pre-design estimates.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-15	December-17	29 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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30800D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 875	\$ 5,125	\$ 6,000
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	6,650	49,350	56,000
Construction	-	-	-	-	-	-	25,600	374,400	400,000
Contingency	-	-	-	-	-	-	-	48,000	48,000
Other	-	-	-	-	-	-	6,600	49,350	55,950
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,725	\$ 526,225	\$ 565,950

Note: Cash Flow Basis in Thousands

30600

Floatables Control Facilities



**Photo: Overflow 220
Project Overview**

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 currently in construction.

Location: Pawtucket, RI; Central Falls, RI
 Contractor(s): John Rocchio Corporation
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	September-09	August-12	36 Months	\$488
Construction	October-11	February-14	29 Months	5,004
Total Project	September-09	February-14	54 Months	\$5,492

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30600D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 167	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 197
Land	-	30	-	-	-	-	-	-	30
A/E Professional	211	-	-	-	-	-	-	-	211
Other	-	50	-	-	-	-	-	-	50
Total Project Costs	\$ 378	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 488

Projected Expenditures - 30600C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 60	\$ 167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 227
Land	-	-	-	-	-	-	-	-	-
A/E Professional	33	90	-	-	-	-	-	-	123
Construction	822	3,170	210	-	-	-	-	-	4,202
Contingency	-	444	-	-	-	-	-	-	444
Other	-	7	-	-	-	-	-	-	7
Total Project Costs	\$ 915	\$ 3,878	\$ 210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,004

Note: Cash Flow Basis in Thousands

Projects 304 M Summary

CSO Interceptor and Cleaning Projects



Photo: Cleaning the sewer at the Omega Pump Station
Project Overview

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.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Inspection/Cleaning	July-09	Ongoing	Ongoing	\$3,544
Total Project	July-09	Ongoing	Ongoing	\$3,544

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 304 M Summary

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 9	\$ 93	\$ 102	\$ 102	\$ 102	\$ 102	\$ 102	\$ 102	\$ 479
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Inspect/Cleaning	25	316	284	284	284	284	284	284	2,354
Contingency	-	-	-	-	-	-	-	-	-
Other	10	91	114	114	114	114	114	114	711
Total Project Costs	\$ 44	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,544

Note: Cash Flow Basis in Thousands

30400C

Repair and Construction of CSO Interceptors



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

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.

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	Project 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	\$6,759
Total Project	July-01	Ongoing	Ongoing	\$6,759

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30400C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ 17	\$ -	\$ 103	\$ 75	\$ 75	\$ 75	\$ 75	\$ 420
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	124	-	410	1,250	1,250	1,250	1,250	5,534
Contingency	-	15	-	49	150	150	150	150	664
Other	-	-	-	41	25	25	25	25	141
Total Project Costs	\$ -	\$ 156	\$ -	\$ 603	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,759

Note: Cash Flow Basis in Thousands

30421

Louisquisset Pike Interceptor Replacement



Photo: Proposed portion of Lincoln 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.

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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	May-07	July-09	26 Months	\$206
Construction	August-13	June-15	22 Months	2,382
Total Project	May-07	June-15	98 Months	\$2,588

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30421D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	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 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ 63	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ 92
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	32	18	-	-	-	-	50
Construction	-	-	1,500	500	-	-	-	-	2,000
Contingency	-	-	-	240	-	-	-	-	240
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 1,595	\$ 787	\$ -	\$ -	\$ -	\$ -	\$ 2,382

Note: Cash Flow Basis in Thousands

30444

Mosshassuck Valley Interceptor



Photo: Portion of the Mosshassuck Valley Interceptor to be replaced
Project Overview

Recent inspection of 2,600 feet of the Mosshassuck 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 which may result in structural problems. This project would replace this line in the public right of way.

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	May-06	October-06	6 Months	\$22
Design	January-12	January-13	12 Months	255
Construction	March-13	December-14	21 Months	2,373
Total Project	May-06	December-14	105 Months	\$2,650

Projected Expenditures - 30444P

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22

Projected Expenditures - 30444D

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 10	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80
Land	-	30	-	-	-	-	-	-	30
A/E Professional	16	127	-	-	-	-	-	-	143
Other	-	2	-	-	-	-	-	-	2
Total Project Costs	\$ 26	\$ 229	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255

Projected Expenditures - 30444C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ 2	\$ 76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	35	-	-	-	-	-	35
Construction	-	-	1,900	100	-	-	-	-	2,000
Contingency	-	-	240	-	-	-	-	-	240
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 2	\$ 2,271	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ 2,373

Note: Cash Flow Basis in Thousands

30454C

Branch Avenue Interceptor Improvement



Photo: The intake and discharge piping on Branch Avenue
Project Overview

A sink hole appeared in Branch Avenue under the Route 146 overpass in the vicinity of NBC's interceptor. Investigations were made as to the condition of the interceptor. Due to the poor condition of the interceptor, the NBC will line approximately 4,200 linear feet of 20", 36" and 40" pipe from Bingham Street to Langdon Street. This project also includes the rehabilitation of 35 manholes. With this project, the Branch Avenue Interceptor from Douglas Avenue to Route 95 will have been rehabilitated.

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	Project 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	January-13	28 Months	\$1,897
Total Project	September-10	January-13	28 Months	\$1,897

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30454C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 342	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 342
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,514	31	-	-	-	-	-	-	1,545
Contingency	-	-	-	-	-	-	-	-	-
Other	10	-	-	-	-	-	-	-	10
Total Project Costs	\$ 1,866	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,897

Note: Cash Flow Basis in Thousands

30455C

Improvements to NBC Interceptors FY 2012



Photo: Lining at an interceptor improvement location
Project Overview

Project 30455C will line 4,612 linear feet of sewer pipe, rehabilitate 33 manholes and do various spot repairs to three different interceptors at various locations in Providence, Johnston, North Providence and Pawtucket, Rhode Island.

Location: Providence, RI
 Contractor: 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	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-12	August-14	28 Months	\$1,500
Total Project	April-12	August-14	28 Months	\$1,500

Projected Expenditures - Planning

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30455C

Cost Category	Pre-FY 2013	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Post-FY 2018	Total
Administrative	\$ 38	\$ 82	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	990	205	10	-	-	-	-	1,205
Contingency	-	-	145	-	-	-	-	-	145
Other	10	10	-	-	-	-	-	-	20
Total Project Costs	\$ 48	\$ 1,082	\$ 360	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ 1,500

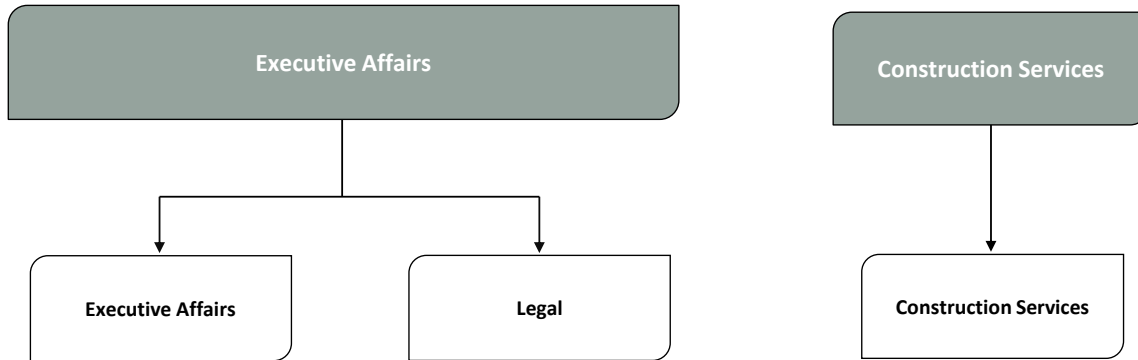
Note: Cash Flow Basis in Thousands

Division Summaries

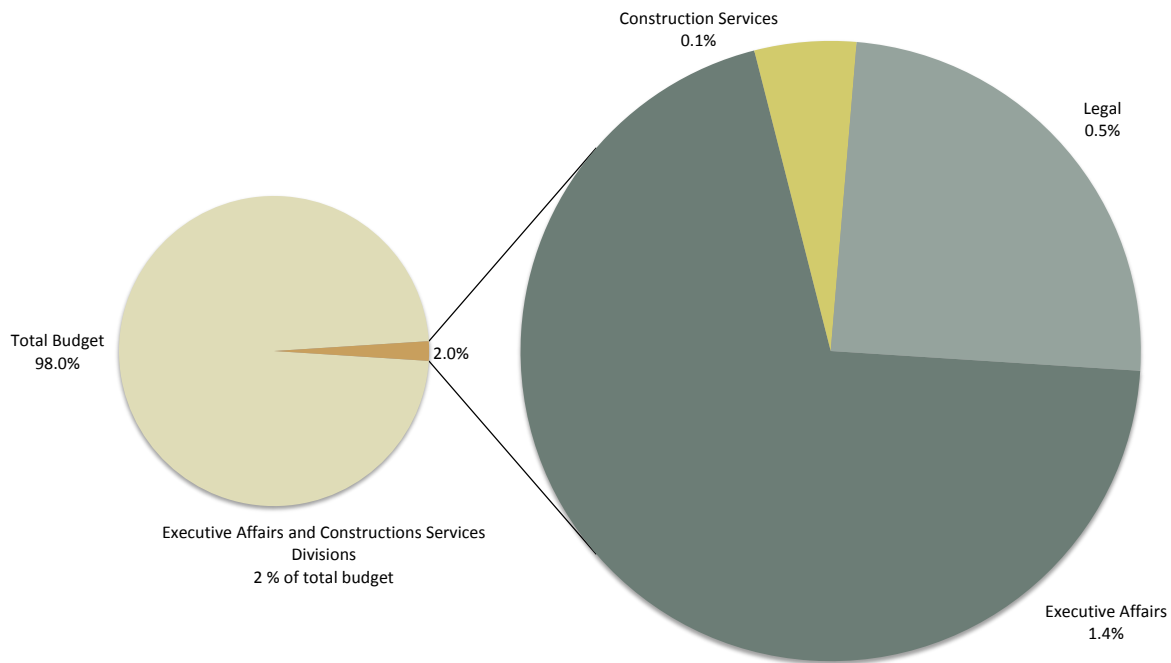
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Division Structure

Executive Affairs Division Division Summary



Executive Affairs and Construction Services Divisions



Division Program

Executive Affairs Division

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.

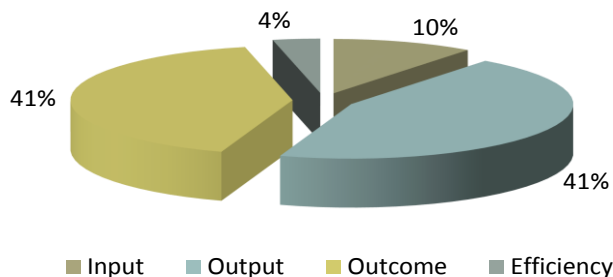
Significant Budget Modifications

The FY 2013 Executive Affairs and Construction Services Divisions' budgets are a total of \$19,000 or 1.18% higher than the FY 2012 budget. This is the result of higher personnel costs however this is offset by capital project reimbursements and lower operating costs.

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. In these two Divisions, Outcome and Efficiency make up 45% of the performance measures.

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



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



Division Budget

Executive Affairs Division

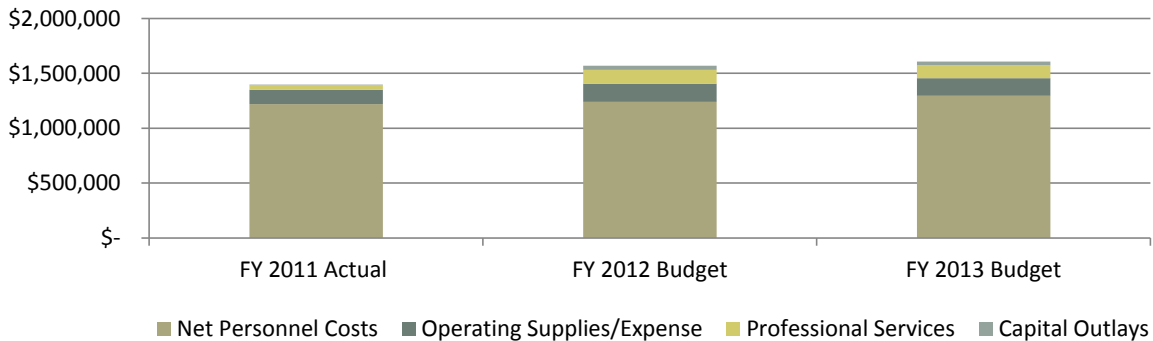
Division Summary

<u>Expenditures by Element of Expense</u>	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 2,313,420	\$ 2,573,988	\$ 2,719,144
Less Capital Reimbursements	(1,093,617)	(1,333,956)	(1,424,104)
Net Personnel Costs	1,219,803	1,240,032	1,295,040
Operating Supplies/Expense	130,108	166,515	160,080
Professional Services	43,200	125,200	118,500
Capital Outlays	6,031	39,000	35,000
Debt Service	-	-	-
Total Expenditures	\$ 1,399,143	\$ 1,570,747	\$ 1,608,620

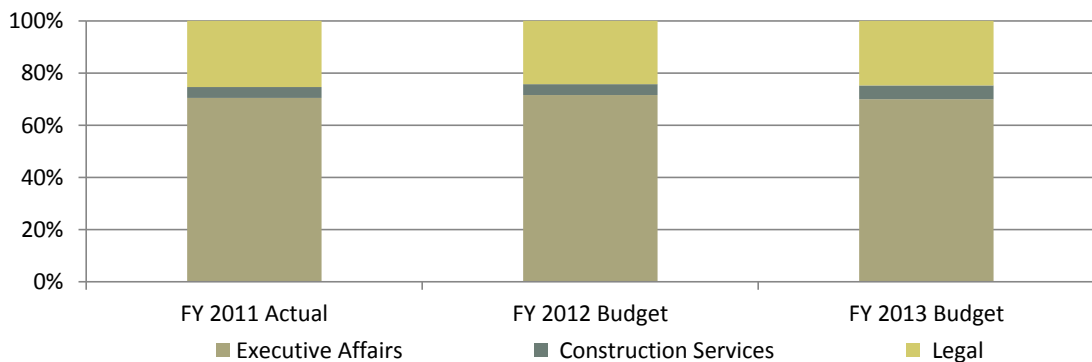
<u>Expenditures by Funding Source</u>	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Revenue	\$ 1,393,112	\$ 1,531,747	\$ 1,573,620
Operating Capital Transfer	6,031	39,000	35,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,399,143	\$ 1,570,747	\$ 1,608,620

Full time Equivalent (FTE) Positions 25.0 25.0 26.0

Divisions' Cost By Element



Percent of Divisions' Budget By Section



The Program

Executive Affairs Division

Executive Affairs

Mission and Overview:

The Executive Affairs Sections 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, 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: Executive Affairs; Construction Services; Administration and Finance; Operations and Engineering and Planning, Policy and Regulation report directly to the Executive Director.

Major Accomplishments FY 2012 by Key Code

- Provided continued oversight of the Biological Nutrient Removal Project, CSO Phase II and the Wind Turbine project (CB 1)
- Coordinated and convened neighborhood meetings in areas impacted by CSO Phase II construction work (CF 2)
- Negotiated new dental program with alternate vendor. Negotiated a three year successor agreement with negotiated COLA's and increased insurance co-payments (FM 4)
- Continued coordination and collaboration with EPA and RIDEM on ARRA funded projects (C 1)
- Timely and complete submittal of compliance filings (OP 4)
- Timely and complete submittal of disclosures (OP 5)
- Timely and complete submittal of public records requests and regulatory agendas (OP 4)
- Timely and complete submittal of constant disclosures (OP 5)
- Received Providence Business News "Best Places to Work in RI in 2011" award (S 1)
- Received Excellence in Management Award from the National Association of Clean Water Agencies (EP 2)
- Successful lobbying & passage of legislation that allows NBC to net-meter its wind turbine & biogas project (C 3)

Top 3 Priorities FY 2013 by Key Code

- Effectively Manage the Phase II CSO Projects from a construction, financial and public relations perspective (CB 1)
- Effectively Manage both the Bucklin Point nutrient upgrade contract along with the completion of the Field's Point BNR contract (CB 1)
- Effectively manage the completion of construction, connection to National Grid and the initiation of operation of the Field's Point Wind Turbine(CB 1)

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 Specialist	1.0	Labor & Employee Relations Manager	1.0
8.0 FTEs			

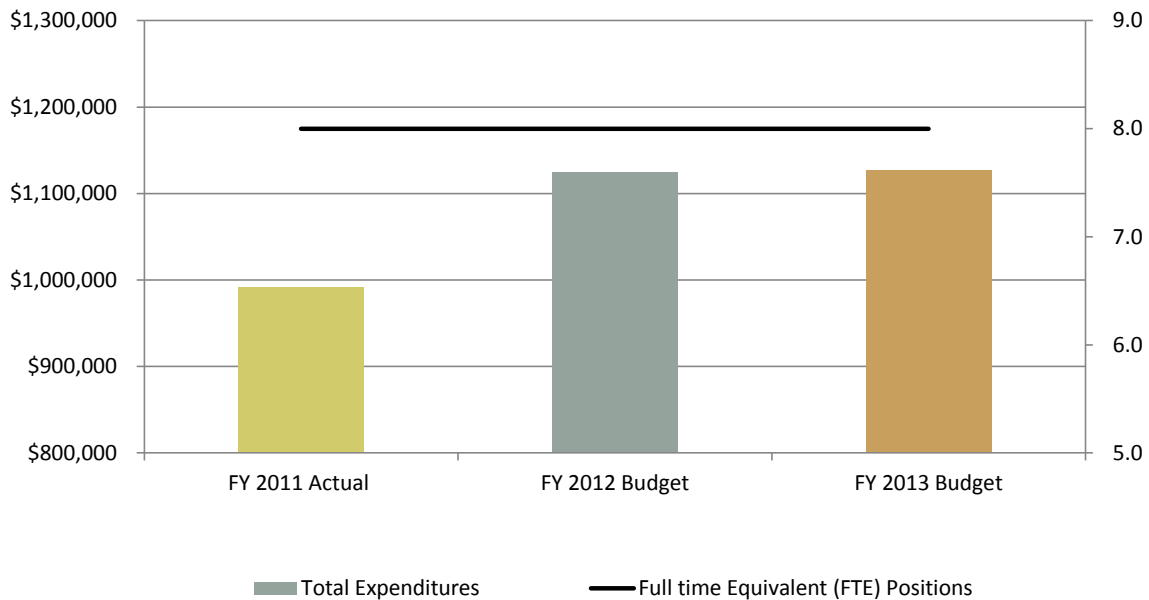
The Budget

Executive Affairs Division

Executive Affairs

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 878,364	\$ 920,223	\$ 949,636
Less Capital Reimbursements	(34,178)	(38,750)	(61,527)
Net Personnel Costs	844,186	881,473	888,108
Operating Supplies/Expense	97,796	119,655	116,205
Professional Services	43,686	113,700	112,000
Capital Outlays	6,031	10,000	10,000
Debt Service	-	-	-
Total Expenditures	\$ 991,699	\$ 1,124,828	\$ 1,126,313
Expenditures by Funding Source			
Revenue	\$ 985,668	\$ 1,114,828	\$ 1,116,313
Operating Capital Transfer	6,031	10,000	10,000
Grant	-	-	-
Total Expenditures by Source	\$ 991,699	\$ 1,124,828	\$ 1,126,313
Full time Equivalent (FTE) Positions	8.0	8.0	8.0

Executive Affairs - Historical Data



Performance Data

Executive Affairs Division

Executive Affairs

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>Complete projects on schedule, within budget and in the most cost effective manner</p>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<p>Strengthen liaison with congressional delegation</p> <p>Apply for grants/funding for various projects</p>
<p>Customer Focus: Maintain a customer-focused attitude throughout the organization.</p>	<p>Maintain programs that give back to the community</p> <p>Communicate with and update local residents on construction of CSO Phase II plans and schedules</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Foster a positive working relationship with employees through effective communication</p>
<p>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</p>	<p>Continue to expand public outreach regarding NBC's programs</p> <p>Expand the successful watershed education program for students</p> <p>Proactively manage public and legislative affairs related to NBC's ongoing activities</p>
<p>Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.</p>	<p>Conduct NBC business in an open manner</p> <p>Promote diversity in hiring practices</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Number of capital project meetings conducted to update managers and directors on the status of capital projects	N/A	N/A	12
Contacts with Rhode Island's Congressional Delegation	5	4	4
Number of grants submitted	N/A	N/A	1
Number of events held and awards/scholarships given	44	40	40
Number of Meetings conducted	4	4	3
Meet with Union and Non-union staff	2	2	2
Conduct corporate office retreat training	0	1	1
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	0	1	1
Number of school visits	103	100	100
Provide the annual report to members of the General Assembly	1/31/2011	1/31/2012	1/31/2013
Send quarterly reports to the Economic Development Corporation relative to the processing time of Wastewater Discharge Permits and Sewer Connection Permits issued by the NBC	N/A	N/A	4
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	7/15/2010	7/15/2011	7/15/2012

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 \$201 million of ongoing construction projects.

Major Accomplishments FY 2012 by Key Code

Phase II CSO Program - Oversaw the separation of 4 contracts into 14 contracts. Reviewed, put out to bid and awarded eleven contracts (CB 1)

Reviewed, put out to bid and awarded Contract 809.00C - BPWWTF Nitrogen Removal Facilities (CB 1)

Top 3 Priorities FY 2013 by Key Code

Ensure the CSO Phase II schedule is adhered to (CB 1)

Comply with the Davis Bacon Act for all Federal and State funded projects (CB 1)

Ensure that Contract 809.00C schedule is adhered to, to comply with the RIDEM consent agreement (CB 1)

Program Staffing (Budgeted)			
Director of Construction Services	1.0	Senior Construction Coordinator	2.0
Construction Manager	1.0	Construction Office Coordinator	1.0
Senior Resident Representative	1.0	Chief Environmental Engineer	1.0
Resident Representative	4.0	Mechanical Inspector	1.0
Engineering & Construction Coordinator	1.0		
13.0 FTEs			

The Budget

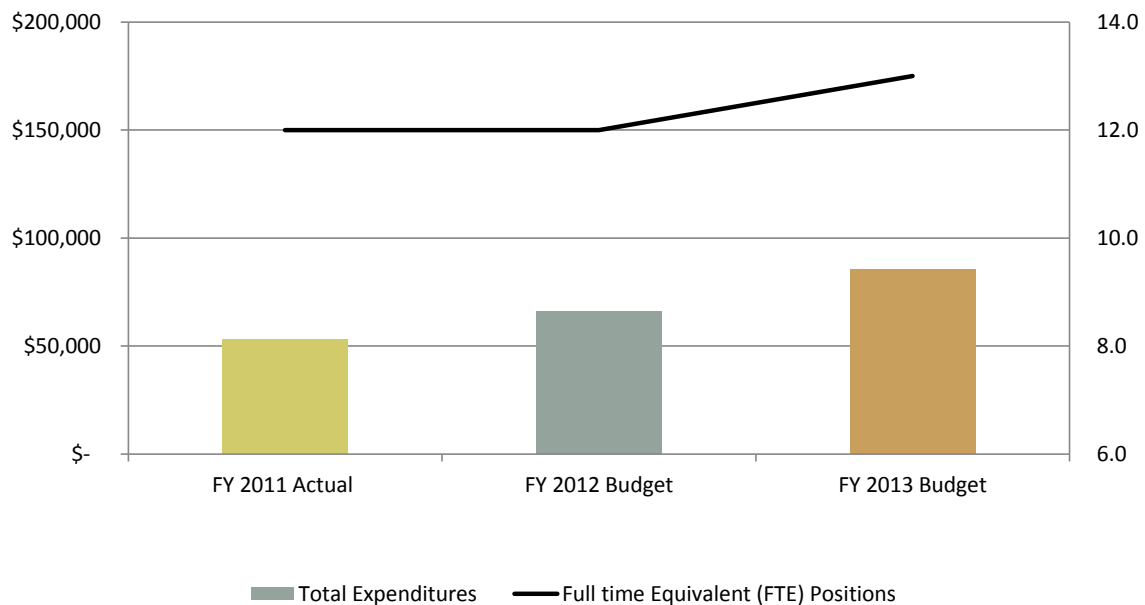
Construction Services Division

Construction Services

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 1,055,907	\$ 1,267,404	\$ 1,367,861
Less Capital Reimbursements	<u>(1,023,699)</u>	<u>(1,256,456)</u>	<u>(1,339,327)</u>
Net Personnel Costs	32,208	10,948	28,534
Operating Supplies/Expense	20,817	29,900	31,800
Professional Services	-	-	-
Capital Outlays	-	25,000	25,000
Debt Service	-	-	-
Total Expenditures	\$ 53,025	\$ 65,848	\$ 85,334
Expenditures by Funding Source			
Revenue	\$ 53,025	\$ 40,848	\$ 60,334
Operating Capital Transfer	-	25,000	25,000
Grant	-	-	-
Total Expenditures by Source	\$ 53,025	\$ 65,848	\$ 85,334

Full time Equivalent (FTE) Positions **12.0** **12.0** **13.0**

Construction Services- Historical Data



Performance Data

Executive Affairs Division

Construction Services

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.	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 2011 Actual	FY 2012 Budget	FY 2013 Budget
Resident Engineering cost as a percentage of construction cost (Non-CSO contracts)	10.7%	15%	15%
Percent of contract cost is over original bid amount on a yearly basis	-3.50%	8%	8%
Percent of CIP contracts completed within six months of Master Schedule	40%	85%	85%
Number of updates given to NBC staff, Board members and public	5	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.

Major Accomplishments FY 2012 by Key Code

Conducted 2 Lien sales collecting approximately \$1M (FM 2)
 Approximately 100 accounts were again added to both the October 27, 2011 and May 3, 2012 Lien Sales in an effort to increase collections (FM 2)
 Continued to streamline and revise Lien Sale Procedures to make the process more time efficient to accommodate increased workload resulting from additional accounts taken to the Lien Sale (S 6)
 Filed 100% of all compliance filings (ethics, financial statements, disclosure of government consultants and regulatory agenda) within RI Secretary of State's required timeframe (OP 4)
 Promptly responded to all public records request within statutory timeframe (CF 3)
 Reviewed, analyzed and opined on pending legislation (C 3)
 Assisted Construction and Engineering with all aspects of Field's Point Phase II Project including but not limited to pre-bid and contractual issues (CB 15)
 Implemented ARRA protocols and continued dialogue with EPA representative to ensure compliance with Buy American requirements attached to receipt of stimulus funds (CB 1)
 All proof of claims were filed within the statutory parameters, resulting in a preservation of NBC's ability to collect sewer use and assessment fees through the bankruptcy/receivership process (FM 3)
 Completed orientation and training of new Executive Paralegal and Legal Counsel (S 6)

Top 3 Priorities FY 2013 by Key Code

Continue increased collection efforts related to additional accounts taken to Lien Sale as a result of the current state of the economy (FM 2)
 Continue to monitor customer accounts subject to the US Bankruptcy Code/RI Receivership Petitions, including filing proof of claims within the required timeframes (FM 3)
 Continue to assist Construction and Engineering with all aspects of Field's Point, Bucklin Point & Phase II Projects including but not limited to pre-bid and contractual issues (CB 15)

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			

Performance Data

Executive Affairs Division

Legal

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

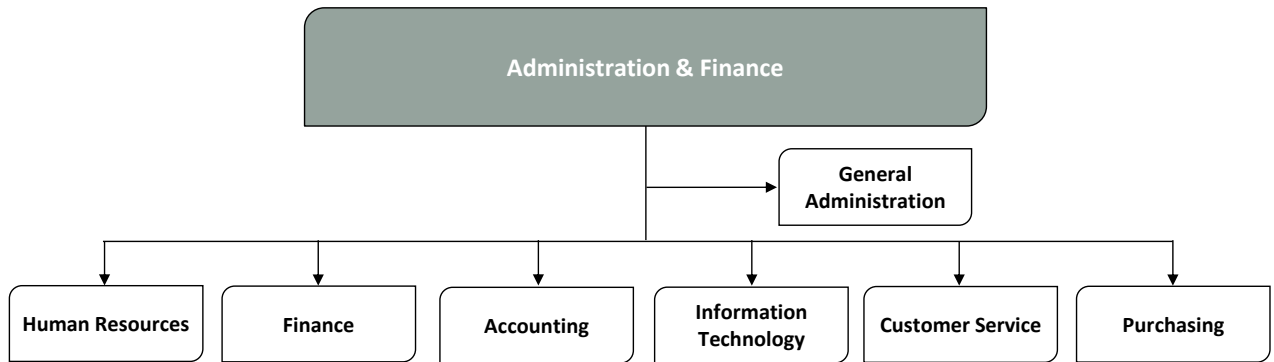
Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Percentage of Administrative Orders issued within two weeks of request submittal	100%	100%	100%
Percentage of environmental legal assistance provided on regulatory compliance matters within statutory time standards	100%	100%	100%
Number of lien sales conducted in budget year	2	2	2
Percentage of 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	3	3	2
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
File disclosure of consultant submittals at required intervals	Quarterly	Quarterly	Quarterly

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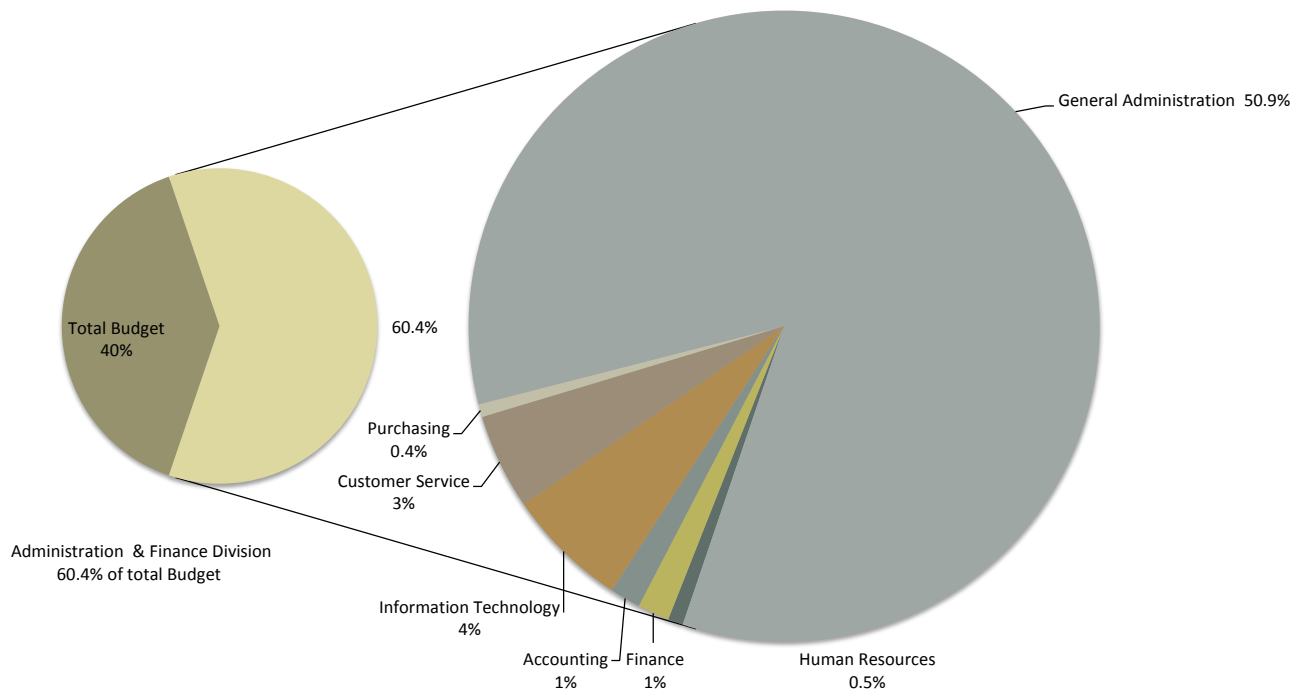
Division Structure

Administration & Finance Division

Division Summary



Administration & Finance Division



Division Program

Administration & Finance Divisions

Division Summary

Purpose and Overview:

The Administration and Finance Division is responsible for the Financials, 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.

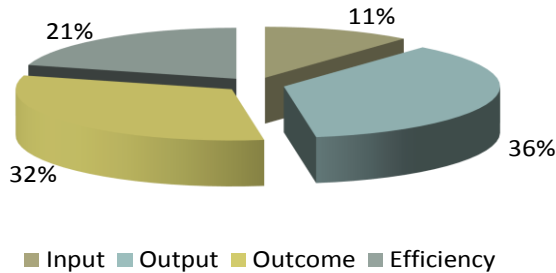
Significant Budget Modifications

The Administration and Finance budget has increased by 9.4% or \$4.1 million over the FY 2012 budget. The majority of the increase or \$3.4 million is for debt service and debt service coverage. Capital outlays have increased by \$548,000 due to information technology investments.

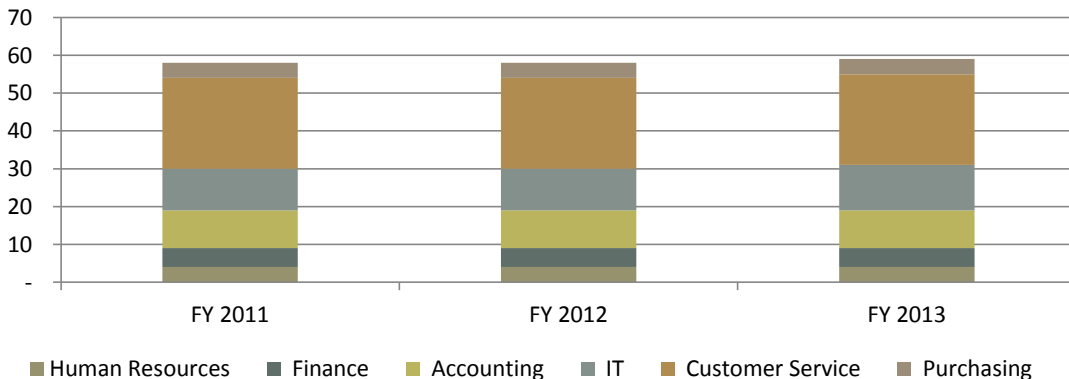
Administration & Finance Divisions Performance Data Summary

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

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



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



Division Budget

Administration & Finance Divisions

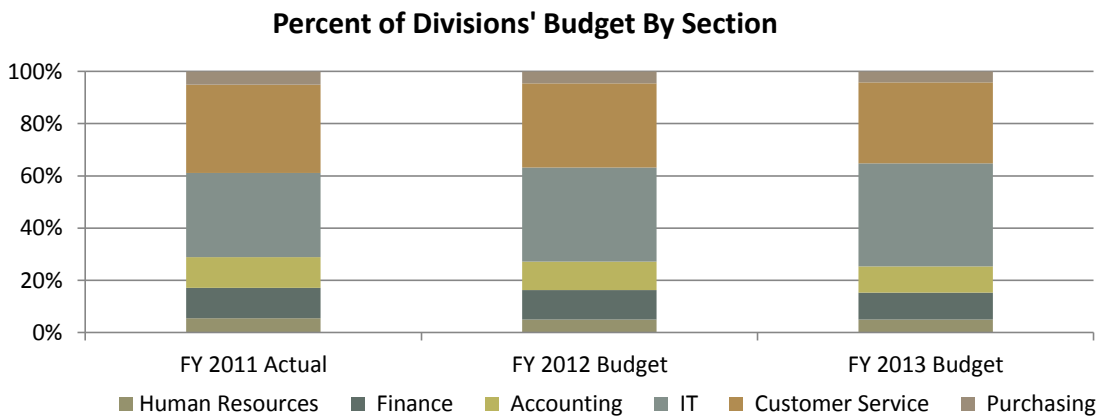
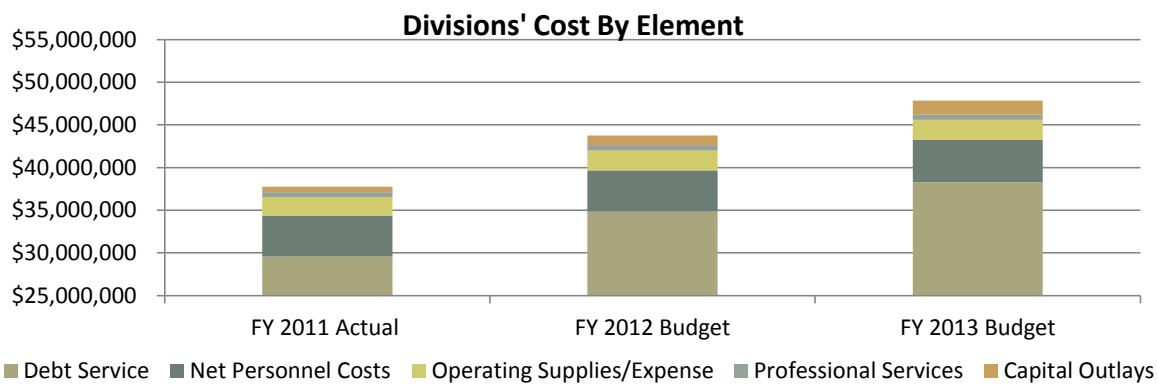
Division Summary

<u>Expenditures by Element of Expense</u>	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 4,882,710	\$ 4,904,765	\$ 5,089,220
Less Capital Reimbursements	(65,863)	(70,051)	(91,514)
Net Personnel Costs	4,816,847	4,834,714	4,997,706
Operating Supplies/Expense	2,158,190	2,340,320	2,316,628
Professional Services	575,380	630,200	603,620
Capital Outlays	643,506	1,117,000	1,665,200
Debt Service	29,566,507	34,819,271	38,267,187
Total Expenditures	\$ 37,760,431	\$ 43,741,505	\$ 47,850,341

Expenditures by Funding Source

Revenue	\$ 37,116,925	\$ 42,624,505	\$ 46,185,141
Operating Capital Transfer	643,506	1,117,000	1,665,200
Grant	-	-	-
Total Expenditures by Source	\$ 37,760,431	\$ 43,741,505	\$ 47,850,341

Full time Equivalent (FTE) Positions **58.0** **58.0** **59.0**



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.

Major Accomplishments FY 2012 by Key Code

- Received the annual Chamber of Commerce Worksite Health Award for fifth consecutive year (S 7)
- Provided workplace wellness and training programs to staff (S 8)
- Evaluated and renewed long term disability and group life insurance (FM 4)
- Submitted the EEO Report by the due date (OP 2)
- Coordinated the transition from Blue Cross Dental to Delta Dental (FM 4)

Top 3 Priorities FY 2013 by Key Code

- Ensure timely administration of NBC hiring procedures in accordance with Federal & State Labor laws (S 3)
- Effectively manage NBC's benefits programs (FM 4)
- Continue the workplace wellness initiative (S 8)

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

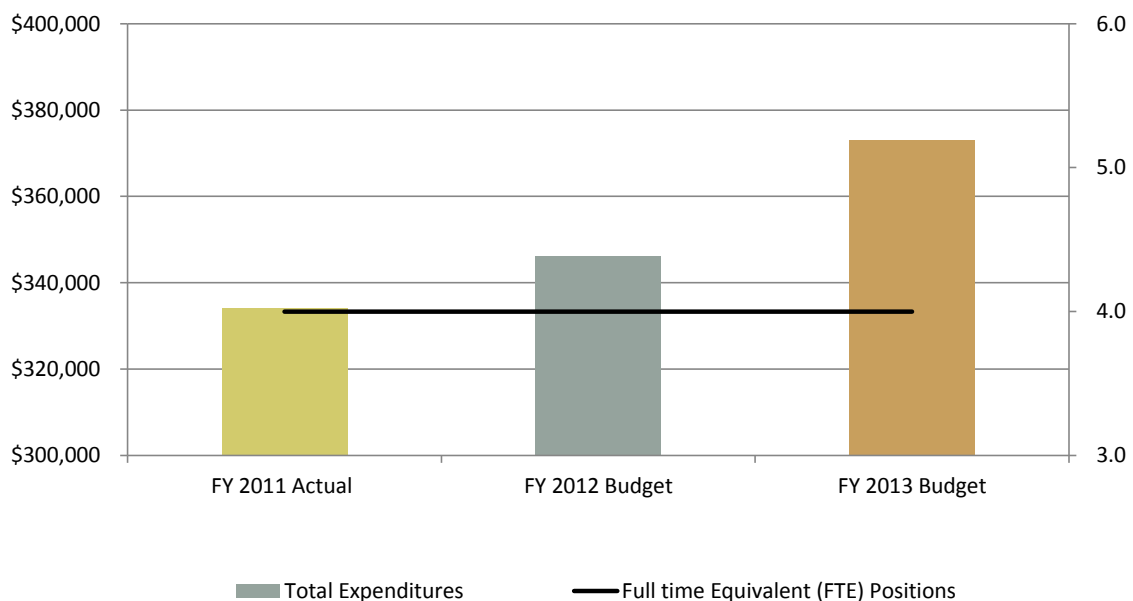
The Budget

Administration & Finance Division

Human Resources

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 317,391	\$ 325,532	\$ 341,246
Less Capital Reimbursements	-	-	-
Net Personnel Costs	317,391	325,532	341,246
Operating Supplies/Expense	9,752	10,000	13,250
Professional Services	6,895	10,500	11,500
Capital Outlays	-	-	7,000
Debt Service	-	-	-
Total Expenditures	\$ 334,038	\$ 346,032	\$ 372,996
Expenditures by Funding Source			
Revenue	\$ 334,038	\$ 346,032	\$ 365,996
Operating Capital Transfer	-	-	7,000
Grant	-	-	-
Total Expenditures by Source	\$ 334,038	\$ 346,032	\$ 372,996
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
	Provide a healthy and safe working environment

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 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	8/1/10	7/15/11	8/1/12
One outside HR related seminar per representative	100%	100%	100%
Conduct exit interviews and gather data regarding employee attitudes and perceptions	100%	100%	100%
Percentage of postings prepared and distributed within forty-eight hours of approval	100%	100%	100%
Number of "Good Health" Programs implemented	4	2	2
Number of employee training programs implemented	5	1	1
Apply for and receive the Worksite Wellness Award on behalf of NBC from the Greater Providence Chamber of Commerce	5/30/11	5/30/12	5/30/13
Number of workers' compensation injury investigations which result in a recommendation to prevent reoccurrence	9	3	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.

Major Accomplishments FY 2012 by Key Code

- Executed a \$25 million loan from Rhode Island Clean Water Finance Agency (RICWFA) (FM 6)
- Filed and received approval of a Debt Service compliance filing (FM 5)
- Developed and administered the annual operating budget and finished the year under budget for the 20th consecutive year. Received the Government Finance Officers' Association (GFOA) Distinguished Budget Award for the ninth consecutive year with special Capital Recognition for the third year (C 6)
- Developed the five-year Capital Improvement Program and managed capital funding (FM 10)
- Completed timely reporting of Continuous Disclosure, Arbitrage and PUC Compliance (OP 4)
- Reaffirmation of AA- credit rating from S&P (FM 6)
- Received favorable IRS determination letters on the Non Union Profit Share and Defined Benefit Retirement Plans (FM 4)
- Changed the Defined Benefit Plan vendor (FM 4)
- Modified the budget transfer and account inquiry process (CB 5)

Top 3 Priorities FY 2013 by Key Code

- Ensure sound financial management, maintain sufficient Operating and Capital funding with the least ratepayer impact, and enhance current credit rating (FM 6)
- Ensure compliance with the Trust Indenture, IRS, State of RI, RI Public Utilities Commission and all other regulatory rules and regulations (FM 12)
- Ensure timely reporting of Continuous Disclosure, Arbitrage and PUC Compliance (OP 4)

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

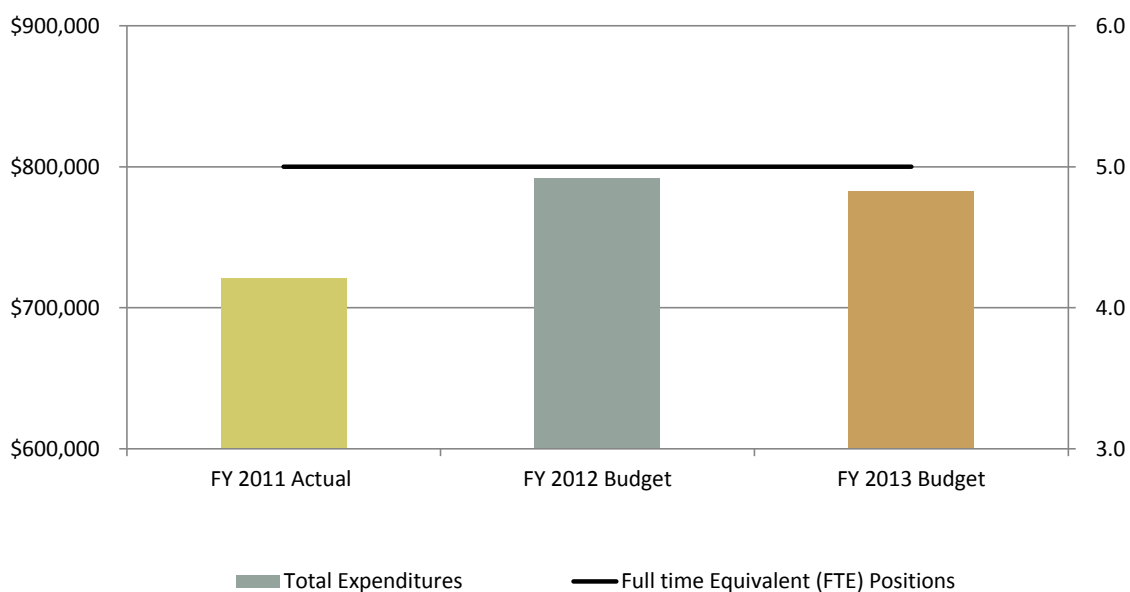
The Budget

Administration & Finance Division

Finance

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 443,811	\$ 470,368	\$ 430,579
Less Capital Reimbursements	-	-	-
Net Personnel Costs	443,811	470,368	430,579
Operating Supplies/Expense	6,540	16,750	17,400
Professional Services	270,440	305,000	320,000
Capital Outlays	-	-	15,000
Debt Service	-	-	-
Total Expenditures	\$ 720,791	\$ 792,118	\$ 782,979
Expenditures by Funding Source			
Revenue	\$ 720,791	\$ 792,118	\$ 767,979
Operating Capital Transfer	-	-	15,000
Grant	-	-	-
Total Expenditures by Source	\$ 720,791	\$ 792,118	\$ 782,979
Full time Equivalent (FTE) Positions	5.0	5.0	5.0

Finance-Historical Data



Performance Data

Administration & Finance Division

Finance

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

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
File with PUC to maintain sufficient Operating and Capital funding	11/24/10	9/30/11	12/1/12
Spend .5% or less of revenue increase on outside rate case assistance	0.21%	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
File Continuous Disclosure annually	100%	100%	100%
Update of capital cash flows	4	2	2
Receive GFOA Distinguished Budget Presentation Award	Eight Consecutive Years	Nine Consecutive Years	Ten 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	53	50	25
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
Prepare and file compliance reports on capital projects to the Public Utilities Commission	2	2	2
File 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.

Major Accomplishments FY 2012 by Key Code

- Complete the FY 2011 audit on timely basis (FM 9)
- Received a clean audit opinion and no management letter for the fourteenth consecutive year (FM 9)
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the tenth consecutive year (FM 9)
- Ensure proper calculation and processing of monthly transfers as required by the Trust Indenture (FM 10)
- Ensure compliance with the PUC's restricted account reporting requirements (FM 12)
- Processed and submitted approximately \$37 million in capital invoices (FM 8)
- Processed all operating invoices, capital invoices and biweekly payrolls in a timely manner. In addition , took advantage of \$3,794 in discounts for the last twelve months (FM 8)

Top 3 Priorities FY 2013 by Key Code

- Complete the FY 2012 audit on timely basis and receive a clean audit opinion and no management letter (FM 9)
- Ensure proper calculation and processing of the monthly transfers as required by the Trust Indenture (FM 10)
- Process all operating invoices, capital invoices and bi-weekly payroll in a timely manner (FM 8)

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

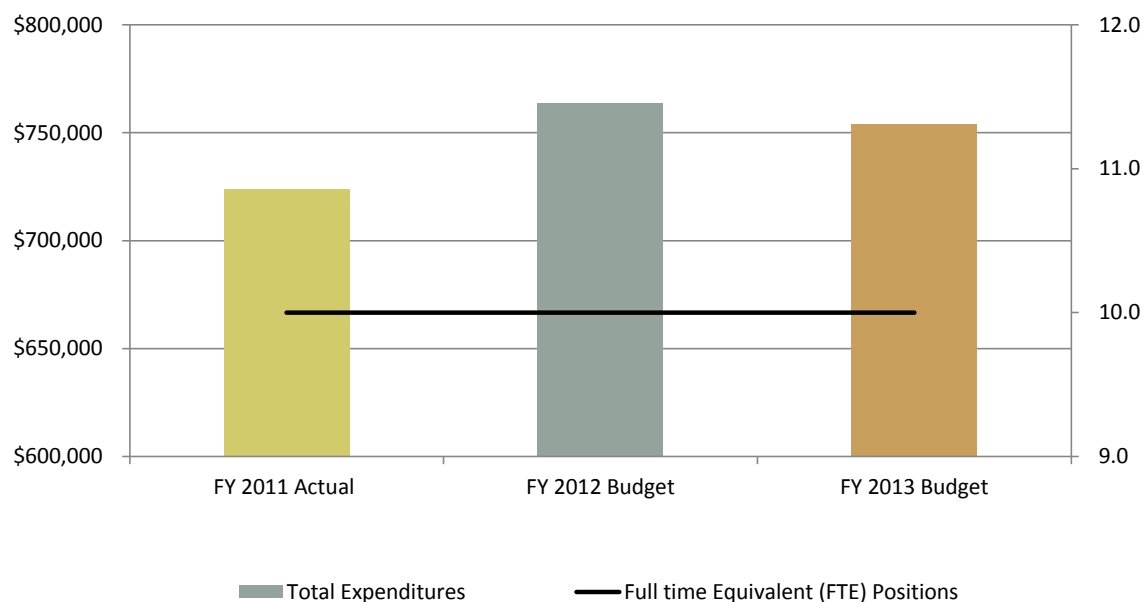
The Budget

Administration & Finance Division

Accounting

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 758,882	\$ 794,705	\$ 808,245
Less Capital Reimbursements	(65,863)	(70,051)	(91,514)
Net Personnel Costs	693,019	724,654	716,731
Operating Supplies/Expense	9,088	10,225	8,285
Professional Services	21,601	29,000	29,000
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 723,708	\$ 763,879	\$ 754,016
Expenditures by Funding Source			
Revenue	\$ 723,708	\$ 763,879	\$ 754,016
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 723,708	\$ 763,879	\$ 754,016
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
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 2011 Actual	FY 2012 Budget	FY 2013 Budget
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Audit completed by September 30th	Yes	100%	Yes
Complete audit with clean opinion and no management letter	Yes	Yes	Yes
Prepare monthly financial statements and forward a copy to the RI House and Senate	Monthly	Monthly	Monthly
Prepare the restricted account reporting on a monthly basis	100%	100%	100%
Complete 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 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.

Major Accomplishments FY 2012 by Key Code

- Implemented comprehensive Security Vulnerability Assessment to ensure that all aspects of NBC's Servers, PCs and Data meet the most stringent security standards (CB 6)
- Upgraded entire NBC network backbone to provide 10 Gigabit throughout along with 1 Gigabit to the desktop PCs (CB 6)
- Enhanced Customer Service Billing to support a monthly cycle, thus improving the cash flow (FM 3)
- Upgraded the Hansen MRP system to the latest version (v8) (CB 6)
- Began the conversion from HP-UX to Oracle Linux to improve overall performance and reduce maintenance costs (CB 6)
- The Board of Commissioners have migrated away from the laptop and have ipads which have been very successful (CB 5)

Top 3 Priorities FY 2013 by Key Code

- Upgrade the current Storage Area Network to provide more reliability and increased capacity (CB 6)
- Complete the HP-UX to Linux migration (CB 5)
- Upgrade the current Exchange 2007 platform to Exchange 2010, adding features and additional functionality (CB 6)

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

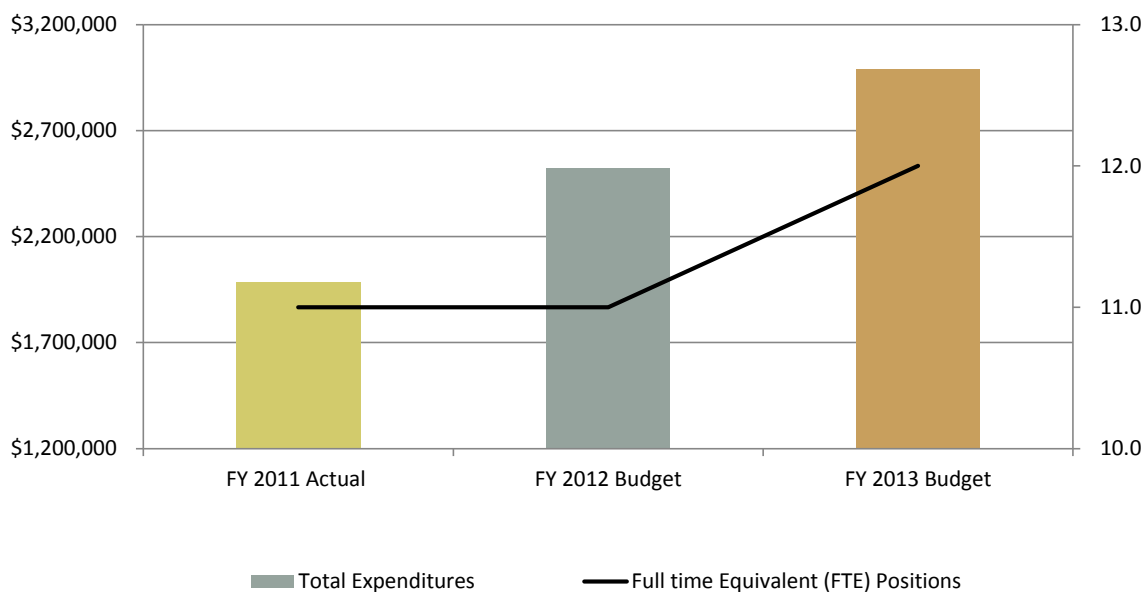
The Budget

Administration & Finance Division

Information Technology

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 1,048,603	\$ 1,106,210	\$ 1,207,958
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,048,603	1,106,210	1,207,958
Operating Supplies/Expense	441,384	483,675	496,365
Professional Services	-	-	-
Capital Outlays	493,491	934,000	1,285,000
Debt Service	-	-	-
Total Expenditures	\$ 1,983,478	\$ 2,523,885	\$ 2,989,323
Expenditures by Funding Source			
Revenue	\$ 1,489,987	\$ 1,589,885	\$ 1,704,323
Operating Capital Transfer	493,491	934,000	1,285,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,983,478	\$ 2,523,885	\$ 2,989,323
Full time Equivalent (FTE) Positions	11.0	11.0	12.0

Information Technology-Historical Data



Performance Data

Administration & Finance Division

Information Technology

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>Continue the level of network stability with the highest level of service uptime</p> <p>Maximize productive use of automation and computerization throughout the agency</p> <p>Ensure IT maintains and improves security systems and applications</p> <p>Provide adequate training opportunities to ensure user comfort with our systems</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Encourage and support an adequate level of staff training opportunities</p>
<p>Organizational Performance: Ensure that the NBC organization is aligned with and supports our strategic goals.</p>	<p>Provide end-user technology and systems to meet NBC's strategic goals</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Level of system availability	99.9%	99.9%	99.9%
Percentage of systems migrated to latest installed operating systems and applications	97%	99%	39%
Number of security breaches into NBC servers and applications	0	0	0
Successful completion of IT budgeted projects	95%	96%	95%
Number of user training sessions	176	188	185
Response to Help Desk requests within two hours	98%	100%	100%
Percentage of staff participating in training sessions during the year	45%	65%	70%
Review all NBC systems and upgrade coinciding with lease expirations annually	100%	100%	100%
Percentage of Systems and Applications that are current	98%	97%	98%

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.

Major Accomplishments FY 2012 by Key Code

Continued to refine the conversion from quarterly to monthly billing as well as the estimation of consumption for all accounts lacking meter readings (FM 3)

Selected and processed more that 7,000 accounts as part of the Water shut off program (FM 3)

Billed more than \$80 million in user fees (FM 13)

Investigated and completed 4,000 customer inquiries within 30 days (CF 9)

Continued to focus on collections of past due accounts averaging 3,000 collection calls per month (FM 14)

Continued to refine and expand CS applications to more efficiently service NBC customers (CB 7)

Obtained site readings for more than 5,000 customers (CF 5)

Top 3 Priorities FY 2013 by Key Code

Ensure complete and accurate user billings and streamline collection strategies that maximize results (FM 3)

Continue training on the new Customer Service application (CB 7)

Provide excellent Customer Service (CF 6)

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

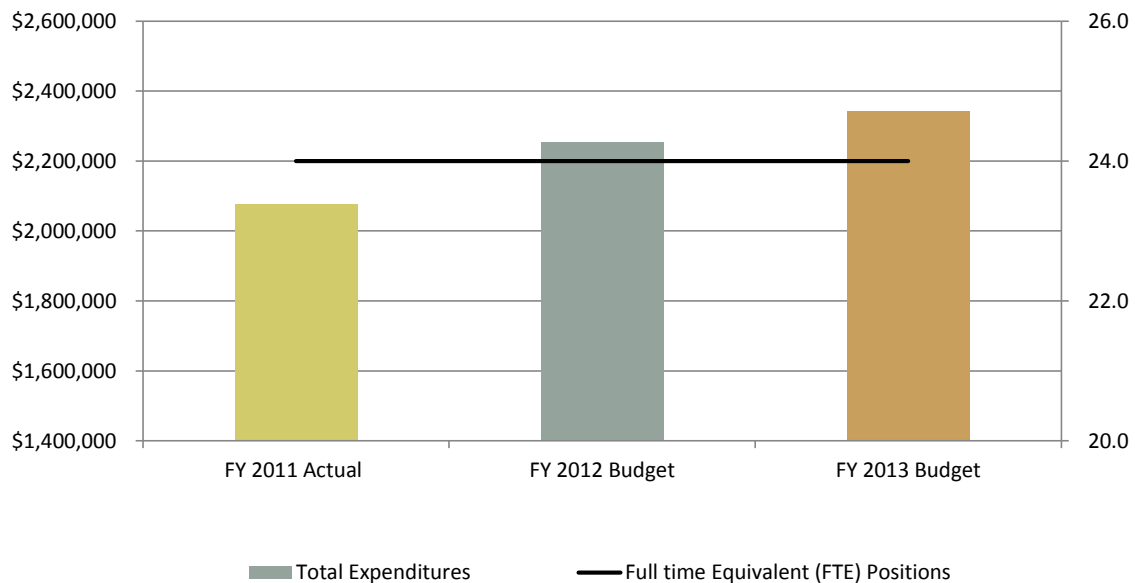
The Budget

Administration & Finance Division

Customer Service

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 1,567,260	\$ 1,702,871	\$ 1,740,949
Less Capital Reimbursements	-	-	-
Net Personnel Costs	1,567,260	1,702,871	1,740,949
Operating Supplies/Expense	454,751	489,550	494,300
Professional Services	32,143	31,700	33,620
Capital Outlays	20,830	30,000	73,200
Debt Service	-	-	-
Total Expenditures	\$ 2,074,984	\$ 2,254,121	\$ 2,342,069
Expenditures by Funding Source			
Revenue	\$ 2,054,154	\$ 2,224,121	\$ 2,268,869
Operating Capital Transfer	20,830	30,000	73,200
Grant	-	-	-
Total Expenditures by Source	\$ 2,074,984	\$ 2,254,121	\$ 2,342,069
Full time Equivalent (FTE) Positions	24.0	24.0	24.0

Customer Service-Historical Data



Performance Data
Administration & Finance Division
Customer Service

Strategic Objective	Actions for Achievement Service Level Objective
Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.	Increase efficiency and accuracy of user charge billing Ensure timely collection of accounts
Customer Focus: Maintain a customer-focused attitude throughout the organization.	Review accounts and develop relationships with large users Maximize Customer Focus attitude

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Percentage of accounts with meter reading within prior 12 months	98%	98%	98%
Percentage of accounts over 30-day balances called	98%	90%	90%
Number of accounts selected for Water Shut Off	5,800	3,500	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	<4%	<4%	<4%
Number of Connection Permits investigated	100%	100%	100%
Resolution of Disputes within 30 days	96%	96%	96%
Quarterly Reads on Large Customers	500	500	500

The Program

Administration & Finance Division

Purchasing

Mission and Overview:

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

Major Accomplishments FY 2012 by Key Code

- Prepared fifty two bid proposals and specifications within thirty days (FM 15)
- Modifications were made to the Request for Bid and Bid Proposal forms to clarify the terms that the contractor must abide by and are bound by the terms in the Request for Bid (CF 7)
- Provide assistance to NBC staff to ensure compliance with State of RI Purchasing Regulations and NBC Purchasing Regulations (S 1)
- Continue to add bid specifications to SharePoint (CB 5)
- Continue to add sole source letters to SharePoint (CB 5)

Top 3 Priorities FY 2013 by Key Code

- Ensure compliance with Federal and State purchasing laws (CF 7)
- Ensure the timely, efficient and cost effective purchase of products and services needed to operate, maintain and improve NBC Facilities (FM 15)
- Ensure specifications are created equitably for a fair and competitive bid (FM 12)

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

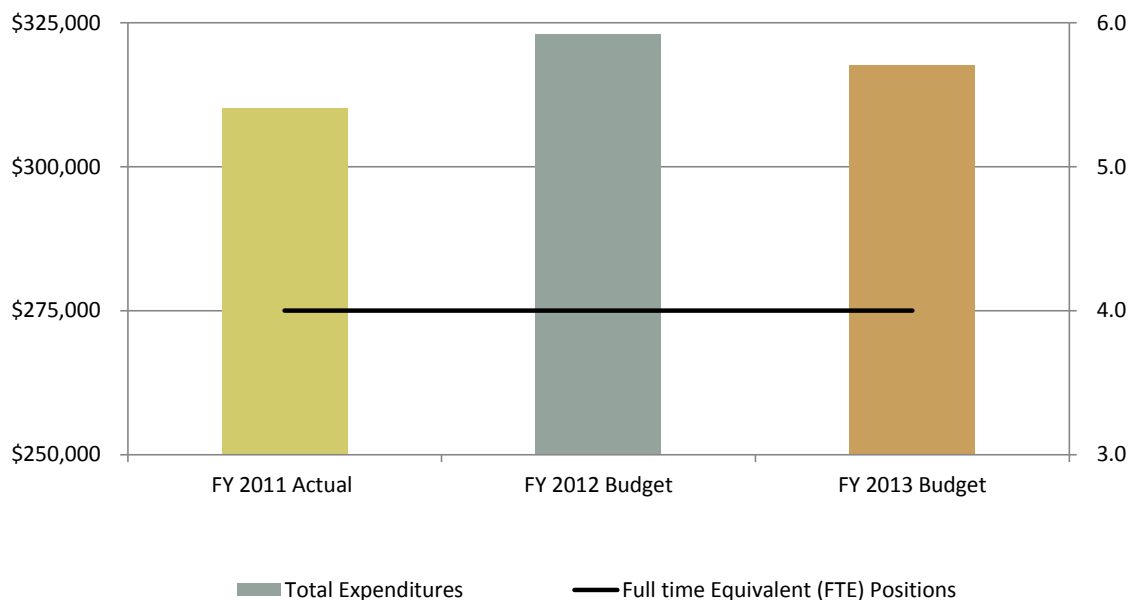
The Budget

Administration & Finance Division

Purchasing

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 307,333	\$ 318,357	\$ 313,576
Less Capital Reimbursements	-	-	-
Net Personnel Costs	307,333	318,357	313,576
Operating Supplies/Expense	2,936	4,600	4,100
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 310,269	\$ 322,957	\$ 317,676
Expenditures by Funding Source			
Revenue	\$ 310,269	\$ 322,957	\$ 317,676
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 310,269	\$ 322,957	\$ 317,676
Full time Equivalent (FTE) Positions	4.0	4.0	4.0

Purchasing- Historical Data



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 2011 Actual	FY 2012 Budget	FY 2013 Budget
Percentage of purchase requisitions completed within two weeks	99%	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.

Major Accomplishments FY 2012 by Key Code

Complete monthly analysis of the COB maintenance expenses to ensure overhead expense is at or below budget (CB 19)

Ensure that proper preventive and corrective maintenance of the COB was completed (FM 21)

Coordinated with other NBC sections to ensure the continuous update and enhancement of security for NBC facilities (CF 8)

Completed upgrades and changes required as part of the report from the State Fire Marshall (FM 12)

Completed lighting fixture upgrades (FM 21)

Completed the purge lists and certificates of destruction (FM 11)

Top 3 Priorities FY 2013 by Key Code

Provide cost effective administration of the Corporate Office Building (CB 19)

Develop and track budget for overhead expenses, ensuring overhead expense is at or below budget (CB 19)

Provide facility inspections and correct any deficiencies (CB 8)

Program Staffing (Budgeted)
Responsibilities are executed by Purchasing Staff

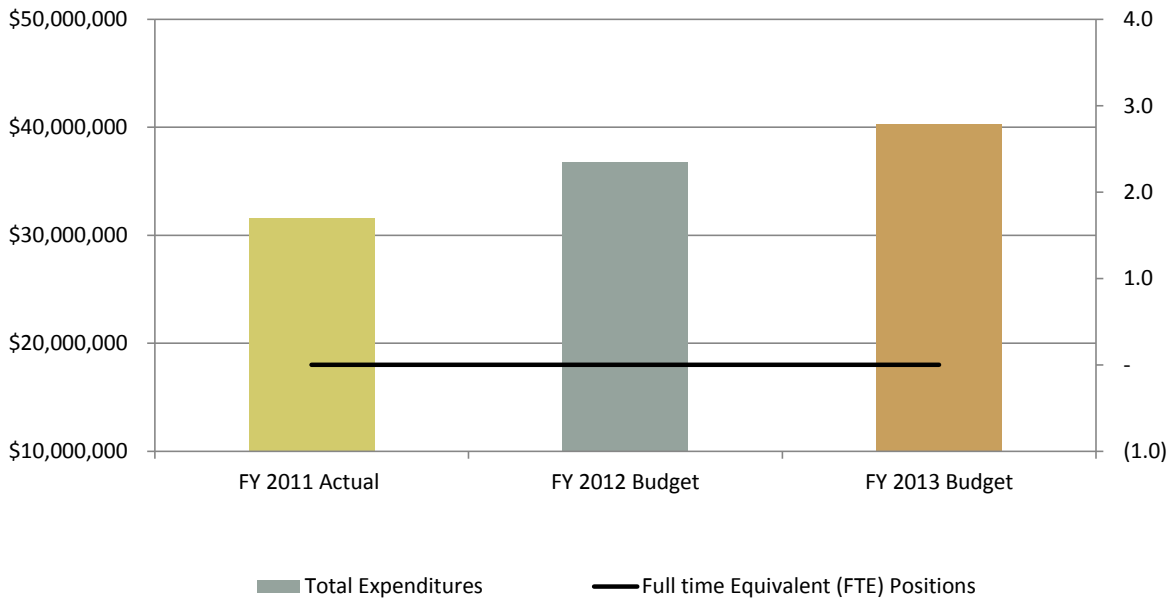
The Budget

Administration & Finance Division

General Administration

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 439,429	\$ 186,722	\$ 246,668
Less Capital Reimbursements	-	-	-
Net Personnel Costs	439,429	186,722	246,668
Operating Supplies/Expense	1,233,740	1,325,520	1,282,928
Professional Services	244,301	254,000	209,500
Capital Outlays	129,185	153,000	285,000
Debt Service	29,566,507	34,819,271	38,267,187
Total Expenditures	\$ 31,613,162	\$ 36,738,513	\$ 40,291,282
Expenditures by Funding Source			
Revenue	\$ 31,483,977	\$ 36,585,513	\$ 40,006,282
Operating Capital Transfer	129,185	153,000	285,000
Grant	-	-	-
Total Expenditures by Source	\$ 31,613,162	\$ 36,738,513	\$ 40,291,282
Full time Equivalent (FTE) Positions	-	-	-

General Administration- Historical Data



Performance Data
Administration & Finance Division
General Administration

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.

Provide cost-effective administration of the Corporate Office Building (COB)

Maintain and repair COB annually and invest in capital improvements as needed

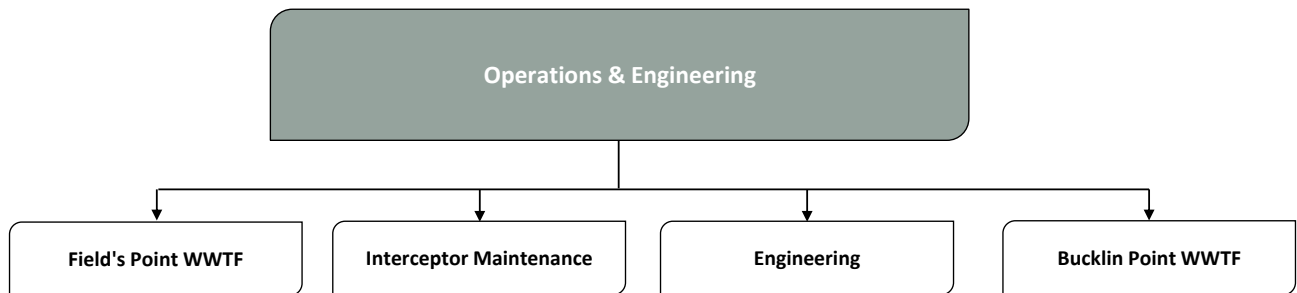
Ensure all COB facility inspections are completed on time and deficiencies corrected within 30 days

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Percentage of building maintenance requests completed within two weeks	88%	85%	85%
Cost per square foot maintained	\$9.71	\$8.50	\$11.00
Completion of budgeted operating capital projects	100%	100%	100%
Number of facility inspections	9	9	9

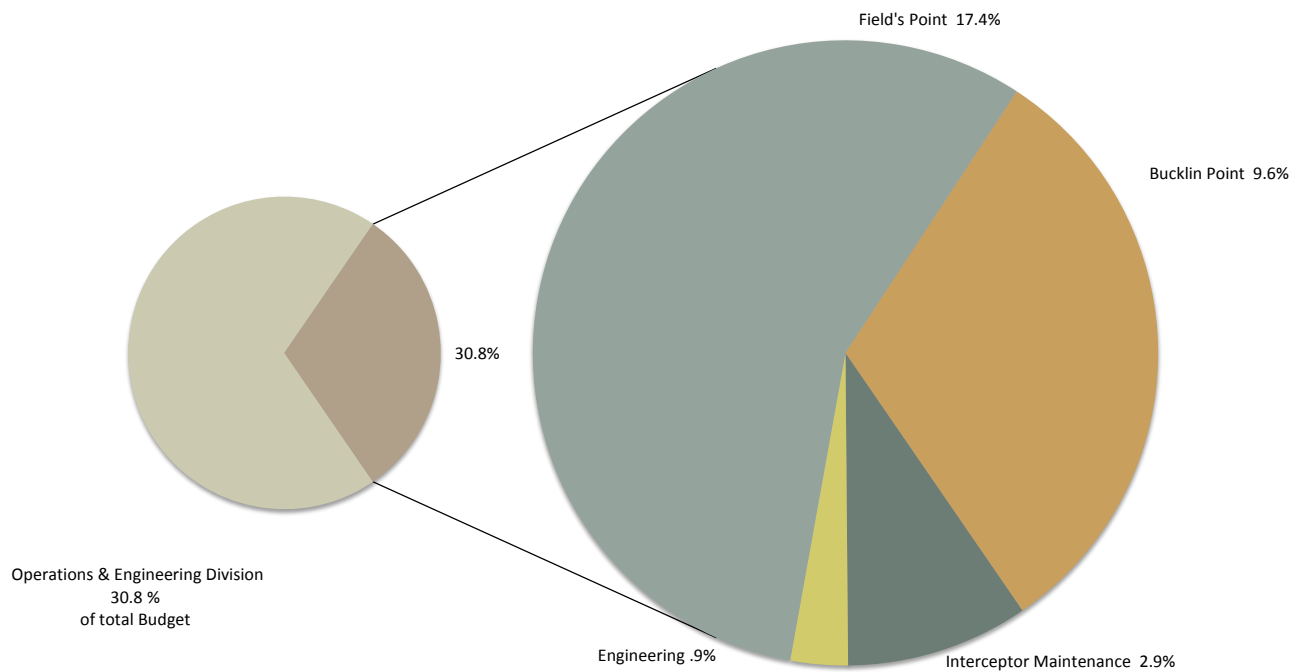
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Division Structure

Operations & Engineering Division Division Summary



Operations & Engineering Division



Division Program

Operations & Engineering

Division Summary

Purpose and Overview:

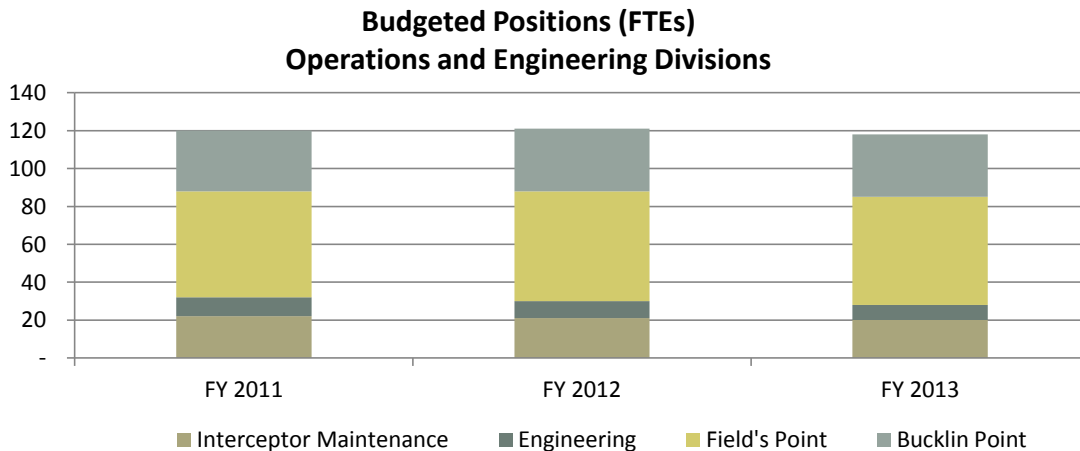
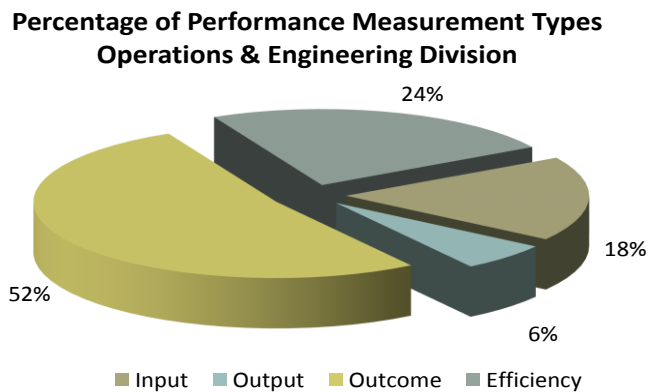
The Operations and Engineering Division is responsible for operating and maintaining the treatment plants and the collection system. In addition, the Division is responsible for planning and designing capital improvements to NBC's system of interceptors, pump stations and wastewater treatment facilities. 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 Divisions' budget has increased approximately \$266,000 or 1.1% over the FY 2012 budget. This is primarily for capital outlays as a result of needs identified at the NBC's FP WWTF. Personnel expenses have increased slightly however this is offset by higher capital reimbursement.

Operations and Engineering Divisions Performance Data Summary

The chart below illustrates the Operations and Engineering Divisions' Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 76% of the performance measures.



Division Budget

Operations & Engineering

Division Summary

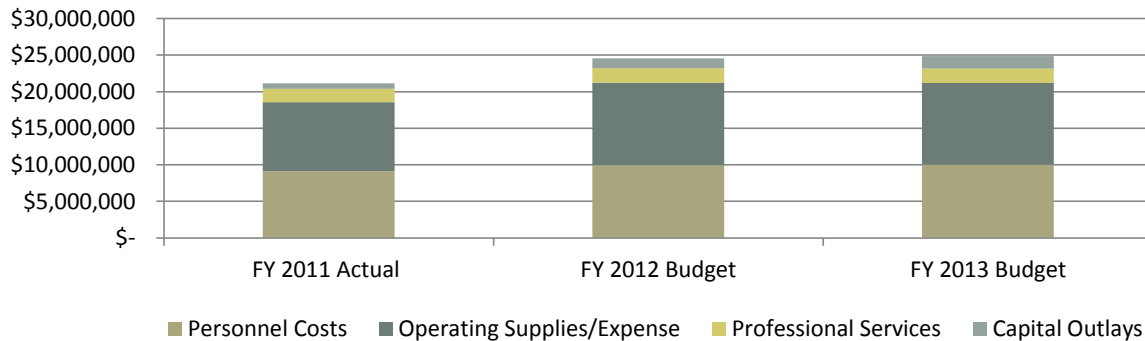
<u>Expenditures by Element of Expense</u>	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 9,089,268	\$ 9,949,132	\$ 10,014,638
Less Capital Reimbursements	(390,763)	(402,647)	(439,287)
Net Personnel Costs	8,698,505	9,546,485	9,575,351
Operating Supplies/Expense	9,481,531	11,270,958	11,188,753
Professional Services	1,827,176	1,980,634	1,954,250
Capital Outlays	755,836	1,348,780	1,694,500
Debt Service	-	-	-
Total Expenditures	\$ 20,763,049	\$ 24,146,857	\$ 24,412,854

Expenditures by Funding Source

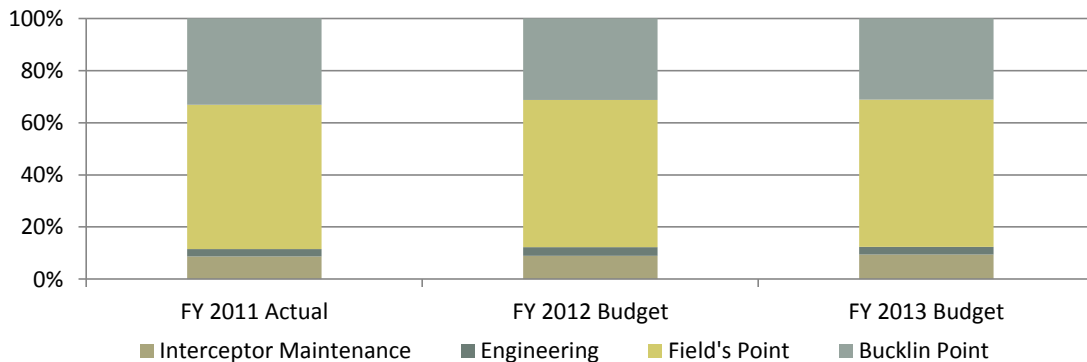
Revenue	\$ 20,007,212	\$ 22,798,077	\$ 22,718,354
Operating Capital Transfer	755,836	1,348,780	1,694,500
Grant	-	-	-
Total Expenditures by Source	\$ 20,763,049	\$ 24,146,857	\$ 24,412,854

Full time Equivalent (FTE) Positions **120.0** **121.0** **118.0**

Divisions' Cost By Element



Percent of Divisions' Budget By Section



The Program

Operations and Engineering

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.

Major Accomplishments FY 2012 by Key Code

IM maintains the collection system to insure proper functionality. During our inspections, we eliminated six dry weather overflows (CB 9)

IM has begun to scan all of the City of Providence sewer plan in an effort to improve communications (CF 11)

IM has performed numerous equipment & vehicle repairs in-house, saving money from the Operating Budget (FM 21)

IM worked effectively and cooperatively to complete various significant repairs: COB sidewalk and drainage repair, the Dog Pound sewer repair and the FP Ocean Arc's sludge line (CF 8)

IM continues to provide assistance to other communities as needed (CF 1)

IM has begun to formalize an in-house comprehensive IM Operator training/advancement program (S 9)

IM continues its thorough analysis of catch basins to update our database system and track work effectively (CB 11)

IM has begun to develop the Preventative Maintenance work orders for IM pump stations (CB 8)

Top 3 Priorities FY 2013 by Key Code

The IM Department intends to continue with the development of the in-house IM Operator training and advancement program (S 9)

The IM Department intends to continue with the inspections of all catch basins to update GIS/Hansen in order to include these assets into the system and track work on these facilities appropriately (CB 11)

The IM Department intends to develop the pump station preventative maintenance work orders to provide a more effective inspection of the facilities (CB 8)

Program Staffing (Budgeted)			
IM Manager	1.0	Technical Assistant	1.0
Assistant IM Manager	1.0	IM Supervisor	1.0
IM Operator	11.0	IM Inspector	1.0
Heavy Equipment Operator	1.0	IM Environmental Engineer	1.0
IM Mechanic	1.0	IM Clerk	1.0
20.0 FTEs			

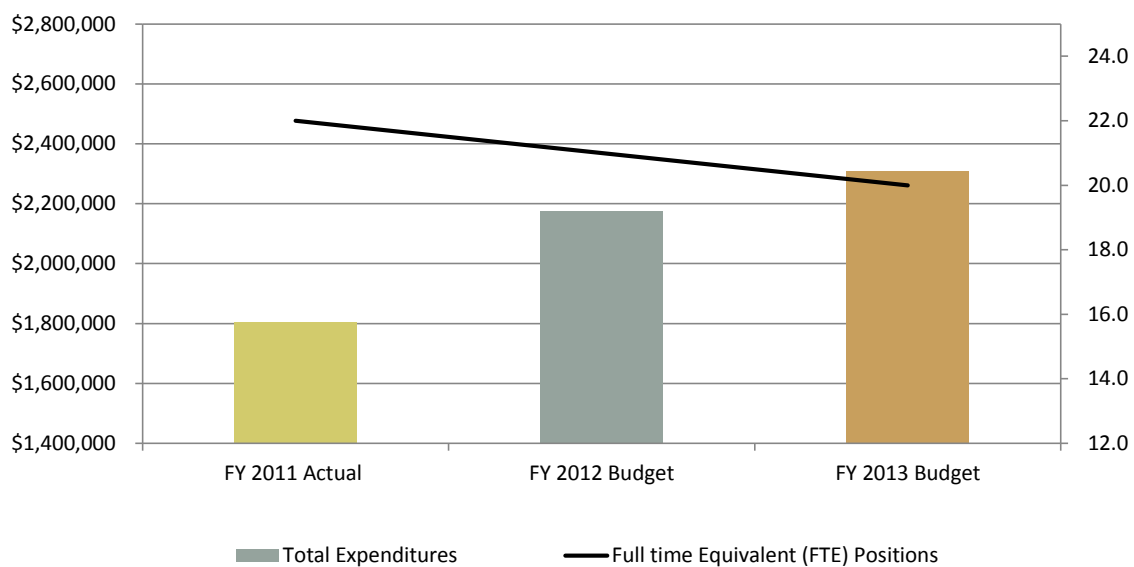
The Budget

Operations and Engineering

Interceptor Maintenance

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 1,299,918	\$ 1,588,470	\$ 1,550,055
Less Capital Reimbursements	(23,488)	(39,507)	(35,185)
Net Personnel Costs	1,276,430	1,548,963	1,514,870
Operating Supplies/Expense	472,859	496,746	475,799
Professional Services	19,571	28,800	18,800
Capital Outlays	36,014	99,000	298,500
Debt Service	-	-	-
Total Expenditures	\$ 1,804,873	\$ 2,173,509	\$ 2,307,969
Expenditures by Funding Source			
Revenue	\$ 1,768,859	\$ 2,074,509	\$ 2,009,469
Operating Capital Transfer	36,014	99,000	298,500
Grant	-	-	-
Total Expenditures by Source	\$ 1,804,873	\$ 2,173,509	\$ 2,307,969
Full time Equivalent (FTE) Positions	22.0	21.0	20.0

Interceptor Maintenance-Historical Data



Performance Data

Operations & Engineering

Interceptor Maintenance

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>Maintain on-going inspection and careful maintenance of NBC's collection system</p> <p>Comply with all State and Federal reporting requirements on reporting bypass events</p> <p>Maintain an asset management program for NBC's infrastructure</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>Minimize environmental pollution</p>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<p>Minimize unplanned capital expenditures</p> <p>Reduce number of Workers' Compensation claims</p>
<p>Customer Focus: Maintain a customer-focused attitude throughout the organization.</p>	<p>Provide prompt courteous responses to all customer requests</p> <p>Conduct projects that give back to the cities/towns and state</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Provide training and equipment to ensure safe and environmentally sound management practices are followed</p> <p>Provide ongoing technical training to optimize team performance</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Number of miles of interceptors inspected and cleaned annually	3.18	5	N/A
Provide training on Standard Operating Procedures within the collection system assets annually.	N/A	N/A	2 hours per employee
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	< one hour	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	52 tons	60 tons	60 tons
Percentage of capital expenditures spent on planned items	87%	100%	100%
Schedule quarterly Safety Committee Meetings with staff and post minutes.	N/A	N/A	4 Meetings per Year
Number of customer service training hours per employee completed annually	0	1 hour	N/A
Length of time to review sewer connection permits	2 business days	3 business days	3 business days
Provide assistance to NBC communities on helping with collection system maintenance	N/A	N/A	Provide 10-hours of assistance
Number of optional training hours completed annually	493.5	200	N/A
Provide technical training to staff on various equipment and techniques for proper collection system operation and maintenance	N/A	N/A	250

The Program

Operations and Engineering

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).

Major Accomplishments FY 2012 by Key Code

- Completed design of the Regulatory Compliance Building (CB 1)
- Complete design of Biogas Facilities at Bucklin Point (CB 1)
- Completed modifications to FP facilities to comply with fire code compliance (FM 11)
- Completed plans for obtaining BVI Cumberland easements (CB 9)
- Selected consultant for hydraulic modeling for North Providence and Johnston (CB 1)
- Continued flow monitoring program of permanent and CSO flow meters (CB 10)
- Acquired easements for Phase II CSO Program (CB 1)
- Updated plans for NBC GIS (CB 11)
- Received RIDEM approval for Johnston Facilities Plan (CB 1)

Top 3 Priorities FY 2013 by Key Code

- Complete ROMS model to document impact of discharges on receiving water (EP 1)
- Complete hydraulic system model for Johnston and North Providence (CB 1)
- Initiate downspout disconnection program for CSO Phase II (CB 15)

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

Performance Data

Operations and Engineering

Engineering

Strategic Objective	Actions for Achievement Service Level Objective
Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or 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.	Take an active role in initiating an effective sampling and modeling effort that has the support of various stakeholders in the environmental science community

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Number of project tasks completed related to nutrient removal and other improvements at wastewater treatment facilities	4	4	1
Number of project tasks completed related to the sewer collection system	4	6	7
Number of project tasks completed related to the development of GIS/Hansen sewer maintenance applications	2	1	1
Number of project tasks completed related to Phase II Combined Sewer Overflow Control in accordance with permit and consent order requirements	1	1	2
Develop water quality model to determine impact of improved treatment on receiving water quality	N/A	N/A	1

The Program

Operations and Engineering

Field's Point

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.

Major Accomplishments FY 2012 by Key Code

The Field's Point Operations team compiled an impressive compliance record, having only 1 excursion of the RIPDES permit where there are a potential 1,716 possible excursions for the conventional pollutants that Operations is responsible for managing (TSS, BOD, Fecal Coliforms and Chlorine Residual) (CB 12)

Operations was able to reduce the amount of sodium hypochlorite and bisulfite used last year in addition to reducing electrical consumption, which keeps operating expenses down (FM 19)

The Maintenance Section used the "Schedule/Planning" function of the Asset Management Plan to complete 88 % of the work that was planned one week in advance. Maintenance has also reduced the number of "corrective maintenance work orders" to the point where roughly 90 % of their work is preventative (CB 11)

Operations was able to successfully plan projects with several contractors working on-site to get construction-related projects done without interfering with effluent quality and/or creating permit violations (CB 12)

Top 3 Priorities FY 2013 by Key Code

Integrate the Biological Nutrient Removal (BNR) process into plant operations. Learn to manage the variables that control the process (CB 12)

Continue to train Operations staff on the BNR process and the variables that effect effluent quality (S 6)

Plan and manage Capital Outlay purchases so as to maximize equipment life yet protect the facility from equipment failure (FM 17)

Program Staffing (Budgeted)			
Operations Manager FP	1.0	Assistant Operations Manager	1.0
Control Systems Administrator	1.0	Assistant Controls 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
Control Systems Associate	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		
57.0 FTEs			

The Budget

Operations and Engineering

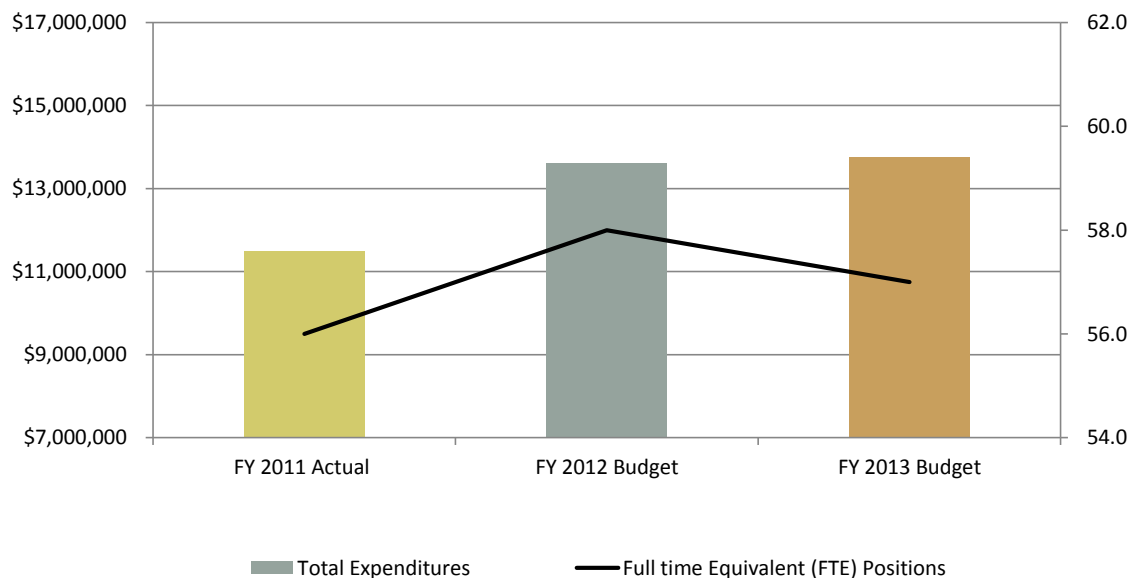
Field's Point

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 4,466,205	\$ 4,823,344	\$ 4,857,871
Less Capital Reimbursements	-	-	-
Net Personnel Costs	4,466,205	4,823,344	4,857,871
Operating Supplies/Expense	6,607,677	8,034,688	8,056,545
Professional Services	21,426	16,613	18,000
Capital Outlays	394,520	741,780	836,000
Debt Service	-	-	-
Total Expenditures	\$ 11,489,827	\$ 13,616,425	\$ 13,768,415

Expenditures by Funding Source			
Revenue	\$ 11,095,307	\$ 12,874,645	\$ 12,932,415
Operating Capital Transfer	394,520	741,780	836,000
Grant	-	-	-
Total Expenditures by Source	\$ 11,489,827	\$ 13,616,425	\$ 13,768,415

Full time Equivalent (FTE) Positions	56.0	58.0	57.0
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Field's Point-Historical Data



Performance Data

Operations & Engineering

Field's Point Operations

Strategic Objective	Actions for Achievement Service Level Objective
<p>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or exceeded.</p>	<p>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>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<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>Minimize unplanned capital expenditures</p> <p>Optimize hypochlorite addition to the effluent by monitoring and adjusting processes as needed</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<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 2011 Actual	FY 2012 Budget	FY 2013 Budget
Eliminate daily maximum, weekly average, and monthly average violations for TSS, BOD, fecal coliforms and chlorine residuals (potentially 1,716 violations)	99.94%	100%	100%
Perform preventative maintenance tasks on 25 % of all buildings and structures within the facility on an annual basis	25%	25%	25%
Effluent Quality Goals:			
Yearly average TSS	14	12	15
Yearly average BOD	16	12	15
Yearly average Fecal Coliforms	30	20	20
Permit levels TSS & BOD	30 mg/l	30 mg/l	30 mg/l
Permit levels Fecal Coliforms	200 MPN	200 MPN	200 MPN
Provide a written Standard Operating Procedure (SOP) and integrate the most important tasks into the present "Wet Train" SOP. Train all Operations staff on the revised SOP	100%	N/A	N/A
Train all Operators and Process Monitors to use the Hach meter (20 total)	N/A	N/A	100%
Complete a Basic Training Checklist for each process area for each Operator and Process Monitor (20 total)	N/A	N/A	100%
Keep daily average sludge production under 21 DT/day	20.7 DT/day	<22 DT/day	<21 DT/day
Percentage of planned/scheduled work addressed per week in man/hours	88%	87%	88%
Percentage of capital expenditures spent on planned items	78%	100%	100%
Gallons of hypochlorite added to the chlorine contact tank per day	1,310 gpd	<1,600 gpd	1,300 gpd
Number of NBC computer courses and/or Incentive credit training courses taken by Operations and Maintenance employees	7	30	30

The Program

Operations and Engineering

Bucklin Point

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.

Major Accomplishments FY 2012 by Key Code

Implemented the next phase of asset management activities and instituted changes to more accurately match staffing and work order requirements leading to an integrated operations and maintenance approach to preventive and corrective maintenance (CB 11)

Optimized BNR processes by converting the first existing aerobic zone in each of four aeration cells to an anoxic zone operation and further reduced the effluent nitrogen levels by 1-2 parts less than prior year averages (CB 12)

Significant reduction of sodium carbonate was achieved by fine-tuning process parameters in the aeration tanks by utilizing additional instrumentation and process monitoring (FM 19)

Continued comprehensive and specialized training programs per employee each month; including live drills simulating a rescue from a tank; fire extinguisher use; process control; electrical awareness; system troubleshooting and other operations, maintenance & management topics (S 5)

Dewatered one anaerobic digester (1 million gallons) in-house to troubleshoot, locate and repair a methane gas line break which significantly reduced the amount of gas available but was not immediately determined (FM 21)

Completed the in-house installation of systems and instrumentation to determine wet weather impacts on treatment capacity by collecting rain data from service area pump stations and treatment facilities (FM 19)

Installed energy efficient interior and exterior lighting and reduced energy usage by 14% (FM 21)

Optimized facility operations by replacing supervisory controls and the data acquisition system to provide compatibility across the utility (CB 5)

Maintained safe operations and maintenance activities during the facility upgrade to ensure employee safety (S 5)

Top 3 Priorities FY 2013 by Key Code

Continued effective operations during construction is key and achieving this on a day-by-day basis (CB 17)

Integrating new equipment and providing training to ensure optimal maintenance practices (CB 11)

Providing timely management of purchasing and asset management will continue to achieve the best treatment possible (CB 12)

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 and Engineering

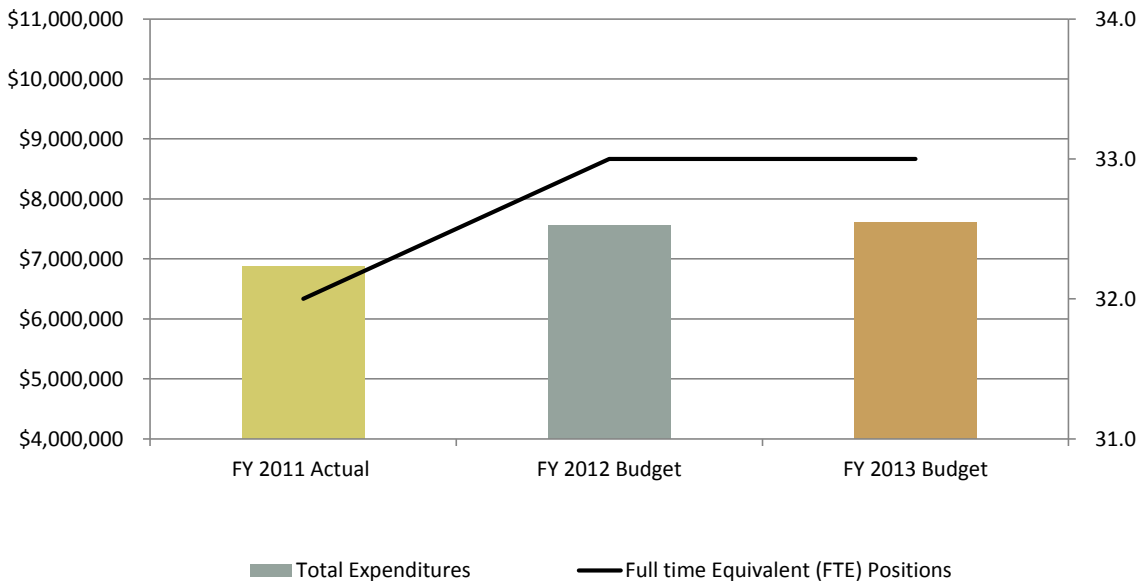
Bucklin Point

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 2,469,509	\$ 2,653,351	\$ 2,750,812
Less Capital Reimbursements	-	-	-
Net Personnel Costs	2,469,509	2,653,351	2,750,812
Operating Supplies/Expense	2,324,195	2,603,874	2,516,309
Professional Services	1,781,313	1,920,221	1,909,450
Capital Outlays	293,807	383,000	435,000
Debt Service	-	-	-
Total Expenditures	\$ 6,868,824	\$ 7,560,446	\$ 7,611,571

Expenditures by Funding Source			
Revenue	\$ 6,575,017	\$ 7,177,446	\$ 7,176,571
Operating Capital Transfer	293,807	383,000	435,000
Grant	-	-	-
Total Expenditures by Source	\$ 6,868,824	\$ 7,560,446	\$ 7,611,571

Full time Equivalent (FTE) Positions **32.0** **33.0** **33.0**

Bucklin Point-Historical Data



Performance Data

Operations & Engineering

Bucklin Point Operations

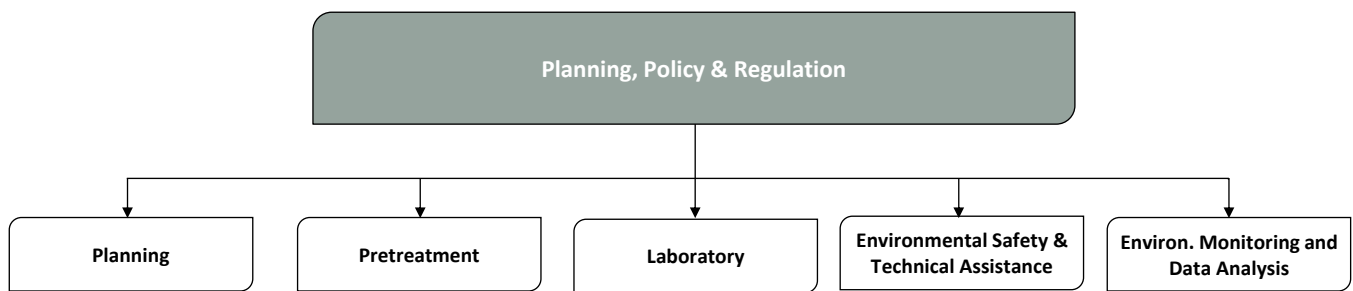
Strategic Objective	Actions for Achievement Service Level Objective
<p>Core Business: Operate, maintain and protect our collection and treatment systems to ensure that all state and federal requirements are met or surpassed.</p>	<p>Maximize safe, efficient and cost-effective operation of the treatment 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>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<p>Optimize efficiency of the Solids Handling area</p> <p>Minimize unplanned capital expenditures</p> <p>Reduce emergency maintenance expenditures</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<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 2011 Actual	FY 2012 Budget	FY 2013 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	6.4 mg/l	< 8.5 mg/l	< 8.5 mg/l
Permit Level Nitrogen	8.5 mg/l	8.5 mg/l	8.5 mg/l
Yearly average TSS	6 mg/l	10 mg/l	10 mg/l
Yearly average BOD	4 mg/l	10 mg/l	10 mg/l
Yearly average Fecal Coliforms	2 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 under 6.8 DT/day	5.7 DT/Day	6.8 DT/day	6.8 DT/day
Percentage of capital expenditures spent on planned items	78.6%	100%	100%
Reduce the annual Monthly Emergency Maintenance Orders as a result of the 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	24 hours / employee	24 hours / employee	24 hours / employee
Hours of training per month per employee	6 Hours	6 Hours	6 Hours

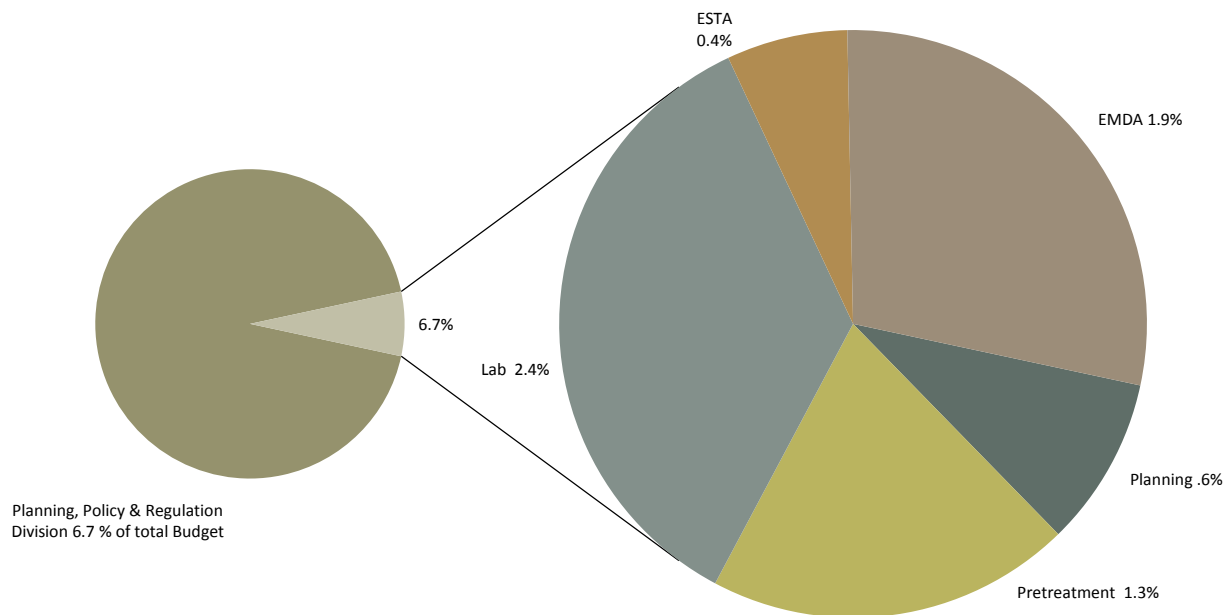
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Division Structure

Planning, Policy & Regulation Division Division Summary



Planning, Policy & Regulation Division



Division Program

Planning, Policy & Regulation

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.

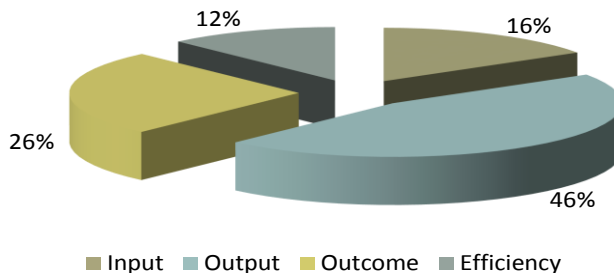
Significant Budget Modifications

The Planning, Policy & Regulation Division's budget has increased by .77% or \$41,000. The majority is for personnel expenses however FY 2013 capital outlays have decreased by \$35,000 from the prior year.

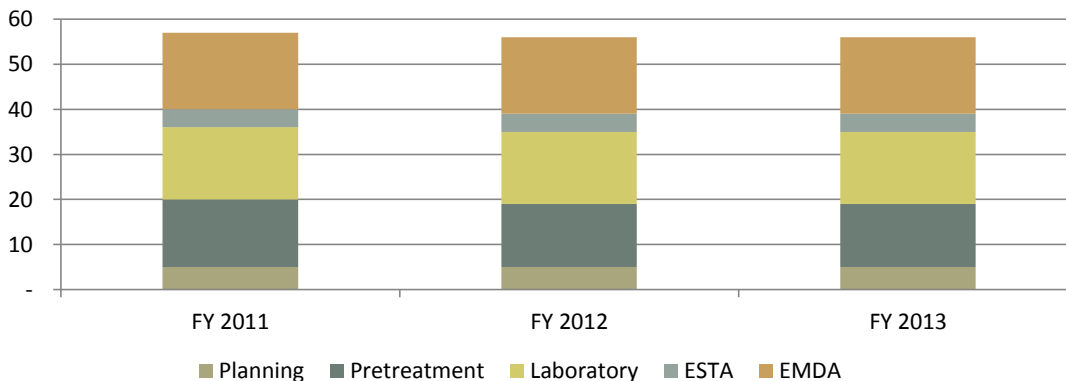
Planning, Policy and Regulation Divisions Performance Data Summary

The chart below illustrates the Planning, Policy & Regulation Divisions' Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 38% of the performance measures.

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



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



Division Budget

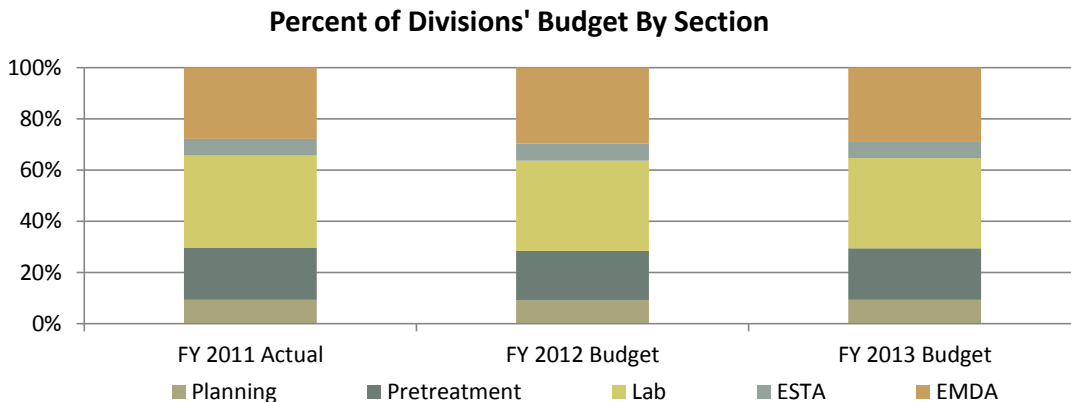
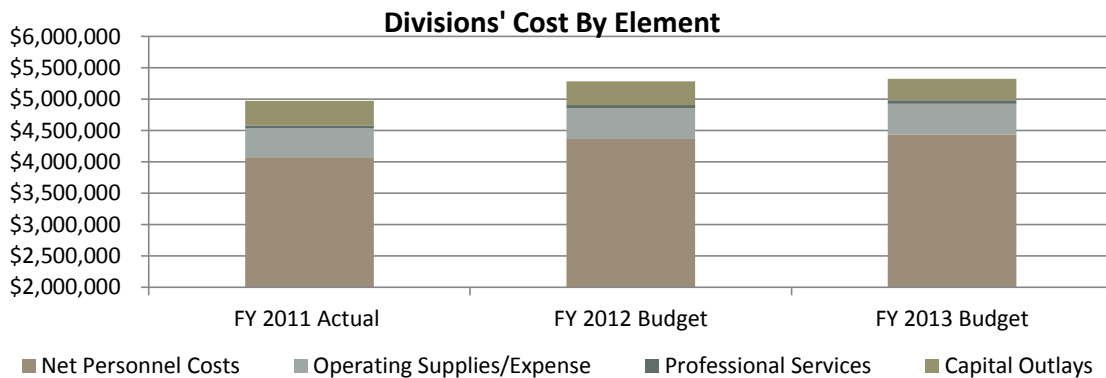
Planning, Policy & Regulation

Division Summary

<u>Expenditures by Element of Expense</u>	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 4,080,518	\$ 4,369,348	\$ 4,451,972
Less Capital Reimbursements	(4,834)	(3,875)	(12,760)
Net Personnel Costs	4,075,684	4,365,473	4,439,212
Operating Supplies/Expense	458,720	490,253	489,644
Professional Services	47,780	53,400	55,400
Capital Outlays	389,950	374,273	339,700
Debt Service	-	-	-
Total Expenditures	\$ 4,972,134	\$ 5,283,399	\$ 5,323,956

<u>Expenditures by Funding Source</u>			
Revenue	\$ 4,515,332	\$ 4,899,126	\$ 4,959,256
Operating Capital Transfer	389,950	374,273	339,700
Grant	66,851	10,000	25,000
Total Expenditures by Source	\$ 4,972,134	\$ 5,283,399	\$ 5,323,956

Full time Equivalent (FTE) Positions **57.0** **56.0** **56.0**



The Program

Planning, Policy & Regulation

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, negotiating RIPDES Permit issues with RIDEM and dealing with stakeholders and regulatory agencies on all types of environmental issues involving the NBC.

Major Accomplishments FY 2012 by Key Code

Issued a total of 208 sewer connection permits (CF 10)

Encouraged developers to use Low Impact Design (LID) techniques for stormwater disposal as part of the Stormwater Mitigation Program. In FY 2012 NBC Staff reviewed 6 Projects that employed LID techniques, potentially reducing stormwater flow to the CSO Tunnel by 430,733 gallons (CF 12)

Partnered with RIDEM and RI Shell Fisherman's Associations in three shellfish transplant days which resulted in relocating 89,400 pounds (1,788 bags) of quahogs from polluted areas to cleaner water in the state of Rhode Island (CF 11)

Top 3 Priorities FY 2013 by Key Code

Implementing a grant program for local organizations to expand the Chairman's River restoration initiative and participate in the State's Shellfish Transplant Program (CF 11)

Provide an electronic sewer permit file system for applicants to electronically file for sewer and stormwater connection permits. This program will allow applicant to file a permit application and make a payment online, reducing paper consumption and manual data input (CB 5)

Develop informational fact sheets, case studies and Best Management Practices (BMP) documents detailing Low Impact Development (LID) methods, LID technologies and other Permit information documents (CF 12)

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			

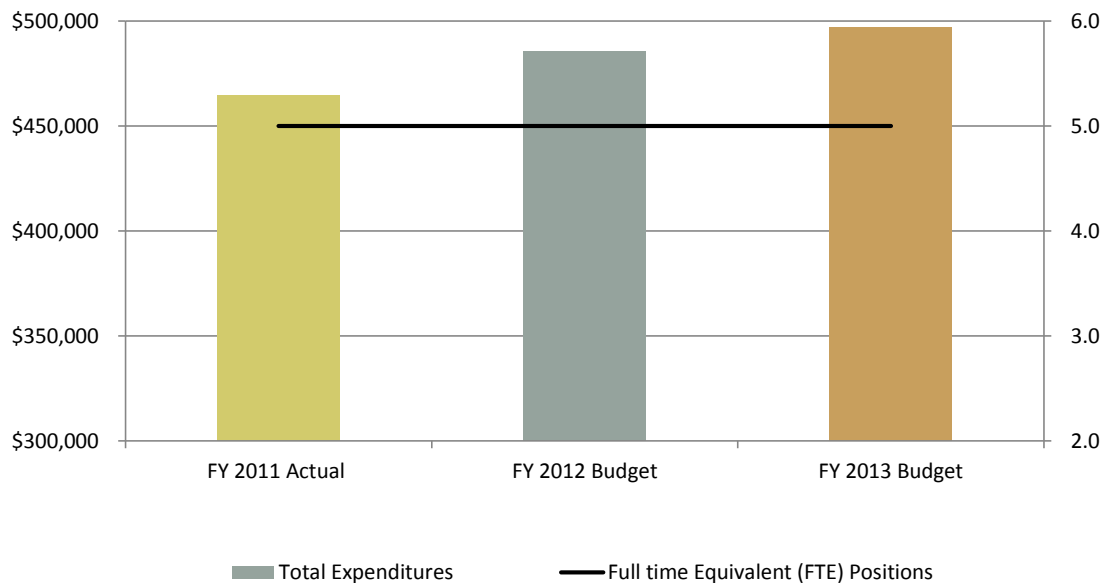
The Budget

Planning, Policy & Regulation

Planning

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 454,446	\$ 469,852	\$ 485,364
Less Capital Reimbursements	-	-	-
Net Personnel Costs	454,446	469,852	485,364
Operating Supplies/Expense	9,900	12,600	11,550
Professional Services	25	3,000	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 464,371	\$ 485,452	\$ 496,914
Expenditures by Funding Source			
Revenue	\$ 464,371	\$ 485,452	\$ 496,914
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 464,371	\$ 485,452	\$ 496,914
Full time Equivalent (FTE) Positions	5.0	5.0	5.0

Planning-Historical Data



Performance Data

Planning, Policy & Regulation

Planning, Policy & Regulation

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>Maintain full compliance with all requirements of Phase I Stormwater Permits for both NBC WWTFs</p>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<p>Administer the connection fee structure in a fair and accurate manner</p>
<p>Customer Focus: Maintain a customer-focused attitude throughout the organization.</p>	<p>Work to create a customer-focused attitude to enhance the efficiency of the permitting program</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Conduct projects that give back to the cities/towns and state</p> <p>Work to create and establish opportunities for continued growth and professional development of staff</p>
<p>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</p>	<p>Maintain internal communication process for the permit program</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Prepare annual stormwater inspection report for each WWTF	12/28/2010	12/30/2011	12/30/2012
Apply for renewal of RIPDES Stormwater permits per RIDEM requirements within 30 days of notice	100%	100%	100%
Collect 100% of fees for every permit issued	100%	100%	100%
Meet the time limits for issuance of sewer and storm connection permits	5 Business days	10 Business days	8 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	4/14/2011	4/30/2012	N/A
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	4hrs/employee	4hrs/employee	4hrs/employee
Provide Customer Service with all new permit data in order to facilitate billing of new accounts	100%	100%	100%

The Program

Planning, Policy & Regulation

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.

Major Accomplishments FY 2012 by Key Code

All SIUs were continuously permitted in accordance with federal regulations, achieving 100% of the goal (CB 18)

Issued Notices of Violation for 100% of incidents of non-compliance (CB 12)

Submitted the Pretreatment Annual Report to DEM by 3/15/2012 as required by the RIPDES permit (CB 12)

Participated in 7 public presentations and workshops, exceeding the goal of three (C 8)

Issued 10 educational form letters to users over the past year, exceeding the goal of 8 (CF 12)

Inspected all SIUs multiple times with the 12 month period, achieving 100% of the goal (CB 18)

Top 3 Priorities FY 2013 by Key Code

Protect the treatment plants and collection system from toxic and nuisance pollutant discharges that would adversely impact and interfere with NBC facilities and prevent pass through of these pollutants into Narragansett Bay (CB 18)

Ensure all SIUs are continuously permitted and inspected in accordance with State and Federal requirements as well as the goals established by the NBC (CB 18)

Complete and submit the Pretreatment Annual Report by March 15th of each year in accordance with the RIPDES permits (CB 12)

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			

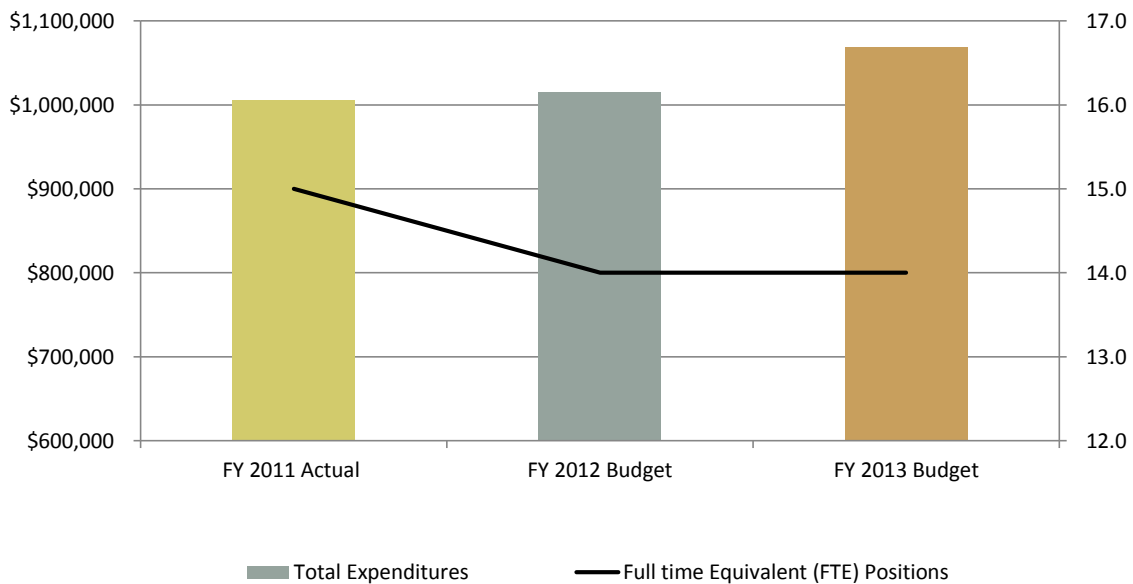
The Budget

Planning, Policy & Regulation

Pretreatment

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 964,091	\$ 985,302	\$ 1,011,191
Less Capital Reimbursements	-	-	-
Net Personnel Costs	964,091	985,302	1,011,191
Operating Supplies/Expense	22,632	30,080	29,720
Professional Services	-	-	-
Capital Outlays	18,495	-	28,200
Debt Service	-	-	-
Total Expenditures	\$ 1,005,218	\$ 1,015,382	\$ 1,069,111
Expenditures by Funding Source			
Revenue	\$ 986,723	\$ 1,015,382	\$ 1,040,911
Operating Capital Transfer	18,495	-	28,200
Grant	-	-	-
Total Expenditures by Source	\$ 1,005,218	\$ 1,015,382	\$ 1,069,111
Full time Equivalent (FTE) Positions	15.0	14.0	14.0

Pretreatment-Historical Data



Performance Data

Planning, Policy & Regulation

Pretreatment

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>Meet the Pretreatment Program requirements of NBC's RIPDES permits for its two wastewater treatment plants</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>Continuously evaluate the Pretreatment Program and report the data to the public</p>
<p>Customer Focus: Maintain a customer-focused attitude throughout the organization.</p>	<p>Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements</p>
<p>Communication: Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</p>	<p>Educate internal and external customers on the Pretreatment Program</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Conduct non-sampling inspections of 100% Significant Industrial Users (SIUs) within required 12 month period	100%	100%	100%
Complete and submit Annual Pretreatment Report to DEM	3/10/2011	3/15/2012	3/15/2013
Issue Notices of Violations (NOVs) for 100% of incidents of non-compliance	1,905/100%	100%	100%
Present findings to the Citizens' Advisory Committee	5/11/2011	6/30/12	6/30/2013
Compile the list of companies in Significant Non-Compliance to be published in newspaper	2/22/2011	2/28/2012	2/28/2013
Issue educational form letters	10	8	8
Participate in Public Presentations / Workshops	7	3	3
Upload Pretreatment Annual Report to the Internet	3/18/2011	4/15/2012	4/15/2013

The Program

Planning, Policy & Regulation

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.

Major Accomplishments FY 2012 by Key Code

The laboratory obtained 100% accuracy for the lab's analytical proficiency on required testing for RI State Licensing and EPA's DMR reporting (CB 17)

The laboratory completed and submitted the renewal application for the DOH State Licensing requirements on November 29, 2011 (CB 17)

The laboratory provided quality analytical analyses for all NBC studies and samples collected to evaluate the impact of Nutrients, Enterococci and Fecal Coliform on the Bay (EP 4)

Laboratory staff averaged 40 hours of chemistry training and 51 hours of cross training with other NBC departments (S 6)

Laboratory staff participated in the Woonasquatucket River Clean Up and the Woon Watershed Educational Program (CF 1)

The laboratory improved the Lab Quality Assurance program to ensure proper compliance to EPA and DOH's ever changing rules and regulations (CB 17)

Top 3 Priorities FY 2013 by Key Code

To maintain a high level of quality of NBC Laboratory analyses of samples required to ensure the proper operation of the NBC wastewater treatment facilities (CB 16)

To maintain NBC Laboratory State and Federal requirements for Rhode Island State Licensing and EPA permit reporting (CB 17)

To provide quality and expedient analytical service for all studies and samples collected to evaluate the impacts of nutrients and fecal coliform in NBC's effluent to the Bay (EP 4)

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			

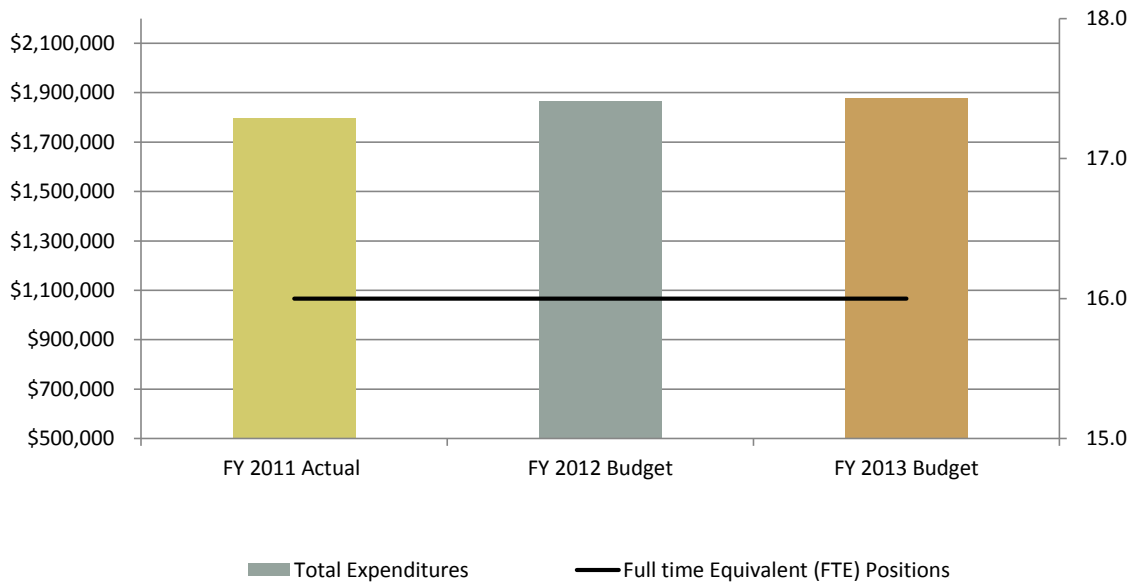
The Budget

Planning, Policy & Regulation

Laboratory

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 1,185,144	\$ 1,329,976	\$ 1,316,999
Less Capital Reimbursements	-	-	(7,301)
Net Personnel Costs	1,185,144	1,329,976	1,309,698
Operating Supplies/Expense	293,895	307,448	317,559
Professional Services	30,798	18,500	26,000
Capital Outlays	288,290	207,273	223,000
Debt Service	-	-	-
Total Expenditures	\$ 1,798,127	\$ 1,863,197	\$ 1,876,257
Expenditures by Funding Source			
Revenue	\$ 1,509,837	\$ 1,655,924	\$ 1,653,257
Operating Capital Transfer	288,290	207,273	223,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,798,127	\$ 1,863,197	\$ 1,876,257
Full time Equivalent (FTE) Positions	16.0	16.0	16.0

Laboratory-Historical Data



Performance Data

Planning, Policy & Regulation

Lab

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>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>
<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>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>
<p>Financial Mgmt: Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</p>	<p>Minimize service contracts by providing preventative maintenance (PM) training to in-house staff</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Develop program with mechanisms and opportunities for continued growth and professional development</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Analyze all RIPDES required parameters	100%	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	30	24	24
Complete and submit to Department of Health Renewal application and a check for the laboratory License by December 1st of each year	11/17/10	12/1/11	12/1/12
Yearly calibration of all fume hoods and small instruments for the lab, EMDA, Field's Point and Bucklin Point by Caley & Whitmore	100%	100%	100%
Analyze all fecal,enterococci and nutrient analyses on bay and river samples	100%	100%	100%
Provide preventive maintenance training on 2 instruments for several Laboratory staff	3 Instruments	2 Instruments	2 Instruments
Provide a minimum 15 training hours to meet certification requirements by the National Registry of Environmental Professionals	40 hours per employee	15 hours per employee	15 hours per employee
Provide a minimum of 10 hours of training, cross-training for each employee	51 hours/staff member	10 hours/staff member	10 hours/staff member

The Program

Planning, Policy & Regulation

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, 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 and public outreach.

Major Accomplishments FY 2012 by Key Code

- NBC applied for \$330,000 in ARRA Grant funding for various solar energy projects (FM 23)
- ESTA staff completed and submitted a \$155,400 grant application to FEMA (FM 23)
- Energy assessments were conducted of all six NBC pump stations (FM 24)
- Energy assessments were conducted of various Bucklin Point and Field's Point operations (FM 24)
- NBC Safety Compliance Coordinator Obtained 10 Hr. OSHA General Industry Outreach Certification training (S 5)
- Conducted CPR/Defibrillator training for 15 employees in (S 8)
- NBC's ESTA Program Manager made a presentation on NBC's Energy Focused Wastewater Treatment Environmental Management Systems Project at WEF Conference (C 9)
- Pollution Prevention Engineer gave a presentation on NBC's Biogas Combined Heat & Power Project (C 9)
- NBC presented 13 Perfect Compliance and 1 Storm Water Management awards (EP 2)
- ESTA staff Conducted 10 Pollution Prevention Technical Assistant Assessments (CF 13)
- On-Line Safety Training Program was implemented for all NBC employees (CF 13)
- OSHA required training sessions offered 17 individual EH&S sessions to NBC employees (CF 13)
- NBC organized and coordinated two meetings of the RIWWTF Energy Management Roundtable (CF 13)
- Safety assessments were conducted of all six NBC Pump Stations (CB 9)

- NBC Safety Compliance Coordinator conducted Safety Orientation Training for 20 new employees/summer interns (S 5)

Top 3 Priorities FY 2013 by Key Code

- Conduct/Coordinate and track all OSHA required training sessions for NBC employees assuring full demonstrated compliance with all applicable OSHA requirements (CB 17)
- Conduct six initial and/or follow-up energy efficiency assessments of NBC processes and monitor and assess performance of NBC Renewable Energy Projects (EP 5)
- Research and apply for new grant funding opportunities (FM 23)

Program Staffing (Budgeted)			
Environ. Safety & Technical Assistant Mang.	1.0	Pollution Prevention Engineer	1.0
Safety Compliance Coordinator	1.0	Environmental Compliance Technical Assistant	1.0
4.0 FTEs			

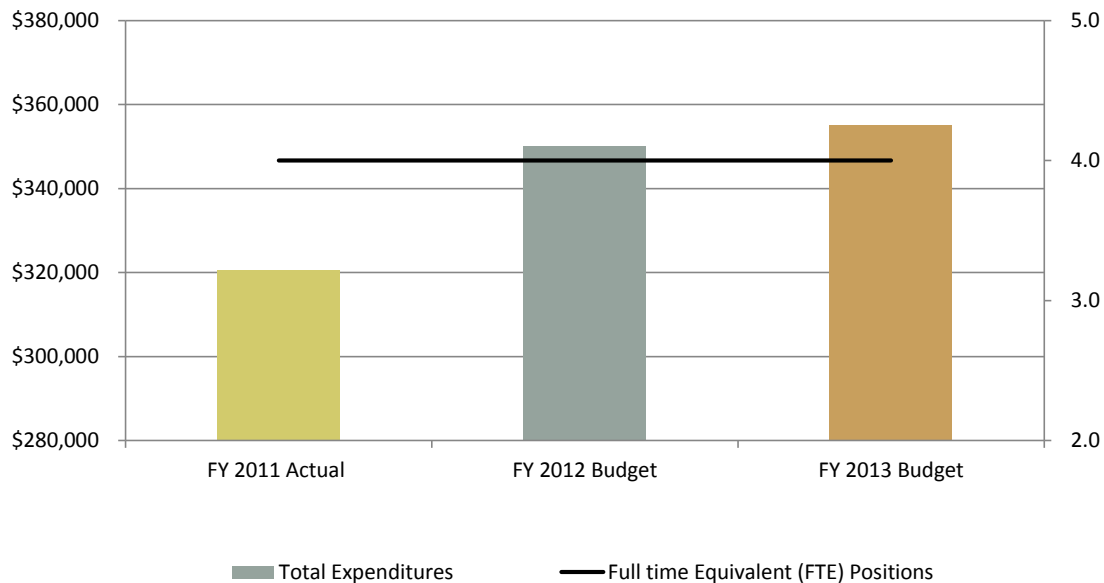
The Budget

Planning, Policy & Regulation

Environmental Safety & Technical Assistance

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 300,289	\$ 332,561	\$ 335,925
Less Capital Reimbursements	(3,254)	(3,875)	(3,875)
Net Personnel Costs	297,035	328,686	332,050
Operating Supplies/Expense	22,059	21,315	21,615
Professional Services	1,500	-	1,500
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 320,594	\$ 350,001	\$ 355,165
Expenditures by Funding Source			
Revenue	\$ 253,743	\$ 340,001	\$ 330,165
Operating Capital Transfer	-	-	-
Grant	66,851	10,000	25,000
Total Expenditures by Source	\$ 320,594	\$ 350,001	\$ 355,165
Full time Equivalent (FTE) Positions	4.0	4.0	4.0

Environmental Safety & Technical Assistance-Historical Data



Performance Data Planning, Policy & Regulation ESTA

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>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>Envir. Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</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>Encourage and support an adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management 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 2011 Actual	FY 2012 Budget	FY 2013 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	13	8	8
Number of grant applications submitted	3	1	1
Amount of grant funds received as a % of program budget	95%	4%	4%
Number of Utility Meters updated on Portfolio Manager	12	6	6
Number of Energy assessments/follow-up activities conducted	5	3	3
Number of Energy Conservation and Renewable Energy Assessment Recommendation Reports completed	9	2	2
Number of Pollution Prevention technical assistance site-visits conducted	22	24	15
Number of presentations at colleges/schools and or public/business/trade association meetings	3	2	2
Number of OSHA required training sessions offered to NBC employees	28	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	3 Classes	6 classes	4 classes
Number of employees certified in CPR / Defibrillator	45 employees per year	50 employees per year	50 employees per year
Assist with coordinating NBC's Environmental Merit Awards Program and present awards	Jun-11	Jun-12	Jun-13
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

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, 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.

Major Accomplishments FY 2012 by Key Code

EMDA staff collected in excess of 25,000 samples, ensuring compliance with all Federal and State mandates (CB 18)
 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 (CB 12)
 EMDA made a presentation entitled "Narragansett Bay Commission Update" at the 3rd Annual Blackstone River Users Conference held in Pawtucket, Rhode Island (C 9)
 EMDA made a presentation entitled "Enterococcus Sampling in Anticipation of New Permit Limits: Challenges and Outcomes" at the New England Water Environment Association held in Boston, Massachusetts (C 9)
 Monthly informational meetings were held with Operations, IM, Laboratory, Pretreatment, ESTA, Executive and Engineering staffs to discuss environmental monitoring data, as well as plant data and operational issues (C 8)
 EMDA collected samples from each significant user that discharged process wastewater during 2011 (CB 18)
 EMDA conducted twice per week monitoring of the urban rivers for bacteria in support of the 9 minimum controls program. This monitoring resulted in the discovery of two dry weather overflow (DWO) events, which were promptly corrected by NBC IM (CB 18)

Top 3 Priorities FY 2013 by Key Code

Continue to sample both treatment facilities every day of the year to ensure compliance with RIPDES permit requirements. This priority ensures 100% compliance on RIPDES permit and consent agreements (CB 12)
 Sample all SIUs twice, provided they discharge, to meet established Pretreatment goals. This priority ensures all SIUs are sampled in accordance with RIPDES Permit requirements (CB 18)
 Continue to sample plants' processes and provide data and assistance to Operations to optimize plant processes and resolve operational issues. This priority minimizes environmental pollution (EP 2)

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			

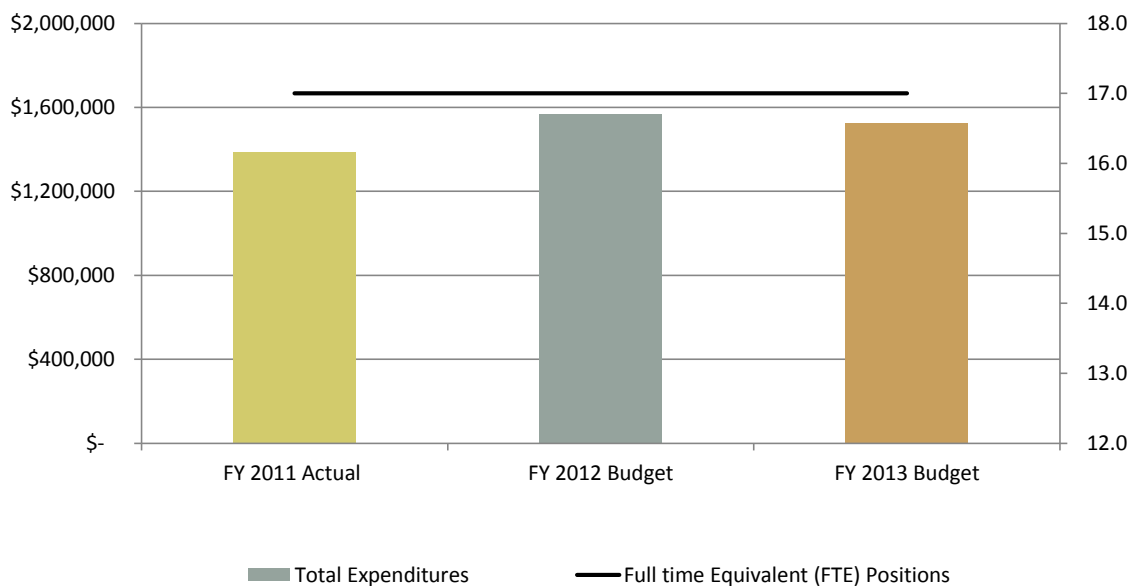
The Budget

Planning, Policy & Regulation

Environmental Monitoring & Data Analysis

Expenditures by Element of Expense	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Personnel Costs	\$ 1,176,548	\$ 1,251,657	\$ 1,302,493
Less Capital Reimbursements	(1,580)	-	(1,584)
Net Personnel Costs	1,174,968	1,251,657	1,300,909
Operating Supplies/Expense	110,234	118,810	109,200
Professional Services	15,457	31,900	27,900
Capital Outlays	83,165	167,000	88,500
Debt Service	-	-	-
Total Expenditures	\$ 1,383,824	\$ 1,569,367	\$ 1,526,509
Expenditures by Funding Source			
Revenue	\$ 1,300,659	\$ 1,402,367	\$ 1,438,009
Operating Capital Transfer	83,165	167,000	88,500
Grant	-	-	-
Total Expenditures by Source	\$ 1,383,824	\$ 1,569,367	\$ 1,526,509
Full time Equivalent (FTE) Positions	17.0	17.0	17.0

Environmental Monitoring & Data Analysis-Historical Data



Performance Data

Planning, Policy & Regulation

EMDA

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 all SIUs are sampled in accordance with RIPDES Permit requirements</p> <p>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</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>Document water quality data and improvements</p> <p>Provide quality and expedient sample collection service for all studies undertaken to evaluate NBC impacts from nutrients and bacteria to the Bay</p>
<p>Staffing: Attract, develop and retain highly qualified employees.</p>	<p>Work to create and establish opportunities for continued growth and professional development</p>
<p>Customer Focus: Maintain a customer-focused attitude throughout the organization.</p>	<p>Provide accurate routine and comprehensive data reporting to all relevant NBC sections and staff to allow them to optimize their activities and operations</p>

Target Measure	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Sample all SIUs annually (Pretreatment Annual Period)	98% (92/94)	100%	100%
Sample treatment plant every day	100%	100%	100%
Publish all monitoring activities and resultant data analyses for prior year	4/1/2011	6/30/12	4/30/2013
Collect all bacteria and nutrient samples needed for regulatory compliance and special studies (all Bay and river work)	100%	100%	100%
Meet with staff to encourage training and use of tuition reimbursement program	2 times/year	2 times/year	2 times/year
Minimum number of hours of training per employee	23.9 hrs/employee	8 hrs/employee	8 hrs/employee
Conduct monthly data meetings to disseminate data to allow other sections to optimize operations	12	12	12

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Supporting Schedules

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RESOLUTION 2012:27

FISCAL YEAR 2013 OPERATING BUDGET

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

	Revenue
Operating Revenue:	
User Fees	\$ 82,980,939
Pretreatment Fees	1,100,000
Septage	300,000
Connection Permit Fees	90,000
BOD/TSDS Surcharges	110,000
<i>Sub-total Operating Revenue</i>	84,580,939
Non-Operating Revenue:	
Operating Grant Revenue	25,000
Investment Income	15,000
Late Charges	950,000
Transfer from Operating Capital	3,734,400
Revenue Fund Balance	950,000
Miscellaneous	250,000
<i>Sub-total Non-Operating Revenue</i>	5,924,400
Total Revenue	\$ 90,505,339

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

	Expenses
O & M Expense:	
Personnel	\$ 20,307,309
Operating Supplies/Expense	14,155,105
Professional Services	2,731,770
<i>Sub-total Operating Expense</i>	37,194,184
Debt Service:	
Debt Service	35,872,437
Programmed New Debt	2,394,750
<i>Sub-total Debt Service</i>	38,267,187
Debt Service Coverage	11,309,568
Operating Capital Outlays	3,734,400
Total Expense	\$ 90,505,339

3. The number of full-time equivalent positions funded in this budget is 259. 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 expenses do not exceed \$79,195,771 for the period July 1, 2012 to June 30, 2013.
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 2013 Operating Capital Outlays and capital projects included in the NBC's 2014 – 2018 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, 2012 to June 30, 2013:
 - 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	FTE'S	UNION/NON-UNION
21	DIRECTOR OF EXECUTIVE AFFAIRS	1	NON-UNION
21	ENVIRONMENTAL EDUCATION COORDINATOR	1	NON-UNION
21	EXECUTIVE ASSISTANT	1	NON-UNION
21	EXECUTIVE DIRECTOR	1	NON-UNION
21	GOVERNMENT AFFAIRS MANAGER	1	NON-UNION
21	LABOR AND EMPLOYEE RELATIONS MANAGER	1	NON-UNION
21	PUBLIC AFFAIRS MANAGER	1	NON-UNION
21	PUBLIC AFFAIRS SPECIALIST	1	NON-UNION
		<u>8</u>	
22	SENIOR RESIDENT REPRESENTATIVE	1	NON-UNION
22	CHIEF ENVIRONMENTAL ENGINEER	1	NON-UNION
22	RESIDENT REPRESENTATIVE	4	NON-UNION
22	CONSTRUCTION MANAGER	1	NON-UNION
22	CONSTRUCTION OFFICE COORDINATOR	1	NON-UNION
22	ENGINEERING CONSTRUCTION COORDINATOR	1	NON-UNION
22	DIRECTOR OF CONSTRUCTION SERVICES	1	NON-UNION
22	MECHANICAL INSPECTOR	1	NON-UNION
22	SENIOR CONSTRUCTION COORDINATOR	2	NON-UNION
		<u>13</u>	
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
		<u>4</u>	
24	ASSOCIATE LEGAL COUNSEL	1	NON-UNION
24	CHIEF LEGAL COUNSEL	1	NON-UNION
24	EXECUTIVE PARALEGAL	1	NON-UNION
24	EXECUTIVE PARALEGAL II	1	NON-UNION
24	LEGAL COUNSEL	1	NON-UNION
		<u>5</u>	
31	ADMINISTRATIVE ASSISTANT	1	NON-UNION
31	BUDGET ANALYST	1	NON-UNION
31	DIRECTOR OF ADMINISTRATION AND FINANCE	1	NON-UNION
31	FINANCIAL ANALYST	1	NON-UNION
31	SENIOR FINANCIAL ANALYST	1	NON-UNION
		<u>5</u>	
32	CAPITAL ACCOUNTING ASSISTANT	1	NON-UNION
32	CAPITAL PRINCIPAL ACCOUNTANT	1	NON-UNION
32	CONTROLLER	1	NON-UNION
32	FISCAL CLERK - ACCOUNTING	2	UNION
32	PAYROLL ADMINISTRATOR	1	NON-UNION
32	PRINCIPAL ACCOUNTANT	1	NON-UNION
32	SENIOR PAYROLL ADMINISTRATOR	1	NON-UNION
32	STAFF ACCOUNTANT	2	NON-UNION
		<u>10</u>	
33	APPLICATIONS SYSTEM SUPERVISOR	1	NON-UNION
33	COMPUTER TRAINING APPLICATIONS SPECIALIST	1	NON-UNION
33	INFORMATION TECHNOLOGY MANAGER	1	NON-UNION
33	LIMS SUPPORT SPECIALIST	1	NON-UNION
33	NETWORK AND COMMUNICATIONS ADMINISTRATOR	1	NON-UNION
33	PC SUPPORT SPECIALIST/SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SENIOR DATA BASE ADMINISTRATOR	2	NON-UNION
33	SENIOR SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SOLUTIONS ARCHITECT	1	NON-UNION
33	SR SYSTEMS PROGRAMMER / SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SYSTEMS DESIGN PROGRAMMER	1	NON-UNION
		<u>12</u>	

SECTION	TITLE	FTE'S	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 REP - FISCAL CLERK	2	UNION
34	CUSTOMER SERVICE REPRESENTATIVE	11	UNION
34	CUSTOMER SERVICE STATISTICAL ANALYST	1	NON-UNION
34	FIELD INVESTIGATOR	3	UNION
34	FISCAL CLERK	2	UNION
		<u>24</u>	
36	FISCAL CLERK - PURCHASING	1	UNION
36	OFFICE ADMINISTRATOR	1	NON-UNION
36	PURCHASING COORDINATOR	1	NON-UNION
36	PURCHASING MANAGER	1	NON-UNION
		<u>4</u>	
43	ASSISTANT IM MANAGER	1	NON-UNION
43	ENVIRONMENTAL ENGINEER	1	NON-UNION
43	HEAVY EQUIPMENT OPERATOR - IM	1	UNION
43	IM CLERK	1	
43	IM INSPECTOR	1	NON-UNION
43	IM MANAGER	1	NON-UNION
43	IM MECHANIC	1	UNION
43	IM OPERATOR	11	UNION
43	IM SUPERVISOR	1	NON-UNION
43	TECHNICAL ASSISTANT	1	NON-UNION
		<u>20</u>	
44	DIRECTOR OF OPERATIONS AND ENGINEERING	1	NON-UNION
44	ENGINEERING & OPERATIONS FISCAL ADMINISTRATOR	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
		<u>8</u>	
46	ASSISTANT E & I TECHNICIAN	1	UNION
46	ASSISTANT CONTROL SYSTEM ADMINISTRATOR	1	NON-UNION
46	ASSISTANT OPERATIONS MANAGER	1	NON-UNION
46	CARPENTER	1	UNION
46	CONTROL SYSTEMS ADMINISTRATOR	1	NON-UNION
46	CONTROL SYSTEMS ASSOCIATE	1	NON-UNION
46	E & 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	MECHANIC	11	UNION
46	O AND M CLERK	1	UNION
46	O AND M COORDINATOR	1	NON-UNION
46	O AND M SUPERVISOR	4	NON-UNION
46	O AND M SUPPORT SUPERVISOR	1	NON-UNION
46	O AND M TECHNICIAN	1	NON-UNION
46	OPERATIONS MANAGER - FP	1	NON-UNION
46	OPERATOR	11	UNION
46	PROCESS MONITOR	9	UNION
46	SENIOR MAINTENANCE SUPERVISOR	1	NON-UNION
46	SENIOR ELECTRICIAN	1	UNION
		<u>57</u>	

SECTION	TITLE	FTE'S	UNION/NON-UNION
47	BP CONTRACT COORDINATOR	1	UNION
47	E AND I TECHNICIAN	1	UNION
47	ELECTRICAL FOREMAN - BP	1	UNION
47	ELECTRICIAN	2	UNION
47	HEAVY EQUIPMENT OPERATOR - BP	1	UNION
47	INVENTORY CONTROL CLERK	1	UNION
47	MAINTENANCE SCHEDULER/PLANNER	1	UNION
47	MECHANIC I	5	UNION
47	OPERATOR I	13	UNION
47	PROCESS MONITOR	5	UNION
47	SCADA SYSTEM OPERATOR	1	UNION
47	UTILITY CREW FOREMAN	1	UNION
		<u>33</u>	
51	ADMINISTRATIVE ASSISTANT	1	NON-UNION
51	DIRECTOR OF PLANNING, POLICY AND REGULATION	1	NON-UNION
51	ENVIRONMENTAL SCIENTIST	1	NON-UNION
51	PERMITS AND PLANNING MANAGER	1	NON-UNION
51	PERMITS COORDINATOR	1	NON-UNION
		<u>5</u>	
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	PRINCIPAL PRETREATMENT ENGINEER	1	NON-UNION
52	SENIOR PRETREATMENT TECHNICIAN	1	NON-UNION
		<u>14</u>	
53	ASSISTANT LABORATORY MANAGER	1	NON-UNION
53	BIOLOGIST	1	UNION
53	CHEMIST	2	UNION
53	ENVIRONMENTAL CHEMIST	2	NON-UNION
53	LABORATORY CLERK	1	UNION
53	LABORATORY MANAGER	1	NON-UNION
53	LABORATORY TECHNICIAN	5	UNION
53	LABORATORY SAMPLE COMPLIANCE COORDINATOR	1	NON-UNION
53	SENIOR ENVIRONMENTAL CHEMIST	1	NON-UNION
53	SENIOR ORGANIC CHEMIST	1	NON-UNION
		<u>16</u>	
54	ENVIRONMENTAL SAFETY & TECHNICAL ASSISTANT MANAGER	1	NON-UNION
54	ENVIRONMENTAL COMPLIANCE TECHNICAL ASSISTANT	1	NON-UNION
54	POLLUTION PREVENTION ENGINEER	1	NON-UNION
54	SAFETY COMPLIANCE COORDINATOR	1	NON-UNION
		<u>4</u>	
55	ASSISTANT ENVIRONMENTAL MONITORING MANAGER	1	NON-UNION
55	EMDA CLERK	1	UNION
55	EMDA DATA ASSISTANT	1	UNION
55	ENVIRONMENTAL MONITOR	8	UNION
55	ENVIRONMENTAL MONITORING MANAGER	1	NON-UNION
55	ENVIRONMENTAL SCIENTIST	2	NON-UNION
55	MONITORING FIELD SUPERVISOR	3	NON-UNION
		<u>17</u>	
	TOTAL NBC	<u><u>259</u></u>	

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Budgeted Benefits Comparison

The budget reflects an increase in health insurance premiums of 8.0% which is offset in part by an increase in employee premium co-payments (co-payments are calculated based on a percentage of salary). The average budgeted co-pay is 14.87%. A dental increase of 7.5% and a decrease in the Long-term Disability Insurance rate for non-union employees of 25% effective 1/1/12.

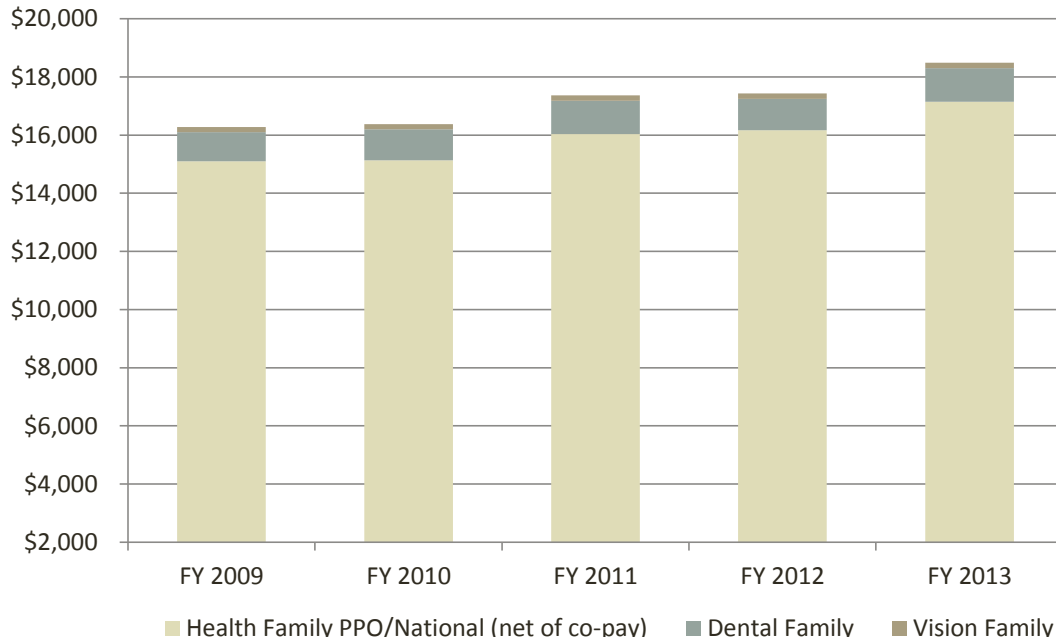
Expense Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Health Family PPO/National (net of co-pay)	\$15,096	\$15,128	\$16,036	\$16,169	\$17,149
Dental Family	1,005	1,067	1,148	1,078	1,159
Vision Family	181	181	181	181	181
	<u>\$16,282</u>	<u>\$16,376</u>	<u>\$17,365</u>	<u>\$17,428</u>	<u>\$18,489</u>

Other Benefits:

State Retirement (Union)	21.13%	25.03%	21.64%	22.98%	22.18%
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)	5.46%	5.62%	6.74%	6.74%	6.86%

FICA is 6.2% on wages up to \$110,100

Total Budgeted Health Insurance per Employee

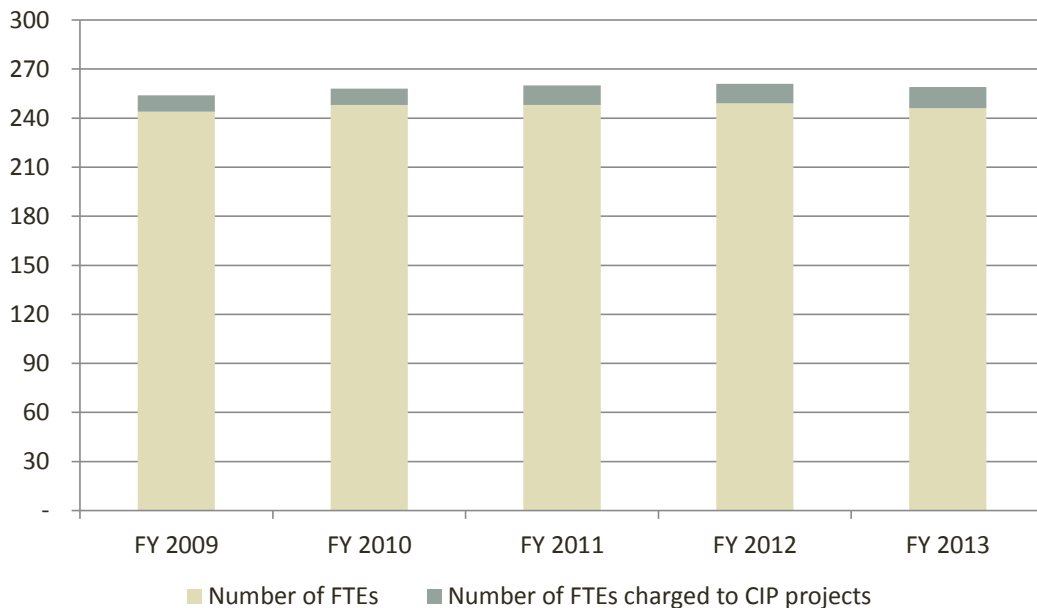


Historical Position Summary

The FY 2013 budget includes one new position in the Administration and Finance Division which is needed to support the Laboratory Information Management System (LIMS) which provides a central database for all Laboratory and EMDA required testing and analysis. A Dispatcher in the Interceptor Maintenance section and an Assistant Inventory Control Clerk in the Field's Point section that were funded in the FY 2012 budget are not funded in this year's budget. The total number of FTEs funded in the FY 2013 budget is 259 positions, which is one less than the prior year.

Program	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Executive Affairs	8.0	8.0	8.0	8.0	8.0
Construction Services	10.0	10.0	12.0	12.0	13.0
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	12.0
Customer Service	22.0	24.0	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	21.0	20.0
Engineering	10.0	10.0	10.0	9.0	8.0
Field's Point	56.0	56.0	56.0	58.0	57.0
Bucklin Point	32.0	32.0	32.0	33.0	33.0
Planning	4.0	4.0	5.0	5.0	5.0
Pretreatment	15.0	15.0	15.0	14.0	14.0
Laboratory	15.0	17.0	16.0	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	258.0	260.0	260.0	259.0

Historical Number of Positions (FTEs) Budgeted by Fiscal Year



FY 2013 Operating Capital Outlays

Section	Budget Account	Description	Cost
<u>Executive Affairs</u>			
Executive	16580	Reconfigure Office Space	\$ 10,000
		<i>Subtotal Executive</i>	10,000
Construction Services	16510	Purchase New Vehicle	25,000
		<i>Subtotal Construction Services</i>	25,000
		<i>Subtotal Executive Affairs</i>	35,000
<u>Administration & Finance</u>			
Human Resources	16580	Fire Proof File Cabinets	7,000
		<i>Subtotal Human Resources</i>	7,000
Finance	16580	Reconfigure Office Space	15,000
		<i>Subtotal Finance</i>	15,000
Information Technology	16583	LIMS Upgrades	90,000
Information Technology	16583	Hansen Upgrades	20,000
Information Technology	16583	Data Warehousing	60,000
Information Technology	16583	Document Imaging Upgrades	40,000
Information Technology	16583	Project Tracking Software	45,000
Information Technology	16583	Software Licensing Updates	25,000
Information Technology	16585	Computer Room Enhancements	25,000
Information Technology	16585	Server Infrastructure	580,000
Information Technology	16585	Annual PC Refresh Program	150,000
Information Technology	16600	NBC Campus Wide Security System Replacement	250,000
		<i>Subtotal Information Technology</i>	1,285,000
Customer Service	16510	GPS Hardware for NBC Vehicles	3,200
Customer Service	16580	Office Reconfiguration Initiative	40,000
Customer Service	16600	Replace Vehicle - Unit 404	25,000
Customer Service	16600	Replace Office Equipment	5,000
		<i>Subtotal Customer Service</i>	73,200
General Administration	16520	Phone system upgrade	160,000
General Administration	16600	Replace First Floor HVAC	20,000
General Administration	16600	Replace Air Handler Unit #2	20,000
General Administration	16600	Replace Gas Water Heater 2nd Floor	10,000
General Administration	16520	Time Clock Upgrade	15,000
General Administration	16580	Office Reconfiguration	50,000
General Administration	16600	Replace Copier	10,000
		<i>Subtotal General Administration</i>	285,000
		<i>Subtotal Administration & Finance</i>	1,665,200
<u>Operations & Engineering</u>			
Interceptor Maintenance	16510	New Plow and Frame for V455	12,000
Interceptor Maintenance	16510	GPS Hardware for NBC Vehicles	8,500
Interceptor Maintenance	16600	Replace Vehicle - Unit 415 (2000 IM Stetco Digger)	230,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 484 and Sander (2003 F350)	45,000
Interceptor Maintenance	16600	Replace IM Stow Trailer	3,000
		<i>Subtotal Interceptor Maintenance</i>	298,500
Engineering	16600	Replacement of Flow Meters	125,000
		<i>Subtotal Engineering</i>	125,000
Field's Point	16520	Bar Rack at ESPS	220,000
Field's Point	16520	New Grit Pump Cartridges	8,000
Field's Point	16520	RASPS 2 RAS Pump Cartridge w/ impeller	20,000
Field's Point	16520	Lubrication system w/ ejector (for Grit Washer)	6,500
Field's Point	16520	Butt Fusion machine Upgrade	5,000
Field's Point	16600	Replace ESPS- Serpentex Conveyor and frame	60,000
Field's Point	16600	Replace ESPS Sump Pump	20,000
Field's Point	16600	Replace Large (40MGD) ESPS Pump Motor with greased bearings	135,000

FY 2013 Operating Capital Outlays

Section	Budget Account	Description	Cost
Field's Point	16600	Replace Grit Tank Chain and Flight Mechanism	20,000
Field's Point	16600	Replace PSPS piston pump w/ PVP	20,000
Field's Point	16600	Replace copier/fax/printer	30,000
Field's Point	16600	Replace SG 4 @ ESPS	25,000
Field's Point	16600	Replace SG 8 @ ESPS	25,000
Field's Point	16600	Replace louver 7 - ESPS Generator	2,500
Field's Point	16600	Replace influent gates (4) on Primary Splitter Box	60,000
Field's Point	16600	Replace Hach TSS Meter/Probe (east side)	6,000
Field's Point	16600	Replace actuators (6) on Final Splitter Box	24,000
Field's Point	16600	Replace RAS flow meters (10)	38,000
Field's Point	16600	Replace Vehicle - Unit 449 (Ford E250 Van)	30,000
Field's Point	16600	Replace Skid Steere Loader - Unit 471	40,000
Field's Point	16600	Replace pump and motor for RAPS	7,000
Field's Point	16600	Replace EMU pump for WPPS	10,000
Field's Point	16600	Replace EMU pump for CAPS	10,000
Field's Point	16600	Replace Oil Filtering System	10,000
Field's Point	16600	Replace 2 ton Electric Chain Hoist	4,000
		<i>Subtotal Field's Point</i>	<u>836,000</u>
Bucklin Point	16510	4" Trailer Mounted Pump	35,000
Bucklin Point	16520	Rebuild Digester Recirculation Pump	18,000
Bucklin Point	16520	High Voltage Tester	5,000
Bucklin Point	16520	Rebuild 3 Grit Pumps	25,000
Bucklin Point	16600	Replace UPS (Generator and Control Devices)	22,000
Bucklin Point	16600	Replace 1988 Forklift E0008	35,000
Bucklin Point	16600	Rebuild Bar Rack (one per year)	80,000
Bucklin Point	16600	Replace UV Hoist	20,000
Bucklin Point	16600	Replace Aeration Dewatering Pump	15,000
Bucklin Point	16600	Replace 4 S&G HD Sump Pumps	20,000
Bucklin Point	16600	Replacement of EZ Go Carts (2)	25,000
Bucklin Point	16610	Building Masonry	60,000
Bucklin Point	16610	Storage Building Rehabilitation	75,000
		<i>Subtotal Bucklin Point</i>	<u>435,000</u>
		<i>Subtotal Operations & Engineering</i>	<u>1,694,500</u>
<u>Planning, Policy & Regulation</u>			
Pretreatment	16510	GPS Hardware for NBC Vehicles	3,200
Pretreatment	16600	Replace Vehicle - Unit 429 (2002 Ford Escape)	25,000
		<i>Subtotal Pretreatment</i>	<u>28,200</u>
Laboratory	16520	HVAC Upgrade	50,000
Laboratory	16600	Replace Media Dispensing Unit	19,000
Laboratory	16600	Replace Cyanide Analyzer	51,000
Laboratory	16600	Replace Analytical Balances	19,000
Laboratory	16600	Replace Auto digestion System for IND Metals	32,000
Laboratory	16600	Replace Low Level Mercury Analyzer	45,000
Laboratory	16600	Replace pH meters and probe systems (2)	7,000
		<i>Subtotal Laboratory</i>	<u>223,000</u>
EMDA	16510	GPS Hardware for NBC Vehicles	4,800
EMDA	16600	Replace Vehicle - Unit 482 (2003 Chevy Astro Van)	25,000
EMDA	16600	Replace 1 SIU/MH autosampler (ISCO GLS)	3,000
EMDA	16600	Replace 2 Refrigerated Autosamplers	11,000
EMDA	16600	Replace 2 YSI Sondes (1-6600, 1-600XL)	11,500
EMDA	16600	Replace YSI Probes, 650 Handheld Meter, Solutions & Other Equip.	29,700
EMDA	16600	Replace Rhodamine Probe	3,500
		<i>Subtotal EMDA</i>	<u>88,500</u>
		<i>Subtotal Planning, Policy, & Regulations</i>	<u>339,700</u>
		Total Operating Capital Outlays FY 2013	<u>\$ 3,734,400</u>

Five-Year Operating Capital Outlays

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Cost
Executive Affairs						
Executive						
Reconfigure Office Space	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000
Subtotal Executive	10,000	-	-	-	-	10,000
Construction Services						
Purchase New Vehicle	25,000	-	-	-	-	25,000
Replace Vehicle - Unit 400		25,000				25,000
Replace Vehicle - Unit 427			25,000			25,000
Replace Vehicle - Unit 479				25,000		25,000
Replace Vehicle - Unit 388					25,000	25,000
Subtotal Construction Services	25,000	25,000	25,000	25,000	25,000	125,000
Administration & Finance						
Human Resources						
Reconfigure Office Space	7,000					7,000
Subtotal Human Resources	7,000	-	-	-	-	7,000
Finance						
Reconfigure Office Space	15,000					15,000
Subtotal Finance	15,000	-	-	-	-	15,000
Information Technology						
LIMS Upgrades	90,000		40,000		35,000	165,000
Hansen Upgrades	20,000	50,000		35,000		105,000
Data Warehousing	60,000		40,000			100,000
Document Imaging Upgrades	40,000		40,000		40,000	120,000
Project Tracking Software	45,000			25,000		70,000
Software Licensing Updates	25,000	145,000		65,000		235,000
Oracle ERP/Database Upgrades		40,000		40,000		80,000
Customer Service Enhancements		25,000		25,000		50,000
NBC Campus Wide Security System Replacement	250,000				250,000	
Computer Room Enhancements	25,000	25,000	35,000	25,000	25,000	135,000
Server Infrastructure	580,000		225,000		200,000	1,005,000
Annual PC Refresh Program	150,000	135,000	135,000	135,000	135,000	690,000
Remote Site Network Upgrades			75,000		50,000	125,000
Subtotal Information Technology	1,285,000	420,000	590,000	350,000	735,000	2,880,000
Customer Service						
GPS Hardware for NBC Vehicles	3,200					3,200
Office Equipment	5,000	5,000	5,000	5,000	5,000	25,000
Office Reconfiguration Initiative	40,000					40,000
Replace Vehicle - Unit 404	25,000					25,000
Replace Vehicle - Unit 474		25,000				25,000
Replace Vehicle - Unit 403			25,000			25,000
Replace Vehicle - Unit 385				25,000		25,000
Replace Vehicle - Unit 377					25,000	25,000
Subtotal Customer Service	73,200	30,000	30,000	30,000	30,000	193,200
General Administration						
Phone system upgrade	160,000	10,000	10,000	10,000	10,000	200,000
Office Reconfiguration	50,000	50,000	50,000	50,000	50,000	250,000
Boardroom Furniture		50,000				50,000
Audio Visual Upgrade		50,000				50,000
Replace First Floor HVAC	20,000					20,000
Replace Air Handler Unit #2	20,000					20,000
Replace Third Floor Ceiling Unit old side		20,000				20,000
Replace Gas Water Heater 2nd Floor	10,000					10,000
Replace Electric Water Heater 1st floor		10,000				10,000
Replace Ceiling Unit old side 4th floor			20,000			20,000
Replace Copier	10,000	10,000	10,000	10,000	10,000	50,000
Time Clock Upgrade	15,000					15,000
Subtotal General Administration	285,000	200,000	90,000	70,000	70,000	715,000

Five-Year Operating Capital Outlays

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Cost
Operations & Engineering						
Interceptor Maintenance						
Replace Vehicle - Unit 415 (2000 IM Stetco Digger)	230,000					230,000
New plow & frame Unit for V455	12,000					12,000
GPS Hardware for NBC Vehicles	8,500					8,500
Replace Vehicle - Unit 484 and Sander (2003 F350)	45,000					45,000
Replace IM Stow Trailer	3,000					3,000
Replace Vehicle - Unit 420 (2000 Volvo Vactor)		300,000				300,000
Replace Vehicle - Unit 491 (2004 F350)		55,000				55,000
Replace Vehicle - Unit 391 (Cues Trailer)		200,000				200,000
Replace E0007 (2006 Dingo w/ attachments)		45,000				45,000
Replace V398 (2006 Dingo Trailer)		6,000				6,000
Replace pneumatic plugs		4,000				4,000
Replace Vehicle - Unit 426 (2005 Chevy Pickup)			30,000			30,000
Replace Vehicle - Unit 441 (2006 Chevy Pickup)			30,000			30,000
Replace Vehicle - Unit 488 (2004 F578 Stakebody)			50,000			50,000
Replace E0003 (IM Stow Roller)			6,000			6,000
Replace Vehicle - Unit 411 (2006 Chevy Trailblazer)				35,000		35,000
Replace Vehicle - Unit 412 (2004 16-Yd Dump)				110,000		110,000
Replace Vehicle - Unit 493 (2005 F450)				65,000		65,000
Replace Vehicle - Unit 494 (2007 Int. VacCon)				300,000		300,000
Replace E0006 (IM Cement Mixer)				4,000		4,000
Replace Vehicle - Unit 455 (2008 Sterling 6-Yd Dump)					70,000	70,000
Replace pneumatic plugs					5,000	5,000
Subtotal Interceptor Maintenance	298,500	610,000	116,000	514,000	75,000	1,613,500
Engineering						
Replacement of Flow Meters	125,000	125,000	125,000	125,000	135,000	635,000
Engineer Global Nav. Satellite System		10,000				10,000
Replace Vehicle - Unit 380			30,000			30,000
GPS Rover				30,000		30,000
Replace Vehicle - Unit 434					30,000	30,000
Subtotal Engineering	125,000	135,000	155,000	155,000	165,000	735,000
Field's Point						
Bar Rack at ESPS	220,000					220,000
Replace ESPS- Serpentex Conveyor and frame	60,000					60,000
Replace ESPS Sump Pump	20,000					20,000
Replace Large (40MGD) ESPS Pump Motor with greased bearings	135,000					135,000
New Grit Pump Cartridges	8,000					8,000
Replace Grit Tank Chain and Flight Mechanism	20,000					20,000
Replace PSPS piston pump w/ PVP	20,000					20,000
RASPS 2 RAS Pump Cartridge w/ impeller	20,000					20,000
Replace copier/fax/printer	30,000					30,000
Replace SG 4 @ ESPS	25,000					25,000
Replace SG 8 @ ESPS	25,000					25,000
Replace louver 7 - ESPS Generator	2,500					2,500
Lubrication system w/ ejector (for Grit Washer)	6,500					6,500
Replace influent gates (4) on Primary Splitter Box	60,000					60,000
Replace Hach TSS Meter/Probe (east side)	6,000					6,000
Replace actuators (6) on Final Splitter Box	24,000					24,000
Replace RAS flow meters (10)	38,000					38,000
Replace Vehicle - Unit 449 (Ford E250 Van)	30,000					30,000
Replace Skid Steere Loader - Unit 471	40,000					40,000
Replace pump and motor for RAPS	7,000					7,000
Replace EMU pump for WPPS	10,000					10,000
Replace EMU pump for CAPS	10,000					10,000
Replace Oil Filtering System	10,000					10,000
Butt Fusion machine Upgrade	5,000					5,000
Replace 2 ton Electric Chain Hoist	4,000					4,000
Replace Vehicle - Unit 437 (Chev. Silverado P/U) for Operations)				30,000		30,000
Replace Vehicle - Unit 438 (Mitsubishi Forklift)			50,000			50,000
Replace Vehicle - Unit 439 (International Roll Off)		120,000				120,000
Replace Vehicle - Unit 443 (Ford F150 P/U)			25,000			25,000
Replace Vehicle - Unit 448 (Ford F450 Stake Body)			40,000			40,000

Five-Year Operating Capital Outlays

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Cost
Replace Vehicle - Unit 475 (Bucket Truck)					30,000	30,000
Replace Vehicle - Unit 477 (Ford F250 P/U)					25,000	25,000
Replace Vehicle - Unit 485 (International Scum Truck)					65,000	65,000
Replace Vehicle - Unit 486 (Ford E250 Van)		23,000				23,000
Replace Vehicle - Unit 487 (Ford E250 Van)					23,000	23,000
Replace air compressor					14,000	14,000
Replace yard sweeper vehicle					27,000	27,000
Replace ICC vehicle					15,000	15,000
Replace Maint. # 7 EZ Go Cart				13,000		13,000
Replace Maint. # 8 & # 9 EZ Go Carts			26,000			26,000
ESPS - Gould Pump (large 40 MGD) cartridge	75,000			75,000		150,000
ESPS - Gould Pump (small 20 MGD) cartridge	60,000			60,000		120,000
ESPS - Replace Bar Rack #3 & SG's 5,6,9 &10			350,000			350,000
ESPS - Replace Bar Rack # 4 & SG's 7 & 11				310,000		310,000
ESPS - Replace Screenings Washer Monster				105,000		105,000
ESPS - Replace #1 pump Knife Gates 1 & 9; BV #1	35,000					35,000
ESPS - Replace #2 pump Knife Gates 2 & 10; BV #2	35,000					35,000
ESPS - Replace #3 pump Knife Gates 3 &11; BV #3			35,000			35,000
ESPS - Replace #4 pump Knife Gates 4 & 12; BV #4			35,000			35,000
ESPS - Replace #5 pump Knife Gates 5 & 13; BV #5				41,000		41,000
ESPS - Replace #6 pump Knife Gates 6 & 14 ; BV #6					41,000	41,000
ESPS - Wet Well Sluice Gates 12 - 17	120,000					120,000
ESPS - Replace unit heaters 1 - 6			4,500			4,500
ESPS - Replace AHU 1 & 2	40,000					40,000
Grit - Replace Grit Pump	20,000			20,000		40,000
Grit - Grit pump cartridge	8,000					8,000
Grit - Rebuild grit tank: chain & sprocket	60,000		60,000	70,000		190,000
Grit - Replace chain & flight mechanism	10,000		15,000			25,000
Grit - Replace grit aeration blower	5,000				7,000	12,000
Grit - VFD's (2) for grit pumps				12,000		12,000
Grit - Tank 1 geardrive,motor,SG & piston			12,500			12,500
Grit - Tank 2 geardrive,motor, SG & piston	12,500					12,500
Grit - Tank 3 geardrive, motor, SG & piston	12,500					12,500
Grit - Tank 4 geardrive,motor, SG & piston			12,500			12,500
Grit - Bin 1 & 2 auger, gear red., motor	7,000					7,000
Grit - Seal water system (1 tank & 2 pumps)			5,800			5,800
Junction Box B - Replace Sluice Gates (1 & 2) and hyd. pistons				32,000		32,000
Primary - Replace PT 1 - 4 effluent gates	80,000					80,000
Primary - Replace Butterfly valve (BV) #2, actuator & motor			43,500			43,500
WWTF - Replace sludge pump cartridge	25,000				17,000	42,000
WWTF - Replace splitter box inf. Sluice gate 2A			8,000			8,000
WWTF - Seal water system (1 tank & 2 pumps)				5,800		5,800
WWTF - Replace # 1 dewatering pump and motor					10,000	10,000
WWTF - Replace eff. Box sluice gates 1B - 5B				45,000		45,000
WWTF - Replace Butterfly valve (BV) 1			80,000			80,000
Secondary Treatment - WAS pump cartridge	11,000				13,000	24,000
Secondary Treatment - RAS pump cartridge	27,000				27,500	54,500
Secondary Treatment - RAS pump cartridge w/ impeller			25,000			25,000
Secondary Treatment - Final clarifier turntable	60,000					60,000
Secondary Treatment - Split. Box 1 - FC's 1-3 infl. Sluice gates				54,000		54,000
Secondary Treatment - SB 1 FC's 1-3 gate actuator	12,000					12,000
Secondary Treatment - SB 2 FC's 4-9 Inf. Sluice gates				90,000		90,000
Secondary Treatment - M&V chamber FC's 1-3 Butterfly valves					36,000	36,000
Disinfection - Pump and motor	25,000				25,000	50,000
Disinfection - Replace hypo storage tank			35,000		40,000	75,000
Disinfection - Sealcoat hypo storage tank area	70,000					70,000
Dechlor - Pump and motor	25,000					25,000
TPS - Replacement parts for 24" cone valve					100,000	100,000
PWPS - Replacement pump	17,500				19,000	36,500
FP - High mast light fixture	15,000			18,000		33,000
FP - Misc. Dezurick valves	30,000			35,000		65,000
Subtotal Field's Point	836,000	1,040,500	862,800	1,015,800	534,500	4,289,600

Five-Year Operating Capital Outlays

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Cost
Bucklin Point						
Rebuild Digester Recirculation Pump	18,000		18,500			36,500
Building Masonry	60,000					60,000
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 Rehabilitation	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
Replace UV Hoist	20,000					20,000
Replace Aeration Dewatering Pump	15,000					15,000
High Voltage Tester	5,000					5,000
Rebuild 3 Grit Pumps	25,000	25,000				50,000
4 S&G HD Sump Pumps	20,000					20,000
Replacement of EZ Go Carts (2)	25,000	25,000	25,000			75,000
Replace Vehicle - Unit 452 (2003 Ford E250 Van-Electrical)		35,000				35,000
Replace JD 710 Mower		25,000				25,000
Trailer Mounted Generator		65,000				65,000
Replace Brush Mower		4,000				4,000
Bush Hog Mower (Towed)		10,000				10,000
Replace Fire Hydrants		24,000				24,000
Gas Control Bldg-Replace Piping & Valves			30,000	35,000	40,000	105,000
Replace Entrance Gates			30,000			30,000
Replace Vehicle - Unit 378 (09 Ford F150 PU)					27,000	27,000
Replace Vehicle - Unit 382 (09 Ford F550 Stake Body PU)					40,000	40,000
Replace Vehicle - Unit 418 (07 Chevrolet Box Van-Electrical)				35,000		35,000
Replace Vehicle - Unit 444 (05 Chevrolet Silverado PU)				32,000		32,000
Replace 03 Ford F350 w/ Plow			35,000			35,000
JD 725 Mower-Replace E0031			25,000			25,000
Skid-Steer Loader w/ Attachments			50,000			50,000
Rebuild Primary Sludge Pumps		20,000				20,000
Rebuild BP Digest #1				165,000		165,000
Rebuild BP Digest #2		165,000				165,000
DAF Building Roof Replacement					85,000	85,000
Subtotal Bucklin Point	435,000	500,000	315,500	347,000	192,000	1,789,500
Policy, Planning & Regulation						
Pretreatment						
GPS Hardware for NBC Vehicles	3,200					3,200
Replace Vehicle - Unit 429 (2002 Ford Escape)	25,000					25,000
Replacement of 1998 Cargomat Trailer		3,000				3,000
Replace Vehicle - Unit 483 (2003 Ford Escape)			25,000			25,000
Replacement of IKON RICOH MP8000SP Copier				20,000		20,000
Replace Vehicle - Unit 492 (2005 Jeep Liberty)					25,000	25,000
Subtotal Pretreatment	28,200	3,000	25,000	20,000	25,000	101,200
Laboratory						
Replace Cyanide Analyzer	51,000					51,000
Replace Analytical Balances	19,000					19,000
Replace Auto digestion System for IND Metals	32,000					32,000
Replace Low Level Mercury Analyzer	45,000					45,000
Replace pH meters and probe systems (2)	7,000					7,000
Replace Media Dispensing Unit	19,000					19,000
HVAC Upgrade	50,000	50,000	50,000			150,000
Replace (Fresh Water) Nutrient Analyzer		79,000				79,000
Replace ICP-Trace		114,000				114,000
Replace Oil and Grease Analyzer		43,000				43,000
Replace GC-MS			100,000			100,000
Replace Hach Spectrophotometer DR2800			5,000			5,000
Replace Hach Spectrophotometer DR5000			9,000			9,000
Replace Incubators (3)			24,000			24,000
Replace Micro Distillation Unit			5,000			5,000
Replace Sample processing Module and Heating Assembly for Nutrients			8,000			8,000

Five-Year Operating Capital Outlays

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Total Cost
Replace Auto digestion System for ICP-Trace & ICP-MS			33,000			33,000
Replace Autoclave			60,000			60,000
Replace Refrigerators (2)				16,000		16,000
Replace ICP-MS for low level metal analyses				200,000		200,000
Replace ICP for Industrial metal analyses					80,000	80,000
Replace (Salt Water) Nutrient Analyzer					50,000	50,000
Replace Enterococci Sealers (3)					12,000	12,000
Robotic BOD Skalar Analyzer					49,000	49,000
Replace DI Unit with RO for pure water (3)					44,000	44,000
Subtotal Laboratory	223,000	286,000	294,000	216,000	235,000	1,254,000
EMDA						
GPS Hardware for NBC Vehicles	4,800					4,800
Replace Vehicle - Unit 482 (2003 Chevy Astro Van)	25,000					25,000
Replace 1 SIU/MH autosampler (ISCO GLS)	3,000					3,000
Replace 2 Refrigerated Autosamplers	11,000					11,000
Replace 2 YSI Sondes (1-6600, 1-600XL)	11,500					11,500
Replace YSI Probes, 650 Handheld Meter, Solutions & Other Equipment	29,700					29,700
Replace Rhodamine Probe	3,500					3,500
Replace Vehicle - Unit 489 (2004 Chevy Astro Van)		25,000				25,000
Replace 2 Deionizer units in FP Lab		15,000				15,000
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 R/V Monitor			21,000			21,000
Replace Vehicle - Unit 490 (2005 Dodge Caravan)			25,000			25,000
Replace 2 SIU 3700 Autosamplers			6,000			6,000
Replace 1 Manhole Autosampler			3,000			3,000
Replace Caribe Boat and Motor			9,300			9,300
Replace 2 YSI Sondes (2-6600s)			13,500			13,500
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 2 Refrigerated Autosamplers				11,000		11,000
Replace 4 YSI Sondes (2-6600s & 2-600XLs)				23,000		23,000
Replace Monitoring Buoy, Replace YSI Probes and 650 Handheld Meter				68,000		68,000
Replace YSI Probes & Equipment				28,300		28,300
Replace Vehicle - Unit 435 (1998 Chevy Astro Van)					25,000	25,000
Replace 1 SIU Sampler					3,000	3,000
Replace 4 Refrigerated Autosamplers					22,000	22,000
Replace 2 YSI Sondes (1-6600, 1-600XL)					11,300	11,300
Replace YSI Probes, 650 Handheld Meter, Solutions & Other Equipment					29,000	29,000
Replace 2 Refrigerated Autosamplers					11,000	11,000
Replace Seabird- Water Column Profiler					18,000	18,000
Subtotal EMDA	88,500	110,000	123,800	136,300	119,300	577,900
Total	\$ 3,734,400	\$ 3,359,500	\$ 2,627,100	\$ 2,879,100	\$ 2,205,800	\$ 14,305,900

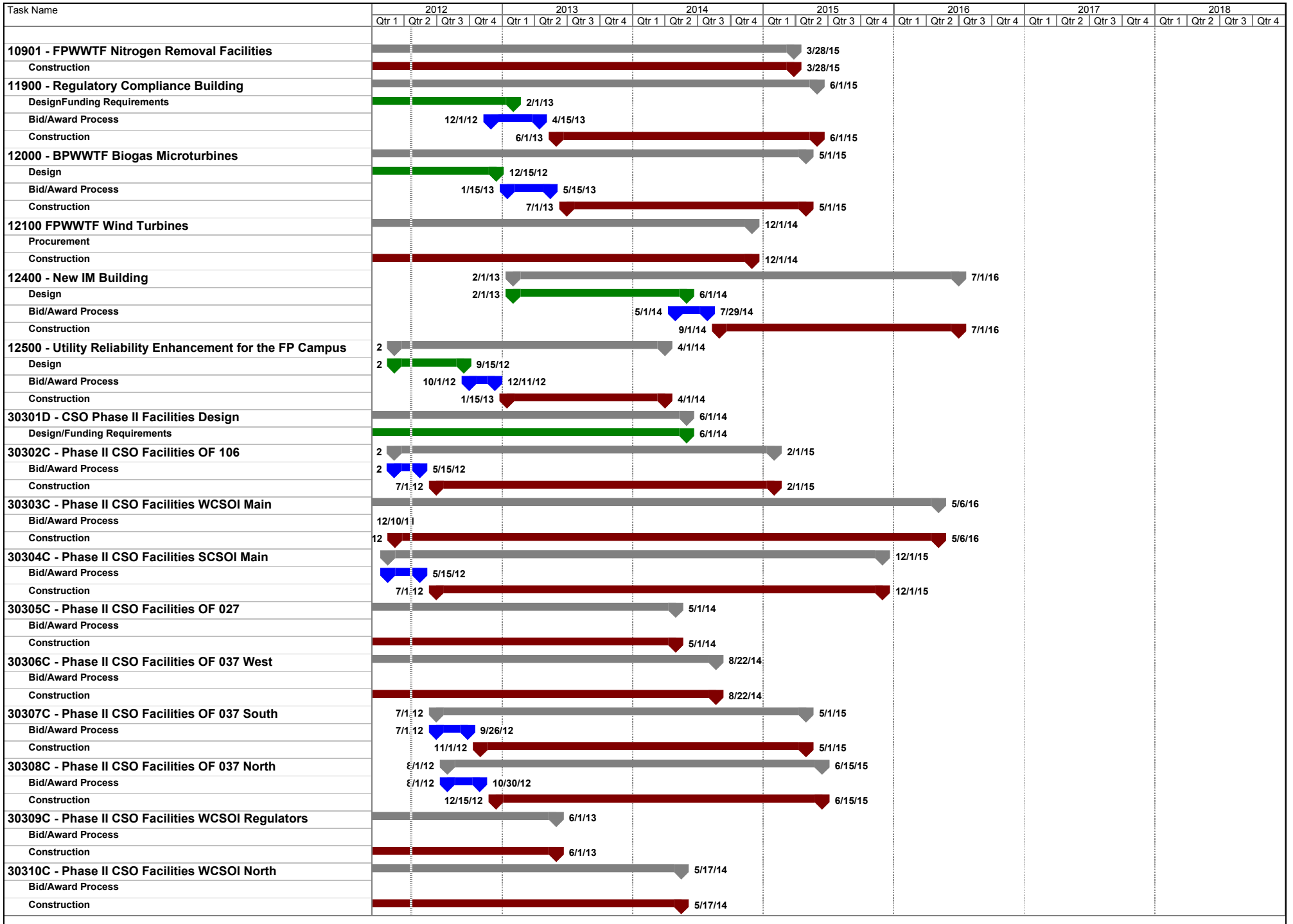
Summary of Operating Grants

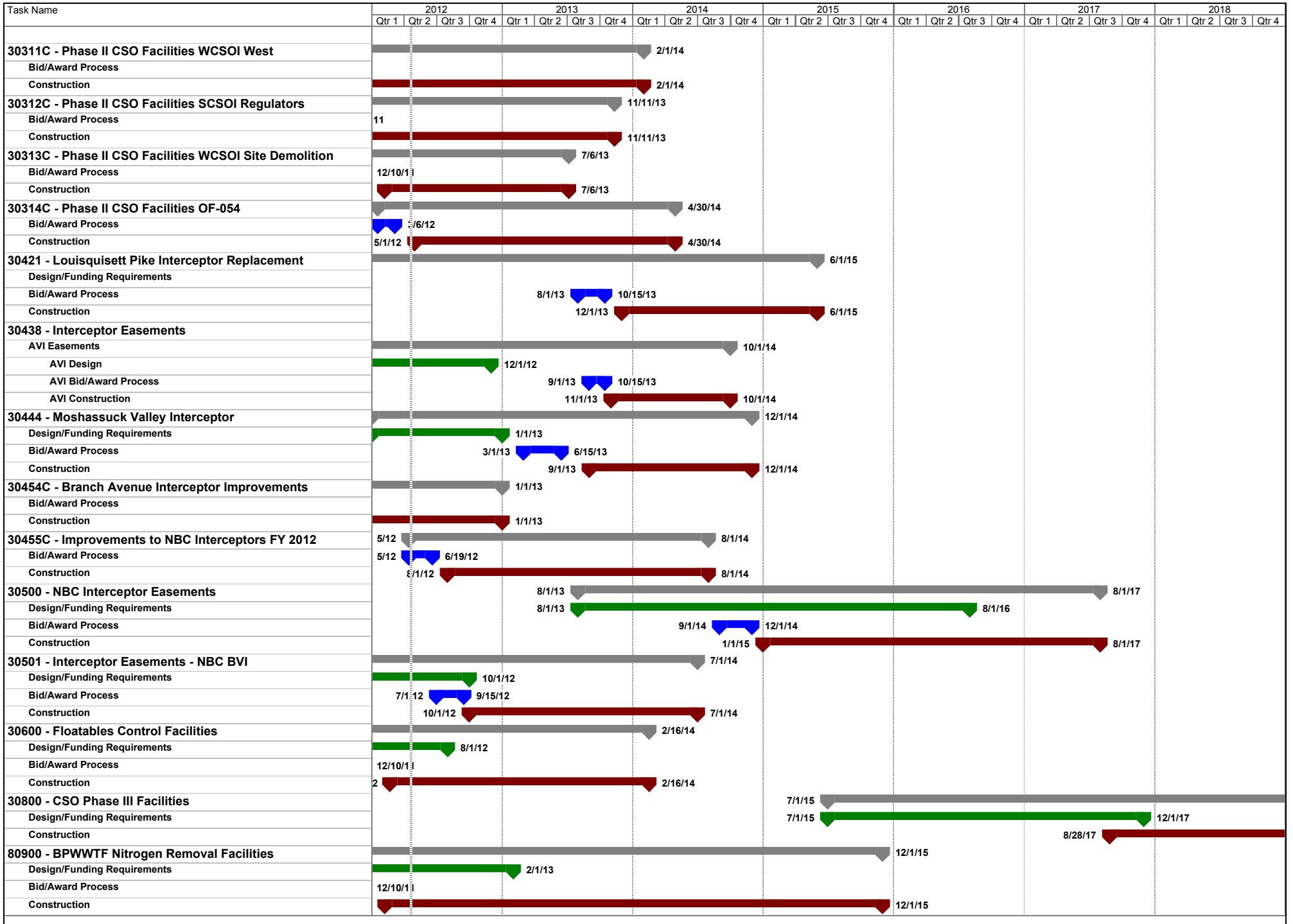
Grant Program	CDF Number	Year Awarded	Award Amount	Amount Available FY 2013	Projected Revenue FY 2013
SIG Grant	EI-97187901-0	2008	\$ 75,000	\$ 25,000	\$ 25,000
				<hr/>	
				\$ 25,000	\$ 25,000
				<hr/>	

Fund - Organization Matrix

Division / Section	Revenue Fund	Operating & 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	\$ -	\$ 1,116,313	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,126,313
Legal		396,973	-										396,973
Subtotal		1,513,286	10,000	-	-	-	-	-	-	-	-	-	1,523,286
Construction Services Division:													
Construction Services		60,334	25,000										85,334
Subtotal		60,334	25,000	-	-	-	-	-	-	-	-	-	85,334
Administration & Finance Division:													
Human Resources		365,996	7,000										372,996
Finance		767,979	15,000										782,979
Accounting		754,016	-										754,016
IT		1,704,323	1,285,000										2,989,323
Customer Service		2,268,869	73,200										2,342,069
Purchasing		317,676	-										317,676
Administration		1,739,095	285,000	38,267,187									40,291,282
Subtotal		7,917,954	1,665,200	38,267,187	-	-	-	-	-	-	-	-	47,850,341
Operations / Engineering Division:													
IM		2,009,469	298,500										2,307,969
Engineering		599,899	125,000										724,899
Fields Point		12,932,415	836,000										13,768,415
Bucklin Point		7,176,571	435,000										7,611,571
Subtotal		22,718,354	1,694,500	-	-	-	-	-	-	-	-	-	24,412,854
Planning, Policy & Regulation Division:													
Planning		496,914	-										496,914
Pretreatment		1,040,911	28,200										1,069,111
Lab		1,653,257	223,000										1,876,257
Environmental Safety & Technical		355,165	-										355,165
Environmental Monitoring		1,438,009	88,500										1,526,509
Subtotal		4,984,256	339,700	-	-	-	-	-	-	-	-	-	5,323,956
Non-Departmental													
Direct CIP Funding													-
Debt Service Coverage				11,309,568									11,309,568
Subtotal		-	-	11,309,568	-	-	-	-	-	-	-	-	11,309,568
TOTAL	\$ -	\$ 37,194,184	\$ 3,734,400	\$ 49,576,755	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,505,339

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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.

HR – Human Resources

A section within the NBC that is responsible for the administration and processing of employee records, employee recruitment and retention, workers' compensation and equal employment opportunity for union and non-union personnel.

IFAS – Integrated Fixed Film Activated Sludge

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

LEED - Leadership in Energy and Environmental Design

A rating system for the design, construction and operation of high performance green buildings created by the U.S. Green Building Council.

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 user charge credit for customers who can demonstrate that more than 15% of their measured water usage does not enter NBC's sewer system.

Abatement Fee – This is the fee charged as part of the Sewer User Fee Abatement Application.

Abbreviated Rate Filing – A simplified filing process with the Public Utilities Commission for a revenue increase available to non-investor owned utilities under certain circumstances.

Accounting System - A system of financial recordkeeping that records, classifies, and reports information on the financial status and operation of an organization.

Accrual Basis of Accounting- Method of accounting that recognizes the financial effect of transactions when they occur, regardless of the timing of related cash flows.

Adopted Budget - The operating budget approved by the NBC Board of Commissioners.

Allocation - The distribution of available funds, personnel, buildings and equipment among various Commission divisions and/or cost centers.

Amortization - The allocation of the cost of an asset over its useful life.

Annual Budget - An estimate of expenses to be used for specific purposes during the fiscal year (July 1 - June 30) along with the proposed means (estimated revenues) for financing those activities.

Approved Budget - The budget and approved by the NBC Board of Commissioners.

Arbitrage – The investment of tax-exempt bond proceeds in higher yielding taxable securities, resulting in a profit.

Asset Management Program – Computerized management program used to ensure the proper maintenance, repair and replacement of NBC's assets.

Audit – An independent systematic examination of the financial records to obtain reasonable assurance about whether the financial statements are free of material misstatement.

Balanced Budget - A budget in which revenues equal expenses.

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.

Bisulfite - Chemical used to adjust the alkalinity of wastewater.

Board of Commissioners - 19 member board comprised of nine representatives of the municipalities in the service area and ten gubernatorial appointments.

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

Budget (Operating) – A financial operating plan of all expected income and expenses for a fiscal year.

Budget Message - A general discussion of the submitted budget presented in writing by the Executive Director as part of the budget document.

Capital Budget - A plan for the investment in long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Expenses - Expenses for labor or other expenses related to the Capital Improvement Program (CIP) projects.

Capital Improvement Program (CIP) - A plan that identifies programmed investments necessary to comply with current and future regulatory requirements, take advantage of technological advancements, and ensure the integrity of NBC's infrastructure. Capital needs are identified by project and fiscal year over a five-year period.

Capital Reimbursements - Labor and other expenses related to capital improvement projects paid from NBC's Operating Fund and later reimbursed from the Project Fund.

Carbon Feed - A substance added to the treatment process to lower total nitrogen numbers.

Cash Basis - Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Catch Basin - A structure designed to collect and retain solid runoff matter from streets to allow unobstructed flow of surface water into a storm sewer.

Clarifiers - The components of the wastewater treatment plant that separates sludge and scum from wastewater flows, also called sedimentation tanks.

Collection System - System of NBC owned wastewater collection facilities that tie into NBC's wastewater treatment system including interceptors, pipes, tide gates, pumping stations, manholes, regulators, and catch basins.

Combined Sewage - A mixture of stormwater and wastewater.

Combined Sewers - Sewer systems in which stormwater and sanitary waste from industrial, commercial or residential sources are combined.

Consent Agreement - An agreement between the Rhode Island Department of Environmental Management and the NBC which identifies specific compliance issues and stipulates corrective measures to resolve such issues.

Consumption Revenue – Revenue derived from sewer user fees based upon water usage.

Debt Service – Principal and interest payments on outstanding bonds.

Debt Service Coverage – Requirement of NBC’s trust indenture that provides the annual revenue available to pay debt service must exceed annual debt service by 25%.

Debt Service Coverage Ratio – A ratio that expresses the relationship of total net revenue to debt service.

Depreciation – Allocation of the costs of an asset over its useful life in a systematic or rational manner.

Digester - A component of the wastewater treatment facility where organic matter is broken down as part of the treatment process.

Discharge Permit - A permit issued by NBC’s Pretreatment Program to regulate the users discharging into NBC’s collection system. The permits ensure compliance with all EPA and State mandates and the protection of the treatment facilities and receiving waters.

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

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

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 user charges and fees.

Expenses – Payments for goods and services received.

Facilities Plan - An improvement plan that integrates new facilities, major rehabilitation, ongoing repairs, or the renewal of existing facilities.

Financing Plan - The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Flat Fee Revenue – Revenue derived from sewer user charges based on the number of dwelling units for residential customers and the meter size for non-residential customers.

Flow Meter - A meter used to measure the flow of water.

Force Main - A sewer line fed by a lift station which carries pumped wastewater to a point where additional pumps or gravity can take over.

Fringe Benefit - A component of personnel costs other than salaries that includes health insurance, retirement, payroll taxes and other employee benefits.

Fund Accounting - Governmental accounting systems are organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitation.

Grant - Contributions made to local governments from the state and federal government.

Grit Chambers - Grit chambers are part of the wastewater treatment process where flows are slowed long enough for the grit, gravel and sand to fall to the bottom. This is one of the primary treatment steps to physically remove large particles before biological treatment begins.

Hypochlorite - A disinfectant, commonly known as bleach, used to treat effluent and control bacteria and odors.

Hypoxia – A condition in which there is inadequate dissolved oxygen in the water. This condition has a negative impact on the health of the ecosystem.

Infiltration - The seepage of groundwater into a sewer system which may occur through defective or cracked pipes, pipe joints and connections, interceptor access risers and covers, or manhole walls.

Inflow - Water discharged into a sewer system and service connections from sources other than regular connections. This includes flow from yard drains, foundation drains and around manhole covers. Inflow differs from infiltration in that it is a direct discharge into the sewer rather than a leak in the sewer itself.

Influent - Water 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 – Compounded interest of 1% per month assessed on unpaid sewer user fee balances 30 days after the billing date.

Line-Item Budget - A format of budgeting which organizes expenses by type, such as supplies, equipment, maintenance or salaries.

Mission Statement - Summation of NBC's purpose and goals.

Modified Cash Basis - Basis of accounting where certain non-cash expenses are not budgeted but the budget includes debt service payments and capital outlays.

Net Metering - A policy by which a renewable energy electricity generator may deduct any energy outflows from metered energy inflows.

Net Revenue - Total revenue less total operation and maintenance expense.

Nitrogen Removal - The removal of nitrogen from effluent of a wastewater treatment facility prior to discharge into receiving waters.

Nutrient - An organic or inorganic compound essential for growth of organisms.

Operating Budget - See Budget (Operating)

Operating Capital Expenditure - An expense for the acquisition or replacement of long-term assets outlined in the Operating Capital Outlays Plan.

Operating Capital Outlays Plan - A detailed plan of proposed outlays for the acquisition or replacement of capital items.

Operating Reserve for 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.

Outfall - A discrete location where quantities of water and/or waste are discharged into receiving waters 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 expenses primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenses classification, such as character and object class, but these are secondary to activity performance.

Permit Fees - Charges for NBC permits to connect to NBC's sewer system.

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 regulated wastewater dischargers prior to discharge into the sewer system.

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

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

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

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

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

Pump Station - An installation of pumps used to lift wastewater to a higher elevation in places where flat land would require excessively deep sewer trenches or to raise wastewater from areas too low to

drain into available collection lines. These stations may be equipped with air operated ejectors or centrifugal pumps.

Purchase Order - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price.

Rate Filing – An application filed with the Public Utilities Commission to request approval of adjustments to NBC’s rates.

Ratepayer - NBC customer who pays a user fee for wastewater treatment and collection services.

Rating Agencies - This term refers to the major agencies which issue credit ratings on municipal bonds. NBC obtains credit ratings from Standard and Poor’s.

Receiving Water - A body of water such as a stream, river, or ocean which receives stormwater and/or wastewater.

Regulator Structures - An underground structure which regulates the amount of flow entering interceptors.

Restricted Accounts - Accounts that are restricted by the Public Utilities Commission for a specific purpose and are not available to directly fund operations and maintenance.

Revenue – An increase in financial resources and included as income to NBC and used to pay expenses.

Sampling - The act of taking water samples in order to determine water quality.

Section – NBC’s lowest hierarchical level of allocating monies.

Septage - Household waste that is disposed through a home’s plumbing system into a septage tank, and ultimately transported to a wastewater treatment facility center for treatment.

Settling Tanks - A holding area in the wastewater treatment process where heavier particles sink to the bottom for removal and disposal.

Sewer User Fee - charges assessed to NBC customers for wastewater treatment collection and treatment services.

Sludge - See Biosolids.

Soda Ash (Sodium Carbonate) - A chemical used in the wastewater treatment process to adjust the alkalinity levels, as part of the nitrogen removal process.

Sodium Hydroxide - A chemical used in the wastewater treatment process to adjust the alkalinity levels, as part of the nitrogen removal process.

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, lake, or river.

Strategic Plan - A plan created to outline the long-term goals and objectives of NBC.

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.

Ultraviolet Disinfection - A wastewater disinfection method in which final effluent is exposed to ultraviolet light to kill pathogens and microorganisms.

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

Wet Weather Flow - The untreated discharges from wastewater treatment plants that occur during storm events.

Wetland - Any area in which the water table stands near, at, or above the land surface for at least part of the year. Such areas are characterized by plants that are adapted to wet soil conditions.

ACCT. NUMBER	BUDGET ACCOUNT	FY 2012 BUDGET	FY 2013 PROPOSED	CHANGE FROM FY 2012	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	\$ 5,753,795	\$ 5,858,406	\$ 104,611	\$ -	\$ -	\$ -	\$ 40,619	\$ -	\$ 80,878	\$ -	\$ 671,677	\$ 45,822	\$ 60,000
52150	UNION OVERTIME	433,400	403,498	(29,902)	-	-	-	-	-	-	-	10,000	-	-
52300	NON-UNION REGULAR	8,070,721	8,348,537	277,816	697,742	957,779	281,564	188,921	314,411	463,776	864,524	399,367	183,105	42,634
52350	NON-UNION OVERTIME	71,050	69,889	(1,161)	-	20,000	-	-	-	100	-	2,000	-	-
52400	NON-UNION LIMITED	30,000	28,273	(1,727)	3,217	3,500	3,000	-	-	3,000	-	2,256	-	-
52800	UNION PENSION	1,322,223	1,286,087	(36,136)	-	-	-	9,009	-	17,939	-	148,978	10,163	-
52810	FICA	1,098,462	1,120,616	22,154	53,623	75,068	21,769	17,560	24,052	41,903	66,136	83,025	17,513	3,262
52820	UNEMPLOYMENT	74,722	35,000	(39,722)	-	-	-	-	-	-	-	-	-	35,000
52920	NON UNION PENSION	817,178	844,668	27,490	70,096	98,128	28,456	18,892	31,441	46,688	86,452	40,362	18,311	4,263
52940	UNION RETIREMENT HEALTH	387,806	397,770	9,964	-	-	-	2,786	-	5,548	-	46,077	3,143	-
52950	HEALTH INSURANCE	3,371,022	3,503,765	132,743	115,951	197,872	61,015	58,956	57,027	137,775	176,963	311,235	32,921	-
52970	DENTAL INSURANCE	216,252	237,517	21,264	7,753	13,258	5,035	3,876	3,117	9,022	11,989	22,209	2,068	-
52980	VISION INSURANCE	38,602	39,440	838	1,254	2,256	808	627	530	1,616	1,894	3,763	530	-
52990	DISABILITY INSURANCE	42,000	35,000	(7,000)	-	-	-	-	-	-	-	-	-	35,000
53690	WORK. COMP. - OLD CLAIMS	70,000	66,509	(3,491)	-	-	-	-	-	-	-	-	-	66,509
TOTAL PERSONNEL SERVICES		21,797,234	22,274,975	477,741	949,636	1,367,861	401,648	341,246	430,579	808,245	1,207,958	1,740,949	313,576	246,668
59000	SALARY REIMBURSEMENT	(1,168,083)	(1,269,461)	(101,378)	(39,695)	(864,082)	(15,000)	-	-	(59,041)	-	-	-	-
59001	FRINGE REIMBURSEMENT	(642,446)	(698,204)	(55,758)	(21,832)	(475,245)	(8,250)	-	-	(32,473)	-	-	-	-
59002	TURNOVER ALLOWANCE	-	-	-	-	-	-	-	-	-	-	-	-	-
NET PERSONNEL SERVICES		19,986,705	20,307,309	320,604	888,108	28,534	378,398	341,246	430,579	716,731	1,207,958	1,740,949	313,576	246,668
OPERATING SUPPLIES/EXPENSES														
52610	MEDICAL SVCS.	13,125	6,765	(6,360)	-	-	-	1,500	-	-	-	-	-	1,000
53210	POSTAGE	368,146	366,125	(2,021)	-	-	-	-	-	50	25	336,000	-	30,000
53240	DUES & SUBSCRIPTIONS	54,415	53,155	(1,260)	26,455	1,200	5,500	3,200	2,400	1,000	5,500	500	700	700
53250	FREIGHT	31,550	34,400	2,850	800	500	200	300	200	100	500	200	100	8,000
53310	PRINTING & BINDING	134,550	138,000	3,450	6,000	100	100	50	8,000	50	-	116,300	1,000	3,000
53320	ADVERTISING	13,800	11,100	(2,700)	2,500	1,500	1,500	-	1,500	-	1,200	-	100	-
53330	RENTAL- EQUIPMENT	24,620	18,820	(5,800)	7,500	-	-	-	-	-	-	-	-	5,820
53340	RENTAL- CLOTHING	37,000	30,400	(6,600)	-	-	-	-	-	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	9,900	10,400	500	4,000	-	-	-	-	-	-	-	-	-
53360	MISCELLANEOUS EXPENSE	600	3,600	3,000	-	600	-	3,000	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	16,000	16,000	-	16,000	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	3,600	3,990	390	500	100	350	100	150	100	440	-	100	-
53420	LONG DISTANCE TRAVEL	61,500	55,500	(6,000)	19,000	1,500	2,500	1,500	2,500	-	15,000	1,000	-	-
53470	BLDG. & GRND. MAINT.	112,983	130,001	17,019	-	7,200	-	-	-	-	-	-	-	58,400
53480	SLUDGE DISPOSAL	4,016,410	4,171,471	155,061	-	-	-	-	-	-	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	151,253	139,806	(11,446)	-	-	-	-	-	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	189,000	197,750	8,750	3,000	8,000	-	-	-	-	-	12,750	-	-
53610	REPAIRS BLDG, STRUCT,EQUIP.	533,050	511,500	(21,550)	-	-	-	100	-	-	300	400	-	45,500
53620	REPAIR-HIGHWAY & WALKS	12,500	7,000	(5,500)	-	-	-	-	-	-	-	-	-	-
53630	MAINTENANCE/SERVICE AGREE.	760,301	824,495	64,194	50	2,000	75	100	-	75	346,000	6,000	100	50,000
53650	HIGHWAY & LANDSCAPE	12,500	6,000	(6,500)	-	-	-	-	-	-	-	-	-	-
53660	INSURANCE	430,000	440,000	10,000	-	-	-	-	-	-	-	-	-	440,000
53680	WORK. COMP. INSURANCE	430,000	375,000	(55,000)	-	-	-	-	-	-	-	-	-	375,000
53900	CENTRAL PHONE SVCS.	4,000	4,500	500	-	-	-	-	-	-	-	-	-	4,500
54000	TELEPHONE	160,860	176,870	16,010	5,000	3,000	-	-	-	-	50,000	12,300	400	20,000
54020	FUEL OIL #2 - DIESEL	6,000	8,000	2,000	-	-	-	-	-	-	-	-	-	-
54060	FUEL-GAS	446,224	394,485	(51,740)	-	-	-	-	-	-	-	-	-	22,220
54090	ELECTRICITY	4,611,183	4,549,440	(61,742)	-	-	-	-	-	-	-	-	-	173,277

ACCT. NUMBER	BUDGET ACCOUNT	FY 2012 BUDGET	FY 2013 PROPOSED	CHANGE FROM FY 2012	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	
54110	WATER	46,000	36,000	(10,000)	-	-	-	-	-	-	-	-	-	-	4,000
54200	CLOTHING	32,800	26,400	(6,400)	1,000	2,000	-	-	-	-	-	2,100	-	-	-
54330	CHEM, HOUSE, LAUND SUPP.	34,360	-	(34,360)	-	-	-	-	-	-	-	-	-	-	-
54332	CHLORINE/HYPOCHLORITE	455,725	378,412	(77,313)	-	-	-	-	-	-	-	-	-	-	-
54337	SODIUM BISULFITE	315,628	305,199	(10,430)	-	-	-	-	-	-	-	-	-	-	-
54340	LAB SUPPLIES	264,567	262,500	(2,067)	-	-	-	-	-	-	-	-	-	-	-
54370	SUPPLIES BUILDING & MAINT.	208,500	209,800	1,300	100	500	-	-	-	50	500	450	-	-	3,000
54410	EDUCATIONAL SUPP. & EXP.	67,550	57,461	(10,089)	6,500	500	800	1,750	1,000	2,500	10,000	1,500	400	-	9,911
54420	COMPUTER SUPPLIES	74,750	72,700	(2,050)	500	300	-	-	-	200	65,000	300	200	-	1,000
54430	OTHER OP. SUPPLIES & EXP.	11,100	9,400	(1,700)	500	-	-	-	-	-	1,600	-	-	-	3,000
54440	SAFETY EQUIPMENT	23,100	23,000	(100)	-	200	-	-	-	-	-	1,000	-	-	500
54500	OFFICE EXPENSE	73,140	77,660	4,520	16,800	2,600	1,050	1,650	1,650	4,160	300	3,500	1,000	-	12,100
57913	LEASE EXPENSE	15,755	12,000	(3,755)	-	-	-	-	-	-	-	-	-	-	12,000
TOTAL OPERATING SUPP. & EXP.		14,268,044	14,155,105	(112,940)	116,205	31,800	12,075	13,250	17,400	8,285	496,365	494,300	4,100	1,282,928	
PROFESSIONAL SERVICES															
52600	REGULATORY EXPENSE	248,613	265,515	16,902	-	-	-	-	235,000	-	-	-	-	-	-
52650	SECURITY SERVICES	58,700	44,620	(14,080)	1,500	-	-	1,000	-	-	-	7,120	-	-	2,500
52660	LEGAL SERVICES	216,000	203,000	(13,000)	50,000	-	5,000	-	30,000	-	-	1,000	-	-	117,000
52670	MGMT/AUDIT SERVICES	2,119,221	2,085,235	(33,987)	45,000	-	-	8,000	55,000	25,000	-	-	-	-	60,000
52680	CLERICAL SERVICES	12,500	21,500	9,000	5,000	-	1,500	-	-	4,000	-	-	-	-	-
52690	OTHER SERVICES	134,400	111,900	(22,500)	10,500	-	-	2,500	-	-	-	25,500	-	-	30,000
TOTAL PROFESSIONAL SERVICES		2,789,434	2,731,770	(57,665)	112,000	-	6,500	11,500	320,000	29,000	-	33,620	-	209,500	
TOTAL OPERATIONS & MAINTENANCE		37,044,184	37,194,184	150,000	1,116,313	60,334	396,973	365,996	767,979	754,016	1,704,323	2,268,869	317,676	1,739,095	
CAPITAL OUTLAYS															
16510	AUTOMOTIVE EQUIP.	20,000	91,700	71,700	-	25,000	-	-	-	-	-	3,200	-	-	-
16520	BLDG. & PLANT EQUIP.	340,590	582,500	241,910	-	-	-	-	-	-	-	-	-	-	225,000
16580	OFFICE FURN&EQUIP.	50,000	122,000	72,000	10,000	-	-	7,000	15,000	-	-	40,000	-	-	50,000
16583	COMPUTER SOFTWARE	814,000	280,000	(534,000)	-	-	-	-	-	-	280,000	-	-	-	-
16585	COMPUTER HARDWARE	308,000	755,000	447,000	-	-	-	-	-	-	755,000	-	-	-	-
16600	REPLACEMENT RESERVE	1,033,463	1,768,200	734,737	-	-	-	-	-	-	250,000	30,000	-	-	10,000
16610	BUILDING & OTHER STRUCT.	238,000	135,000	(103,000)	-	-	-	-	-	-	-	-	-	-	-
16630	IMP.-NOT BLDG OR STRUCT.	75,000	-	(75,000)	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAYS		2,879,053	3,734,400	855,347	10,000	25,000	-	7,000	15,000	-	1,285,000	73,200	-	285,000	
DEBT SERVICE															
	PROGRAMMED NEW DEBT	1,325,975	2,394,750	1,068,775	-	-	-	-	-	-	-	-	-	-	2,394,750
	PRINCIPAL	20,350,893	21,927,958	1,577,065	-	-	-	-	-	-	-	-	-	-	21,927,958
	INTEREST	13,142,403	13,944,479	802,075	-	-	-	-	-	-	-	-	-	-	13,944,479
TOTAL DEBT SERVICE		34,819,271	38,267,187	3,447,916	-	-	-	-	-	-	-	-	-	-	38,267,187
TOTAL		\$ 74,742,508	\$ 79,195,771	\$ 4,453,263	\$ 1,126,313	\$ 85,334	\$ 396,973	\$ 372,996	\$ 782,979	\$ 754,016	\$ 2,989,323	\$ 2,342,069	\$ 317,676	\$ 40,291,282	
					\$1,608,620			\$47,850,341							
					EXECUTIVE AFFAIRS			ADMINISTRATION & FINANCE							

ACCT. NUMBER	BUDGET ACCOUNT	FY 2012 BUDGET	FY 2013 PROPOSED	CHANGE FROM FY 2012	OPERATIONS & ENGINEERING				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	\$ 5,753,795	\$ 5,858,406	\$ 104,611	\$ 557,189	\$ -	\$ 1,920,956	\$ 1,591,671	\$ -	\$ 120,557	\$ 391,282	\$ -	\$ 377,755	
52150	UNION OVERTIME	433,400	403,498	(29,902)	40,098	-	180,000	125,000	-	400	18,000	-	30,000	
52300	NON-UNION REGULAR	8,070,721	8,348,537	277,816	344,664	633,492	1,017,442	-	352,571	544,143	435,400	226,064	400,938	
52350	NON-UNION OVERTIME	71,050	69,889	(1,161)	2,000	-	40,000	-	-	500	3,250	39	2,000	
52400	NON-UNION LIMITED	30,000	28,273	(1,727)	-	3,000	-	-	3,800	-	3,000	-	3,500	
52800	UNION PENSION	1,322,223	1,286,087	(36,136)	123,585	-	426,068	353,033	-	26,740	86,786	-	83,786	
52810	FICA	1,098,462	1,120,616	22,154	72,212	48,692	241,617	131,325	27,262	50,918	65,096	17,297	62,286	
52820	UNEMPLOYMENT	74,722	35,000	(39,722)	-	-	-	-	-	-	-	-	-	
52920	NON UNION PENSION	817,178	844,668	27,490	34,666	63,649	105,744	-	35,637	54,464	44,165	22,610	40,644	
52940	UNION RETIREMENT HEALTH	387,806	397,770	9,964	38,223	-	131,778	109,189	-	8,270	26,842	-	25,914	
52950	HEALTH INSURANCE	3,371,022	3,503,765	132,743	315,318	97,204	735,145	407,178	61,107	190,721	226,020	65,895	255,460	
52970	DENTAL INSURANCE	216,252	237,517	21,264	19,097	8,512	50,755	28,475	4,276	12,428	14,746	3,477	17,424	
52980	VISION INSURANCE	38,602	39,440	838	3,003	1,351	8,365	4,941	711	2,050	2,412	543	2,786	
52990	DISABILITY INSURANCE	42,000	35,000	(7,000)	-	-	-	-	-	-	-	-	-	
53690	WORK. COMP. - OLD CLAIMS	70,000	66,509	(3,491)	-	-	-	-	-	-	-	-	-	
TOTAL PERSONNEL SERVICES		21,797,234	22,274,975	477,741	1,550,055	855,901	4,857,871	2,750,812	485,364	1,011,191	1,316,999	335,925	1,302,493	
59000	SALARY REIMBURSEMENT	(1,168,083)	(1,269,461)	(101,378)	(22,700)	(260,711)	-	-	-	-	(4,710)	(2,500)	(1,022)	
59001	FRINGE REIMBURSEMENT	(642,446)	(698,204)	(55,758)	(12,485)	(143,391)	-	-	-	-	(2,591)	(1,375)	(562)	
59002	TURNOVER ALLOWANCE	-	-	-	-	-	-	-	-	-	-	-	-	
NET PERSONNEL SERVICES		19,986,705	20,307,309	320,604	1,514,870	451,799	4,857,871	2,750,812	485,364	1,011,191	1,309,698	332,050	1,300,909	
OPERATING SUPPLIES/EXPENSES														
52610	MEDICAL SVCS.	13,125	6,765	(6,360)	-	-	-	-	-	-	-	4,265	-	
53210	POSTAGE	368,146	366,125	(2,021)	-	50	-	-	-	-	-	-	-	
53240	DUES & SUBSCRIPTIONS	54,415	53,155	(1,260)	500	1,500	1,000	-	500	500	100	1,500	400	
53250	FREIGHT	31,550	34,400	2,850	2,000	2,000	11,000	300	200	400	5,500	100	2,000	
53310	PRINTING & BINDING	134,550	138,000	3,450	100	-	100	-	200	1,500	-	1,000	500	
53320	ADVERTISING	13,800	11,100	(2,700)	500	-	1,000	500	-	800	-	-	-	
53330	RENTAL- EQUIPMENT	24,620	18,820	(5,800)	2,000	-	3,500	-	-	-	-	-	-	
53340	RENTAL- CLOTHING	37,000	30,400	(6,600)	5,000	-	14,000	11,400	-	-	-	-	-	
53350	RENTAL-OUTSIDE PROPERTY	9,900	10,400	500	-	-	-	-	1,200	-	-	2,500	2,700	
53360	MISCELLANEOUS EXPENSE	600	3,600	3,000	-	-	-	-	-	-	-	-	-	
53370	PUBLIC OUTREACH ED.	16,000	16,000	-	-	-	-	-	-	-	-	-	-	
53410	LOCAL TRAVEL	3,600	3,990	390	400	400	50	100	150	50	100	500	400	
53420	LONG DISTANCE TRAVEL	61,500	55,500	(6,000)	2,000	2,500	500	-	800	1,000	2,500	2,500	700	
53470	BLDG. & GRND. MAINT.	112,983	130,001	17,019	10,000	-	40,000	-	-	200	14,201	-	-	
53480	SLUDGE DISPOSAL	4,016,410	4,171,471	155,061	-	-	3,266,390	905,081	-	-	-	-	-	
53490	SCREENING & GRIT DISPOSAL	151,253	139,806	(11,446)	48,458	-	64,834	26,514	-	-	-	-	-	
53510	VEHICLE FUEL & MAINTENANCE	189,000	197,750	8,750	81,500	2,000	55,000	-	-	8,500	-	-	27,000	
53610	REPAIRS BLDG, STRUCT,EQUIP.	533,050	511,500	(21,550)	32,000	30,000	375,000	-	-	200	25,000	-	3,000	
53620	REPAIR-HIGHWAY & WALKS	12,500	7,000	(5,500)	7,000	-	-	-	-	-	-	-	-	
53630	MAINTENANCE/SERVICE AGREE.	760,301	824,495	64,194	6,500	75,000	204,000	90,000	50	1,000	43,245	-	300	
53650	HIGHWAY & LANDSCAPE	12,500	6,000	(6,500)	4,500	-	1,500	-	-	-	-	-	-	
53660	INSURANCE	430,000	440,000	10,000	-	-	-	-	-	-	-	-	-	
53680	WORK. COMP. INSURANCE	430,000	375,000	(55,000)	-	-	375,000	-	-	-	-	-	-	
53900	CENTRAL PHONE SVCS.	4,000	4,500	500	-	-	-	-	-	-	-	-	-	
54000	TELEPHONE	160,860	176,870	16,010	33,400	18,000	11,000	7,500	800	7,220	-	-	8,250	
54020	FUEL OIL #2 - DIESEL	6,000	8,000	2,000	-	-	8,000	-	-	-	-	-	-	
54060	FUEL-GAS	446,224	394,485	(51,740)	18,166	-	216,801	119,986	-	-	17,313	-	-	
54090	ELECTRICITY	4,611,183	4,549,440	(61,742)	155,775	-	2,868,960	1,351,428	-	-	-	-	-	

ACCT. NUMBER	BUDGET ACCOUNT	FY 2012 BUDGET	FY 2013 PROPOSED	CHANGE FROM FY 2012	OPERATIONS & ENGINEERING				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
54110	WATER	46,000	36,000	(10,000)	4,000	-	25,000	-	-	-	3,000	-	-
54200	CLOTHING	32,800	26,400	(6,400)	4,000	300	7,500	2,500	400	600	1,500	500	4,000
54330	CHEM, HOUSE, LAUND SUPP.	34,360	-	(34,360)	-	-	-	-	-	-	-	-	-
54332	CHLORINE/HYPOCHLORITE	455,725	378,412	(77,313)	-	-	378,412	-	-	-	-	-	-
54337	SODIUM BISULFITE	315,628	305,199	(10,430)	-	-	305,199	-	-	-	-	-	-
54340	LAB SUPPLIES	264,567	262,500	(2,067)	-	-	20,000	-	-	1,000	200,000	500	41,000
54370	SUPPLIES BUILDING & MAINT.	208,500	209,800	1,300	43,400	6,000	150,000	-	100	500	500	400	4,300
54410	EDUCATIONAL SUPP. & EXP.	67,550	57,461	(10,089)	3,000	-	5,800	-	1,500	1,500	1,000	5,800	4,000
54420	COMPUTER SUPPLIES	74,750	72,700	(2,050)	300	250	4,000	-	50	100	300	-	200
54430	OTHER OP. SUPPLIES & EXP.	11,100	9,400	(1,700)	1,300	-	500	-	2,200	50	-	-	250
54440	SAFETY EQUIPMENT	23,100	23,000	(100)	5,000	100	7,500	1,000	100	1,600	500	500	5,000
54500	OFFICE EXPENSE	73,140	77,660	4,520	5,000	2,000	10,000	-	3,300	3,000	2,800	1,550	5,200
57913	LEASE EXPENSE	15,755	12,000	(3,755)	-	-	-	-	-	-	-	-	-
TOTAL OPERATING SUPP. & EXP.		14,268,044	14,155,105	(112,940)	475,799	140,100	8,056,545	2,516,309	11,550	29,720	317,559	21,615	109,200
PROFESSIONAL SERVICES													
52600	REGULATORY EXPENSE	248,613	265,515	16,902	300	-	14,500	15,215	-	-	500	-	-
52650	SECURITY SERVICES	58,700	44,620	(14,080)	18,000	8,000	3,500	2,000	-	-	1,000	-	-
52660	LEGAL SERVICES	216,000	203,000	(13,000)	-	-	-	-	-	-	-	-	-
52670	MGMT/AUDIT SERVICES	2,119,221	2,085,235	(33,987)	-	-	-	1,892,235	-	-	-	-	-
52680	CLERICAL SERVICES	12,500	21,500	9,000	-	-	-	-	-	-	-	-	11,000
52690	OTHER SERVICES	134,400	111,900	(22,500)	500	-	-	-	-	-	24,500	1,500	16,900
TOTAL PROFESSIONAL SERVICES		2,789,434	2,731,770	(57,665)	18,800	8,000	18,000	1,909,450	-	-	26,000	1,500	27,900
TOTAL OPERATIONS & MAINTENANCE		37,044,184	37,194,184	150,000	2,009,469	599,899	12,932,415	7,176,571	496,914	1,040,911	1,653,257	355,165	1,438,009
CAPITAL OUTLAYS													
16510	AUTOMOTIVE EQUIP.	20,000	91,700	71,700	20,500	-	-	35,000	-	3,200	-	-	4,800
16520	BLDG. & PLANT EQUIP.	340,590	582,500	241,910	-	-	259,500	48,000	-	-	50,000	-	-
16580	OFFICE FURN&EQUIP.	50,000	122,000	72,000	-	-	-	-	-	-	-	-	-
16583	COMPUTER SOFTWARE	814,000	280,000	(534,000)	-	-	-	-	-	-	-	-	-
16585	COMPUTER HARDWARE	308,000	755,000	447,000	-	-	-	-	-	-	-	-	-
16600	REPLACEMENT RESERVE	1,033,463	1,768,200	734,737	278,000	125,000	576,500	217,000	-	25,000	173,000	-	83,700
16610	BUILDING & OTHER STRUCT.	238,000	135,000	(103,000)	-	-	-	135,000	-	-	-	-	-
16630	IMP.-NOT BLDG OR STRUCT.	75,000	-	(75,000)	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAYS		2,879,053	3,734,400	855,347	298,500	125,000	836,000	435,000	-	28,200	223,000	-	88,500
DEBT SERVICE													
	PROGRAMMED NEW DEBT	1,325,975	2,394,750	1,068,775	-	-	-	-	-	-	-	-	-
	PRINCIPAL	20,350,893	21,927,958	1,577,065	-	-	-	-	-	-	-	-	-
	INTEREST	13,142,403	13,944,479	802,075	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE		34,819,271	38,267,187	3,447,916	-	-	-	-	-	-	-	-	-
TOTAL		\$ 74,742,508	\$ 79,195,771	\$ 4,453,263	\$ 2,307,969	\$ 724,899	\$ 13,768,415	\$ 7,611,571	\$ 496,914	\$ 1,069,111	\$ 1,876,257	\$ 355,165	\$ 1,526,509
					\$24,412,854				\$5,323,956				
					OPERATIONS & ENGINEERING				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-12	\$ 3,270,000
Aug-12	3,740,000
Sep-12	3,100,000
Oct-12	3,135,000
Nov-12	2,930,000
Dec-12	3,117,000
Jan-13	2,910,000
Feb-13	2,900,000
Mar-13	3,327,000
Apr-13	2,995,000
May-13	2,870,000
Jun-13	2,900,184
Total	\$ 37,194,184