

OPERATING BUDGET

FISCAL YEAR 2014



Vincent J. Mesolella
Chairman



Raymond J. Marshall, P.E.
Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Narragansett Bay Commission
Rhode Island
Special Performance Measures Recognition
Special Capital Recognition
For the Fiscal Year Beginning
July 1, 2012

Christopher P. Merrill *Jeffrey L. Esser*
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, 2012. The GFOA also awarded NBC Special Performance Measures Recognition and Special Capital Recognition. In order to receive the Distinguished Budget award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. In order to obtain Special Capital Recognition the governmental unit must receive outstanding ratings in Capital Expenditures and Debt by all three reviewers. To obtain Special Performance Measure Recognition the three reviewers must find the Performance Measures to be outstanding. This award is valid for a period of one year only. We believe that the current budget continues to conform to the program requirements, and we will submit it to GFOA to determine its eligibility for another award.

Contact Information:

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

Telephone: (401)-461-8848

Fax: (401)-461-6540

www.narrabay.com

Narragansett Bay Commission

Fiscal Year 2014 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.

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

Dr. Richard Burroughs
Dr. Bruce Campbell
Mario Carlino
Michael DiChiro, Esq.
Jonathan K. Farnum
Seth H. Handy
Joseph Kimball
Ronald Leone

John MacQueen
Joan P. Milas
Alessandro Montanari
Alan Nathan
Michael A. Salvatore
Leo P. Thompson
Richard D. Worrell

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



Photo: Newport Bridge at sunset over Narragansett Bay

Narragansett Bay Commission

Fiscal Year 2014 Budget

Citizens Advisory Committee

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

Harold Gadon, Chairman

Howard Schacter, Vice Chairman

Lou Blais

Anthony Ferri

Christopher Hamblett

Chris Hannifan

Phillip Holmes

Jean Lynch

Chandrasekhar Mohanty

Armand Oliver

Nilesh Patel

Michael Quinn

Jane Sherman

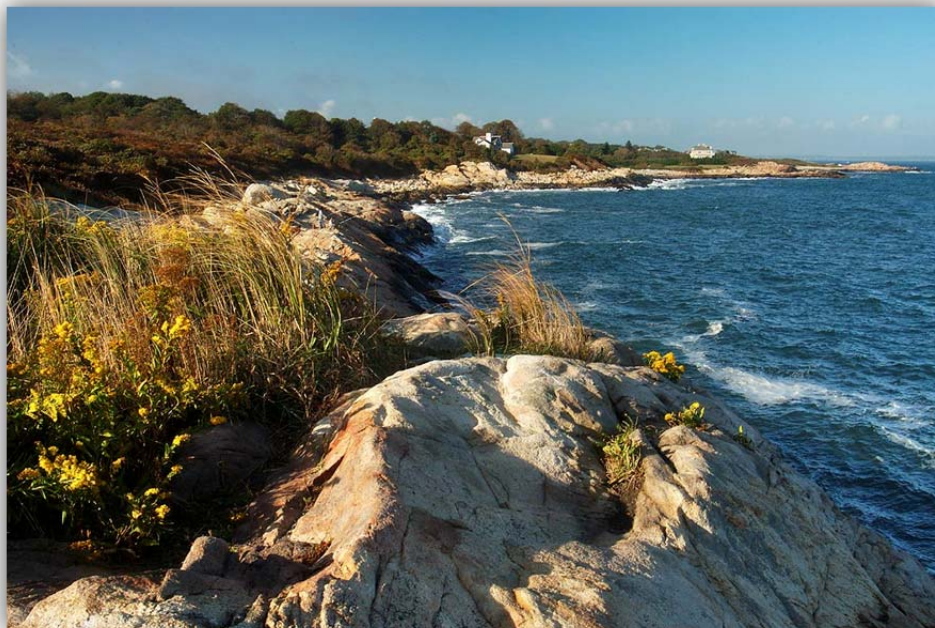


Photo: Waves crashing into rocks along Narragansett Bay

Narragansett Bay Commission

Table of Contents

	<u>Page No.</u>	
<u>I. Chairman’s and Executive Director’s Message</u>		
Chairman’s Message	1	
Executive Director’s Message	3	
NBC Outlook	4	
FY 2013 in Review	9	
<u>II. About the Narragansett Bay Commission</u>		13
<u>III. Budget Summary Information</u>		
Budget Overview	33	
FY 2014 Budget - Key Assumptions.....	35	
Historical Overview	37	
Revenue Profile.....	38	
Expense Profile	43	
Staffing Levels	45	
<u>IV. Budget Philosophy, Process and Policies</u>		
Philosophy, Basis of Accounting, Budget Basis	53	
The Budget Process.....	54	
Budget Monitoring and Amendment Procedures.....	56	
FY 2014 Budget Calendar	57	
Financial Policies	58	
Fund Definitions and Financial Data	61	
<u>V. Long-Term Debt and Capital Improvement Program</u>		
Long-Term Debt Overview	65	
CIP Impact Overview.....	71	
Capital Improvement Program	75	
Capital Project Cost Summary	92	
Capital Projects Detail.....	94	
<u>VI. Division Summaries</u>		
Executive Affairs and Construction Services Divisions.....	137	
Administration and Finance Division	151	
Operations and Engineering Division.....	181	
Planning, Policy and Regulation Division	199	
<u>VII. Supporting Schedules</u>		
Budget Resolution and Attachment.....	221	
Budgeted Benefits Comparison	228	
Historical Position Summary	229	
FY 2014 Operating Capital Outlays	230	
Five-Year Operating Capital Plan	232	
Fund Organization Matrix	237	
CIP Master Project Schedule.....	238	
<u>VIII. Appendix</u>		
Acronyms Glossary	241	
Glossary of Terms	247	
Operating Budget Detail for FY 2014	254	

This page was intentionally left blank.

Chairman's Message



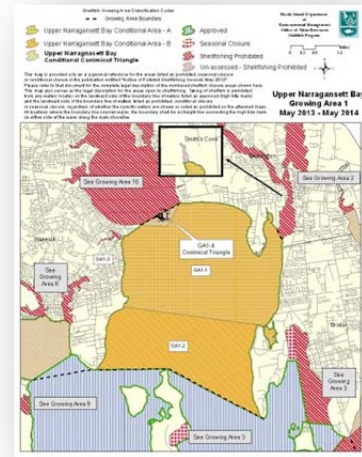
Vincent J. Mesolella
Chairman

In FY 2013 NBC continued to improve both water quality and the overall environmental health of Rhode Island. Through considered prioritization of NBC's capital investment, the Board of Commissioners has led the way to real, marked and economically significant improvements in water quality in Narragansett Bay and our urban rivers. Last year I was pleased to report that as a direct result of the effectiveness of the CSO Phase I Facilities, the RI Department of Environmental Management (RIDEM) modified the shellfish closure policy for Narragansett Bay, increasing the amount of rainfall that must occur before areas are closed to shell fishing and resulting in an additional 65 days of shellfishing each year.

This year, the RIDEM announced that as a direct result of NBC's CSO facilities, certain shellfish areas will be reopened for the first time since 1997. In addition, approximately 462 acres in upper Narragansett Bay, the so-called "Conimicut Triangle" will remain open until 0.8 inches of rain fall, a 60% increase over the previous threshold of 0.5 inches. This directly impacts Rhode Islanders whose livelihoods depend upon the water quality of Narragansett Bay and others with recreational interests who will benefit from the 44% reduction in beach closures.

While these water quality benefits certainly gratify us, the Board and I understand the need to mitigate ratepayer impact through efficient and effective operations. Our most visible initiative, NBC's award-winning wind turbines are a reminder of the connection between our past achievements in water quality and our future charge to integrate a comprehensive watershed approach into our planning.

I am also proud to share that NBC has been recognized as an industry leader from an operations perspective as the recipient of the 2013 National Association of Clean Water Agencies (NACWA) Excellence in Management Recognition Award - Platinum Level as well as several other national awards in recognition of its operational, public relations, financial management and employee wellness accomplishments.



Map of Shellfish Areas

The Board continues to remain focused on sound financial management as part of its responsibility to ratepayers. To this end, the Board takes a long-term view of potential new mandates and requirements and how they may be addressed. As part of this process, the FY 2014 budget includes support for the continued evaluation of additional nitrogen removal and Phase III of the CSO facilities.

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 with great anticipation.



Vincent J. Mesolella
Chairman

This page was intentionally left blank.

Executive Director's Message

Fiscal Year 2014 Budget Summary

The Narragansett Bay Commission's FY 2014 Operating Budget demonstrates NBC's continued commitment to provide excellent service at the lowest possible cost. Overall, the FY 2014 Operating Budget is 9.0% higher than the prior year primarily driven by the financing costs associated with funding mandated capital improvements.

The FY 2014 budget reflects an anticipated increase in Operating Revenue of 10.2%. This reflects a combination of a 7.35% increase in sewer user fees effective January 1, 2013 along with a projected 10.06% increase effective July 1, 2013. Non-Operating Revenue shows net decrease of 9.1% on a year-to-year basis, resulting from the exclusion of a budgeted revenue fund balance.

With respect to expense, budgeted Operating and Maintenance Expense is 3.8% higher than the prior year, with the majority of the increase for personnel costs as well as the projected increase in utility and chemical use associated with the new Biological Nutrient Removal facilities (BNR) at NBC's Field's Point Wastewater Treatment Facility. Budgeted Debt Service is 14.9% higher than the prior year as the result of debt issuance totaling \$96.5 million in FY 2013 and programmed new debt issuance totaling \$90.0 million in FY 2104. Debt Service Coverage shows a year-to-year increase of 7.2%. Operating Capital Outlays have increased by 4.2% on a year to year basis. The net effect of these changes is a 9.0% increase in total expense compared to FY 2013.



Raymond J. Marshall, P.E.
Executive Director

Year-to-Year Operating Budget Comparison

	FY 2013 Budget	FY 2014 Budget	Percent Change
Revenue			
Operating Revenue	\$ 84,580,939	\$ 93,223,324	10.2%
Non-Operating Revenue	5,924,400	5,386,243	(9.1%)
Total Revenue	90,505,339	98,609,567	9.0%
Expense			
Operating and Maintenance Expense	37,194,184	38,610,168	3.8%
Debt Service	38,267,187	43,953,579	14.9%
Debt Service Coverage	11,309,568	12,153,520	7.5%
Operating Capital Outlays	3,734,400	3,892,300	4.2%
Total Expense	\$ 90,505,339	\$ 98,609,567	9.0%

“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: Fog over Narragansett Bay

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its FY 2014 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.

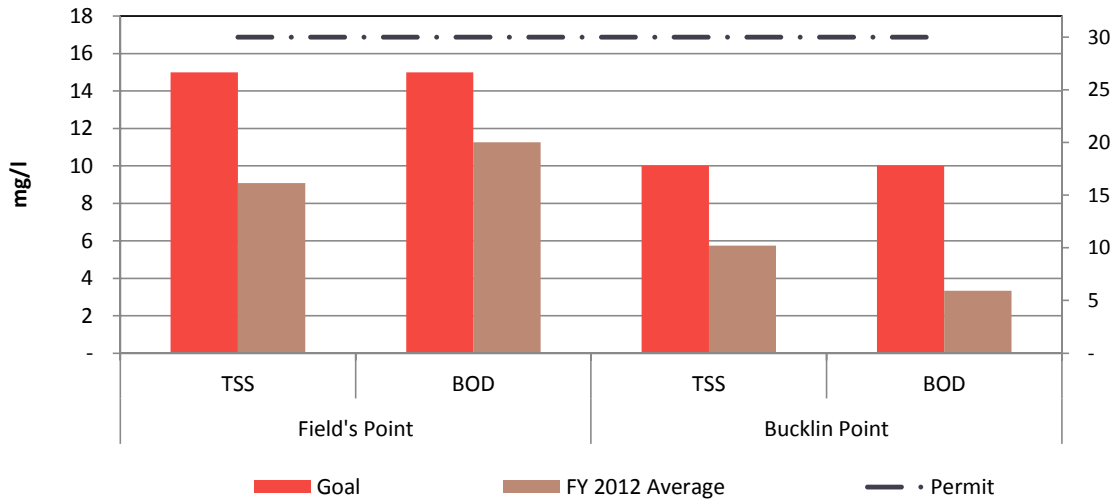
NBC Outlook

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 2014 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 2014 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 2014 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



A much higher treatment goal has been established for NBC. That 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 has brought the new facilities on-line as they were completed. The project's total cost estimate is \$66.6 million and is scheduled to be fully operational in FY 2014. This project was funded with financing through the federal American Recovery and Reinvestment Act or ARRA that included a "principal forgiveness" component of \$8.6 million. This year's budget reflects the operational impacts for increased electricity and chemicals necessary to achieve the permitted nitrogen limit. With respect to the nitrogen removal facilities at Bucklin Point, upgrade of the existing and construction of new Biological Nutrient Removal (BNR) facilities began in FY 2012 and is scheduled to be complete in FY 2015. Total project costs are estimated at \$42.7 million with \$9.8 million programmed in FY 2014.

This year's budget also reflects NBC's continued commitment to investment in capital projects required to meet current and future federal and state mandates 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 \$212.0 million with \$68.7 million programmed in FY 2014. To facilitate construction, the project was separated into fourteen different contracts based upon the tasks to be completed. Currently, all contracts have been awarded and construction is approximately 42% complete.

The economic climate has benefited NBC, as the bids received were well below the engineering estimates. As a result, the estimated total cost is \$21.2 million or 9% lower than last year. Construction of the CSO Phase II Facilities began in FY 2012 and is scheduled to be complete in FY 2015.



Photo: Woonasquatucket CSO Interceptor - Piping Installation



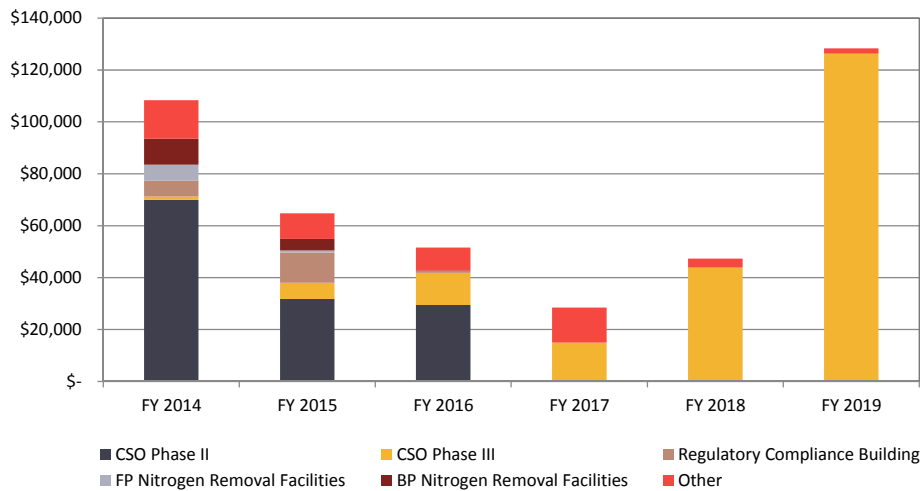
Photo: FPWWTF Wind Turbine

As part of NBC’s core business, environmental performance and financial management goals, NBC’s FY 2014 budget reflects investments in two renewable energy projects. First, NBC’s three 1.5 mega-watt wind turbines at Field’s Point will convert wind energy into electricity. Final improvements to the interconnection facilities are anticipated to be complete in FY 2014 which will allow NBC to increase electricity generation. In addition to the benefits of net metering, NBC will benefit from the sale of Renewable Energy Credits or RECs and has included revenues of \$360,000 from the sale of RECs.

Second, 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 2014 with a cost estimate of \$5.6 million.

Overall, NBC’s Capital Improvement Program (CIP) identifies 58 projects totaling approximately \$320.5 million that are either in progress, to be initiated or to be completed during fiscal years 2015-2019. In addition, capital expenditures of \$108.3 million are programmed for FY 2014 for a total of \$428.8 million during fiscal years 2014- 2019. The following graph shows NBC’s CIP by major project.

FY 2014 - 2019 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 at both of the wastewater treatment plants daily and monitor industrial pretreatment, significant industrial users (SIU’s), manholes, and river and bay bacteria levels. This budget continues funding of NBC’s Environmental Monitoring for Public Access and Community Tracking (EMPACT) project, which evaluates the quality of the receiving water at certain buoy and fixed station sites and provides the means to measure the water quality improvements resulting from NBC’s nutrient removal and CSO Phase I and II facilities.

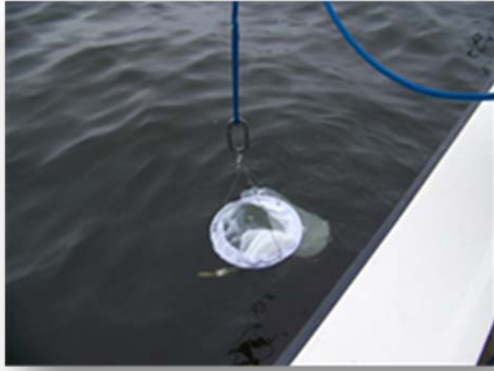


Photo: Sampling for Plankton

The FY 2014 budget includes approximately \$45,000 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. The budget also supports an additional \$30,000 in laboratory supplies required to support increased types and frequencies of analysis. Also included in this year's budget is \$236,000 for the replacements of the nutrient, oil and grease and trace element analyzers. Lastly, the FY 2014 budget includes \$90,000 for implementation of the Laboratory Information Management System (LIMS) by NBC's Information Technology group.

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 the revenue impacts of a 7.35% rate increase effective January 1, 2013 and a projected 10.06% increase in user fees effective July 1, 2013. These rate increases are for operations and maintenance, debt service and debt service coverage required to support NBC's core business functions and also include an adjustment to reflect declines in NBC's rate base. The Public Utilities Commission (PUC) also approved NBC's request to eliminate BOD/TSS surcharges which resulted in a decrease in budgeted revenues of \$110,000. NBC's engineers determined that NBC's newly upgraded biological process benefits from higher BOD and TSS influent loads. Overall, budgeted operating revenue is 10.2% higher on a year-to-year basis.

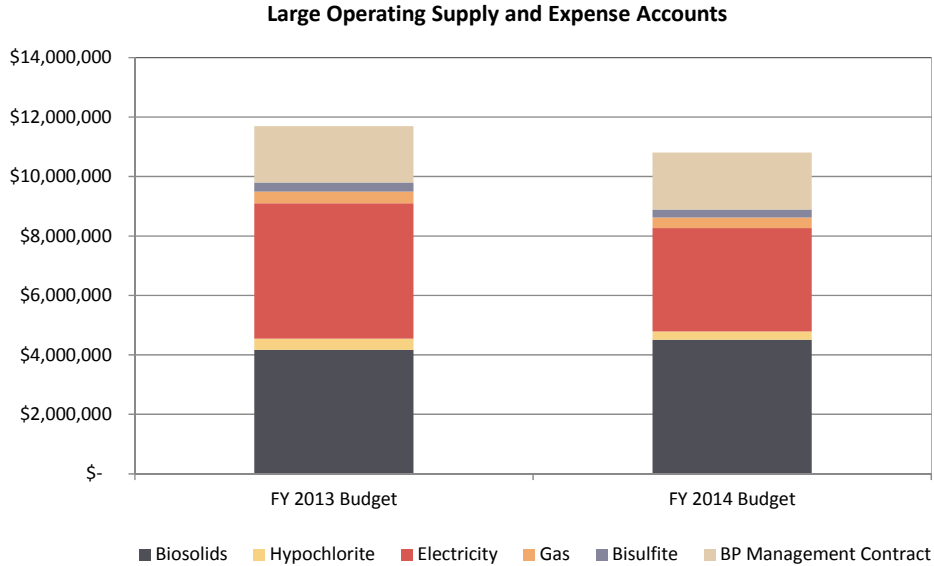
Non-operating revenues are budgeted 9.1% lower than last year. This is the net result of the elimination of the \$950,000 budgeted revenue fund balance and the inclusion \$360,000 from the sale of REC's from the electricity generated by the wind turbines along with other less significant revenue adjustments.

In terms of expense, the FY 2014 budget reflects a 3.8% increase in Operating and Maintenance (O&M) costs. Personnel costs comprise 56.4% of total O&M and show a modest increase of 7.2% over the FY 2013 budget amount. This includes contracted step increases and cost of living adjustments (COLA) for union employees and merit increases for non-union employees. The employer contribution to the union retirement and union retiree health continues to increase and is 11% higher than last year. Health insurance premiums increased by 8.25% which was partially offset by an increase in employee premium co-pays to 20%. The FY 2014 budget includes a reduction in budgeted turnover as staffing is much closer to full employment compared to prior years.

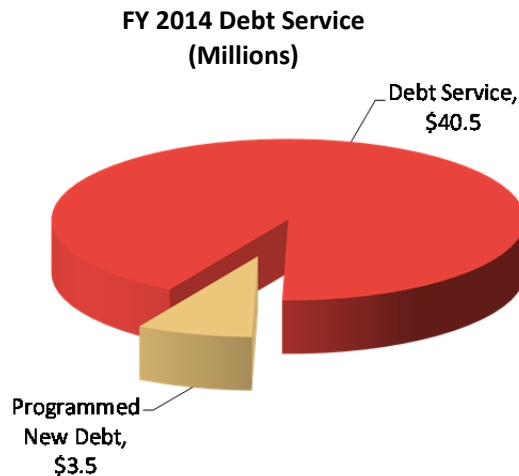
Operating Supplies and Expense represents 36.1% of the O&M costs and shows a net decrease of \$211,086 or 1.5% from FY 2013 levels. Costs for biosolids disposal are projected to increase by \$339,818 or 8.1% in FY 2014 as a result of a 1.9% increase in the contracted disposal rate and increased dry ton production. Electricity is the second largest budgeted line item in this category at \$3,477,527 which is \$1,071,913 or 23.6% less than the prior year. This is the result of a 26% decrease in the contracted supply rate as well as net metering at Field's Point which reflects the electricity generated by the wind turbines.

The FY 2014 combined chemical budget for hypochlorite and sodium bisulfite is \$144,997 or 21.2% lower than the prior year's budget as a result of both lower projected usage and a decrease in the per unit cost. In FY 2014, two new chemicals will be used as part of the nitrogen removal process at Field's Point. These include Carbon Feed at \$105,447 and Sodium Hydroxide at \$216,125. The natural gas budget is \$33,000 less than last year due to lower projected usage at Bucklin Point and the laboratory and a projected 5% lower rate per therm.

Professional Services make up 7.5% of the O&M costs and the FY 2014 budgeted amount in this category is \$170,130 or 6.2% higher than FY 2013. This is primarily the result of banking fees that NBC will incur due to the lower earnings credit rates that previously offset these charges. In addition, the Bucklin Point Management contract is budgeted \$20,000 higher in FY 2014 as a result of the contracted CPI adjustment which is 1.06% in FY 2014. The following chart provides a comparison of the FY 2013 and FY 2014 budgets for large operating accounts.



NBC anticipates additional borrowings in FY 2014 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. This year's model reflects a larger revenue bond than required to meet only FY 2014 capital needs. The revenue bond issue is sized at \$77 million which, along with a programmed \$12 million borrowing from the Rhode Island Clean Water Finance Agency and existing capital funds, will fund the existing contracted commitments of the CSO Phase II Facilities and Nitrogen Removal projects through FY 2015. This capital structuring will reduce the cost of issuance associated with multiple bond issues and the FY 2014 programmed new debt is approximately \$3.5 million. Overall, the budgeted amount for debt service, programmed new debt and debt service coverage is \$6.5 million or 13.2% higher than the FY 2013 level. The following chart shows the FY 2014 budgeted debt service.



The FY 2014 operating capital outlays account for 3.9% of this year's budget. On a year-to-year basis this represents a 3.6% increase or approximately \$132,900 over the prior year. This year's budget includes three significant IT projects; software licensing updates, a backup solution for NBC's server infrastructure and the annual personal computer refresh. In addition, the operating capital outlays budget reflects the impact of the NBC's asset management system which identifies items for replacement such as fleet vehicles, gates, sampling analyzers and pumps necessary for 24 hour day to day operations and to provide adequate treatment of the flows at the wastewater treatment facilities.

Staffing

NBC's FY 2014 budget reflects organizational changes necessary for NBC to meet its operational needs. The total number of FTEs funded in FY 2014 is 261 positions, which is two more than the prior year. There are two new positions in the Operations and Engineering Division including an Administrative Assistant to support to the Director of Operations and Engineering and a Maintenance Foreman at the Bucklin Point WWTF to monitor equipment operation and oversee and perform preventative, routine and corrective maintenance.

NBC's strategic objective is to recruit, develop and retain highly qualified staff. To this end, NBC offers its 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 2014 is the final year of the three year union contract successfully negotiated in 2012. In FY 2014, 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. Employees may also participate in physical activity challenges throughout the year to realize the benefits of a healthy body and improve wellness.

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 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 2014 NBC will continue to refine and expand the Customer Service application to more efficiently service NBC customers. NBC will ensure the timely and accurate monthly billing for its 83,000 accounts and streamline collection strategies to maximize the collection of past due accounts. This year's operating budget also includes funds for the reconfiguration of the Customer Service office space which will enhance efficiencies and reflect a contemporary work style.

In terms of communication, the FY 2014 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 with an environmental education conference which all the students attend. As part of its public outreach program, NBC also plans to coordinate and conduct neighborhood meetings to address concerns in areas impacted by the CSO Phase II Facilities construction activity.

Fiscal Year 2013 in Review

In FY 2013, the NBC organization achieved a noteworthy 141 accomplishments. Approximately 28% or 40 accomplishments focused on NBC's Core Business, while 26% focused on Financial Management goals. In addition, 20% of the accomplishments were Customer Focus based. The following table outlines the percentage of accomplishments by goal and also the totals by division.

FY 2013 Major Accomplishments

Strategic Plan Goals	Executive	Administration & Finance	Operations & Engineering	Planning, Policy & Regulation	Total	Percentage of Goals
Core Business	5	8	15	12	40	28%
Environmental	-	-	6	2	8	6%
Financial Management	3	28	2	4	37	26%
Customer Focus	2	6	3	17	28	20%
Staffing	-	5	3	3	11	8%
Communication	1	1	2	6	10	7%
Organizational	5	2	-	-	7	5%
	16	50	31	44	141	100%

NBC is the proud recipient of the 2013 National Association of Clean Water Agencies (NACWA) Excellence in Management Recognition Award - Platinum Level. This award is prestigious, and in order to receive it, a utility must demonstrate organizational innovation and efficiency in addition to superior operations. NACWA also recognized NBC's exemplary treatment levels with Field's Point earning a Gold Award for perfect compliance and Bucklin Point earning the Silver Award for excellent compliance.

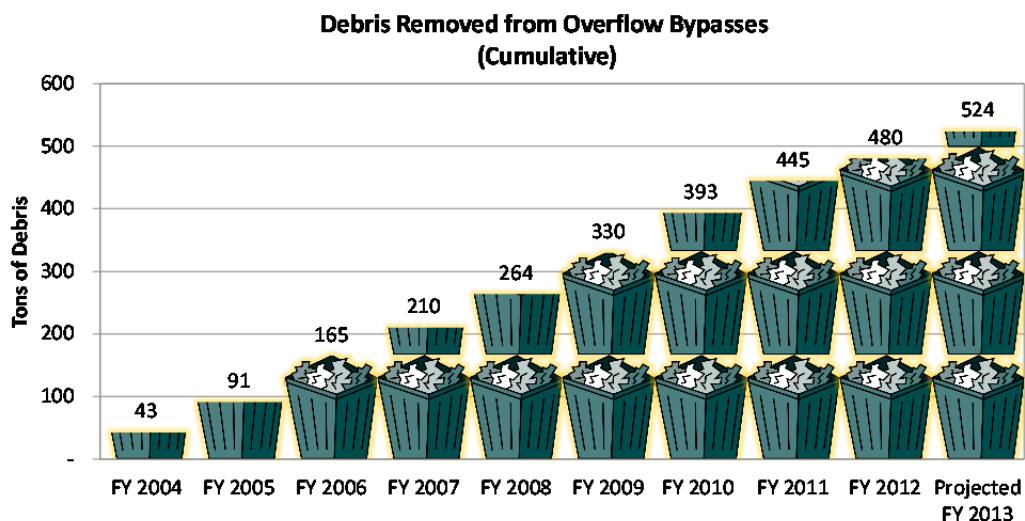


Photo: NBC's three wind turbines

In addition, NBC has operated the CSO Phase I Facilities for more than four years which has resulted in the capture and subsequent treatment of more than 4.8 billion gallons of combined water and wastewater.

NBC has emerged as a national energy leader by installing and operating Rhode Island's first wind farm at its Field's Point WWTF. NBC's Field's Point WWTF Wind Turbine Project was bestowed the '2012 Top Projects' Award by the Water & Wastes Digest. The criteria for selection were based upon regulatory demands, cost-efficient technologies, aging infrastructure needs and best practices.

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 following graph below shows the tons of material removed from the overflows. The amount of debris removed annually has continued to increase over the years and is projected to reach 524 tons in FY 2013.



In FY 2013, NBC continued to conduct routine treatment plant sampling to determine compliance with standards. Manhole, industrial user, septage and river and bay monitoring were conducted to determine water quality after NBC discharges. NBC began to sample and analyze plankton to determine the effects of decreased nutrients in the upper bay. The results showed that dissolved inorganic nutrient concentrations at five of the six sites sampled had the lowest concentrations since the inception of NBC’s monitoring program. Overall, the NBC staff collected 27,149 samples, with the majority related to WWTF monitoring as shown in the adjacent table.

Number of Samples Collected in 2012		
Wastewater Treatment Facility	18,183	67%
River & Bay Nutrient	3,385	12%
River & Bay Bacteria	2,473	9%
Significant Industrial User	1,706	6%
Manhole	861	3%
Septage	311	1%
Other	230	1%
Total	27,149	100%

NACWA awarded our organization the National Environmental Achievement Award for excellence in Public Information and Education for “NBC’s Snapshot of the Upper Narragansett Bay” website. The site provides real-time data on conditions in Narragansett Bay as well as analysis and historical information from NBC’s water quality scientists.



Photo: NBC’s Snapshot of Upper Narragansett Bay website

The Permits section launched a new on-line Sewer Connection Permit Application Program developed in-house by NBC’s IT staff. This application allows businesses and property owners to electronically file and pay for permit applications, enabling NBC to process all applications more rapidly.

From a financial point of view, FY 2013 was another strong year for NBC although NBC has continued to experience shortfalls in consumption related user fee billings. This was offset by effective cost control as NBC anticipates finishing the year \$2.8 million under budget with respect to operations and maintenance and \$4.1 million under budget with respect to debt service.

NBC issued \$40.0 million in Bond Anticipation Notes (BANS) at 0.5% which were taken out with a \$71.48 million revenue bond issue. In addition, NBC executed a \$25.0 million loan from the RICWFA that included a principal forgiveness portion for “green” projects of \$80,966. NBC’s actual interest expense was approximately \$1.4 million lower than projected on its outstanding Variable Rate Demand Obligations (VRDO) as a result of continuing low short-term interest rates.

Standard & Poor’s reaffirmed NBC’s AA- credit rating and views the outlook for this rating as stable, 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 VRDOs. NBC’s FY 2013 Operating Budget was awarded the GFOA Distinguished Budget Award for the eleventh consecutive year with Special Recognition for Capital for the fourth consecutive year and Special Performance Measures Recognition. NBC also was awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2012 Comprehensive Annual Financial Report, for the eleventh consecutive year. NBC’s consistently sound financial performance is evident with 21 consecutive years of operating surpluses.

With respect to Information Technology (IT), NBC's IT department completed the Exchange 2010 upgrade, the migration from HP-UX to Red Hat Linux and finalized the SharePoint upgrade from version 2007 to 2010. This significant undertaking will lower maintenance fees and align the operating system, databases, and applications. To enhance performance, IT upgraded the Microwave communications link between the Corporate Office Building and Bucklin Point and installed a new state of the art Storage Area Network. In addition, IT installed both a new telephone system and a new Blade Array. These efforts serve to keep NBC's technology current which enhances performance, productivity and customer service while reducing costs.

From a human resources standpoint, NBC received the 2013 Best Places to Work in Rhode Island Award, which involved the completion of a workplace assessment process including employee surveys and an inventory of company benefits, policies and offerings. NBC was also the recipient of the Chamber of Commerce Exemplary Worksite Health Award for the sixth consecutive year. In addition, staff promoted and implemented an NBC Wellness Incentive Program and offered several wellness and training programs to staff. As a result, NBC received national recognition from United Healthcare with their Well Deserved Award for Wellness Initiatives.



Photo: NBC Biologist and student examine bacteria at the Woon Watershed Explorers conference

With regard to public outreach, NBC performed a number of public outreach events, conducted numerous watershed education programs through the Woon Watershed Explorers Program for over 550 students in 134 elementary schools in the service area, as well as water quality education to high school students.

NBC continued to work with the Rhode Island congressional delegation on green infrastructure, integrated planning and clean water trust fund bills, and provided support for NACWA for national environmental initiatives. NBC also performed community outreach with Providence neighborhoods concerned about CSO odor control and 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 by many professional organizations and publications. The awards validate 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 commitment to its ratepayers. In FY 2014, NBC will continue to work to protect its community, ratepayers and all Rhode Islanders through the enhancement of water quality in Narragansett Bay.

Handwritten signature of Raymond J. Marshall in black ink.

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 that they were beyond the City of Providence's capability to control them. Additionally, the prospect of continued federal funding of sewer construction programs under the Clean Water Act was clouded by the scheduled expiration of the Clean Water Act at the close of the 1982 federal fiscal year.

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

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

The Commission

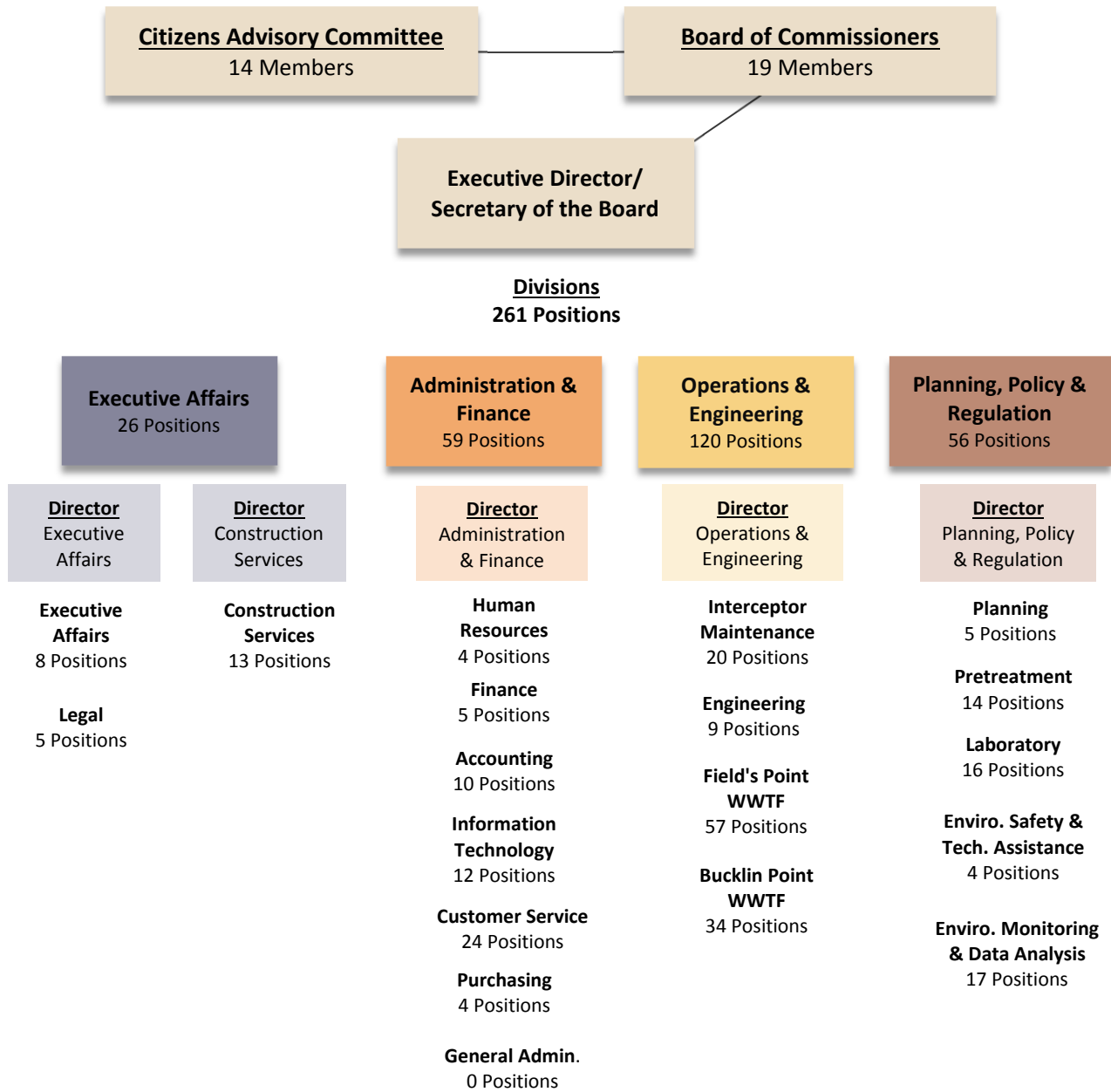
NBC is governed by a 19 member Board of Commissioners (Board). The Board consists of nine members representing the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates a balanced budget, to approving contracts 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 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 14 Operating Budget by Division



- Executive Affairs & Construction Services
- Administration & Finance
- Operations & Engineering
- Planning, Policy & Regulation

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, labor relations 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 DIVISION

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, employee benefits and collective bargaining agreements.

Finance: Ensures overall sound financial management including the CIP, operating budget, long-term debt, rate setting, NBC retirement plans, cash management, and compliance.

Accounting: Maintains NBC financial records, issues monthly financial statements in accordance with GAAP, payroll and payment processing, IRS compliance and preparation of monthly trust and restricted funds transfers.

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

Customer Service: Provides accurate and timely billing and collection of approximately 84,000 accounts in the NBC service area and is responsible for 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, 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 NBC's entire 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

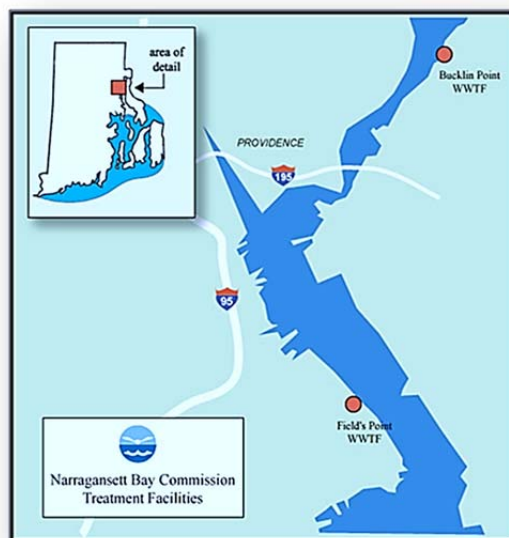
NBC executed a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) Abatement Program. The first phase of the CSO Program was implemented in the fall of 2008. Additional CSO facilities must be constructed in Phase II and Phase III of the CSO program to address 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 near completion and the facilities are being tested. Upgrades to the nutrient removal facilities at Bucklin Point are ongoing.

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 Variable Rate Demand Obligations.

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.



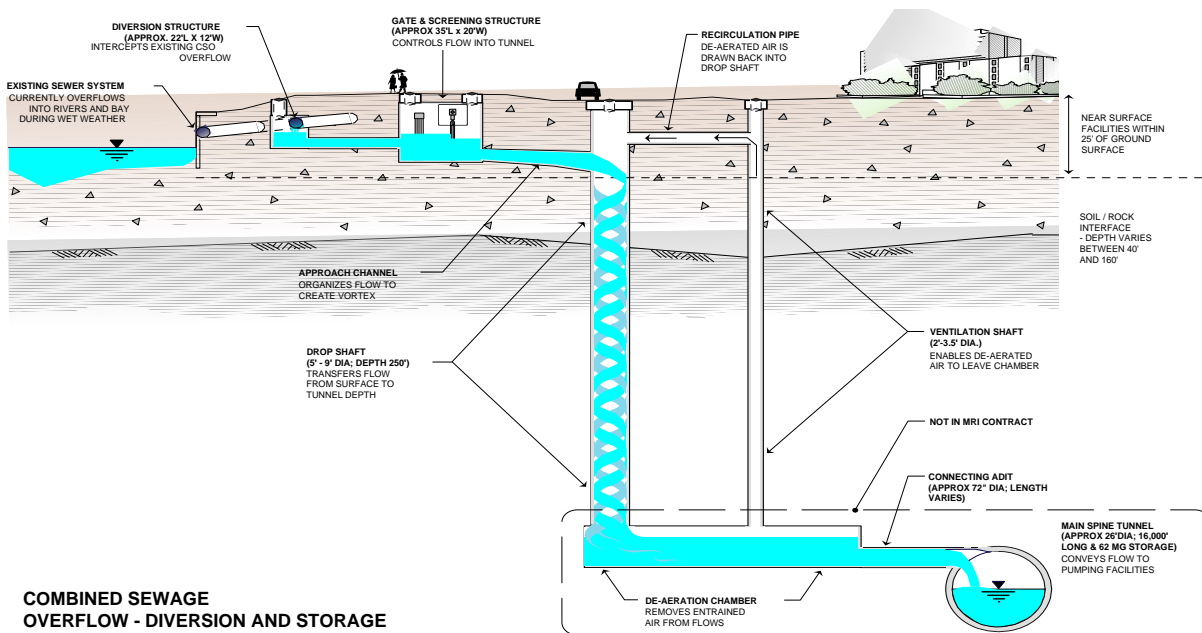
Photo: Aerial View of Field's Point

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 98% 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.

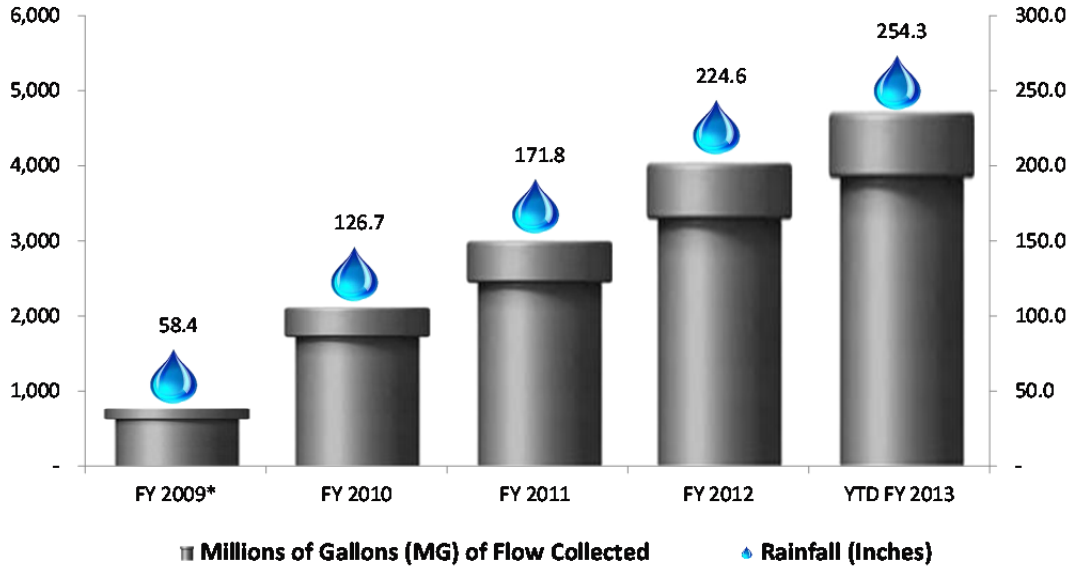
CSO Phase I Facilities and Tunnel Pump Station

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. The schematic below shows the CSO process.



Since its inception, over 4.8 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.

CSO Phase I Facilities - Collection of Flow



*Facilities operational in November 2008

Field’s Point Wind Turbines

NBC investigated the use of wind energy in 2005 as part of an EPA project to identify alternative energy opportunities for WWTF’s. NBC conducted a detailed Wind Energy Feasibility Study at the Field’s Point WWTF that concluded the site has sufficient wind resources and an appropriate infrastructure to support up to three utility scale wind turbines.

In January 2010 NBC received FAA approval to install three wind turbines each with maximum heights of 360 feet at the Field’s Point WWTF. The electricity produced by these turbines will offset approximately 3,000 tons/year of carbon dioxide that would have been released from fossil fuel generated electricity.

In October 2012, the Commission began operation of three 1.5 MW wind turbines that will convert wind energy into electricity. The electricity is net-metered and is used onsite at Fields Point.



Photo: Field’s Point Wind Turbines

Bucklin Point Service Area Facilities and Technology

The former Blackstone Valley District Commission (BVDC) was established by the Rhode Island General Assembly in 1947 to service the Blackstone Valley area. State legislation effectuated the merger of BVDC into NBC on January 1, 1992. A comprehensive upgrade of the Bucklin Point WWTF was completed in 2006 making it the most technologically advanced treatment plant in the state. The facilities provide secondary treatment for flows of up to 46 MGD and primary treatment for flows up to 116 MGD.



Photo: Bucklin Point Wastewater Treatment Facility

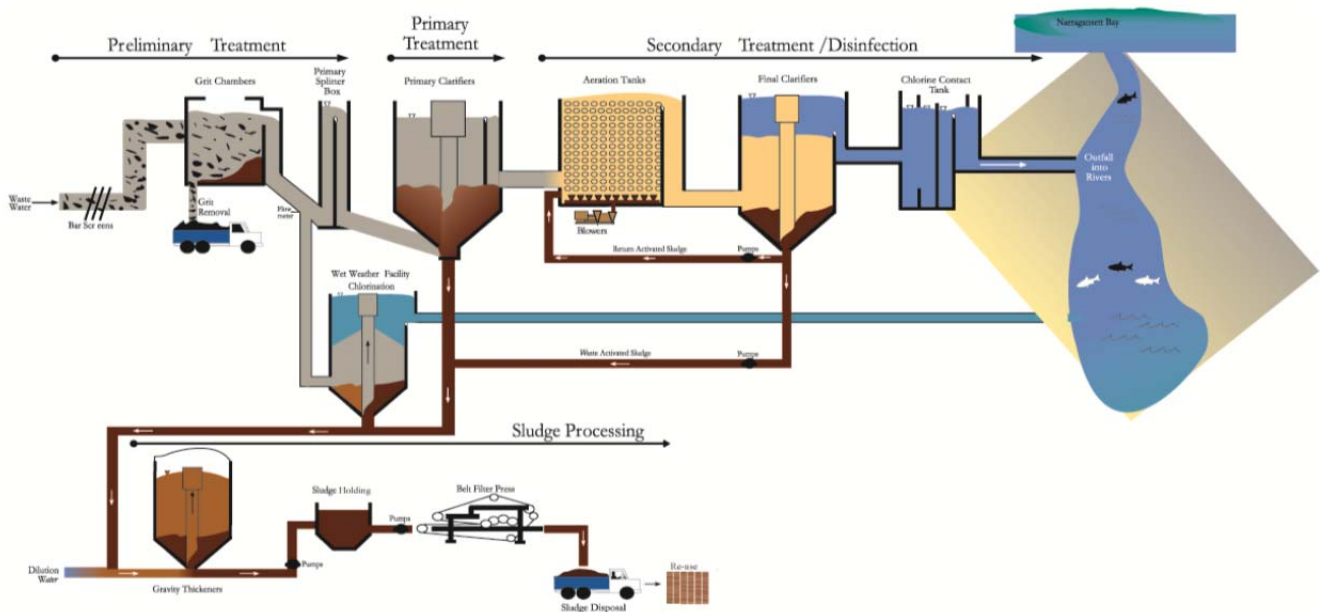
NBC also owns and operates the Omega Pump Station in East Providence and the Saylesville Pump Station and the Washington Highway Pump Station in Lincoln.

NBC is responsible for 26 Combined Sewer Overflows in the Bucklin Point service area and 30 miles of interceptors.

Wastewater Treatment Process

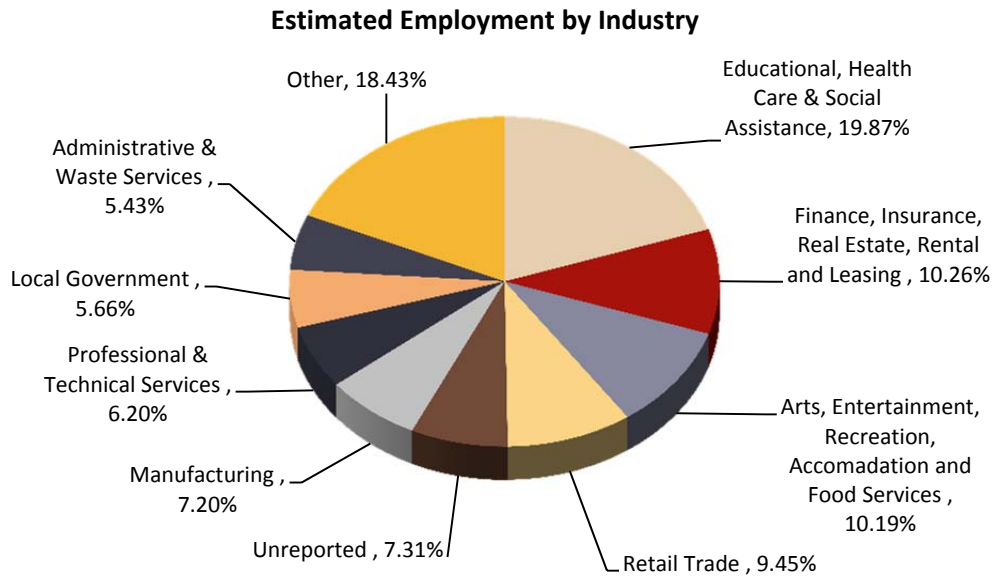
NBC works hard to protect the water quality of Narragansett Bay and its tributaries. NBC's task is to protect public health by taking billions of gallons of dirty water every year and making it clean. This is accomplished by operating twenty-four hours per day, three hundred and sixty-five days-a-year.

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



Rhode Island Economy

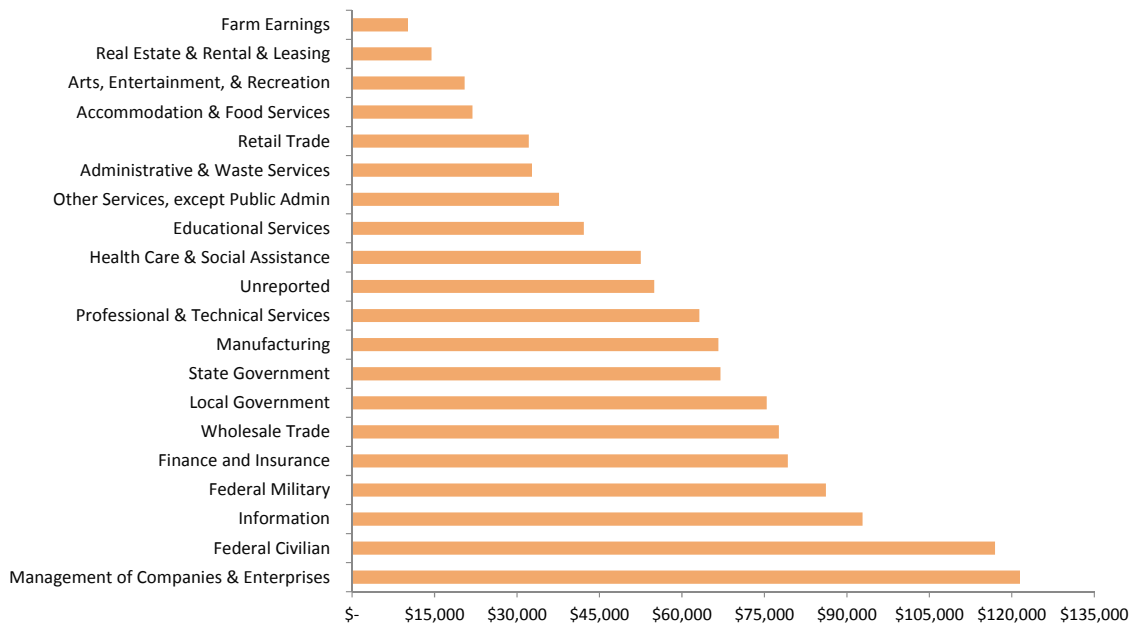
According to the Rhode Island Department of Economic Development, the economic base of Rhode Island has shifted from manufacturing and goods to service industries over the last decade. The chart below shows estimated employment by industry for the calendar year 2011.



*Source: U.S. Census Bureau, 2011 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 2011.

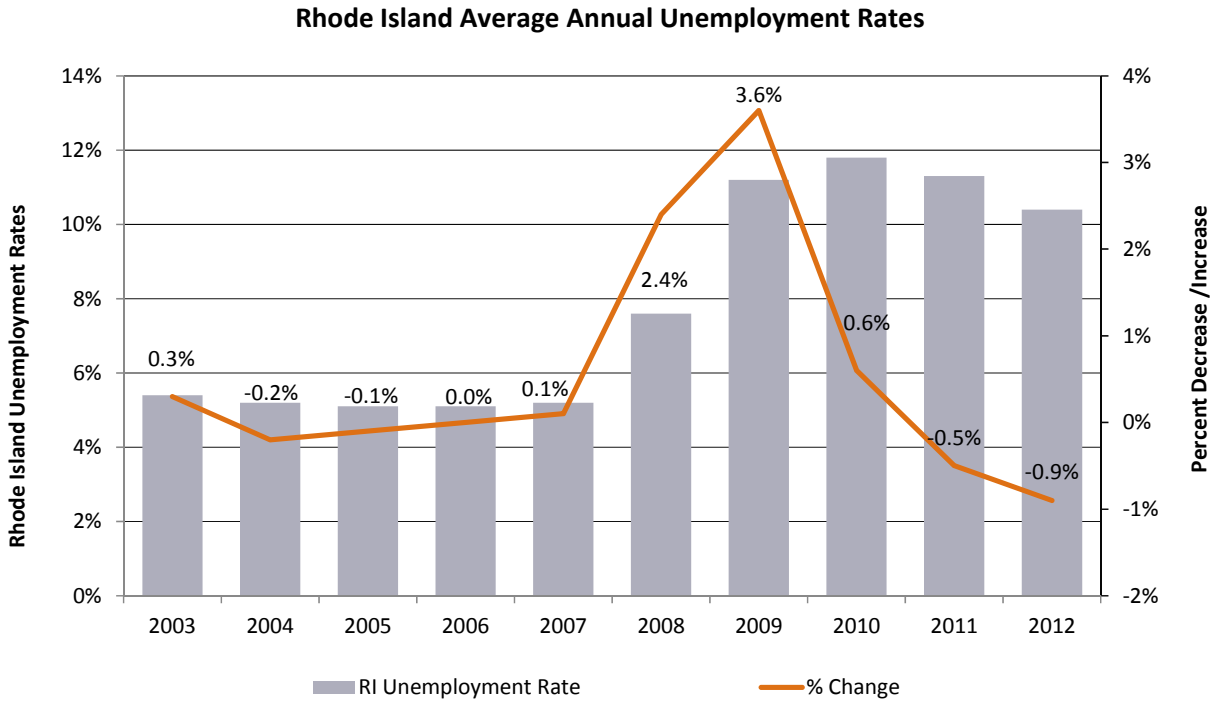
Rhode Island Average Annual Earnings per Employee by Major Industry



*Source: United States Regional Economic Analysis Project. Average Earnings per Job by Major Industry, Rhode Island 2011

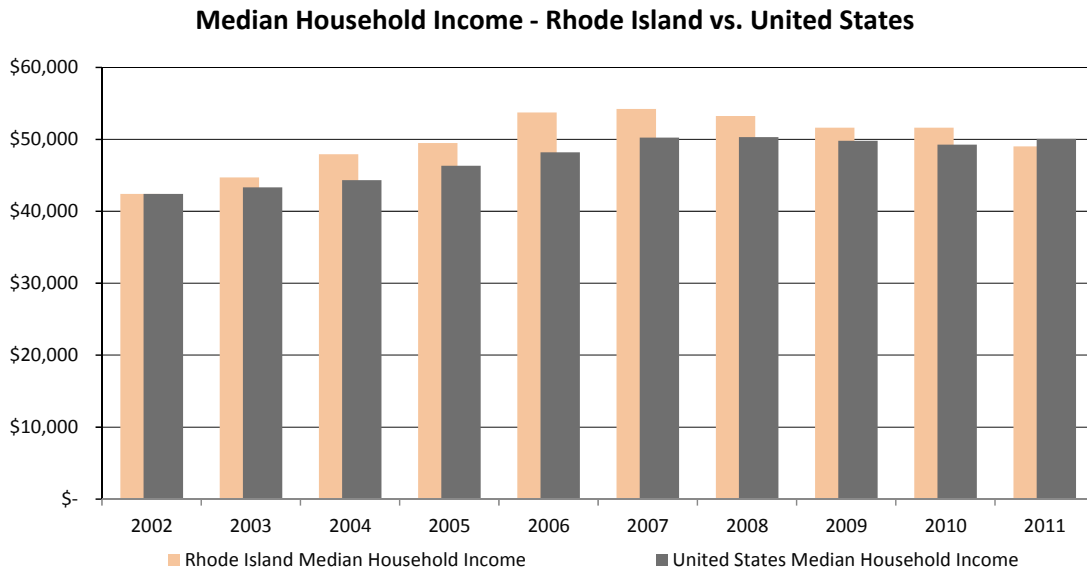
*Source: United States Regional Economic Analysis Project. Average Earnings per Job by Major Industry, Rhode Island 2011

The graph below, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures over the past ten years for Rhode Island. Rhode Island unemployment rates increased significantly from 2008 to a peak rate of 11.8% in 2010 and has since declined to a rate of 10.4% in 2012.



*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 2002-2011 compared to national statistics. Rhode Island's median household income remained above the national average from 2001-2010 but fell below the national median by approximately 2% or \$1,021 to \$49,033 in 2011.

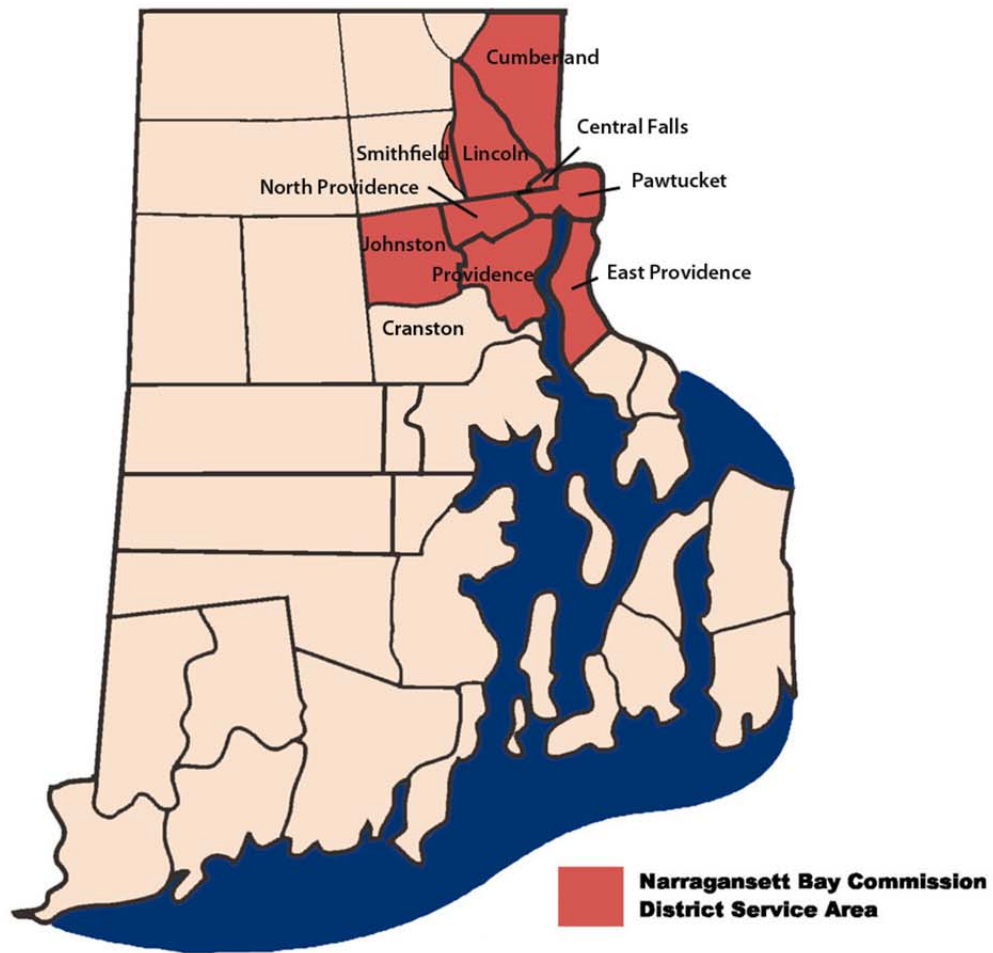


*Source: United States Census Bureau – Historical Income Tables

NBC Service Area

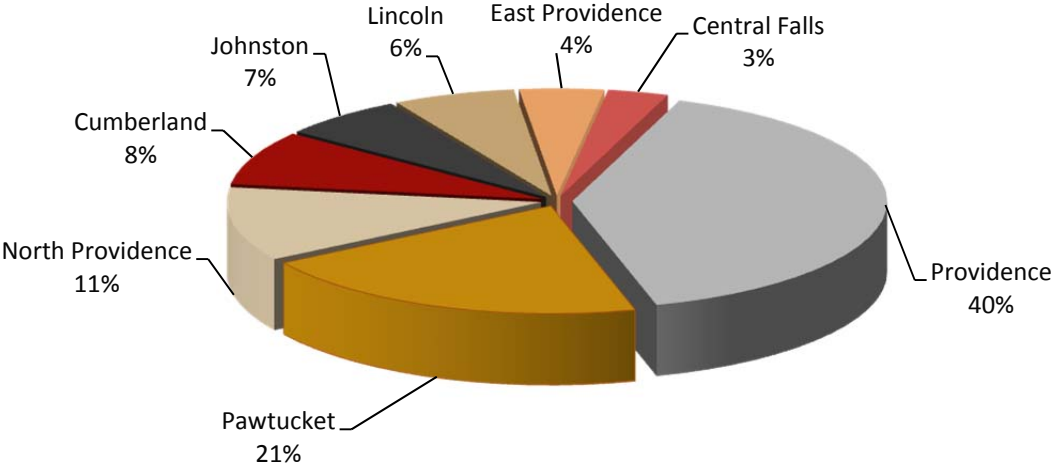
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,800 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland,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

Percentage of Accounts by Community

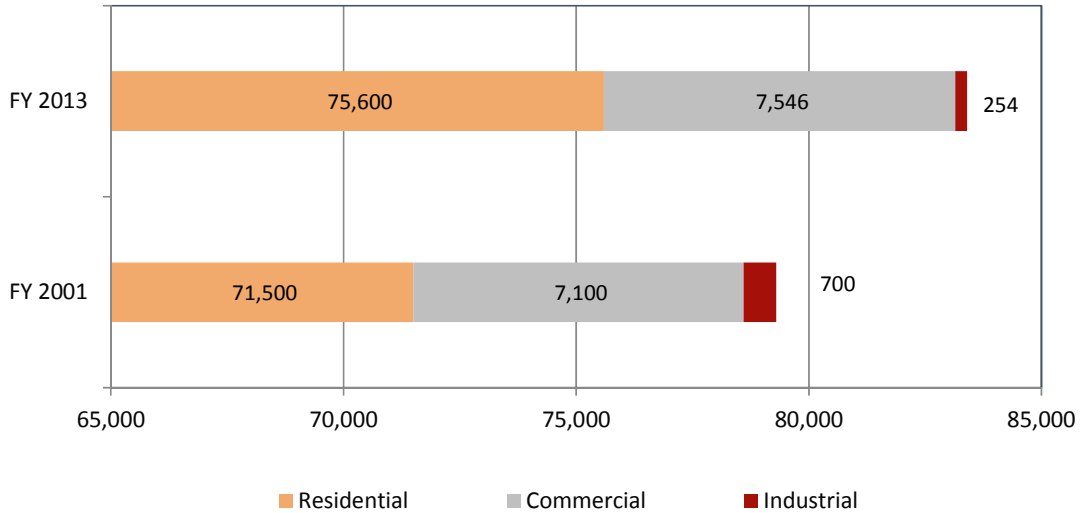


The residential customer class has approximately 83,400 accounts, while the non-residential class has approximately 7,800 accounts. The largest NBC customers are service and education providers and NBC’s ten largest customers based on FY 2012 billings are listed in the table below:

Customer	Total Annual Billing FY 2012	Percentage of Total Annual User Charges
Brown University	\$ 1,250,426	1.64%
Providence Housing Authority	1,216,829	1.60%
RI Hospital	1,150,305	1.51%
City Of Providence	615,648	0.81%
City Of Pawtucket	575,037	0.75%
Providence School Department	484,395	0.64%
Providence College	361,422	0.47%
Johnson & Wales	359,217	0.47%
State Of Rhode Island	308,220	0.40%
RISD	250,181	0.33%

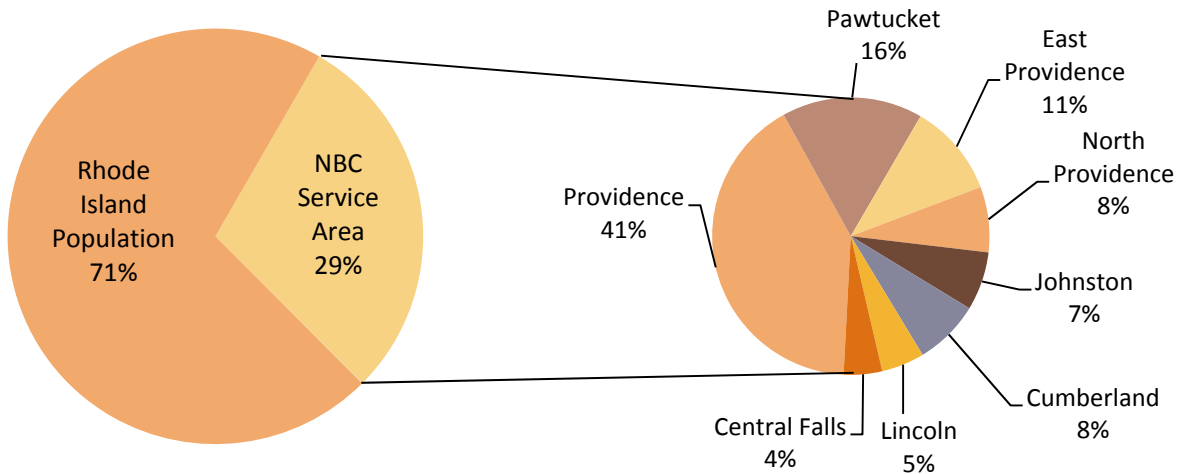
Over the last twelve years there has been a shift in NBC’s rate base, most notably as a result of a decline in the number of Industrial accounts. Since 2001, the number of Industrial accounts has decreased by 64% from 700 to 254. Over this same time period, the numbers of Residential and Commercial accounts have increased by 6%, to 75,600 and 7,546 respectively.

Number of Accounts by Customer Class



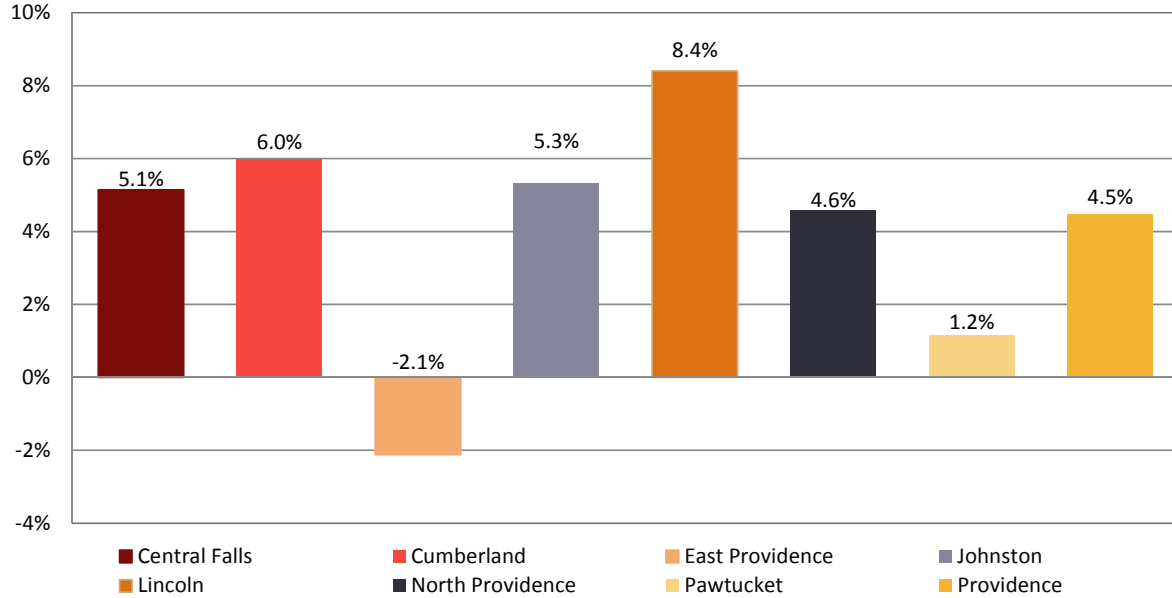
NBC Service Area Population and Statistical Information

The total population for Rhode Island based on the 2011 US Census is 1,051,302. 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 2015 to 2030. 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 6.0% and 8.4% respectively. The population in East Providence is projected to decline by 2.1% over this period.

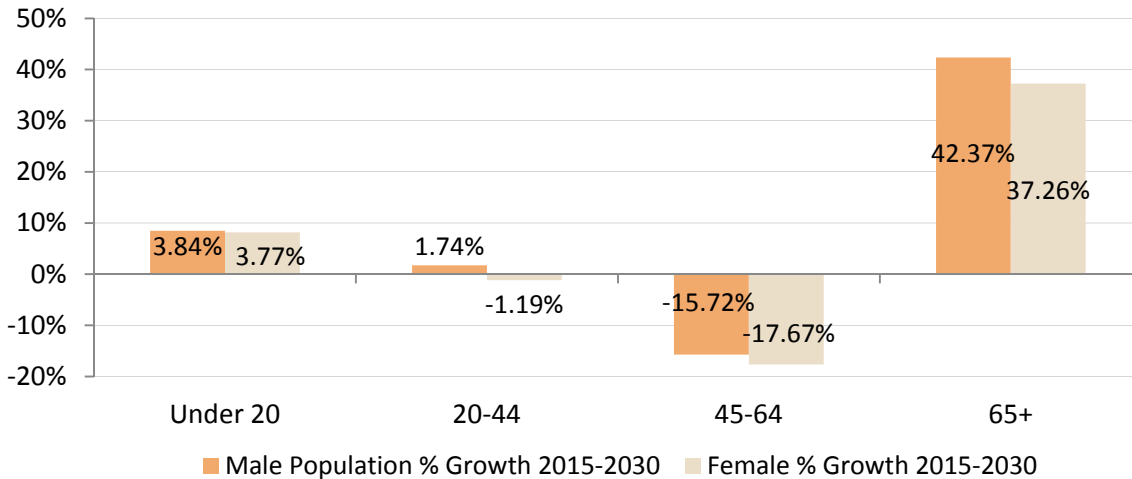
Projected Population Growth by City/Town 2015-2030



*Source: Rhode Island Statewide Planning- Population Projections

The graph below illustrates the projected population growth from 2015-2030 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 female population in the 45-64 age groups at 17.67%. The population is projected to increase in the Under 20 age group for both females and males, 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 42.37%.

NBC Service Area Projected Population Percent Growth by Age Group and Gender 2015-2030



*Source: Rhode Island Statewide Planning- Population Projections

The Strategic Plan and the FY 2014 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

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

Financial Management

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

Customer Focus

Maintain a customer-focused attitude throughout the organization.

Staffing

Attract, develop and retain highly qualified employees.

Communication

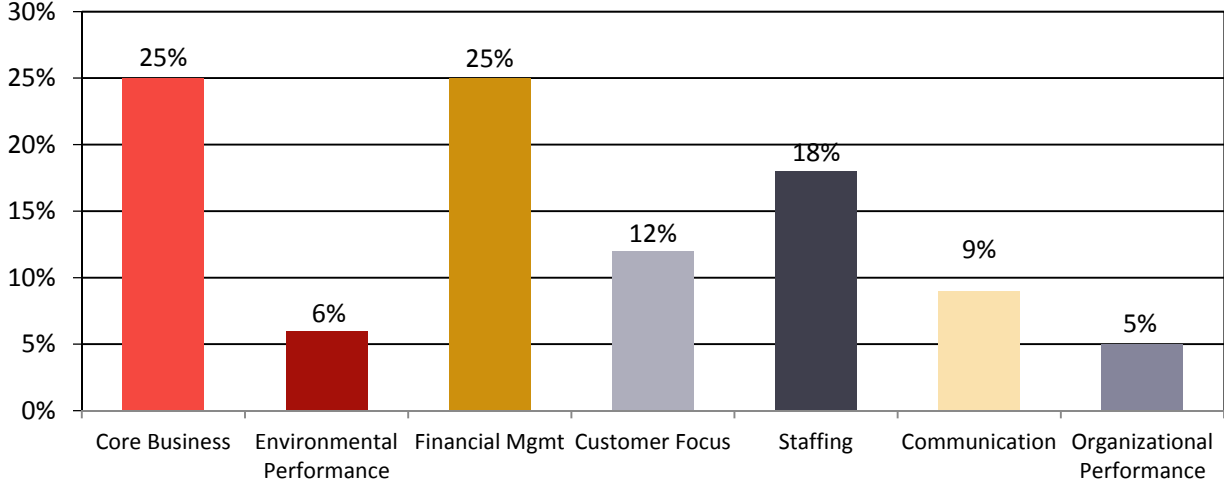
Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".

Organizational Performance

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

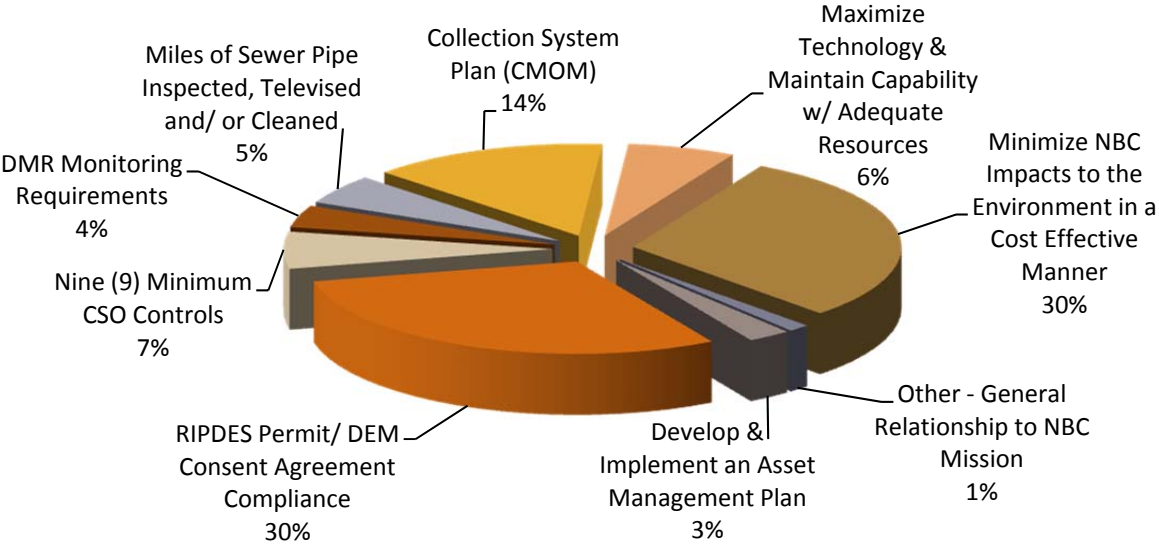
Finance and program managers worked to identify and incorporate Strategic Plan driven actions for achievement, service level objectives, and key target measures into their budgets. The Actions for Achievement or Service Level Objectives are linked to Target Measures and indicate a clear pathway between the long-term and short-term objectives. Program Managers determined that 25% of the Actions for Achievement were aligned to each of the Core Business and Financial Management goals. In addition, 18% of the Actions for Achievement relate to Staffing and 12%, Customer Focus. 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



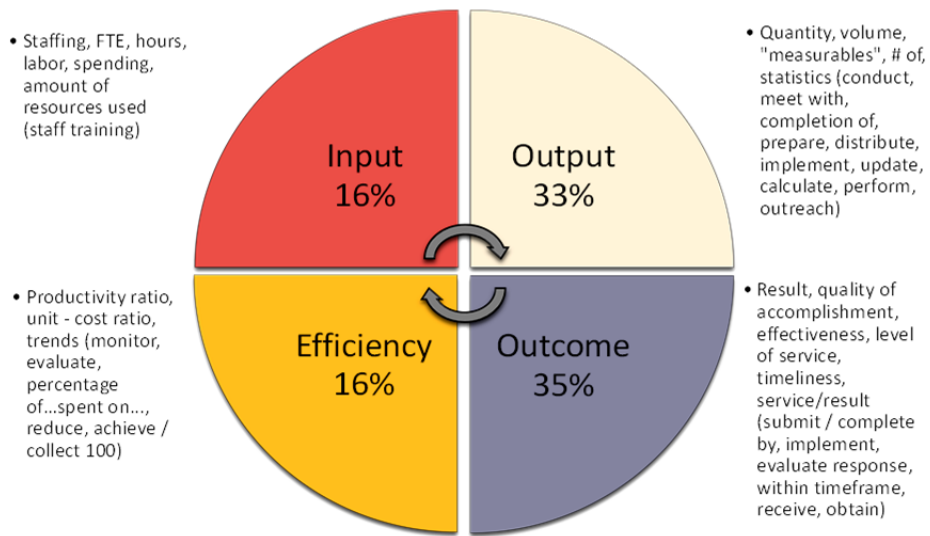
The Strategic Plan is also integrated into the Capital Improvement Program. Due to the increasing complexity of the CIP and NBC’s funding constraints, NBC evaluated proposed capital investments in light of their strategic value. NBC’s Strategic Plan ensures the ability to meet water quality objectives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

Percentage of Capital for Achievement by Strategic Objective

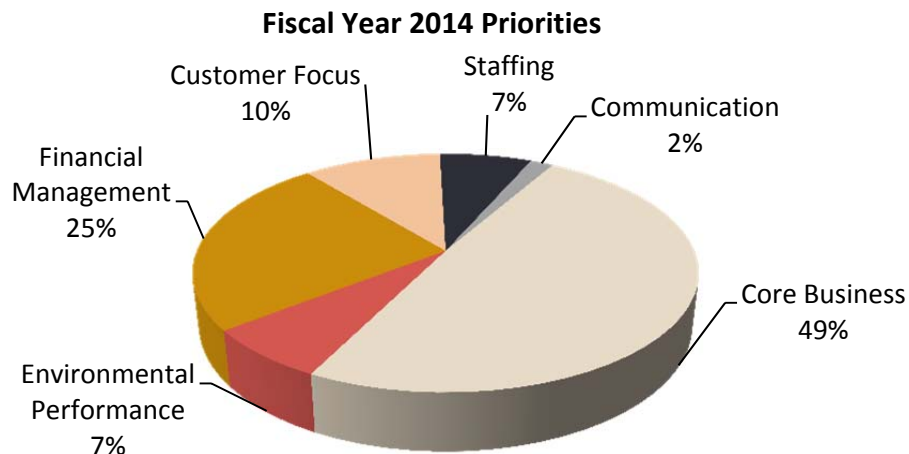


Of the 58 CIP projects, 31% are related to the RIPDES Permit/DEM Consent Agreement Compliance Objective and to minimize NBC's Impacts to the Environment in a Cost Effective Manner. In addition, 15% are related to the Collection System Plan Objective which relates to capacity management and operation 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 186 target measures, the majority or 35% are Outcome or result related, whereas 33% of the measures are quantifiable or Output related. The remaining 32% 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 2014 and corresponded it with a key code from the Strategic Plan. These are further outlined in the Division summaries section of this document. Of the 57 priorities for FY 2014 for the NBC, 28 are categorized under Core Business followed by Financial Management at 25% or 14 priorities. The following graph shows the percentage of NBC's section's priorities by goal action for achievement.



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 up time
- 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 an adequate level of training opportunities to ensure user comfort with systems and processes
- CB 8 – Ensure all facility inspections are completed on time and deficiencies corrected in a timely manner
- CB 9 – Maintain on-going 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 by maximizing effluent treatment. The limit for both of these parameters is 30 mg/l.
- CB 14 – Maintain full compliance with all requirements of CSO stormwater permits for both NBC WWTFs
- CB 15 – Maintain NBC Laboratory quality and resources necessary to meet State and Federal certifications, mandated environmental requirements and ensure proper WWTF operations
- CB 16 – 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 17 – 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 18 – Provide safe and 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 fecals 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 liason 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 invoice for ongoing projects and biweekly payroll
- FM 9 – Ensure audited financial statements are in compliance with the “Generally Accepted Accounting Principles”
- FM 10 – Comply with flow of funds restrictions as set forth in the trust indenture
- FM 11 – Comply with IRS rules and regulations
- FM 12 – Comply 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 chemical additions 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
- FM 24 – To conduct Energy Management Assessments/follow-up activities of NBC facilities/Operations to help identify and implement energy savings opportunities
- FM 25 – Optimize the efficiency of the solids handling area
- FM 26 – Plan/schedule maintenance work on a weekly basis so as to improve efficiency of staff time
- FM 27 – Minimize service contracts by providing preventative maintenance (PM) training to in-house staff

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 reponses 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
- CF 14 – Provide accurate routine and comprehensive data reporting to all relevant NBC sections and staff to allow them to optimize their activities and operations

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 – Expand public outreach regarding NBC programs
- C 2 – Expand the successful watershed education program for students
- C 3 – Manage the public and legislative affairs related to NBC’s ongoing activities
- C 4 – Communicate status of capital projects to staff and Board members
- C 5 – 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 communications 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 ethics 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

This page was intentionally left blank.

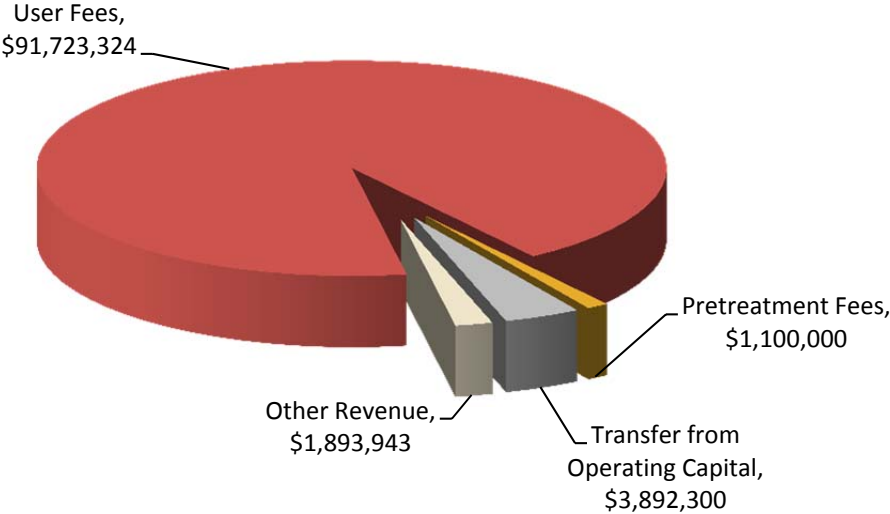
Budget Summary Information

Budget Overview

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Revenues			
Operating Revenue:			
User Fees	\$ 75,921,752	\$ 82,980,939	\$ 91,723,324
Pretreatment Fees	1,087,140	1,100,000	1,100,000
Septage	304,157	300,000	300,000
Connection Permit Fees	85,487	90,000	100,000
BOD/TSS Surcharges	93,462	110,000	-
Miscellaneous	7,249	-	-
<i>Total Operating Revenue</i>	77,499,247	84,580,939	93,223,324
Non-Operating Revenue:			
Operating Grant Revenue	129,327	25,000	-
Investment Income	10,868	15,000	25,000
Late Charges	918,943	950,000	918,943
Transfer from Operating Capital	2,271,597	3,734,400	3,892,300
Revenue Fund Balance	-	950,000	-
Miscellaneous	254,989	250,000	550,000
<i>Total Non-Operating Revenue</i>	3,585,724	5,924,400	5,386,243
Total Revenue	\$ 81,084,971	\$ 90,505,339	\$ 98,609,567
Expenses			
O & M Expense:			
Personnel Costs	\$ 19,377,798	\$ 20,307,309	21,764,249
Operating Supplies/Expense	12,823,985	14,155,105	13,944,019
Professional Services	2,472,369	2,731,770	2,901,900
<i>Total O & M Expense</i>	34,674,152	37,194,184	38,610,168
Debt Service:			
Debt Service	32,109,282	35,872,437	40,470,284
Programmed New Debt	-	2,394,750	3,483,294
<i>Total Debt Service</i>	32,109,282	38,267,187	43,953,579
Debt Service Coverage	12,029,940	11,309,568	12,153,520
Operating Capital Outlays	2,271,597	3,734,400	3,892,300
Total Expense	\$ 81,084,971	\$ 90,505,339	\$ 98,609,567
Debt Service Coverage Ratio	1.37	1.30	1.28

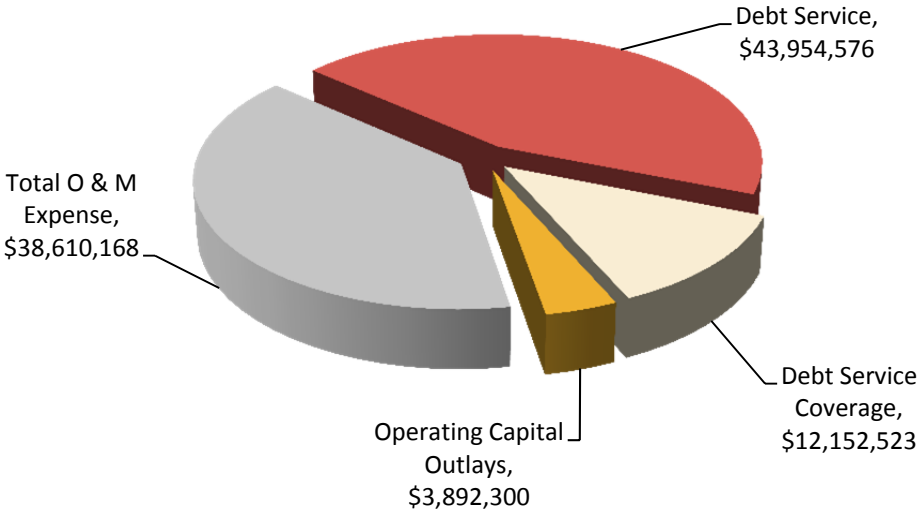
The Budget Overview table on the previous page shows that budgeted operating revenue is \$8.6 million, or 10.2%, higher than last year. Total projected revenue for FY 2014 is approximately \$98.6 million and user fees are the most significant source of revenue, representing \$91.7 million, or 93% of total revenue. The chart below illustrates the sources of FY 2014 budgeted revenue.

Sources of Revenue



The largest category of expense in FY 2014 is NBC’s Debt Service, which is \$44.0 million and represents 44.6% of total uses of revenue and includes \$40.5 million in existing debt service and \$3.5 million in programmed new debt. Debt service coverage is \$12.2 million and \$3.9 million is for operating capital outlays. The debt service coverage ratio is 1.28 which ensures compliance with the rate covenant of 1.25 set forth in NBC’s Trust Indenture. The remaining expenses fall under Operations & Maintenance (O&M), which totals \$38.6 million and represents 39.2% of total uses of revenue. The chart below illustrates FY 2014 budgeted uses of revenue.

Uses of Revenue



FY 2014 Budget – Key Assumptions

The development of the FY 2014 budget was governed by the following:

Key long-term guidelines:

- The Strategic Plan guides the development of priorities, and program objectives and measures; and also determines the strategic value of the capital projects in the CIP.
- The operating capital outlay policy defines operating capital items as those with cost greater than \$2,500 and a minimum useful life of two years.
- The asset management policy requires the identification of short-term capital needs and the development of a long-term (five years) asset replacement plan.

*** Key short-term guidelines:**

- The budget contains a 2.25% Cost of Living Adjustment (COLA) and step increases as set forth in the Collective Bargaining Agreement (CBA) with union employees and merit increases for non-union employees.
- NBC's contribution rate to the Rhode Island State Retirement System on behalf of participating union employees increased from 22.18% in the FY 2013 budget to 24.33% in FY 2014.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees increased from 6.86% in FY 2013 to 7.80% in FY 2014.
- Fringe benefit rates reflect an 8.25% increase in health insurance premiums which are offset by increased employee premium co-payments of 20% for a net increase in the budgeted family health insurance premium of 3.1% on a year to year basis. Family dental and vision insurance premiums increased by 6.0% and 8.0% respectively. (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 2.5 to 2.0 full-time equivalents (FTEs).
- Consumer Price Index (CPI) increase of 1.9% in the contracted biosolids disposal rate as of January 1, 2014.
- CPI increase of 1.06% in the Bucklin Point management base contract effective July 1, 2013.
- Electricity supply rate of \$0.06410 per kWh effective April 2013 for three year period. Increased electricity usage for Bucklin Point and Field's Point Biological Nutrient Removal (BNR) Facilities which is offset by net metering of the wind turbine electricity production.
- Natural gas projected rate per therm is 5% lower than last year.
- Effective July 1, 2013, the chemical rates at Field's Point will decrease for sodium bisulfite by 0.36% from \$1.3822 to \$1.3772 per gallon and for hypochlorite by 1.42% from \$0.5692 to \$0.5611 per gallon.

- Effective July 1, 2013, two new chemicals to be used as part of the nitrogen removal process at Field's Point are included. These include Carbon Feed at \$105,447 and Sodium Hydroxide at \$216,125.

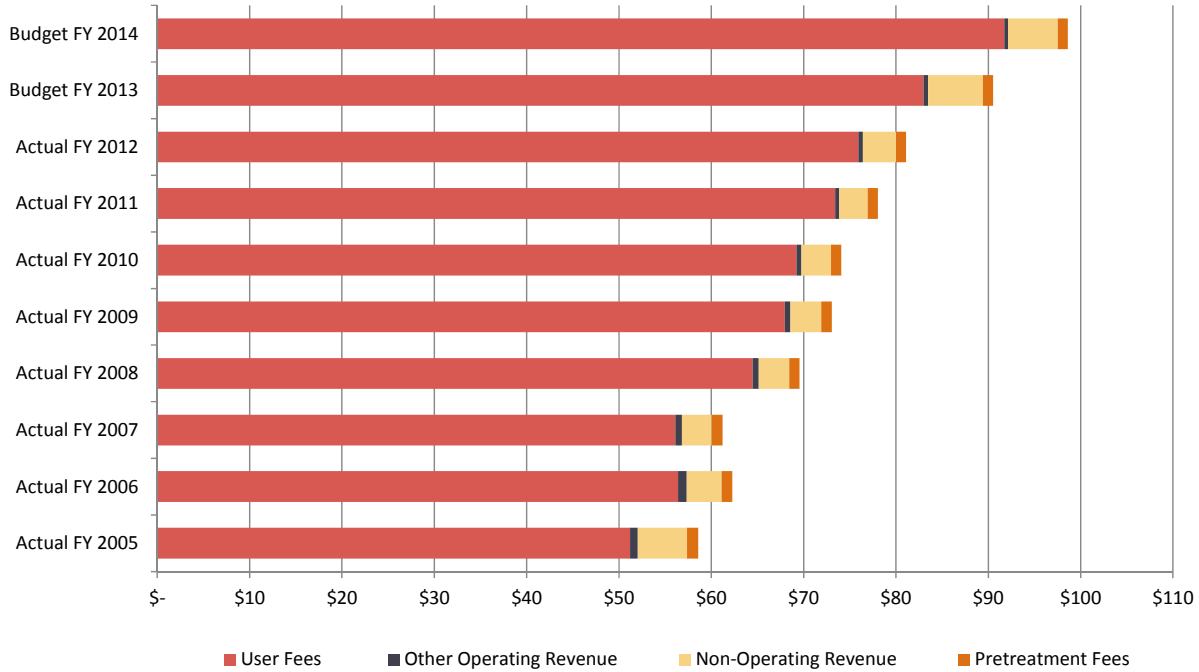
* Impacts discussed in Expense Profile section of budget

Other Assumptions:

- FY 2014 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2015-2019 CIP.
- The FY 2014 interest rate assumption for new debt issuance through the Rhode Island Clean Water Finance Agency (RICWFA) is 3.00% and for open market issuance is 4.00%.
- The FY 2015 – FY 2019 interest rate assumption for new debt issuance through the Rhode Island Clean Water Finance Agency (RICWFA) is 3.00% and for open market issuance is 5.00%.
- The FY 2014 open market issue is sized to fund the contracted commitments for the CSO Phase II Facilities and BNR Facilities in FY 2014 and 2015.
- A 7.35% sewer user rate increase effective January 1, 2013 for debt service and debt service coverage.
- A projected 10.06% sewer user rate increase effective July 1, 2013 for operations and maintenance, debt service and debt service coverage, and a rate base adjustment. The rate increase is reflected in the projected revenue and will ultimately be determined by the PUC.
- The budget is consistent with 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 2014, \$3.8 million is available in the Project Fund to fund FY 2014 operating capital outlays.
- The budget is consistent with the flow of funds set forth in the Trust Indenture and Eighteen Supplemental Trust Indentures (see Fund Definitions in the Budget Process and Policies section).

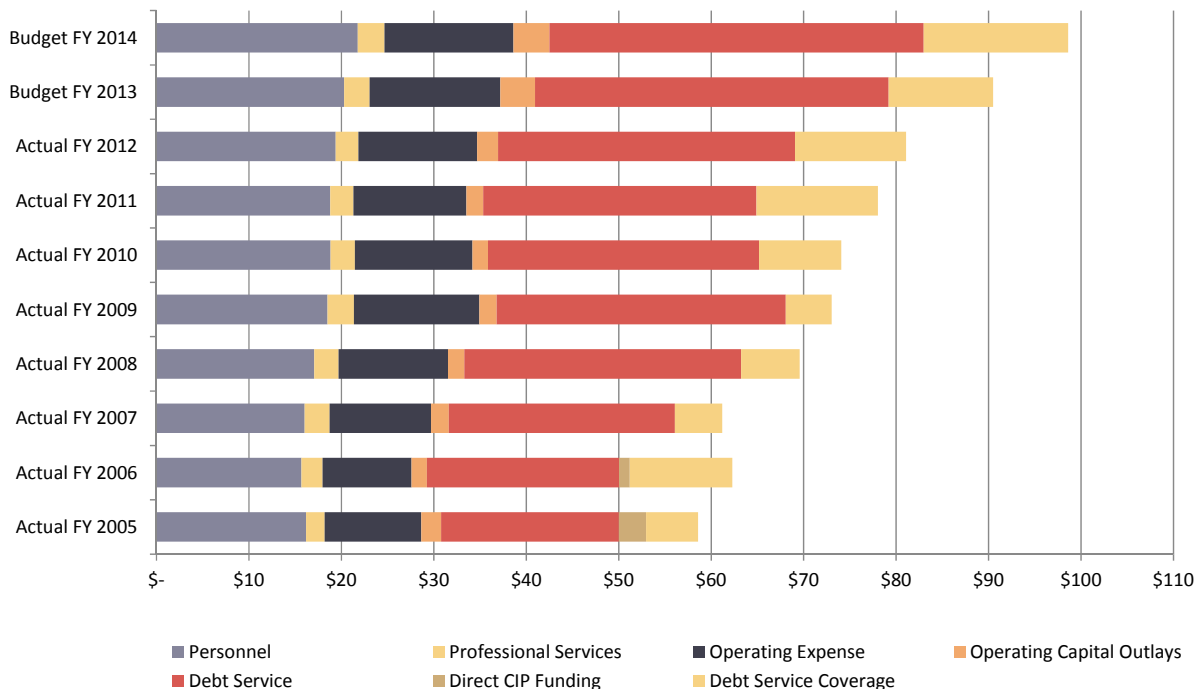
Historical Overview

Ten-Year Historical Revenue Comparison (Millions \$)



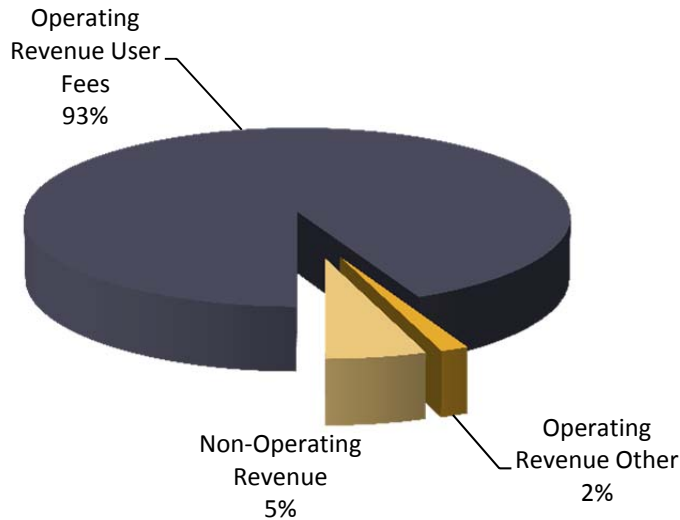
Revenues have grown significantly over the past ten years, primarily to support the debt service associated with NBC’s capital program, and also to address increased operating and personnel costs. The charts below represent a ten year historical overview of NBC’s revenue and expense.

Ten-Year Historical Expense Comparison (Million \$)



Revenue Profile

Revenue by Category



Projected revenue for FY 2014 is approximately \$98.6 million or 9.0% more than FY 2013 budgeted revenue. This is primarily the result of higher budgeted user fees, an increase of \$8.7 million from the FY 2013 to the 2014 budget. The user fees reflect an approved 7.35% increase in sewer user fees effective January 1, 2013 and a projected 10.06% increase in user fee revenue effective July 1, 2013. Historical and budgeted revenue is shown in the table below.

Revenue	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Operating Revenue				
User Fees	\$ 73,412,706	\$ 75,921,752	\$ 82,980,939	\$ 91,723,324
Pretreatment Fees	1,109,709	1,087,140	1,100,000	1,100,000
Septage	293,718	304,157	300,000	300,000
Connection Permit Fees	82,914	85,487	90,000	100,000
BOD/TSS Surcharges	44,704	93,462	110,000	-
Miscellaneous	9,158	7,249	-	-
<i>Total Operating Revenue</i>	<i>74,952,909</i>	<i>77,499,247</i>	<i>84,580,939</i>	<i>93,223,324</i>
Non-Operating Revenue				
Operating Grant Revenue	66,851	129,327	25,000	-
Investment Income	11,609	10,868	15,000	25,000
Late Charges	951,351	918,943	950,000	918,943
Transfer from Operating Capital	1,795,322	2,271,597	3,734,400	3,892,300
Revenue Fund Balance	-	-	950,000	-
Miscellaneous	263,238	254,989	250,000	550,000
<i>Total Non-Operating Revenue</i>	<i>3,088,371</i>	<i>3,585,724</i>	<i>5,924,400</i>	<i>5,386,243</i>
Total Revenue	\$ 78,041,280	\$ 81,084,971	\$ 90,505,339	\$ 98,609,567

Of the \$98.6 million in total revenue, approximately \$91.7 million is from user fees, \$1.5 million is from other operating revenue and \$5.4 million is from non-operating revenue. Looking at a four-year trend, NBC's largest source of revenue, user fees, has increased by 24.9% since FY 2011. This has been primarily to support NBC's CIP. The chart below shows that NBC has not had a rate increase for operations and maintenance costs since July 1, 2009.

Effective Date	Rate History					
	7/1/2009	7/1/2010	7/1/2011	7/1/2012	1/1/2013	7/1/2013
Type of Filing	General	Compliance	Compliance	Compliance	Compliance	General
Purpose	O&M/Rate Base	Debt	Debt	Debt	Debt	O&M/Rate Base
Actual Revenue Increase	10.29%	2.17%	3.21%	2.17%	7.09%	9.71%
Actual User Rate Increase	10.73%	2.25%	3.33%	2.25%	7.35%	10.06%
NBC Average Annual Residential Rate	\$410	\$419	\$433	\$443	\$475	\$523

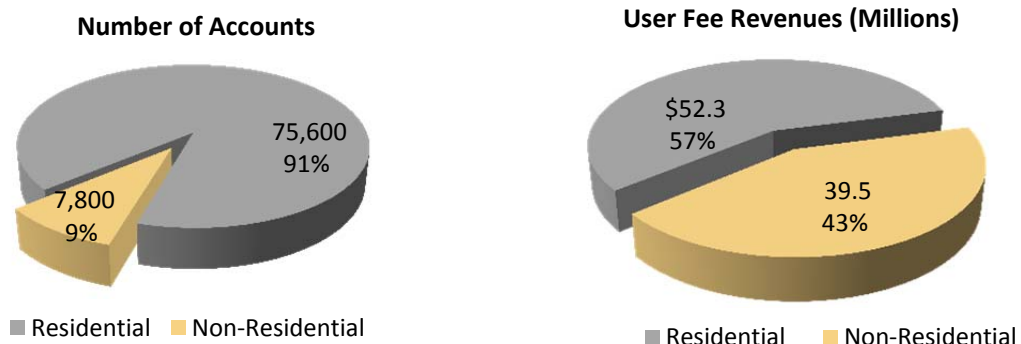
On a year to year basis, a number of revenue sources have increased over last year's budget for user fees, connection permit fees, investment income and transfer from operating capital by 10.5%, 11.1%, 66.7% and 4.2%, respectively. Late charges have decreased by 3.3% and miscellaneous non-operating revenues are 120% higher. BOD/TSS surcharges, operating grant revenue and the revenue fund balance are not included in this year's budget as a source of revenue and therefore decreased by 100% from the prior year budget. Trends and rationale for individual revenue sources are discussed in the following sections on Operating and Non-Operating Revenue.

Operating Revenue

In FY 2014, user fees represent 98.4% of projected operating revenue and 93.0% 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 2014 residential user fees will be billed to approximately 75,600 accounts with approximately 118,000 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 2014 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 the relative billable consumption which is 62% and 38%, respectively. The charts below show the residential versus non-residential split between the number of accounts and user fees billed.

Residential and Non-Residential Accounts



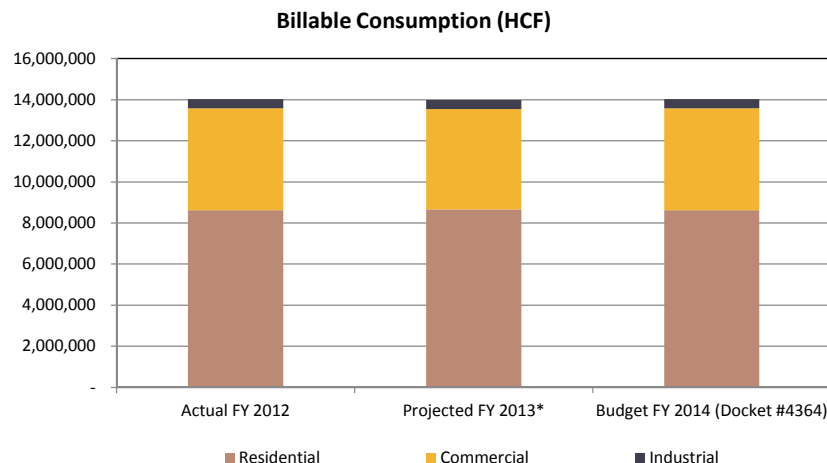
NBC's sewer user charges consist of a flat fee and a consumption fee. The rate base for both of these types of fees had not been updated since FY 2010 and NBC has experienced revenue shortfalls as a result. The budgeted user fees and projected new rates to be effective on July 1, 2013 are based on updated figures (FY 2012 Actuals). 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 four years there has been both a significant shift to smaller meters for non-residential customers as well as a decline in the total number of meters. Overall, there are 228 fewer meters that are 2" or larger. During this same period there was an increase of 493 residential dwelling units. The following table shows the changes from FY 2010 flat fee rate base to the current budget year.

Flat Fee Rate Base				
	FY 2010	FY 2014	Change	Percent
Residential Dwelling Units	117,528	118,021	493	0.4%
Non-Residential Meters by Meter Size				
5/8"	3,688	3,685	(3)	(0.1%)
3/4"	966	1,016	50	5.2%
1"	1,079	1,161	82	7.6%
1 1/2"	826	843	17	2.1%
2"	1,686	1,457	(229)	(13.6%)
3"	77	84	7	9.1%
4"	39	41	2	5.1%
6"	56	52	(4)	(7.1%)
8"	17	13	(4)	(23.5%)
10"	1	1	-	0.0%
Total	8,435	8,353	(82)	(1.0%)

The consumption fee is based upon water usage. NBC's billable consumption rate base has declined over the past several years with the most significant decline for the residential customer class at 5.3%. The table below shows that overall there has been a 3.8% reduction in billable consumption since the rate base was last adjusted in FY 2010.

Consumption Rate Base - Hundred Cubic Feet				
	FY 2010	FY 2014	Change	Percent
Residential	9,114,443	8,627,091	(487,352)	(5.3%)
Commercial	5,071,297	4,961,805	(109,492)	(2.2%)
Industrial	389,608	437,201	47,593	12.2%
Total	14,575,348	14,026,097	(549,251)	(3.8%)

The FY 2014 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 2012 and FY 2013 and FY 2014.



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.

NBC is projecting that the PUC will approve an across-the-board rate increase of 10.06% as of July 1, 2013. The table below shows NBC’s FY 2014 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 \$523.23.

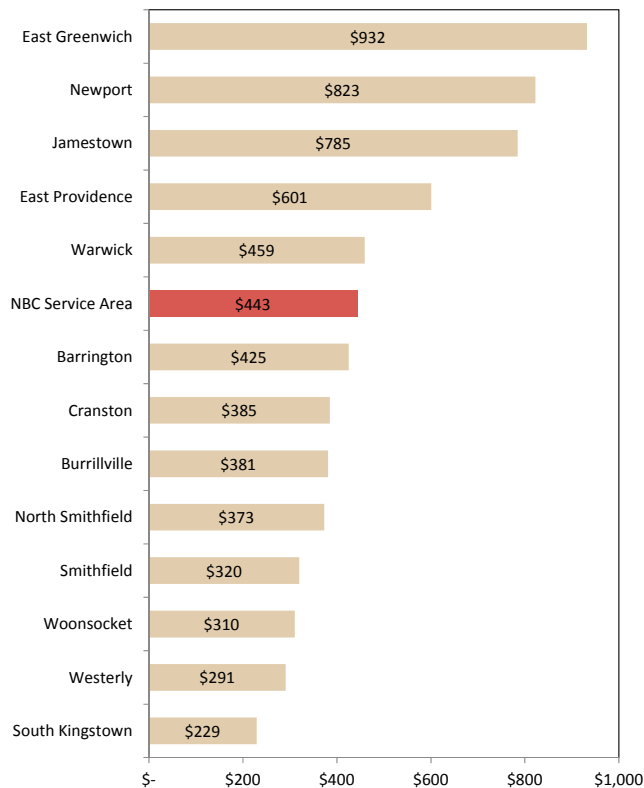
NBC User Fees Effective 7/1/2013*			
Residential:		Non-Residential	Customer
Customer Charge	\$203.20/dwelling unit	5/8"	\$485
Consumption Charge	\$3.279/hcf	3/4"	725
Total Annual Average Residential Rate (Based on 97.6 hcf** annual usage)	\$523.23	1"	1,206
		1 1/2"	2,421
		2"	3,868
Non-Residential:		3"	7,245
Customer Charge - Based on Meter Size		4"	12,074
Commercial Consumption Charge	\$4.756/hcf	6"	24,157
Industrial Consumption Charge	\$3.057/hcf	8"	38,650
		10"	55,560

* Preliminary - PUC will make rate case decision in June, 2013.

**hundred cubic feet

The table below shows the results for NBC’s 2012 sewer rate survey based upon usage of 200 gallons per day. It shows that despite NBC’s large operations and significant capital improvements, NBC’s average residential user rate is the ninth lowest in the State.

2102 Annual Rhode Island Residential Sewer Charges



Other Operating Revenue

While the primary source of operating revenue is user fees, NBC has other operating revenue such as pretreatment fees, septage fees, and sewer connection permits, which 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. Pretreatment fee revenues have been declining over the past several years and the FY 2014 budgeted revenue remains at the FY 2013 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 2014 septage revenue is budgeted at the FY 2013 budgeted level.

Effective January 1, 2013, the NBC will no longer be assessing BOD/TSS surcharges. NBC's surcharges for BOD and TSS were originally developed when it was more difficult for NBC to meet its RIPDES permit discharge levels of 30 mg/l and 85% removal rate for these parameters. The surcharge was designed to recover the additional operational expenses related to the treatment of waste containing higher concentrations of BOD and TSS than sanitary sewage and provide a financial incentive for firms to eliminate high BOD and TSS discharges into NBC's system. Due to changes in the quality of NBC's influent as well as NBC's treatment process, however, it is now in NBC's best interest to have higher levels of BOD and TSS in the wastewater treatment plant influent. Accordingly, NBC requested and the PUC approved, the elimination of the BOD and TSS surcharges effective January 1, 2013 and there are no BOD/TSS revenues included in the FY 2014 budget, or a reduction of \$110 thousand.

NBC's connection permit fees, for new direct or indirect sewer connections to NBC facilities are 11.1% higher in the FY 2014 budget year, based upon FY 2013 activity.

Non-Operating Revenue

Non-Operating revenue includes investment income, late charges, revenue fund balance and other miscellaneous revenue. 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 decrease to \$5.4 million in FY 2014, a decrease of approximately 9.1% from FY 2013.

Late charges are expected to remain at the 2012 actual level, while investment income is expected to stay at the FY 2013 level. The FY 2014 budget for the Transfer from Operating Capital shows an increase of approximately \$157,900, or 4.2% over FY 2013. This is a pass-through and matches the amount budgeted for operating capital outlays. Unlike last fiscal year, this year's budget does not include a budgeted revenue fund balance. As a result, the budgeted revenue fund balance is zero or \$950,000 lower than last year.

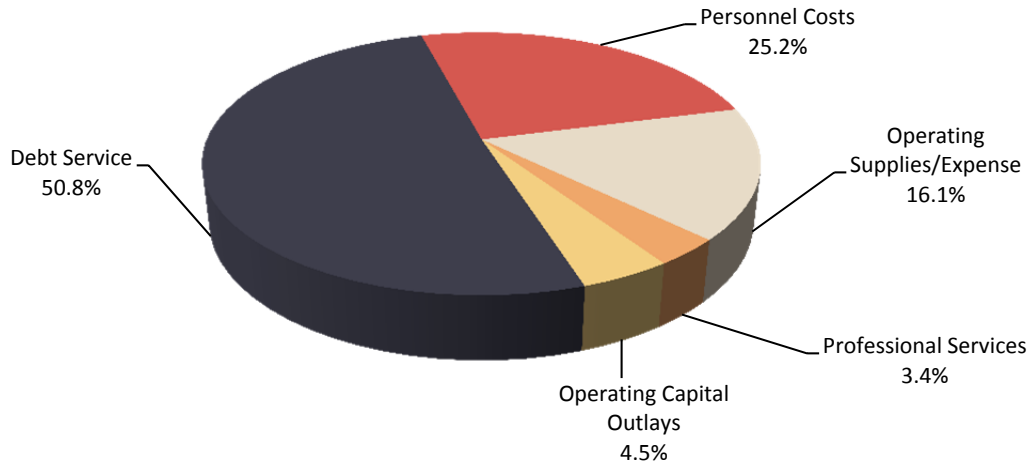
Miscellaneous non-operating revenues are projected to increase by approximately \$300,000 or 120.0% which is the net impact of the elimination of stand-by generator revenues and the inclusion of \$360,000 for revenues from the sale of Renewable Energy Credits based on NBC's wind turbine electricity production.

Expense Profile

Expense by Element

The chart below shows the fiscal year 2014 operating expenses by element. Debt Service accounts for over half of the total budget, at 50.8%, with the next largest expense category being Personnel Costs, at 25.2% of the budget.

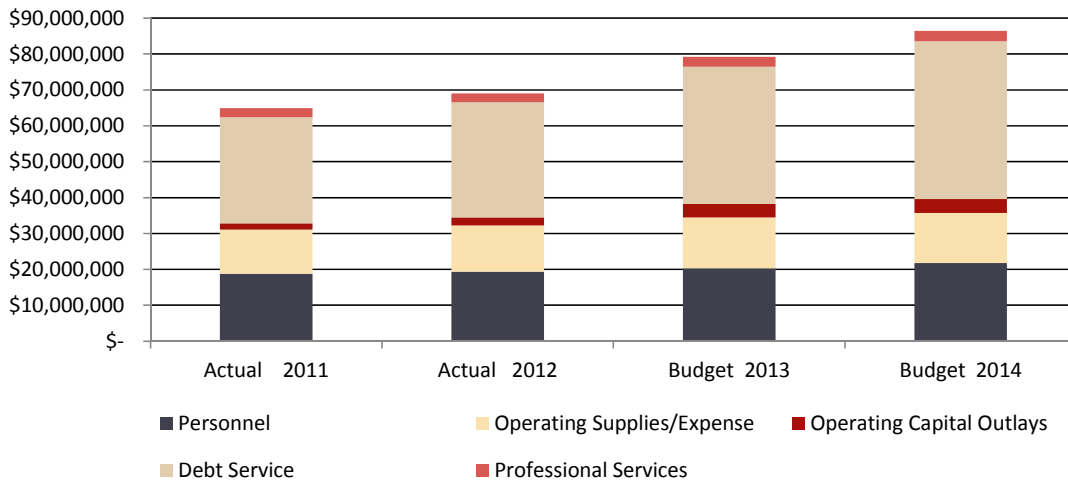
FY 2014 Operating Budget by Element of Expense



NBC's total Operating Budget for FY 2014 is \$86,456,047 before Debt Service Coverage, an increase of approximately \$7.3 million, or 9.2% from the approved FY 2013 budget. The table below and chart on the following page show historical and budgeted expense over a four-year period.

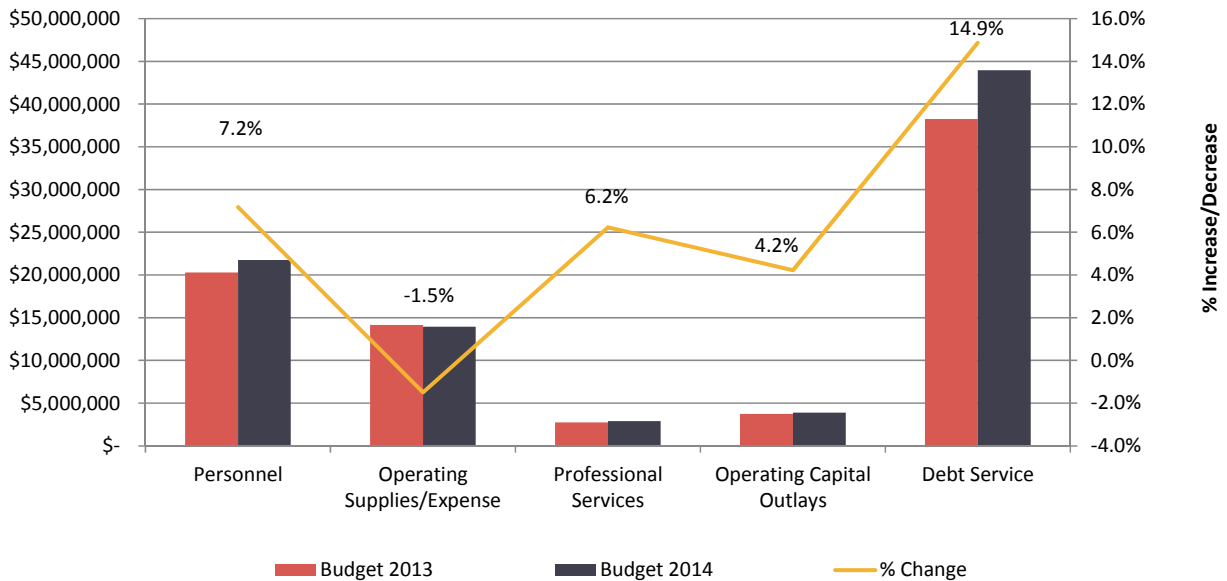
	Actual 2011	Actual 2012	Budget 2013	Budget 2014	FY13 - FY14 % Change	FY 2014 % of Budget
Personnel	\$ 18,810,840	\$ 19,377,798	\$ 20,307,309	\$ 21,764,249	7.2%	25.2%
Operating Supplies/Expense	12,228,549	12,823,985	14,155,105	13,944,019	-1.5%	16.1%
Professional Services	2,493,537	2,472,369	2,731,770	2,901,900	6.2%	3.4%
Total Operations & Maintenance	33,532,926	34,674,152	37,194,184	38,610,168	3.8%	44.7%
Operating Capital Outlays	1,795,322	2,271,597	3,734,400	3,892,300	4.2%	4.5%
Debt Service	29,566,507	32,109,282	38,267,187	43,953,579	14.9%	50.8%
Total	\$ 64,894,755	\$ 69,055,031	\$ 79,195,771	\$ 86,456,047	9.2%	100.0%

Budget by Element of Expense



The graph below compares budgeted expenses in fiscal year 2013 to 2014 and illustrates the increases and decreases for each element of expense. Expenses in four of the five categories have increased over the prior year's budget. Personnel Expense increased by 7.2%, or \$1.46 million; Professional Services increased by 6.2%, or \$170,130; Operating Capital Outlays increased by 4.2%, or \$157,900; and Debt Service increased by 14.9%, or \$5.69 million. Operating Supplies/Expense decreased by 1.5%, or \$211,086 from last year's budget.

FY 2013/2014 Budget Comparison of Expenses by Element



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

Personnel Costs

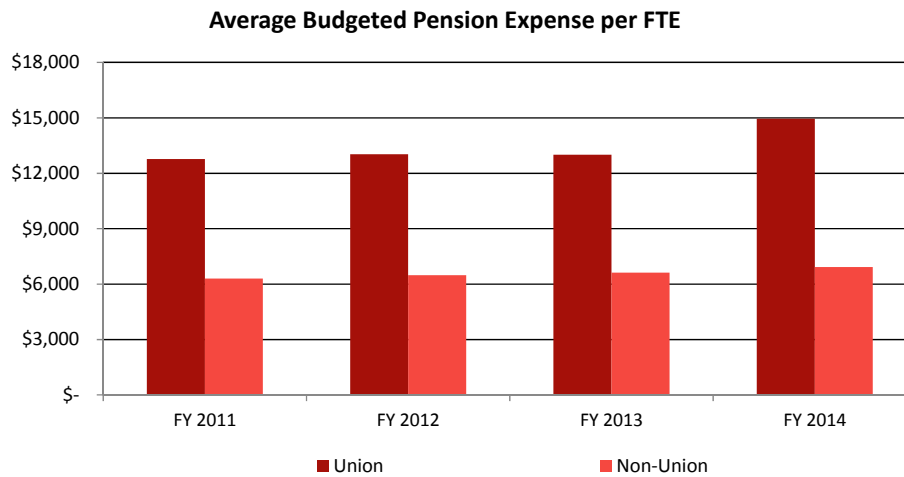
Personnel costs consist primarily of employee wages and benefits, employer payroll taxes and unemployment expenses. They are budgeted net of capital-related reimbursements for staff working on capital projects not funded through the operating budget. At a projected cost of \$21.8 million, these costs represent 22.1% of the FY 2014 Operating Budget and are the second largest expense category. Overall, there is a net increase in personnel costs of approximately \$1.46 million or 7.2% more than the prior year.

With respect to salaries and wages, this year’s budget includes step increases and a 2.25% COLA for union employees in accordance with the contract. Salaries for non-union employees reflect comparable merit increases. In addition, this budget includes two new positions, both in the Operations and Engineering Division. A new Administrative Assistant position will provide support to the Director of Operations and Engineering and a Bucklin Point Maintenance Foreman position will coordinate preventive maintenance. Before turnover, the total number of FTE’s funded in the FY 2014 budget is 261 positions, an increase of two FTEs from the prior year. Budgeted turnover has been reduced from the prior year level of 2.5 FTEs to 2.0 FTEs. The net impact of these changes is an increase in funding of 2.5 FTE’s as shown in the following table. A historical perspective of budgeted staffing levels is provided in the supporting schedules section of this document.

FTE's	Budget FY 2013	Budget FY 2014	Change 2013/2014
Union	132.0	133.0	1.0
Non-Union	127.0	128.0	1.0
Total	259.0	261.0	2.0
Less: Turnover	(2.5)	(2.0)	0.5
Net Positions	256.5	259.0	2.5

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. This budget marks the third and final year of NBC’s negotiated Collective Bargaining Agreement (CBA).

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 2014 budget for the union pension increased \$196,442 or 15.3% more the prior year budget. This is the result of an increase in the employer contribution rate from 22.18% to 24.33% and an increase in budgeted union salaries. The employer contribution to the Post-Retirement Health benefit increased from 6.86% to 7.80%. 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 following chart shows that the average employer retirement contribution per FTE for union employees is more than double that of non-union employees.



NBC has sought to contain costs through active employee benefit management. This year’s budget reflects a net increase of 3.1% in the budgeted family health insurance premium which is the combined effect of an 8.25% increase in the premium and an increase in the employee premium co-payment to 20%. Overall, the FY 2014 budget for health insurance shows an increase of approximately \$194,000 or 5.5% over the FY 2013 budget. The dental and vision insurance premiums increased by 6.0% and 8.0% respectively, over the FY 2013 amounts. The table below shows the budgeted family health, dental and vision premiums.

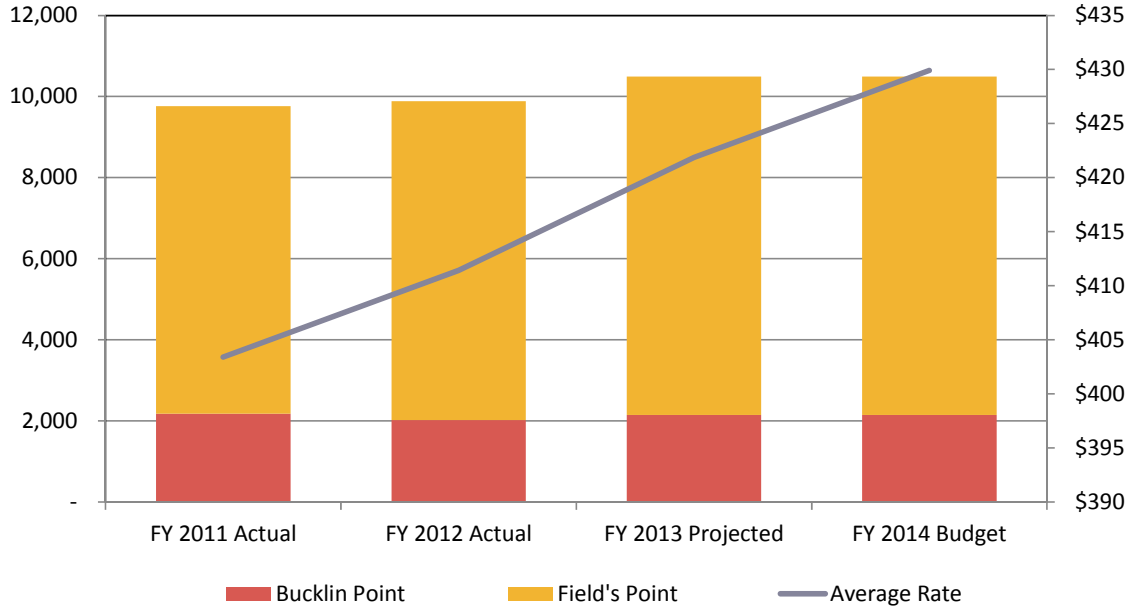
Family Coverage	FY 2011	FY 2012	FY 2013	FY 2014	FY13 - FY14 % Change
Health (net of co-pay)	\$ 16,036	\$ 16,169	\$ 17,149	\$ 17,673	3.1%
Dental	1,148	1,078	1,159	1,228	6.0%
Vision	181	181	181	195	8.0%
Total	\$ 17,365	\$ 17,427	\$ 18,489	\$ 19,097	3.3%

Operating Supplies and Expense

Operating Supplies and Expenses (OSE) represent 14.1% of the total FY 2014 operating budget. On an ongoing basis, the largest operating expenses are related to the wastewater treatment processes and include the cost of biosolids disposal, utilities, chemicals, repairs to buildings and structures, maintenance and service agreements, and insurance. Overall, the FY 2014 OSE budget decreased 1.5% or \$211,086 from the FY 2013 budget.

Approximately 11.7% of NBC’s FY 2014 OSE budgeted expenses are for biosolids disposal at the WWTFs. The FY 2014 budget is \$339,818 higher than the FY 2013 budget, as a result of both higher biosolids production and an increase in the contracted biosolids rate of 1.9% or approximately \$8 per dry ton. The following chart illustrates the historical and budget data for biosolids dry ton production and disposal rate.

Biosolids Dry Tons and Disposal Rate

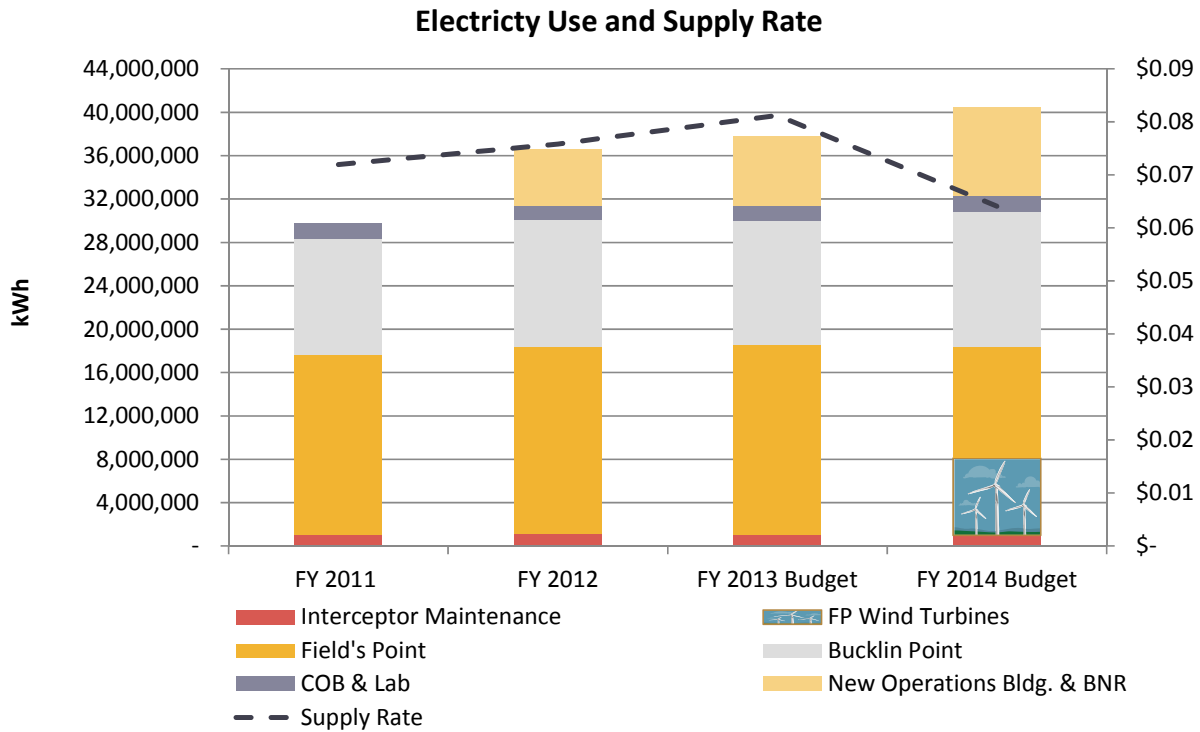


Approximately 24.9% of NBC's FY 2014 OSE budget is for electricity required to operate the pumps, blowers, and other BNR equipment at Field's Point and other necessary equipment at the wastewater treatment facilities and throughout the collection system. The following chart illustrates the historical and budgeted kWh and the electricity supply rate. The FY 2014 electricity budget includes a 26% decrease in the contracted supply rate from the FY 2013 budget rate of \$0.08635 to \$0.06410 effective April 1, 2013. While kWh usage is projected to increase at Bucklin Point and Field's Point for the new BNR facilities, overall purchase of electricity is projected to decrease by 4,479,597 kWh or 11.9% as a result of the impact of electricity generated by the Field's Point wind turbines. The following table shows the year to year budgeted kWh usage for each of the facilities.

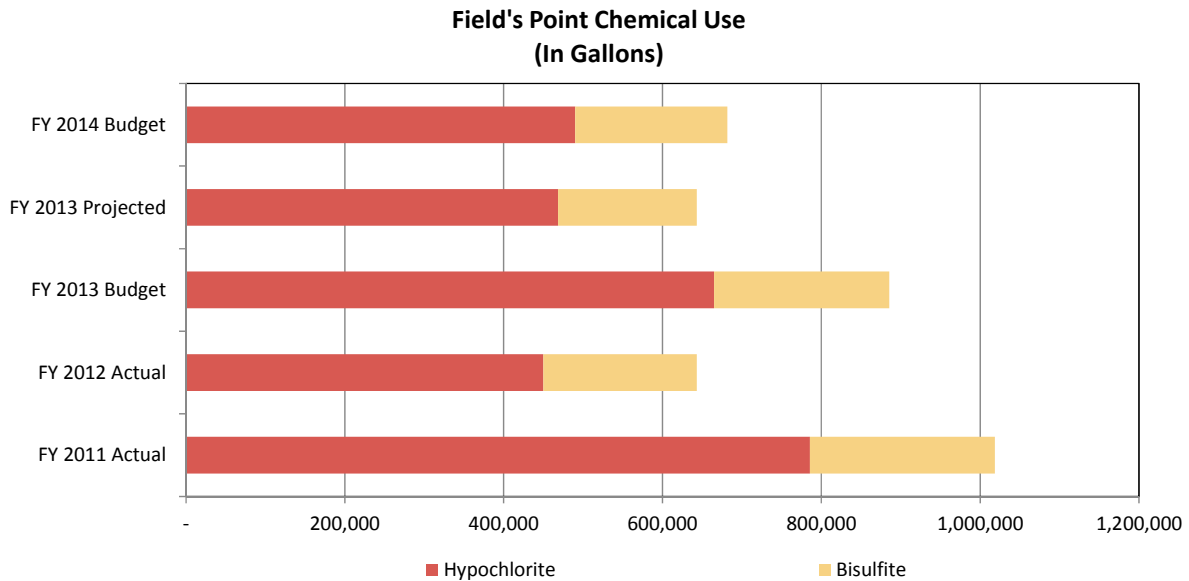
FY 2014 Budgeted kWh

Facility	FY 2013 Budget	FY 2014 Budget	Difference
Field's Point	17,542,400	17,404,975	(137,426)
FP BNR Facilities	5,727,440	7,445,671	1,718,231
FP New Ops. Bldg	726,280	726,280	-
FP Wind Turbines	-	(7,113,000)	(7,113,000)
Subtotal	23,996,120	18,463,926	(5,532,194)
Bucklin Point	11,317,000	12,481,000	1,164,000
IM	1,094,265	994,662	(99,603)
COB & Lab	1,390,700	1,378,900	(11,800)
Total kWh	37,798,085	33,318,488	(4,479,597)

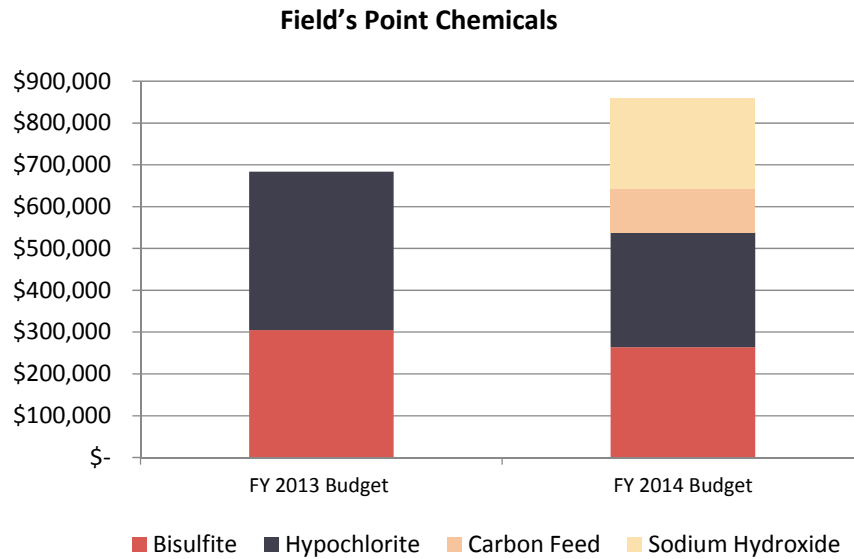
The overall FY 2014 budget for electricity at Field's Point is approximately \$1,071,913 or 23.6%, lower in FY 2014 due to the net lower projected kWh purchase and the lower contracted supply rate as shown in the chart below.



The FY 2014 chemical budget for hypochlorite and bisulfite at Field's Point show a decrease of \$144,997 or 21.2% from the prior year as a result of lower projected usage and decreased per unit expense. Price decreases for hypochlorite and bisulfite are 1.42% and 0.2% respectively effective July 1, 2013. The chart below shows historical and budgeted usage of these chemicals.

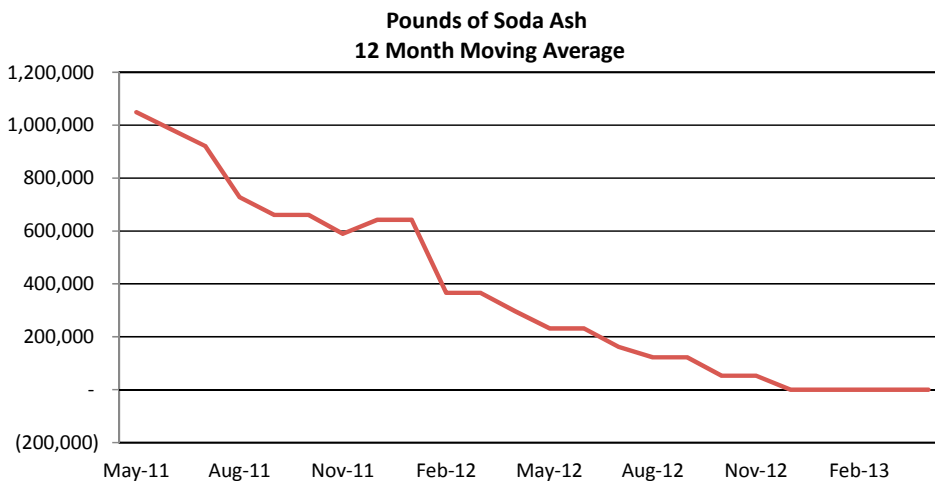


The chemical budget for Field's Point in FY 2014 reflects the addition of \$321,572 for two new chemicals required as part of the nitrogen removal process. These include Carbon Feed at \$105,447 and Sodium Hydroxide at \$216,125. Overall, the FY 2014 chemical budget for Field's Point totals \$860,185 compared to \$683,611 in the prior year. Existing chemicals decreased by 21.2% which partially offset the cost for the two new chemicals for a net impact of \$176,574 as shown in the following chart.



Professional Services

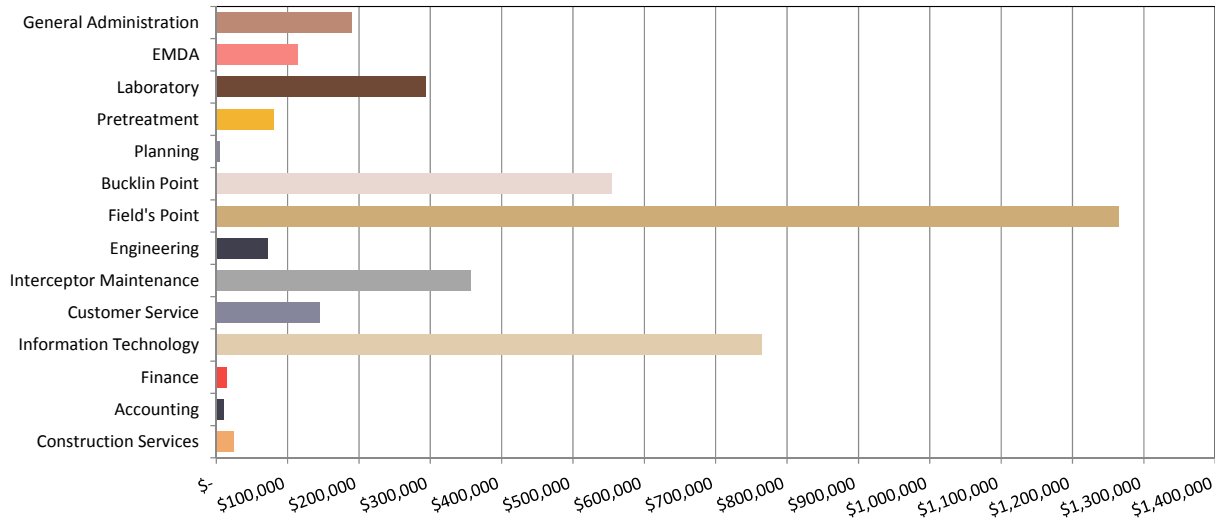
The FY 2014 Professional Services budget represents approximately 2.9% of the total O & M expenses. The majority of this expense is for the Bucklin Point Management Contract, which represents 65.9% or approximately \$1.9 million. In accordance with the terms of the contract, the base contract amount was adjusted for the contracted CPI increase which is 1.06% or approximately \$20,000. The Bucklin Point Management Contract also includes an annual allowance for chemicals such as soda ash. In FY 2013, the use of soda ash and other chemicals at Bucklin Point continued to decline as the treatment process is optimized. NBC will receive a credit for the unspent chemical allowance at the end of the fiscal year. The declining use of soda ash at Bucklin Point is shown in the following graph.



Operating Capital Outlays

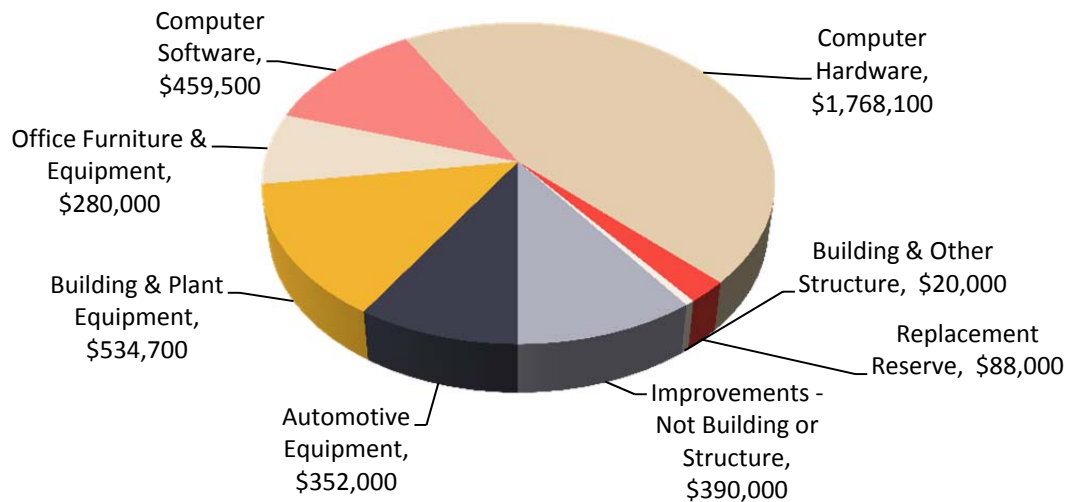
Operating capital outlays make up 3.9% of the FY 2014 operating budget. On a year-to-year basis this element of expense shows an increase of 4.2%, increasing from approximately \$3.7 million in FY 2013 to approximately \$3.9 million in FY 2014. Major items include investments in information technology and the replacement of equipment at the wastewater treatment facilities. The graph below illustrates the budgeted operating capital outlays by section.

Budgeted Operating Capital By Section



Information Technology represents the majority or 19.7% of the total FY 2014 capital outlays budget. The three primary items include software licensing updates, a backup solution for NBC's server infrastructure and the annual personal computer refresh at \$145,000, \$150,000 and \$135,000 respectively. In addition, the operating capital outlay budget reflects the impact of the NBC's asset management system which identifies items for replacement such as fleet vehicles, gates, sampling analyzers and pumps necessary for the 24 hour day to day operations and to provide adequate treatment of the flows at the wastewater treatment facilities. The allocation of NBC's FY 2014 Operating Capital Outlays budget by type of expenditure is illustrated in the chart below.

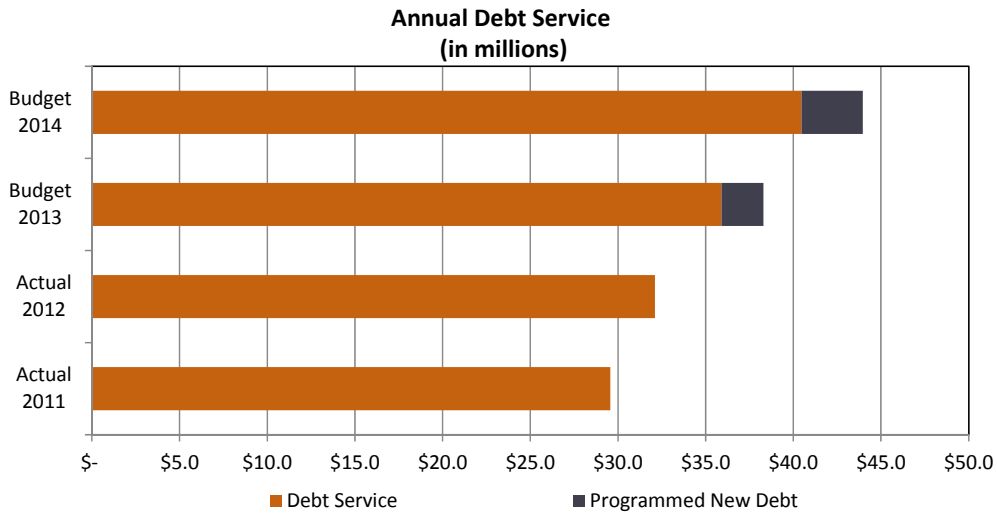
FY 2014 Operating Capital Expenditure Type



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 2014 Operating Capital Outlays and the Five-Year Operating Capital Outlays Plan schedules in the supporting schedules section.

Debt Service

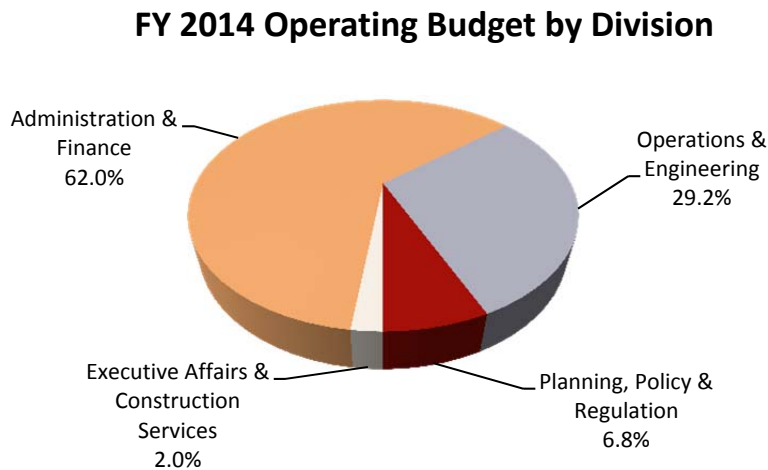
Debt service is the largest element of expense in NBC’s FY 2014 budget, representing 44.6% of the total budget. NBC’s budgeted debt service for FY 2014 is 14.9% higher than last year’s budget as a result of two debt issues in FY 2013 totaling \$96.5 million and programmed new debt issuance in FY 2014 of \$90.0 million. Total debt service budgeted in FY 2014 is approximately \$44.0 million, which includes \$40.5 million in principal and interest payments on existing debt as well as \$3.5 million for programmed new debt. The graph below shows actual and budgeted existing and programmed new debt for the four-year period beginning FY 2011.



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.

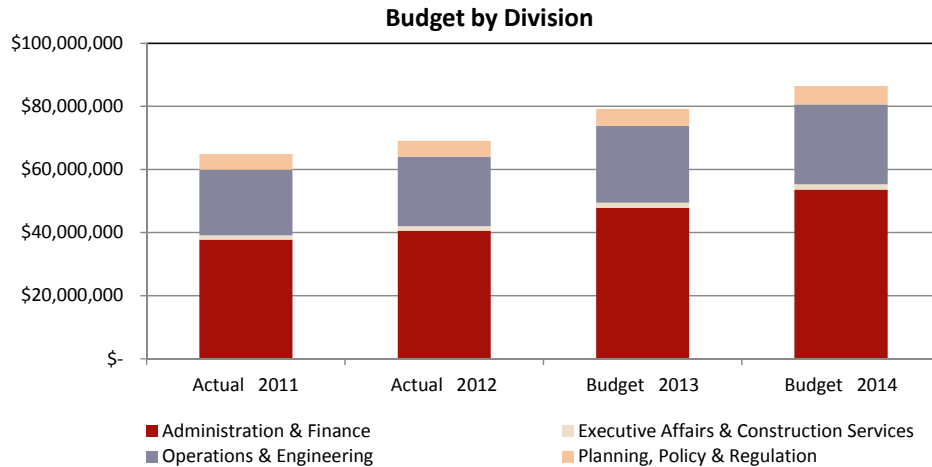
Expenses by Division

NBC is organized into five Divisions. The graph below depicts the percentage of the FY 2014 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 2011	Actual 2012	Budget 2013	Budget 2014	FY13 - FY14 % Change	FY 2014 % of Budget
Executive Affairs & Construction Services	\$ 1,399,143	\$ 1,403,918	\$ 1,608,620	\$ 1,743,051	8.4%	2.0%
Administration & Finance	37,760,431	40,582,683	47,850,341	53,597,717	12.0%	62.0%
Operations & Engineering	20,763,049	22,044,332	24,412,854	25,264,862	3.5%	29.2%
Planning, Policy & Regulation	4,972,134	5,024,097	5,323,956	5,850,417	9.9%	6.8%
Total	\$ 64,894,755	\$ 69,055,031	\$ 79,195,771	\$ 86,456,047	9.2%	100.0%



The Executive Affairs and Construction Services Divisions include the Executive, Construction and Legal sections. This division makes up 2.0% of the total budget, and shows an increase of 8.4% from the previous year. The increase is primarily driven by personnel costs.

The Administration and Finance Division represents 62.0% of the FY 2014 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 12% higher than last year. The primary reason for this increase is the \$5.7 million increase in debt service.

The Operations and Engineering Division represents approximately 29.2% of the total operating budget. Included in this division are the Field's Point and Bucklin Point WWTFs, as well as the Engineering and the Interceptor Maintenance sections. The budget for the Operations and Engineering Division is 3.5% higher in FY 2014 than the previous year. This increase is primarily due to increased personnel services and increased capital outlays as a result of needs identified through NBC's asset management program for the FPWWTF, the BPWWTF and Interceptor Maintenance for the 24 hour day to day operations and to provide adequate treatment of the flows at the wastewater treatment facilities.

The Planning, Policy and Regulation (PP&R) Division consists of the Planning, Environmental Monitoring and Data Analysis (EMDA), Pretreatment, Environmental Safety and Technical Assistance (ESTA) and Laboratory sections. This division makes up approximately 6.8% of the FY 2014 operating budget. There is an increase of 9.9% over the previous year which is for personnel expenses, operating and maintenance expense for lab supplies related to the required sampling and 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.

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 2014 to current fiscal year 2013 budget and actual fiscal year 2012.

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.

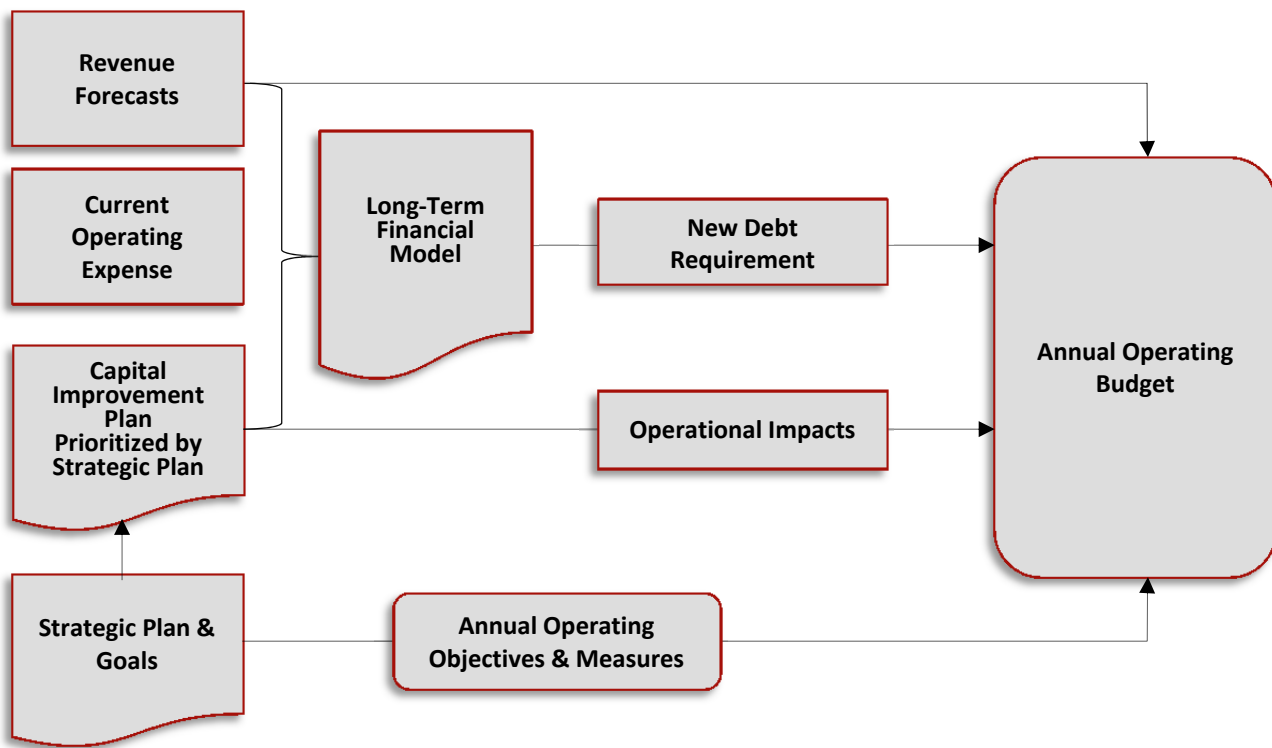
The Budget Process

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 2014 Budget Calendar

October	Administration and Finance Fiscal Year 2014 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	Program Overview, Performance Objectives, Target Measures and Top Priorities due to Administration & Finance.
November 28	Five-Year Capital Outlay Plans due to Administration & Finance. Program Overview due to Administration & Finance.
January 30 & 31	Mid-Year FY 2013 Budget Reviews.
February 8	All Divisions required to electronically submit budget work-files.
February 26	All Divisions present budget requirements to Executive Director.
March	FY 2015-2019 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 30	CIP Review Committee Review of FY 2015-2019 Capital Improvement Program.
May 21	CEO Committee and Board of Commissioners adoption of FY 2015-2019 CIP.
June 6	Finance Committee Review of Proposed Operating Budget.
June 25	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2014 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.

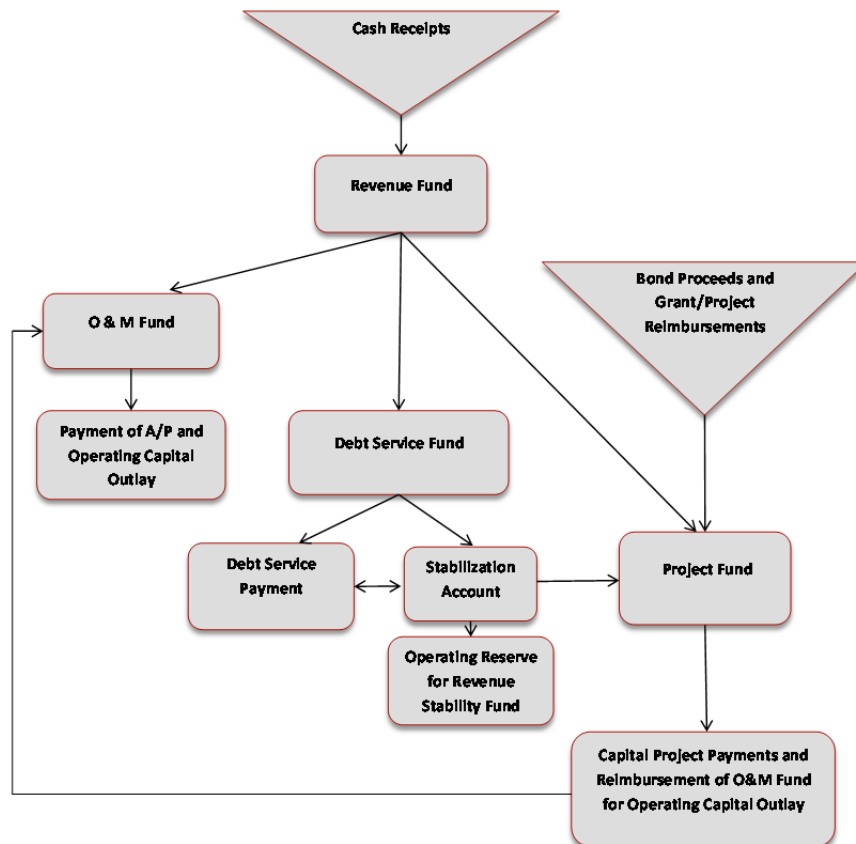
Fund Definitions and Financial Data

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	11	October 06, 2009
3	August 04, 2005	12	February 12, 2010
4	December 15, 2005	13	June 24, 2010
5	December 21, 2006	14	March 29, 2011
6	February 08, 2007	15	June 28, 2012
7	October 15, 2007	16	November 28, 2012
8	December 12, 2007	17	March 21, 2013
9	July 01, 2008	18	June 06, 2013
10	November 01, 2008		

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

Flow of Funds



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

Revenue Fund (the Narragansett Bay Water Quality Management District Commission Fund)

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.

Operating and Maintenance Fund

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.

Project Fund

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.

Debt Service Fund

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.

Renewal and Replacement Fund

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.

Debt Service Reserve Fund

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.

Operating and Maintenance Reserve Fund

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.

Redemption Fund

The Redemption Fund is used for redemption costs, and/or principal and interest on the redemption of bonds. This Fund is not funded.

Insurance Reserve Fund

The Insurance Reserve Fund is used should NBC determine that it cannot reasonable obtain required insurance. This Fund is not funded.

Unrestricted Fund

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.

Operating Reserve for Revenue Stability Fund

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.

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 2014, as shown in the table below.

	Fund Balance FY 2012	Net Change	Projected Fund Balance FY 2013	Net Change	Projected Fund Balance FY 2014
Revenue Fund	\$ 23,843,242	\$ 552,530	\$ 24,395,772	\$ 561,103	\$ 24,956,874
Operating and Maintenance Fund	690,809	112	690,921	7,500	698,421
Project Fund	320,093,910	24,647,231	344,741,141	26,889,809	371,630,950
Debt Service Fund	26,981,622	621,071	27,602,693	634,862	28,237,555
Revenue Stability Fund	4,501,665	610	4,502,275	650	4,502,925
EEF	87,748	(17,912)	69,836	(8,000)	61,836
Net Assets	\$ 376,198,996	\$ 25,803,642	\$ 402,002,638	\$ 28,085,924	\$ 430,088,562

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

Revenue Fund: In FY 2013 the Revenue Fund is expected to increase \$0.55 million or 2.3% and in FY 2014 it is projected to increase by \$0.56 million or 2.3%. This fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts and funds are transferred to the other funds as required once a month.

Project Fund: In FY 2013 the Project Fund is expected to increase by 7.7% or \$24.6 million and in FY 2014 it is projected to increase by 7.8% or \$26.9 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.

Debt Service Fund: The Debt Service Fund is expected to increase by 2.3% in FY 2013 by \$0.62 million and FY 2014 by \$0.63 million for the payment of debt service.

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.

This page was intentionally left blank.

Long-Term Debt Overview

As discussed in the preceding Financial Policies section (see Debt Policy) NBC is authorized to issue debt to finance its CIP. NBC uses 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 Eighteen Supplemental Indentures.
- NBC’s operating budget and CIP documents include planned capital funding and expenses for FY 2014 and in order to dovetail the State of Rhode Island’s capital budgeting process, NBC’s five-year CIP window is 2015-2019.

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.

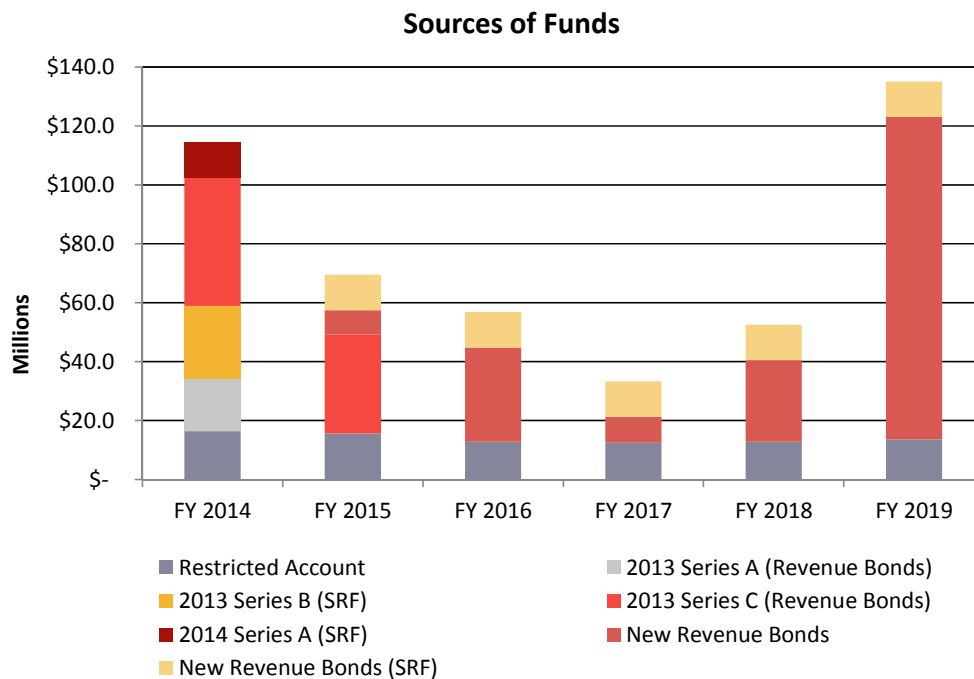
Funding Source	Description
Capital Account	Grant or Project Reimbursements
Restricted Account	Prior Year Debt Service Coverage
2013 Series A (Revenue Bonds)	Unspent Proceeds from NBC 2013 Series A
2013 Series B (SRF)	Unspent Proceeds from NBC 2013 Series B
2013 Series C (Revenue Bonds)	Planned Revenue Bond Issue in FY 14
2014 Series A (SRF)	Planned Borrowing from RICWFA in FY 14 backed by NBC Revenue Bonds
New Revenue Bonds	New Revenue Bond Issuances
New Revenue Bonds (SRF)	New Borrowings from RICWFA backed by NBC Revenue Bonds

In FY 2014, NBC plans to fund its capital improvements with approximately \$24.7 million in existing SRF funds, \$16.5 million in restricted funds, and \$0.4 million in capital funds. In addition, NBC plans to borrow \$12.0 million from the RICWFA and issue \$77.0 million in revenue bonds.

NBC's long-term financing strategy includes funding as much as possible through the RICWFA. For planning purposes, the RICWFA's loan capacity is 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 \$263.5 million in revenue bonds during fiscal years 2014 through 2018, making it NBC's largest source of capital. In addition, it is projected that \$83.7 million will be available in restricted funds generated from prior year debt service coverage. The table below shows the projected Sources of Funds in fiscal years 2014-2019.

Sources of Funds (Thousands)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY 2015-2019	Total FY 2014-2019
Capital Account	\$ 418	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 418
Restricted Account	16,450	15,573	12,861	12,485	12,825	13,536	67,280	83,730
2013 Series A (Revenue Bonds)	17,824	-	-	-	-	-	-	17,824
2013 Series B (SRF)	24,650	-	-	-	-	-	-	24,650
2013 Series C (Revenue Bonds)	43,491	33,509	-	-	-	-	33,509	77,000
2014 Series A (SRF)	12,000	-	-	-	-	-	-	12,000
New Revenue Bonds	-	8,435	31,985	8,780	27,680	109,565	186,445	186,445
New Revenue Bonds (SRF)	-	12,000	12,000	12,000	12,000	12,000	60,000	60,000
Total	\$ 114,833	\$ 69,517	\$ 56,846	\$ 33,265	\$ 52,505	\$ 135,101	\$ 347,234	\$ 462,067

The actual timing and type of debt issuance will be determined based upon cash flows, market conditions, RICWFA loan availability and other factors. The graph below illustrates the projected sources of funds from FY 2014 through FY 2019. NBC plans on issuing \$77 million in revenue bonds in FY 2014 which will fund the balance of the costs associated with CSO Phase II and Bucklin Point Nitrogen Removal projects in FY 2014 and FY 2015. Sizing the issue larger than just the FY 2014 needs will minimize cost of issuance and ensure NBC access to the capital markets during this period of historic low interest rates.



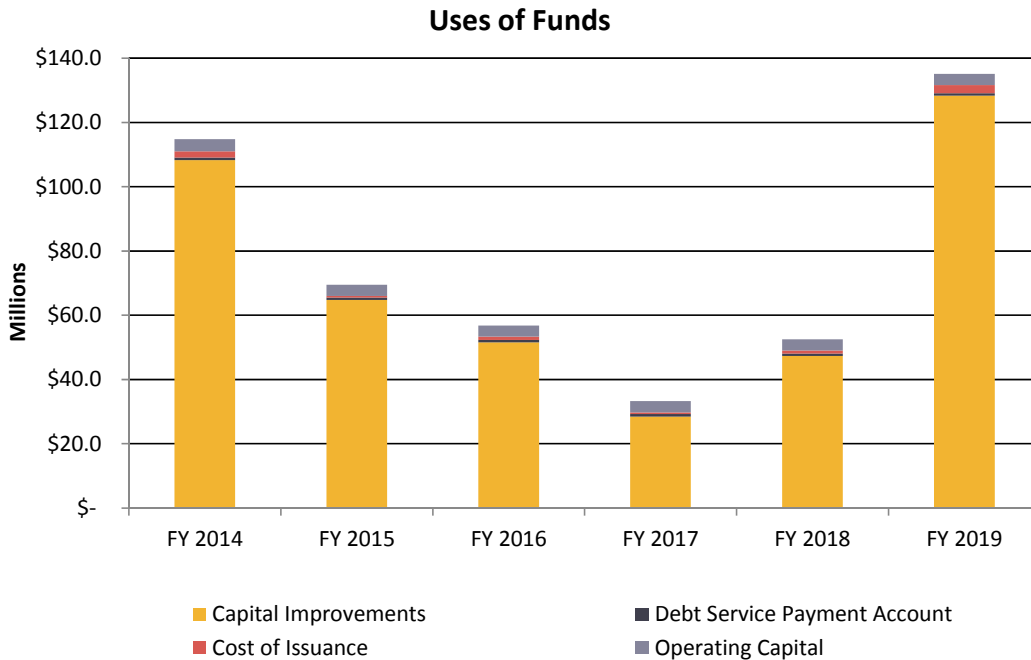
NBC must also take into consideration the uses of capital funds as part of the planning process. The following table lists the individual funding uses along with their descriptions. In addition to payments for capital projects, the table identifies operating capital expenses and incremental increases 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
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 2014-2019 CIP window.

Uses of Funds (Thousands)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total FY 2015-2019	Total FY 2014-2019
Operating Capital	\$ 3,872	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 17,500	\$ 21,372
Capital Improvements	108,311	64,738	51,596	28,479	47,341	128,300	320,454	428,765
Debt Service Payment Account	750	750	750	750	750	750	3,750	4,500
Cost of Issuance	1,900	529	1,000	536	914	2,551	5,530	7,430
Total	\$ 114,833	\$ 69,517	\$ 56,846	\$ 33,265	\$ 52,505	\$ 135,101	\$ 347,234	\$ 462,067

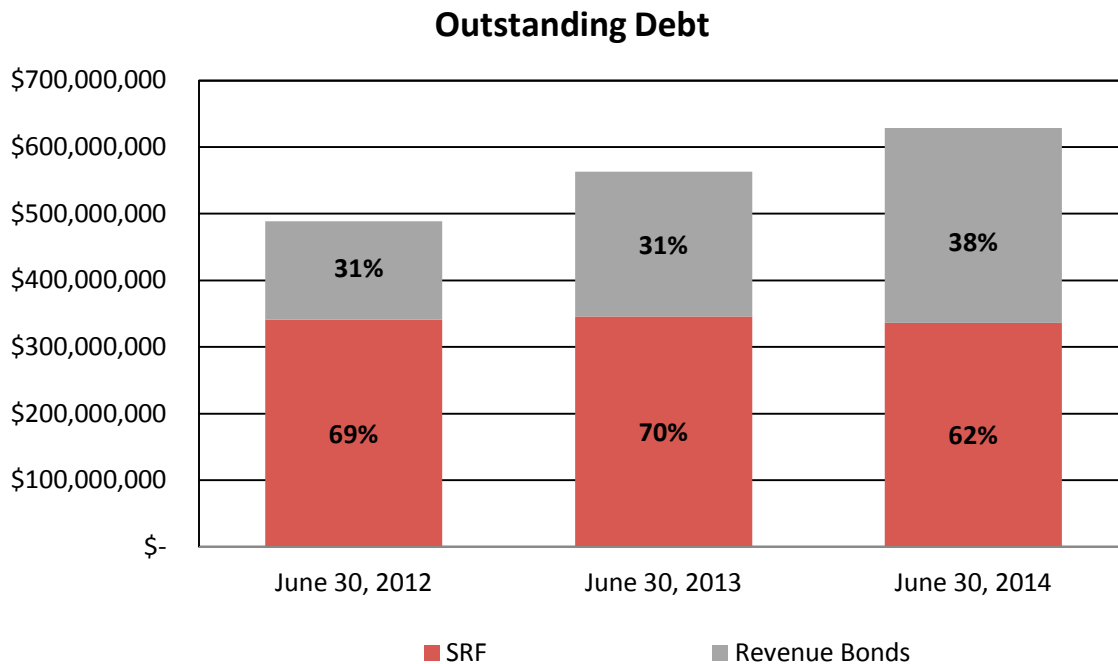
The chart below shows the uses of capital funds by fiscal year. Expenditures on capital improvements are \$108.3 million in FY 2014 and will decline in each of the four following fiscal years. FY 2019 shows higher programmed costs that reflect the construction of the CSO Phase III Facilities.



The table below shows the changes in outstanding debt at fiscal year-end for 2012, 2013 and 2014. The Additions/Principal Payments column reflects the net effect of principal payments and new SRF and revenue bond issuance. Outstanding debt is projected to increase 29% from FY 2012 to \$628.6 million in FY 2014.

Issuance	Outstanding Debt as of June 30, 2012	Additions/ Principal Payments	Outstanding Debt as of June 30, 2013	Additions/ Principal Payments	Outstanding Debt as of June 30, 2014
SRF Loans					
SRF Loans	\$ 340,979,944	\$ (20,192,959)	\$ 320,786,985	\$ (21,544,698)	\$ 299,242,287
New 2013 Series B		24,919,034	24,919,034	(997)	24,918,037
New 2014 Series A	-	-	-	12,000,000	12,000,000
<i>Subtotal SRF</i>	340,979,944	4,726,075	345,706,019	(9,545,695)	336,160,324
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	59,990,000	(1,735,000)	58,255,000	(1,790,000)	56,465,000
New 2013 Series A		71,480,000	71,480,000	-	71,480,000
New 2013 Series C	-	-	-	77,000,000	77,000,000
<i>Subtotal Revenue</i>	147,490,000	69,745,000	217,235,000	75,210,000	292,445,000
Total	\$ 488,469,944	\$ 74,471,075	\$ 562,941,019	\$ 65,664,305	\$ 628,605,324

The table below reflects the outstanding debt for fiscal years 2012 and 2013 and the projected debt for fiscal year 2014.

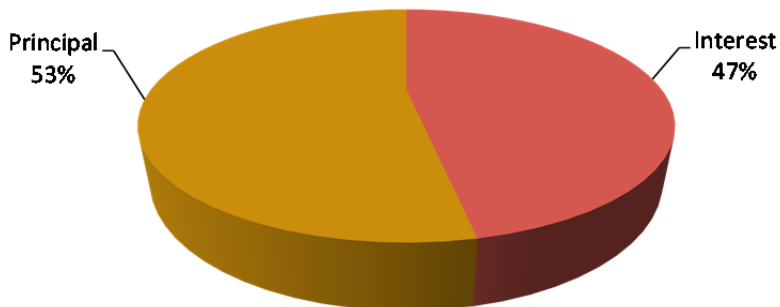


The following table shows debt service payments for existing and new bond issues in Fiscal Year 2014.

Debt Service Payments Fiscal Year 2014

Issue	Interest	Principal	Total
<u>RICWFA (SRF Loans)</u>			
SRF - Washington Park - \$3.694M	\$ 2,862	\$ 231,022	\$ 233,884
1993 Series B - \$14.781M	90,936	948,750	1,039,686
1994 Series - \$17.279M	99,480	1,092,361	1,191,841
1997 Series - \$8.150M	120,660	452,384	573,044
1999 Series - \$23.955M	403,619	1,395,000	1,798,619
2001 Series - \$57M	775,944	3,350,000	4,125,944
2002 Series - \$57M	485,990	2,854,865	3,340,855
2003 Series - \$40M	512,414	1,917,000	2,429,414
2004 Series B - \$40M	577,631	1,757,000	2,334,631
2005 Series B - \$30M	397,807	1,418,000	1,815,807
2006 Series A - \$30M	384,757	1,403,000	1,787,757
2007 Series B - \$25M	439,805	1,214,000	1,653,805
2009 Series A - \$55M	1,293,559	424,526	1,718,085
2010 Series A - \$2M	37,996	69,622	107,618
2010 Series B - \$20M	537,008	819,000	1,356,008
2011 Series A - \$30M	822,059	1,123,371	1,945,429
2012 Series A - \$25.75M	604,075	1,074,797	1,678,872
2013 Series B - \$25M	279,093	997	280,090
2014 Series A - \$12M	403,294	-	403,294
<u>Revenue Bonds</u>			
2008 Series A \$66M Refunding	1,991,937	1,790,000	3,781,937
2005 Series A - \$45M	2,250,000	-	2,250,000
2007 Series A - \$42.5M	2,065,563	-	2,065,563
2013 Series A - \$71.48M	2,962,392	-	2,962,392
2013 Series C - \$77.0M	3,080,000	-	3,080,000
Total	\$ 20,618,881	\$ 23,335,695	\$ 43,954,577

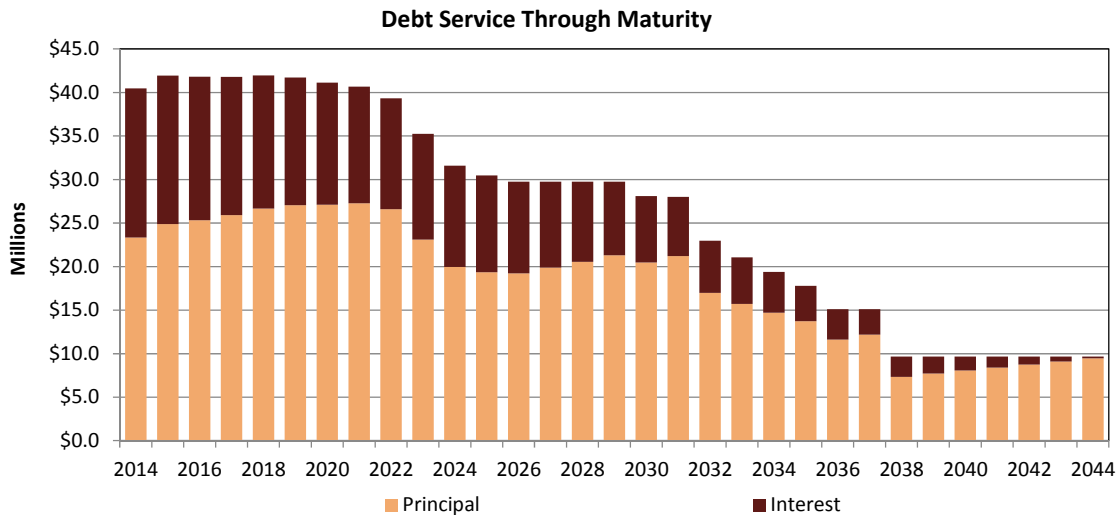
FY 2014 Debt Service



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

Debt Service Payments through Maturity

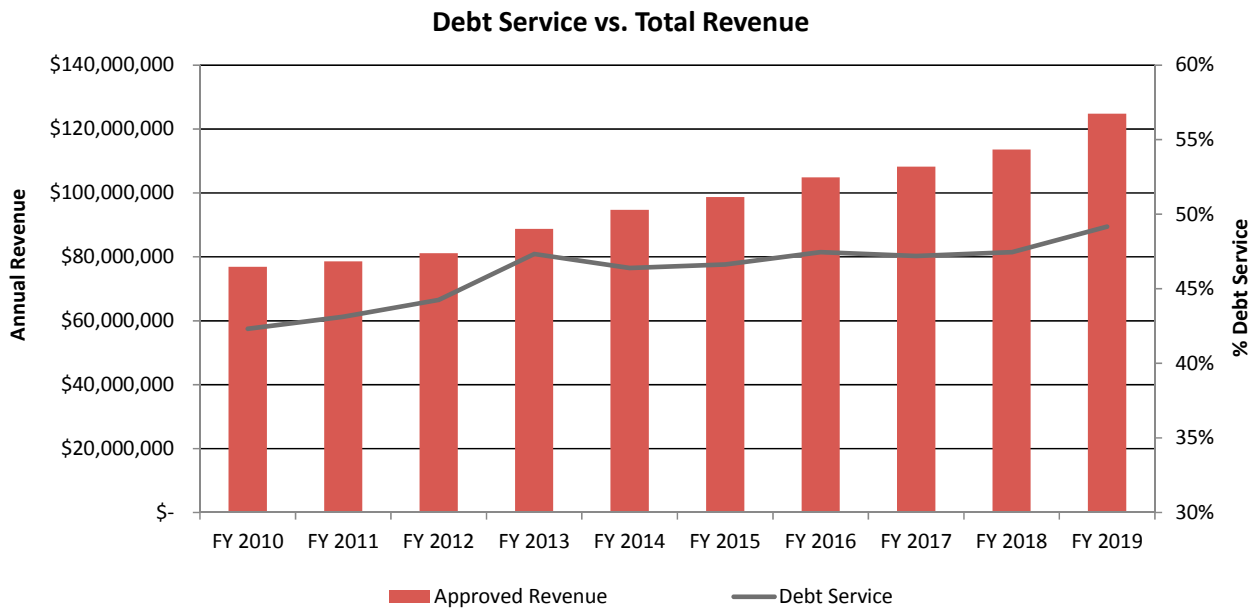
Fiscal Year	Debt	Principal	Interest	Total Payment
2014	\$ 562,941,021	\$ 23,335,695	\$ 17,134,589	\$ 40,470,284
2015	539,605,326	24,883,273	17,054,974	41,938,246
2016	514,722,053	25,342,371	16,482,476	41,824,847
2017	489,379,682	25,903,150	15,895,646	41,798,796
2018	463,476,532	26,664,360	15,290,004	41,954,364
2019	436,812,172	27,045,985	14,662,514	41,708,498
2020	409,766,187	27,111,719	14,022,554	41,134,273
2021	382,654,468	27,290,239	13,372,857	40,663,096
2022	355,364,229	26,600,055	12,728,511	39,328,567
2023	328,764,173	23,111,320	12,138,980	35,250,300
2024	305,652,854	19,970,601	11,610,664	31,581,265
2025	285,682,252	19,363,278	11,097,963	30,461,241
2026	266,318,975	19,234,240	10,536,202	29,770,442
2027	247,084,734	19,885,102	9,884,191	29,769,293
2028	227,199,632	20,538,063	9,233,238	29,771,302
2029	206,661,569	21,316,490	8,441,355	29,757,845
2030	185,345,079	20,467,156	7,629,911	28,097,067
2031	164,877,923	21,204,317	6,801,906	28,006,223
2032	143,673,606	16,963,675	6,022,314	22,985,988
2033	126,709,931	15,713,966	5,328,616	21,042,582
2034	110,995,965	14,705,965	4,680,406	19,386,371
2035	96,290,000	13,730,000	4,055,100	17,785,100
2036	82,560,000	11,605,000	3,499,338	15,104,338
2037	70,955,000	12,180,000	2,923,013	15,103,013
2038	58,775,000	7,330,000	2,318,150	9,648,150
2039	51,445,000	7,710,000	1,942,150	9,652,150
2040	43,735,000	8,060,000	1,588,200	9,648,200
2041	35,675,000	8,390,000	1,259,200	9,649,200
2042	27,285,000	8,735,000	916,700	9,651,700
2043	18,550,000	9,090,000	560,200	9,650,200
2044	9,460,000	9,460,000	189,200	9,649,200
Total	\$ 562,941,021	\$ 259,301,119	\$ 822,242,140	



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 \$44.0 million in FY 2014 to \$61.3 million in FY 2019. The chart below shows debt service as a percentage of the projected revenue requirement through FY 2019. Annual debt service as a percentage of total revenue will rise from 46.4% in FY 2014 and increase to 49.2% in FY 2019 as NBC begins to finance the construction of the CSO Phase III Facilities. 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.

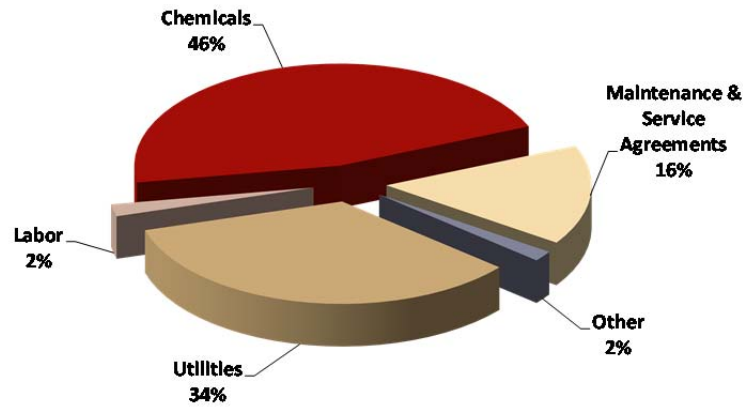
The specific expense line items that will be impacted are shown by project and fiscal year in the following table. Operation of the Nitrogen Removal Facilities at Field’s Point will require additional electricity, natural gas, water, screenings and grit disposal, and chemical usage, resulting in increased operational costs of \$1.6 million in FY 2014. The three wind turbines at Field’s Point, once operational, are anticipated to result in electricity cost savings of more than \$700,000 and revenues from the sale of Renewable Energy Credits of approximately \$360,000. Trash nets and other costs required as part of the Floatable Control Facilities will increase the FY 2014 operating costs by \$17,000. The projected operational impact of all of the completed CIP projects is \$668,000 in FY 2014, which increases to \$1.1 million in FY 2019.

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

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FPWWTF Nitrogen Removal Facilities						
Utilities	\$ 1,253	\$ 1,291	\$ 1,330	\$ 1,369	\$ 1,411	\$ 1,453
Chemicals	369	380	392	404	416	428
Screenings & Grit Disposal	2	2	2	2	2	2
Water	2	2	2	2	3	3
<i>Subtotal</i>	1,626	1,675	1,725	1,777	1,830	1,885
Regulatory Compliance Building						
Utilities	-	-	65	67	69	71
<i>Subtotal</i>	-	-	65	67	69	71
BPWWTF Biogas Reuse						
Maintenance & Service Agreements	-	-	165	170	175	180
Utilities	-	-	(422)	(439)	(457)	(475)
<i>Subtotal</i>	-	-	(257)	(269)	(282)	(295)
FPWWTF Wind Turbine						
Maintenance & Service Agreements	62	64	66	68	70	72
Renewable Energy Credits	(356)	(356)	(356)	(356)	(356)	(356)
Utilities	(709)	(709)	(709)	(709)	(709)	(709)
<i>Subtotal</i>	(1,003)	(1,001)	(999)	(997)	(995)	(993)
CSO Phase II Facilities						
Utilities	1	17	32	35	38	41
Labor	13	26	26	26	26	26
Chemicals	7	13	13	13	13	13
Maintenance & Service Agreements	1	3	3	3	3	3
Other	6	7	8	9	10	11
<i>Subtotal</i>	27	65	81	85	89	93
Floatable Control Facilities						
Screenings & Grit Disposal	1	1	1	1	1	1
Labor	5	6	6	7	7	8
Other	11	12	13	14	15	16
<i>Subtotal</i>	17	18	20	21	23	25
BPWWTF Nitrogen Removal Facilities						
Utilities	-	72	75	78	81	84
Chemicals	-	190	202	214	226	238
<i>Subtotal</i>	-	262	277	292	307	322
Total	\$ 668	\$ 1,020	\$ 913	\$ 977	\$ 1,043	\$ 1,109

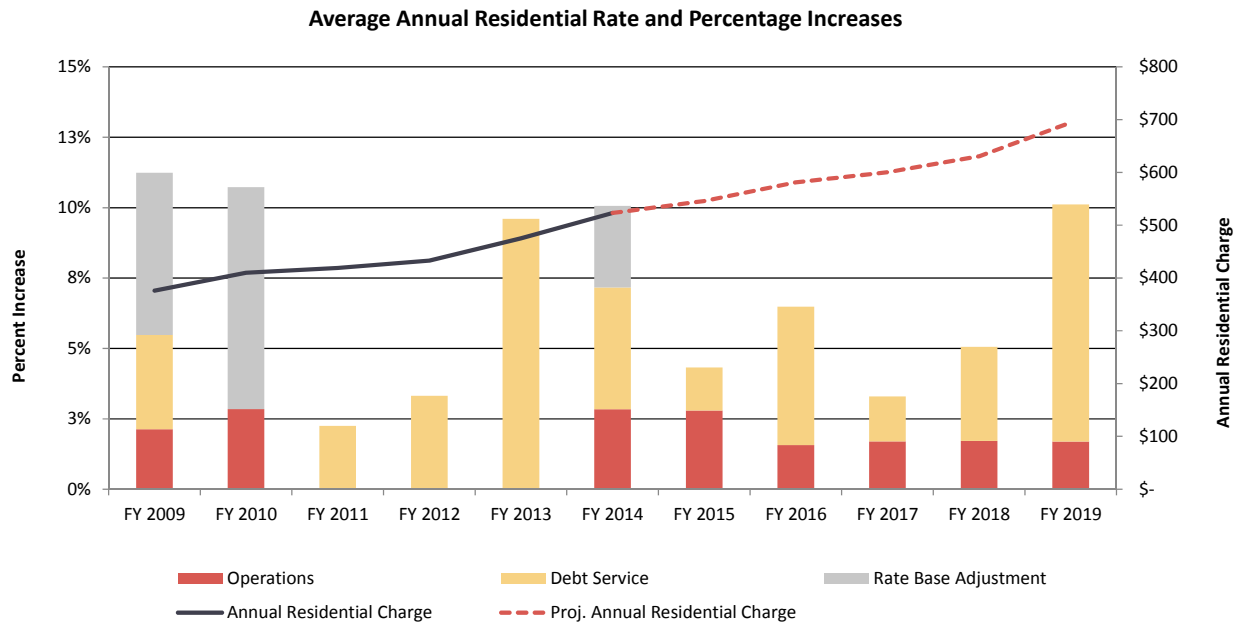
The graph on the following page shows the percentage of CIP impacts by expense type during FY 2014-2019. The majority or 46% is related to the increased chemical costs for the Field's Point and Bucklin Point Nitrogen Removal Facilities. Increased utility costs represent 34% of the increase and will be offset in part by NBC's renewable energy projects which include the Field's Point Wind Turbines and the Bucklin Point Biogas Reuse. Maintenance and service agreements represent 16% of the impact related to the renewable energy projects, while labor and other each account for 2% of the cost impacts for the Floatables Control Facilities and the CSO Phase II Facilities.

CIP Percentage Impact by Element of Operating Expense



Impact of CIP on Sewer User Rates

FY 2014 marks NBC’s first rate increase for operation and maintenance costs in four years. In addition, 40% of the FY 2014 rate increase is for a rate base adjustment due to the down-sizing of non-residential meters and lower consumption. The chart below shows the projected impact of financing of NBC’s capital improvement program and related operating cost impacts on NBC’s total revenue requirement and user fees. Based on a number of assumptions, the NBC average annual residential user charge is projected to increase from \$523 at the beginning of FY 2014 to \$698 in FY 2019. The largest projected rate increase is in FY 2019 at 10.1%, as NBC enters the construction phase of the CSO Phase III Facilities. Debt service makes up 35%, 76% and 48% of the projected rate increases in FY 2015, 2016 and 2017 respectively and 66% in FY 2018.



Even with these increases, NBC’s sewer rates remain competitive. As can be seen in the chart, when NBC’s 2012 rate is calculated based on consumption of 120 HCF, it is approximately 17% below the national average for major U.S. Cities of \$610.

2012 Annual Residential Sewer Charges for Major U.S. Cities			
Seattle, WA	\$1,282	Providence, RI	\$505
Honolulu, HI	1,125	Philadelphia, PA	483
San Francisco, CA	993	Dallas, TX	482
Portland, ME	973	New Orleans, LA	448
MWRA Service Area	824	Saint Louis, MO	434
Austin, TX	755	Saint Paul, MN	424
Detroit, MI	741	Indianapolis, IN	414
Jacksonville, FL	687	Los Angeles, CA	407
Boston, MA	674	San Jose, CA	406
Washington, DC	654	Fort Worth, TX	386
New York, NY	647	Milwaukee, WI	385
San Diego, CA	616	Newark, NJ	377
Houston, TX	531	San Antonio, TX	307
Columbus, OH	521		

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 \$100,000 and are for new facilities as well as the repair and replacement of existing infrastructure. The CIP shows programmed expenditures for fiscal year (FY) 2014 as well as the five-year period of fiscal years 2015-2019, 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 58 projects that are either in progress, to be initiated or to be completed during the window.

The estimated costs for this year’s CIP window are \$320.5 million with additional capital expenditures projected to be \$108.3 million in FY 2014 for a total of \$428.8 million during FY 2014-2019. The majority of the costs are related to the construction of the Combined Sewer Overflow (CSO) Phase II Facilities and the Nitrogen Removal Facilities at both Field’s Point and Bucklin Point. Programmed expenditure for the federally mandated CSO Phase III facilities are programmed to begin in FY 2014 as NBC begins the design phase as required under the consent agreement between NBC and RIDEM. Construction costs are programmed to begin in FY 2018. For planning purposes, the programmed expenditures are classified into cost categories, as shown in the following table.

FY 2015-2019 CIP Costs by Category
(In thousands)

Category	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015-2019	FY 2014-2019
Administrative	\$ 4,464	\$ 3,502	\$ 1,850	\$ 1,261	\$ 1,277	\$ 1,675	\$ 9,564	\$ 14,028
Land	1,400	550	600	300	4,000	-	5,450	6,850
A/E Professional	4,343	9,016	13,366	15,061	6,825	14,400	58,668	63,012
Construction	80,179	36,353	21,092	10,125	27,905	97,575	193,049	273,229
Contingency	8,399	10,504	11,920	1,184	584	150	24,342	32,741
Other	9,526	4,813	2,768	549	6,750	14,500	29,380	38,905
Total	\$ 108,311	\$ 64,738	\$ 51,596	\$ 28,479	\$ 47,341	\$ 128,300	\$ 320,454	\$ 428,765

Capital Improvement Program Assumptions

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

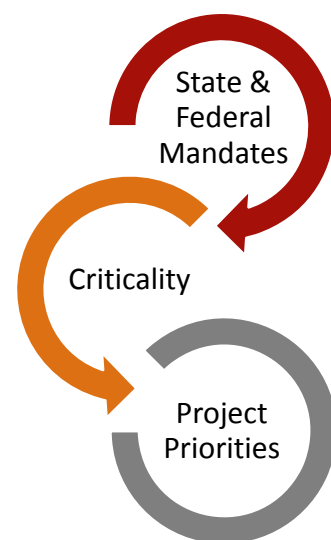
- Costs and cash flows are based on engineering estimates as well as bid amounts, once they become available.
- The CIP does not include the operating capital outlay expenses for the acquisition or replacement of long term assets required on an annual basis. These expenses are identified in NBC's annual operating budget and are outlined in the five-year Operating Capital Outlay Plan.
- The majority of construction projects include a 12% contingency based on the original construction cost estimate, 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. 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 85% of the projects identified in the window are prioritized with an "A" ranking and total approximately \$272.1 million.



In addition, 12% or \$37.1 million of projects are identified with a “B” ranking, which includes projects imperative to NBC’s ongoing operations. Finally 4%, or approximately \$11.3 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)

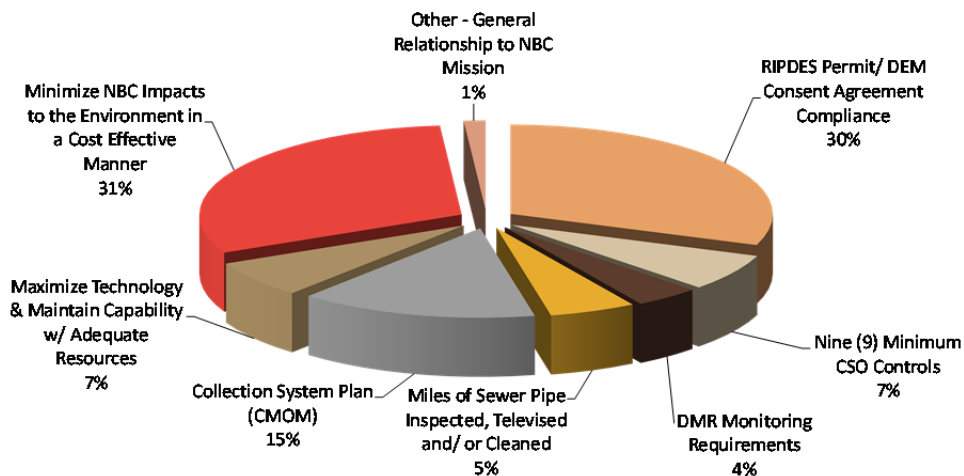
Project Priority	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Years 2015-2019	Ranking Percentage
A	\$ 44,922	\$ 42,062	\$ 14,949	\$ 43,852	\$ 126,300	\$ 272,084	85%
B	15,678	6,003	9,941	3,434	2,000	37,054	12%
C	4,139	3,532	3,590	55	-	11,316	4%
Total	\$ 64,738	\$ 51,596	\$ 28,479	\$ 47,341	\$ 128,300	\$ 320,454	100%

Capital Projects by Strategic Objective

NBC’s Strategic Plan ensures the ability to meet water quality objectives set forth by 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 multiple purposes.

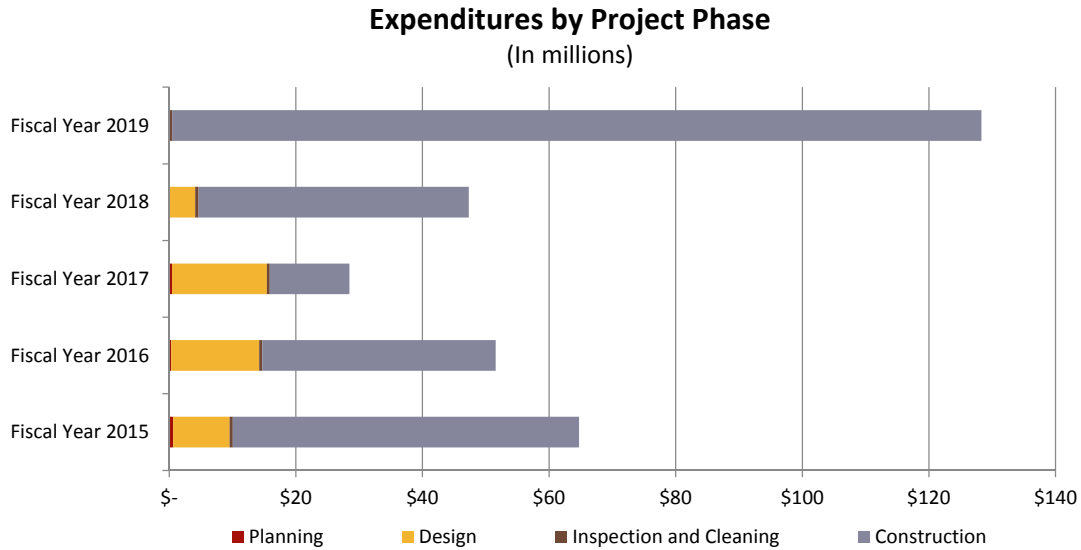
Of the 58 CIP projects, 31% are to Minimize NBC’s Impacts to the Environment in a Cost Effective Manner and 30% are related to the RIPDES Permit/DEM Consent Agreement Compliance Objective. In addition, 15% are related to the Collection System Plan Objective which relates to capacity management and operation 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

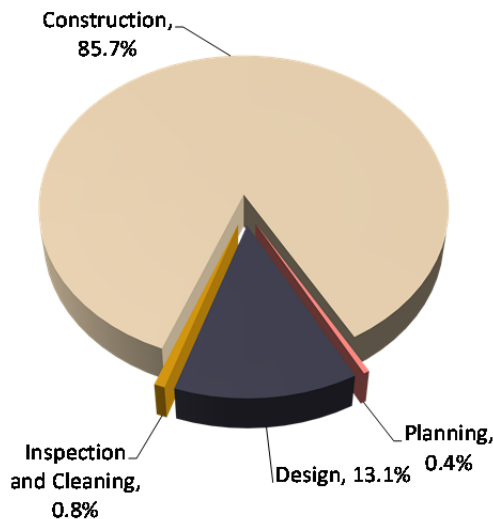


Capital Expenditure by Phase

NBC’s large construction projects are delineated by three phases: planning, design and 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 below illustrates the programmed capital expenditures by project phase. The construction phase has the largest amount of expenditures during the window, with approximately 85.7% or \$274.5 million of the total expenditures. Design has the second largest amount of programmed expenditures with \$41.9 million or 13.1% of the expenditure. Finally, Planning and Inspection and Cleaning represent approximately 0.4% and 0.8% of the total respectively.



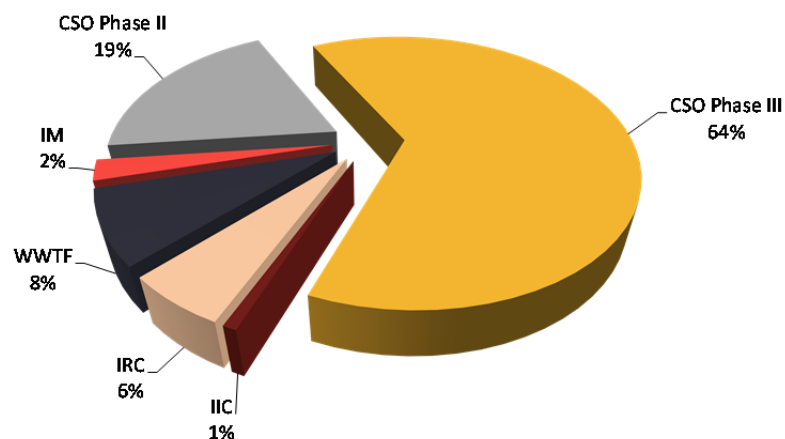
Capital Improvement Program Project Cost Allocation

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 following table.

Functional Area	Definition
Wastewater Treatment Facility Improvements (WWTF)	Projects related to improvements at the NBC's Wastewater Treatment Facilities including 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)	CSO Floatables Control Facilities projects.
CSO Interceptor Inspection and Cleaning (IIC)	Projects related to interceptor inspection and cleaning.
CSO Interceptor Repair and Construction (IRC)	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 \$320.5 million in capital expenditures scheduled over this year's CIP window, \$203.4 million, or 64%, is allocated to begin design and construction of Phase III of the CSO Abatement Project. Approximately \$61.5 million, or 19%, is for Phase II of the CSO Abatement Project. In addition \$26.9 million, or 8%, is for Wastewater Treatment Facility Improvements, of which \$12 million will be spent on the construction of the new Regulatory Compliance Building located at Field's Point. The remaining expenditures of \$28.7 million or 9% are for Infrastructure Management, 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 2014-2018) CIP to the current year (FY 2015-2019) CIP. The most significant change is due to the CIP's window shift from year to year. The functional area with the largest increase of 165% is for the CSO Phase III Facilities as the design evaluation will begin in 2014 and 2015 and construction is scheduled to begin in 2018. In addition, the CSO Interceptor Repair and Construction increased by 80.6% as a result of new repair and construction projects. The remaining areas show decreases, reflecting the completion of capital projects. The

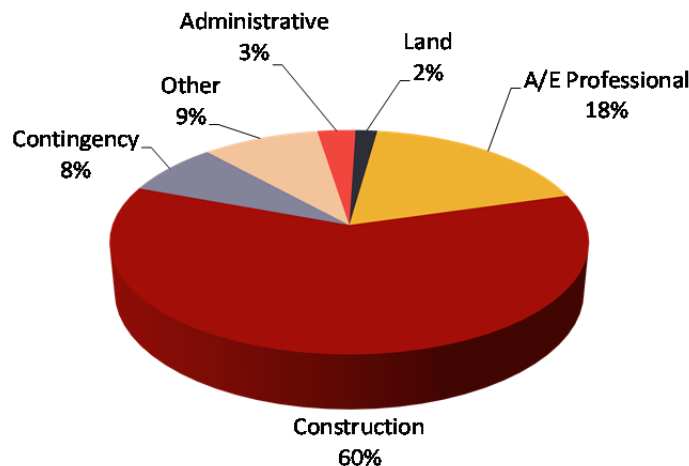
Wastewater Treatment Facility Improvements decreased by \$24.4 million as compared to last year’s CIP window as the FPWWTF Biological Nutrient Removal Facilities are completed. CSO Phase II decreased by \$78.8 million due to construction being performed in FY 2013 and FY 2014. Overall, there is a 10.6% increase 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 2014-2018)	Current Year CIP (FY 2015-2019)	% Change
Wastewater Treatment Facility Improvements	\$ 51,260	\$ 26,856	(48%)
Infrastructure Management	8,392	7,693	(8%)
CSO Phase II Facilities	140,315	61,512	(56%)
CSO Phase III Facilities	76,737	203,424	165.1%
Floatables Control Facilities	210	-	(100%)
CSO Interceptor Inspection and Cleaning	2,500	2,500	(0%)
CSO Interceptor Repair and Construction	10,226	18,468	80.6%
Total	\$ 289,640	\$ 320,454	10.6%

For planning purposes, the programmed expenditures within each project are classified into cost categories. Cost categories include the Administrative category, which includes NBC’s project 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 \$193.1 million, or approximately 60% of the total costs within the five-year period. Architectural and Engineering services represent approximately \$58.7 million or 18% of the costs during this same period.

CIP Costs by Type of Activity



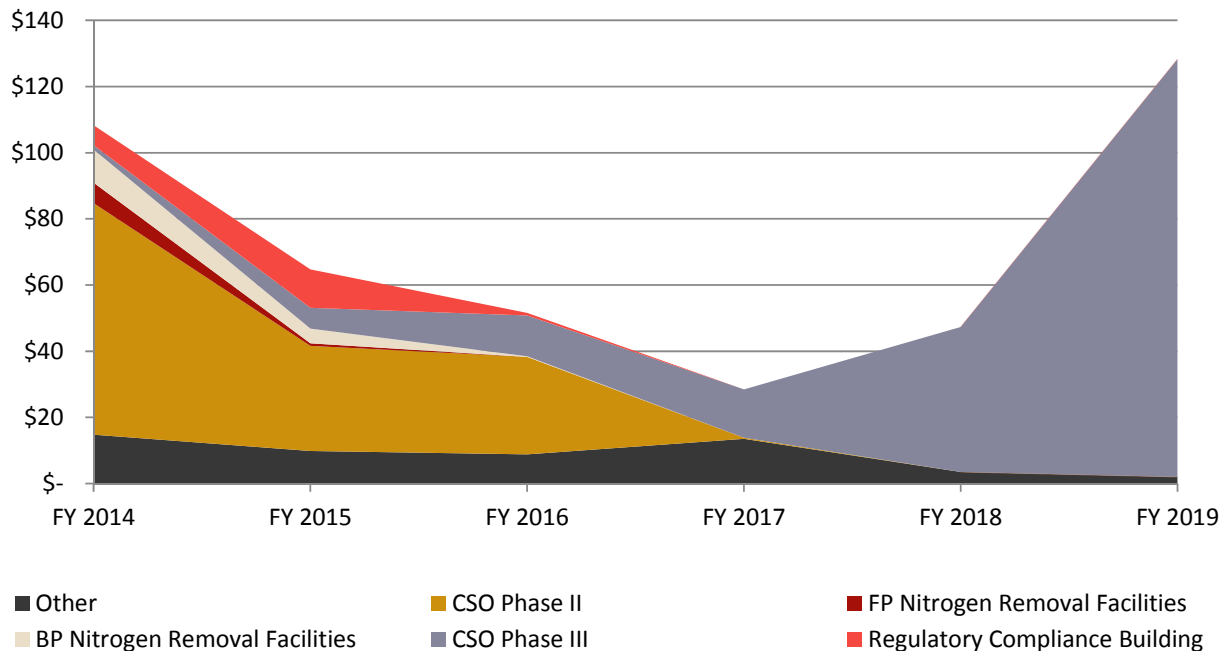
Significant Capital Improvement Projects

This year's CIP includes costs for five significant Capital Improvement Projects: construction of the CSO Phase II Facilities, Nutrient Removal Facilities at Field's Point, Nutrient Removal Facilities at Bucklin Point, the commencement of the design and construction phase for the Phase III CSO Facilities in FY 2014 and the construction of the Regulatory Compliance Building. Costs for these five projects during the five-year period total \$282.8 million, or 88% of this year's CIP. Construction of the Field's Point Nutrient Removal Facilities is scheduled for completion in FY2014. Construction of the CSO Phase II Facilities and the construction of the Bucklin Point Nutrient Removal Facilities are scheduled to be complete in FY 2015. 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2015 -FY 2019	Five-Year Window %
CSO Phase II Facilities	\$ 69,973	\$ 31,751	\$ 29,463	\$ 299	\$ -	\$ -	\$ 61,512	19%
CSO Phase III Facilities	1,307	6,281	12,341	14,650	43,852	126,300	203,424	63%
Regulatory Compliance Building	6,052	11,635	780	-	-	-	12,415	4%
FP Nitrogen Removal Facilities	6,166	808	-	-	-	-	808	0%
BP Nitrogen Removal Facilities	10,028	4,423	188	-	-	-	4,611	1%
Other	14,785	9,839	8,825	13,531	3,489	2,000	37,683	12%
Total	\$ 108,311	\$ 64,738	\$ 51,596	\$ 28,479	\$ 47,341	\$ 128,300	\$ 320,454	100%

Expenditures by Major Project
(In Millions)



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 continues with the facilities construction in accordance with the schedule set forth in the Consent Agreement between NBC and RIDEM.

This project was separated into fourteen different construction contracts based upon the tasks to be completed. All fourteen contracts have been awarded and construction is approximately 42% complete. Construction costs for the CSO Phase II Facilities are estimated at \$212.0 million which is \$21.2 million less than last year as a result of bids that were lower than estimated costs. The construction costs for FY 2015-2019 are approximately \$61.4 million, or 19% of the total costs included in the five-year window. The table below lists the projects and their estimated costs compared to last year's CIP.

Phase II also includes four sewer separation projects on the East Side of Providence which will separate the sanitary flow from the stormwater flow. As part of this project, catch basins and storm drains will be constructed and downspouts will be disconnected to eliminate stormwater from entering the sanitary sewer system. A wetlands treatment facility will be constructed in Central Falls and will consist 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.



Photo: Tunneling pipe for the Woonasquatucket Interceptor

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 2015. The interceptors will eliminate discharge from approximately ten outfalls (OFs) for most storms, and convey the flows to the CSO Tunnel constructed in Phase I.

Phase II CSO Facilities - Total Construction Cost Comparison		2014-2018 CIP	2015-2019 CIP	Difference
30301RS	Phase II CSO Facilities - Program & Construction Mgmt	\$ 30,315	\$ 30,315	\$ (0)
30302C	Phase II CSO Facilities - OF 106	5,926	5,924	(2)
30303C	Phase II CSO Facilities - WCSOI	86,327	78,325	(8,002)
30304C	Phase II CSO Facilities - SCSOI Main	30,976	25,973	(5,003)
30305C	Phase II CSO Facilities - OF 027	11,412	11,991	579
30306C	Phase II CSO Facilities - OF 037 West	12,769	12,706	(63)
30307C	Phase II CSO Facilities - OF 037 South	15,127	11,490	(3,637)
30308C	Phase II CSO Facilities - OF 037 North	15,127	10,835	(4,292)
30309C	Phase II CSO Facilities - WCSOI Regulator	1,240	1,101	(139)
30310C	Phase II CSO Facilities - WCSOI North	9,366	9,277	(89)
30311C	Phase II CSO Facilities - WCSOI West	9,125	10,252	1,127
30312C	Phase II CSO Facilities - SCSOI Regulator	1,932	736	(1,196)
30313C	Phase II CSO Facilities - WCSOI Site Demolition	427	153	(274)
30314C	Phase II CSO Facilities - WCSOI OF 054	3,150	2,915	(235)
Total Phase II Facilities - Construction		\$ 233,219	\$ 211,993	\$ (21,226)

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 WWTF for treatment. Total pre-design cost estimates are \$604.7 million, with \$203.4 million in the CIP window, representing 63% of costs. Design of the CSO Phase III Facilities is scheduled to begin in FY 2014 and involves a reevaluation of the proposed CSO Phase III program. This reevaluation will determine the improvement in water quality as a result of the work completed in the first two phases, and determine if Phase III needs to be completed. If Phase III is deemed necessary, the proposed facilities will be evaluated to determine the most cost effective approach. Design of the CSO Phase III Facilities represents approximately \$37.4 million in this year's CIP window.



Photo: Highlighted route of CSO Phase III

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 WWTF's.

Field's Point

The construction cost estimate for the Field's Point nitrogen removal facilities and related upgrades (Project 109) is \$67 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, included 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 97% complete and are scheduled for completion in 2013. The Facility has been upgraded to remove nitrogen compounds using the Integrated Fixed Film Activated Sludge (IFAS) process. Existing aeration basins have been modified



Photo: New turbo blowers at Field's Point

to provide four separate zones in each tank to facilitate nitrogen removal. The existing blower building has also been modified to house nine new turbo blowers to provide aeration for the nitrogen removal process.



Photo: Workers placing grout for replaced screw lift pumps

The new Operations Building houses 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. A new screenings facility was built to eliminate fine solids from the flow prior to its entering the aeration tanks, screw lift pumps were replaced, and new piping was installed. Tanks and effluent pumps will be installed for the chemical addition of carbon and alkalinity needed for the BNR process.

Bucklin Point

NBC's facilities at Bucklin Point were originally designed and constructed to achieve a nitrogen level of 8 mg/l, but subsequent to the completion of construction, RIDEM also established a new permit nitrogen limit of 5 mg/l for NBC's Bucklin Point facility. In FY 2012, NBC began the process of upgrading the existing Biological Nutrient Removal (BNR) facilities and constructing new facilities in order to achieve the new permit nitrogen limit.

The construction cost estimate for the Bucklin Point nitrogen removal facilities and related upgrades (Project 809) is \$43 million. Currently, construction of the nitrogen removal facilities and improvements are approximately 49% complete.

As part of this project, the existing two stage aeration tanks will be reconfigured to a four stage process with one additional anoxic zone and one additional aerobic zone to provide improved nitrogen removal and attain the permit nitrogen limit. A number of process and mechanical improvements have been made throughout the facility, including modifications to the electrical distribution system. Existing facilities are being modified to accommodate new equipment and technology and construction of new facilities is underway for the additional processes necessary to meet the required permit nitrogen limit.



Photo: Reconfiguring of aeration tank at Bucklin Point

Renewable Energy

A renewable energy source is one which is continuously created. Renewable energy sources minimize greenhouse gases and allow 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) converts wind energy into electricity using three 1.5 mega-watt turbines. This project will generate clean sustainable energy both for use on-site for wastewater treatment operations and sale back to the grid. In addition to reducing greenhouse gas emissions, the wind turbines will help offset projected increases in utility use associated with the new BNR facilities. The three wind turbines became operational in October 2012. Final improvements to the interconnection facilities are anticipated to be complete in early FY 2014 which will enable NBC to increase electricity production. NBC has also applied for authorization to sell Renewable Energy Credits which will generate revenues in FY 2014 if they are successfully marketed. The project is expected to cost approximately \$15.4 million.



Photo: One of three wind turbines at Fields Point

Bucklin Point Wastewater Treatment Facility Biogas Reuse



Photo: Digester tank at Bucklin Point

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 and biologically decompose in the absence of oxygen, generating a methane rich biogas byproduct.

NBC currently uses about 50% of this biogas in an on-site heat exchanger to supply heat to the anaerobic digestion tanks. The remaining biogas is flared as waste. Using a combined heat and power system, NBC will burn all the biogas in a reciprocating engine 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 \$5.6 million.

Collection System Infrastructure



Photo: Inverting of lining at an interceptor improvement location

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.

Capital Improvement Program Changes

Completed Projects

Of the three projects completed last year 77% of the expenditures were related to the CSO Interceptor Repair and Construction. The Wastewater Treatment Facility Improvements and the CSO Interceptor Inspection and Cleaning functional areas accounted for the remaining 23% of the completed project expenditures. The following table summarizes the completed project costs which totaled \$2.4 million.

Project Number	Project Name	Total Cost (In thousands)
<u>Wastewater Treatment Facility Improvements</u>		
11601C	FPWWTF Pump Replacement	\$ 303
	<i>Subtotal</i>	303
<u>CSO Interceptor Inspection and Cleaning</u>		
30430M	WRI Route 10 Inspection and Cleaning	252
	<i>Subtotal</i>	252
<u>CSO Interceptor Repair and Construction</u>		
30454C	Branch Avenue Interceptor Improvement	1,833
	<i>Subtotal</i>	1,833
Completed Project Total		\$ 2,388

New Projects

This year's CIP identifies seven new capital projects. Project 1140200 involves a study of the effect of nitrogen reductions on dissolved oxygen levels in NBC receiving waters in upper Narragansett Bay at a projected cost of \$300 thousand. This is a complex issue and the resulting report and legal analysis may have a significant impact on the extent to which NBC is mandated to continue with costly capital improvements. Also new this year is \$721 thousand for the design and construction of Project 11602 which involves the rehabilitation of a canopy roof in the Tunnel Pump Station that protects the pump station equipment. Project 12600 relates to a land acquisition for property adjacent to NBC's Field's Point Wastewater Treatment Facility. This acquisition serves two purposes. First, demolition of the deteriorated buildings on the site will eliminate debris from blowing into NBC's treatment facilities and second, it will give NBC room to locate new facilities.

Project 30470M involves the inspection and cleaning of approximately four miles of NBC-owned interceptors in the Town of North Providence at an estimated cost of \$165 thousand. There are three new collection system projects. Project 30456 includes planning, design, and construction and involves the lining of approximately 2,400 feet of sewer pipe, rehabilitation of manholes and other repairs to NBC's sewer line. Project 30457, at a projected cost of \$6.1 million, is for the planning, design, and construction of the Providence River Siphon which is more than 100 years old and is critical for the conveyance of flows from the East Side of Providence to the Allen's Avenue Interceptor. Project 30458 is for Douglas/Branch Avenue Interceptor Relief at an estimated cost of \$7.2 million. The planning, design, and construction are needed to eliminate surcharging in wet weather which may result in Sanitary Sewer Overflows. The new projects are shown in the following table.

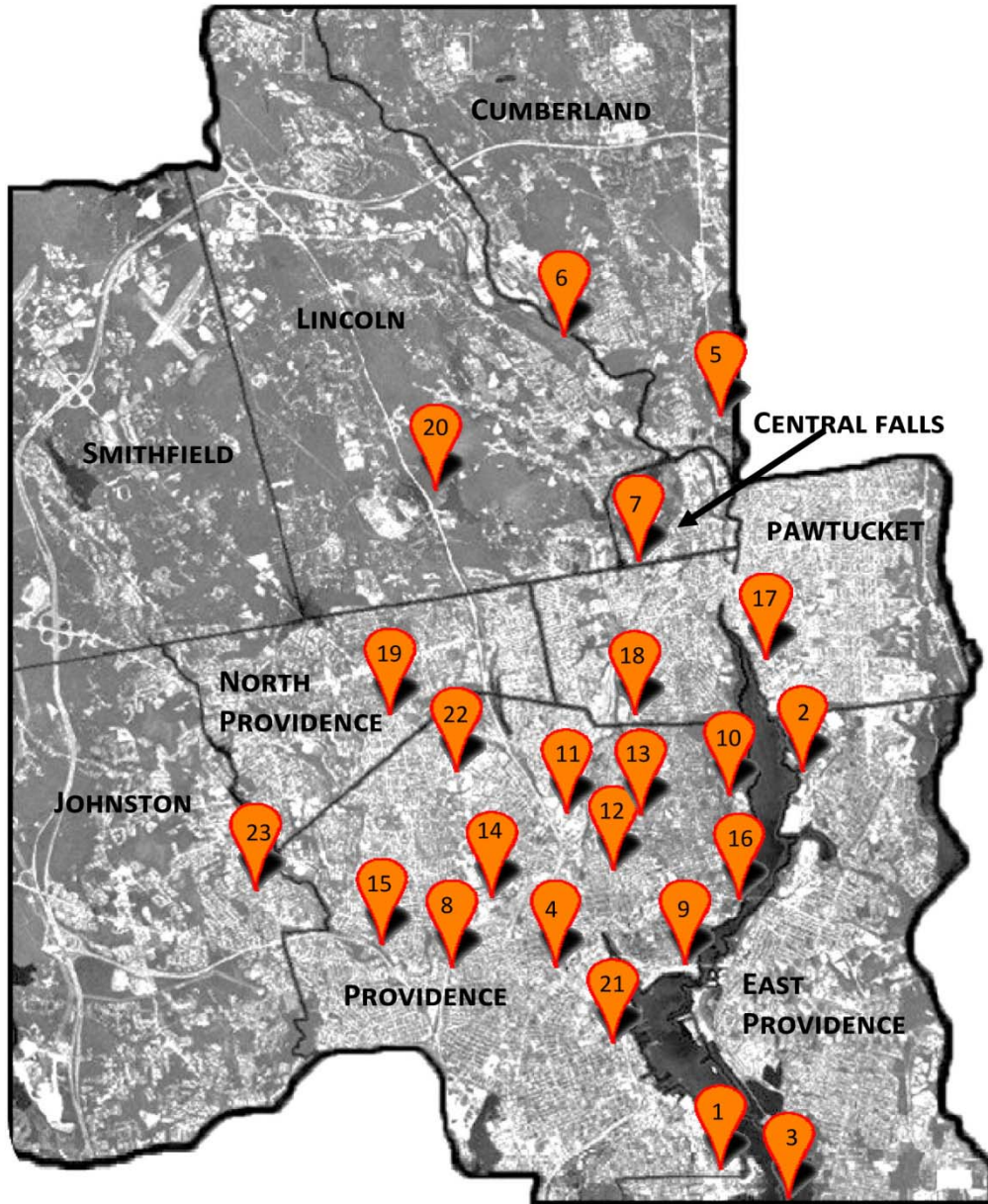
Project Number	Project Name	Estimated Cost (In thousands)
1140200	Receiving Water Compliance Study	\$ 300
11602D	FPWWTF Tunnel Pump Station Improvements - Design	58
11602C	FPWWTF Tunnel Pump Station Improvements - Construction	663
12600C	FPWWTF Land Acquisition/Site Demo	1,607
30470M	North Providence Interceptor Inspection	165
30456C	NBC Interceptor Lining at Butler Hospital	540
30457P	Providence River Siphon Replacement - Planning	224
30457D	Providence River Siphon Replacement - Design	830
30457C	Providence River Siphon Replacement - Construction	6,138
30458P	Douglas/Branch Avenue Interceptor Relief - Planning	67
30458D	Douglas/Branch Avenue Interceptor Relief - Design	565
30458C	Douglas/Branch Avenue Interceptor Relief - Construction	6,528
Total		\$ 17,685

Capital Improvement Program Project Locations

The capital projects identified in this year's CIP are shown on the map on the following page. The map highlights 23 project locations as identified in the key below.

Legend Key	Project Number	Project Name
Wastewater Treatment Facility Improvements		
1	10901	FPWWTF - Nitrogen Removal Facilities
1	11602	FPWWTF Tunnel Pump Station Improvements
1	11900	Regulatory Compliance Building
2	12000	BPWWTF - Biogas Reuse
1	12100	FPWWTF - Wind Turbine
1	12400	NBC IM Facilities
1	12500	Utility Reliability Enhancement for the Field's Point Campus
1	12600	FPWWTF Land Acquisition/Site Demo
2	80900	BPWWTF - Nitrogen Removal Facilities
Infrastructure Management		
3	1100000	Site Specific Study
3	1140100	River Model Development
3	1140200	Receiving Water Compliance Study
4	30221	Hydraulic Systems Modeling
5	30438	Interceptor Easements - Construction
	30500	NBC Interceptor Easements
6	30501	Interceptor Easements - NBC BVI
	30700	NBC System-wide Facilities Planning
Phase II CSO Facilities		
7	30302C	Phase II CSO Facilities - OF 106
8	30303C	Phase II CSO Facilities - WCSOI Main
9	30404C	Phase II CSO Facilities - SCSOI Main
10	30305C	Phase II CSO Facilities - OF 027
11	30306C	Phase II CSO Facilities - OF 037 West
12	30307C	Phase II CSO Facilities - OF 037 South
13	30308C	Phase II CSO Facilities - OF 037 North
8	30309C	Phase II CSO Facilities - WCSOI Regulator
14	30310C	Phase II CSO Facilities - WCSOI North
15	30311C	Phase II CSO Facilities - WCSOI West
16	30312C	Phase II CSO Facilities - SCSOI Regulator
8	30313C	Phase II CSO Facilities - WCSOI Site Demolition
15	30314C	Phase II CSO Facilities - WCSOI OF 054
Phase III CSO Facilities		
17	30800	Phase III CSO Facilities
Floatables Control Facilities		
18	30600	Floatables Control Facilities
CSO Interceptor Inspection and Cleaning		
19	30470M	North Providence Interceptor Inspection
CSO Interceptor Repair and Construction		
20	30421	Louisquisset Pike Interceptor Replacement
7	30444	Moshassuck Valley Interceptor
23	30455C	Improvements to NBC Interceptors FY 2012
10	30456C	NBC Interceptor Lining at Butler Hospital
21	30457C	Providence River Siphon Replacement
22	30458C	Douglas/Branch Avenue Interceptor Relief

CAPITAL IMPROVEMENT PROGRAM PROJECT LOCATIONS



Capital Improvement Program Funding

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

NBC maximizes its borrowing from the Rhode Island Clean Water Finance Agency (RICWFA) to the extent that there are loans available. The RICWFA, through the State Revolving Fund Program (SRF), provides interest rate subsidies on loans for eligible projects. However, RICWFA does not have sufficient capacity to meet all the NBC's needs.

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 Eighteen Supplemental Indentures.

Capital Projects

Capital Project Summary by Fiscal Year

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2014	Fiscal Year 2014	Fiscal Years 2015-2019	Post-Fiscal Year 2019	Total Estimated Project Cost
Wastewater Treatment Facility Improvements							
10901C	FPWWTF - Nitrogen Removal Facilities - Construction	A	\$ 59,581	\$ 6,166	\$ 808	\$ -	\$ 66,555
11602D	FPWWTF Tunnel Pump Station Improvements - Design	B	-	58	-	-	58
11602C	FPWWTF Tunnel Pump Station Improvements - Construction	B	-	663	-	-	663
11900D	Regulatory Compliance Building - Design	A	2,781	161	-	-	2,942
11900C	Regulatory Compliance Building Construction	A	2	5,891	12,415	-	18,308
12000D	BPWWTF - Biogas Reuse - Design	C	394	76	-	-	470
12000C	BPWWTF - Biogas Reuse - Construction	C	-	3,924	1,693	-	5,617
12100C	FPWWTF Wind Turbine - Construction	A	14,374	894	120	-	15,388
12400D	New IM Facilities - Design	C	-	-	557	-	557
12400C	New IM Facilities - Construction	C	-	-	6,052	-	6,052
12500C	Utility Reliability Enhancement for FP Campus	A	257	2,080	60	-	2,397
12600C	FPWWTF Land Acquisition & Site Demolition	A	124	943	540	-	1,607
80900D	BPWWTF - Nitrogen Removal Facilities - Design	A	3,598	261	-	-	3,859
80900C	BPWWTF - Nitrogen Removal Facilities - Construction	A	28,346	9,767	4,611	-	42,724
Subtotal - Wastewater Treatment Facility Improvements			\$ 109,457	\$ 30,883	\$ 26,856	\$ -	\$ 167,196
Infrastructure Management							
1100000	Site Specific Study	A	\$ 211	\$ -	\$ 246	\$ -	\$ 457
1140100	River Model Development	C	320	88	-	-	408
1140200	Receiving Water Compliance Study	B	-	150	150	-	300
30221D	Hydraulic Systems Modeling - Design	C	263	25	-	-	288
30438D	Interceptor Easements - Design	A	645	153	-	-	798
30438C	Interceptor Easements - Construction	A	-	94	518	-	612
30500D	NBC Interceptor Easements - Design	B	-	752	2,183	-	2,935
30500C	NBC Interceptor Easements - Construction	B	-	-	2,497	-	2,497
30501D	Interceptor Easements - NBC BVI Design	A	250	396	-	-	646
30501C	Interceptor Easements - NBC BVI Construction	A	-	-	730	-	730
30700	NBC System-wide Facilities Planning	B	-	3	1,370	-	1,372
Subtotal - Infrastructure Management			\$ 1,690	\$ 1,660	\$ 7,693	\$ -	\$ 11,043
Phase II CSO Facilities							
30301D	Phase II CSO Facilities - Design	A	\$ 18,404	\$ 1,323	\$ 95	\$ -	\$ 19,821
30301RS	Phase II CSO Facilities - Program & Construction Management	A	9,896	4,400	16,019	-	30,315
30302C	Phase II CSO Facilities - OF 106	A	2,085	2,254	1,584	-	5,924
30303C	Phase II CSO Facilities - WCSOI Main	A	25,479	26,914	25,932	-	78,325
30304C	Phase II CSO Facilities - SCSOI Main	A	7,288	10,997	7,689	-	25,973
30305C	Phase II CSO Facilities - OF 027	A	10,444	1,177	370	-	11,991
30306C	Phase II CSO Facilities - OF 037 West	A	6,679	5,275	752	-	12,706
30307C	Phase II CSO Facilities - OF 037 South	A	54	7,344	4,091	-	11,490
30308C	Phase II CSO Facilities - OF 037 North	A	716	5,153	4,967	-	10,835
30309C	Phase II CSO Facilities - WCSOI Regulator	A	1,086	15	-	-	1,101
30310C	Phase II CSO Facilities - WCSOI North	A	5,803	3,474	-	-	9,277
30311C	Phase II CSO Facilities - WCSOI West	A	10,122	130	-	-	10,252
30312C	Phase II CSO Facilities - SCSOI Regulator	A	631	105	-	-	736
30313C	Phase II CSO Facilities - WCSOI Site Demolition	A	150	3	-	-	153
30314C	Phase II CSO Facilities - WCSOI of 054	A	1,493	1,409	13	-	2,915
Subtotal - Phase II CSO Facilities			\$ 100,329	\$ 69,973	\$ 61,512	\$ -	\$ 231,815

Capital Project Summary by Fiscal Year

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2014	Fiscal Year 2014	Fiscal Years 2015-2019	Post-Fiscal Year 2019	Total Estimated Project Cost
Phase III CSO Facilities							
30800D	Phase III CSO Facilities - Design	A	\$ -	\$ 1,307	\$ 37,399	\$ -	\$ 38,706
30800C	Phase III CSO Facilities - Construction	A	-	-	166,025	399,925	565,950
Subtotal - Phase III CSO Facilities			\$ -	\$ 1,307	\$ 203,424	\$ 399,925	\$ 604,656
Floatables Control Facilities							
30600D	Floatables Control Facilities - Design	A	\$ 434	\$ 54	\$ -	\$ -	\$ 488
30600C	Floatables Control Facilities - Construction	A	4,118	883	-	-	5,002
Subtotal - Floatables Control Facilities			\$ 4,552	\$ 937	\$ -	\$ -	\$ 5,490
CSO Interceptor Inspection & Cleaning							
30400M	Inspection and Cleaning of CSO Interceptors	B	\$ -	\$ 335	\$ 2,500	\$ 500	\$ 3,335
30470M	North Providence Interceptor Inspection	B	-	165	-	-	165
Subtotal - CSO Interceptor Inspection & Cleaning			\$ -	\$ 500	\$ 2,500	\$ 500	\$ 3,500
CSO Interceptor Repair & Construction							
30400C	Repair and Construction of CSO Interceptors	B	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 3,000
30421C	Louisquisset Pike Interceptor Replacement - Construction	C	-	-	2,382	-	2,382
30444D	Moshassuck Valley Interceptor - Design	C	138	219	-	-	357
30444C	Moshassuck Valley Interceptor - Construction	C	2	1,859	512	-	2,373
30455C	Improvements to Interceptors FY 2012	A	1,726	81	85	-	1,892
30456C	NBC Interceptor Lining at Butler Hospital	B	2	534	4	-	540
30457P	Providence River Siphon Replacement - Planning	B	9	215	-	-	224
30457D	Providence River Siphon Replacement - Design	B	-	76	755	-	830
30457C	Providence River Siphon Replacement - Construction	B	-	-	6,138	-	6,138
30458P	Douglas/Branch Avenue Interceptor Relief - Planning	B	-	67	-	-	67
30458D	Douglas/Branch Avenue Interceptor Relief - Design	B	-	-	565	-	565
30458C	Douglas/Branch Avenue Interceptor Relief - Construction	B	-	-	6,528	-	6,528
Subtotal - CSO Interceptor Repair & Construction			\$ 1,878	\$ 3,050	\$ 18,468	\$ 1,500	\$ 24,896
Total Capital Improvement Program			\$ 217,906	\$ 108,311	\$ 320,454	\$ 401,925	\$ 1,048,596

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

10901

FPWWTF - Nitrogen Removal Facilities



Photo: Blower Building Louver Cut-outs

The RIPDES permit for Field's Point requires a nitrogen limit of 5 mg/l from May to October starting in 2014. This project will modify the existing aeration basins to accommodate an Integrated Fixed Film Media process. The operational costs for the utility, chemical and maintenance costs associated with the operation of the

Project Overview

Location: Service Road (Providence, RI)
 Contractor(s): Daniel O'Connell's Sons
 Project Manager: Rich Bernier, P.E.
 Project Priority: A

new nitrogen removal facilities will begin in FY 2014.

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	January-07	September-11	57 Months	6,806
Construction	March-09	February-15	73 Months	66,555
Total Project	April-01	February-15	166 Months	\$74,233

Projected Expenditures - 10901P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392
A/E Professional	413	-	-	-	-	-	-	-	413
Other	67	-	-	-	-	-	-	-	67
Total Project Costs	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872

Projected Expenditures - 10901D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 448
Land	1,900	-	-	-	-	-	-	-	1,900
A/E Professional	4,396	-	-	-	-	-	-	-	4,396
Other	62	-	-	-	-	-	-	-	62
Total Project Costs	\$ 6,806	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,806

Projected Expenditures - 10901C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 2,066	\$ 520	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,826
Land	-	-	-	-	-	-	-	-	-
A/E	3,264	661	293	-	-	-	-	-	4,218
Construction	54,127	1,252	275	-	-	-	-	-	55,654
Contingency	-	3,289	-	-	-	-	-	-	3,289
Other	123	444	-	-	-	-	-	-	567
Total	\$ 59,581	\$ 6,166	\$ 808	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,555

Note: Cash Flow Basis in Thousands

11602

FPWWTF Tunnel Pump Station Improvements



Photo: Tunnel Pump Station

This project involves improvements to the Tunnel Pump Station including the rehabilitation of the canopy roof which protects the pump station equipment from water damage. In addition, the ground water collection and conveyance system needs to be replaced.

Project Overview

Location: Field's Point Wastewater Treatment Facility, Providence, RI

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	October-13	3 Months	\$58
Construction	October-13	June-14	8 Months	663
Total Project	July-13	June-14	11 Months	\$721

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 11602D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	50	-	-	-	-	-	-	50
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 58	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 58

Projected Expenditures - 11602C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	25	-	-	-	-	-	-	25
Construction	-	500	-	-	-	-	-	-	500
Contingency	-	50	-	-	-	-	-	-	50
Other	-	50	-	-	-	-	-	-	50
Total Project Costs	\$ -	\$ 663	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 663

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 is for the design and construction of 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 36,800 square feet and will be located on Service Road in Providence. This project also includes related site demolition and is currently in the design phase.

Project Overview

Location: Service Road (Providence, RI)
 Contractor(s): CDM
 Project Manager: Terry Cote, 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	September-08	June-09	9 Months	\$323
Design	September-10	November-13	39 Months	2,942
Construction	June-13	November-15	29 Months	18,308
Total Project	September-08	November-15	88 Months	\$21,573

Projected Expenditures - 11900P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 132
A/E Professional	191	-	-	-	-	-	-	-	191
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 323

Projected Expenditures - 11900D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 173	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 188
Land	1,247	-	-	-	-	-	-	-	1,247
A/E Professional	1,333	139	-	-	-	-	-	-	1,472
Other	28	7	-	-	-	-	-	-	35
Total Project Costs	\$ 2,781	\$ 161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,942

Projected Expenditures - 11900C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 2	\$ 221	\$ 335	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ 563
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	155	220	-	-	-	-	-	375
Construction	-	5,510	9,215	775	-	-	-	-	15,500
Contingency	-	-	1,860	-	-	-	-	-	1,860
Other	-	5	5	-	-	-	-	-	10
Total Project Costs	\$ 2	\$ 5,891	\$ 11,635	\$ 780	\$ -	\$ -	\$ -	\$ -	\$ 18,308

Note: Cash Flow Basis in Thousands

12000

BPWWTF Biogas Reuse



Photo: Bucklin Point Boiler Stacks

This project will construct a reciprocating engine to use biogas generated within the biosolids anaerobic digesters at the Bucklin Point WWTF as a fuel to generate electricity and heat for reuse in the treatment facility. This project is currently in the design phase which includes the 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	October-13	39 Months	470
Construction	July-13	July-15	25 Months	5,617
Total Project	June-07	July-15	95 Months	\$6,133

Projected Expenditures - 12000P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	23	-	-	-	-	-	-	-	23
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46

Projected Expenditures - 12000D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 80	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95
Land	-	-	-	-	-	-	-	-	-
A/E Professional	285	56	-	-	-	-	-	-	342
Other	28	5	-	-	-	-	-	-	33
Total Project Costs	\$ 394	\$ 76	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470

Projected Expenditures - 12000C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 38	\$ 24	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 64
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	26	24	-	-	-	-	-	50
Construction	-	3,850	950	100	-	-	-	-	4,900
Contingency	-	-	588	-	-	-	-	-	588
Other	-	10	5	-	-	-	-	-	15
Total Project Costs	\$ -	\$ 3,924	\$ 1,591	\$ 102	\$ -	\$ -	\$ -	\$ -	\$ 5,617

Note: Cash Flow Basis in Thousands

12100C

FPWWTF Wind Turbine



Photo: Field's Point Wind Turbines

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. The wind turbines became operational in October 2012.

Project Overview

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): Gilbane
 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	December-06	December-09	38 Months	\$40
Design	N/A	N/A	N/A	N/A
Construction	October-10	April-15	55 Months	15,388
Total Project	December-06	April-15	101 Months	\$15,428

Projected Expenditures - 12100P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
A/E Professional	-	-	-	-	-	-	-	-	-
Other	15	-	-	-	-	-	-	-	15
Total Project Costs	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40

Projected Expenditures -Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12100C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 493	\$ 44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 537
Land	-	-	-	-	-	-	-	-	-
A/E Professional	57	8	-	-	-	-	-	-	65
Construction	13,287	170	120	-	-	-	-	-	13,577
Contingency	-	613	-	-	-	-	-	-	613
Other	538	58	-	-	-	-	-	-	596
Total Project Costs	\$ 14,374	\$ 894	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,388

Note: Cash Flow Basis in Thousands

12400

New IM Facilities



Photo: Proposed Site for New IM Building

Design and construction of a new building will be needed when the IM responsibilities are increased. The building will include an administrative area along with a garage area and storage yard.

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	July-14	December-15	17 Months	\$557
Construction	September-15	December-17	27 Months	6,052
Total Project	July-14	December-17	42 Months	\$6,609

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12400D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ 21	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ 37
Land	-	-	-	-	-	-	-	-	-
A/E	-	-	300	200	-	-	-	-	500
Other	-	-	-	20	-	-	-	-	20
Total	\$ -	\$ -	\$ 321	\$ 236	\$ -	\$ -	\$ -	\$ -	\$ 557

Projected Expenditures - 12400C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ 177	\$ 170	\$ 5	\$ -	\$ -	\$ 352
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	30	20	-	-	-	50
Construction	-	-	-	2,200	2,750	50	-	-	5,000
Contingency	-	-	-	-	600	-	-	-	600
Other	-	-	-	-	50	-	-	-	50
Total Project Costs	\$ -	\$ -	\$ -	\$ 2,407	\$ 3,590	\$ 55	\$ -	\$ -	\$ 6,052

Note: Cash Flow Basis in Thousands

12500C

Utility Reliability Enhancement for the Field's Point Campus



Photo: Utility work being performed on Service Road

Many of the utility poles within the Field's 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 and this project will reposition the utility poles and wires.

Project Overview

Location: Providence, RI

Contractor(s): N/A

Project Manager: Rich Bernier, P.E.

Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	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	November-14	31 Months	\$2,397
Total Project	April-12	November-14	31 Months	\$2,397

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12500C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 47	\$ 120	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 177
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	100	-	-	-	-	-	-	100
Construction	-	950	50	-	-	-	-	-	1,000
Contingency	-	120	-	-	-	-	-	-	120
Other	210	790	-	-	-	-	-	-	1,000
Total Project Costs	\$ 257	\$ 2,080	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,397

Note: Cash Flow Basis in Thousands

12600C

FPWWTF Land Acquisition/Site Demolition



Photo: Aerial View of Existing Building on Terminal Road

There is limited open space near the NBC's FPWWTF and new facilities may be required to meet RIPDES permit requirements. Consequently the NBC purchased land from the City of Providence that abuts the FPWWTF property. This project involves the demolition of the existing building and the construction of a replacement facility at another location.

Project Overview

Location: Providence, RI
 Contractor(s): JR Vinagro 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	December-12	July-15	31 Months	\$1,607
Total Project	December-12	July-15	31 Months	\$1,607

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12600C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 47	\$ 55	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103
Land	-	-	-	-	-	-	-	-	-
A/E Professional	5	15	-	-	-	-	-	-	20
Construction	42	847	97	85	-	-	-	-	1,071
Contingency	-	-	357	-	-	-	-	-	357
Other	30	25	-	-	-	-	-	-	55
Total Project Costs	\$ 124	\$ 943	\$ 455	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ 1,607

Note: Cash Flow Basis in Thousands

80900C

BPWWTF Nitrogen Removal Facilities



Photo: Aerial view of the BPWWTF

Project Overview

Location: Bucklin Point WWTF (East Providence, RI)

Contractor(s): Daniel O'Connell's Sons

Project Manager: Rich Bernier, P.E.

Project Priority: A

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 new permit nitrogen limit of 5 mg/l. NBC has begun construction of the new facilities and upgrades to the existing Biological Nutrient Removal (BNR) process to achieve the new permit nitrogen limits. This project will upgrade the existing BNR process at this facility as well as rehabilitate other key treatment processes.

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	October-13	43 Months	3,859
Construction	July-11	March-16	57 Months	42,724
Total Project	July-07	March-16	92 Months	\$46,842

Projected Expenditures - 80900P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
A/E Professional	203	-	-	-	-	-	-	-	203
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260

Projected Expenditures - 80900D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 265	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296
Land	-	-	-	-	-	-	-	-	-
A/E Professional	3,247	221	-	-	-	-	-	-	3,468
Other	86	9	-	-	-	-	-	-	95
Total Project Costs	\$ 3,598	\$ 261	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,859

Projected Expenditures - 80900C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 527	\$ 240	\$ 158	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 924
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,512	700	600	188	-	-	-	-	3,000
Construction	26,248	8,711	302	-	-	-	-	-	35,262
Contingency	-	-	3,363	-	-	-	-	-	3,363
Other	59	115	-	-	-	-	-	-	175
Total Project Costs	\$ 28,346	\$ 9,767	\$ 4,423	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ 42,724

Note: Cash Flow Basis in Thousands

1100000

Site Specific Study



Photo: The RV Monitor, NBC's sampling vessel

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.

Project Overview

Location: Field's Point WWTF (Providence, RI)
 Contractor(s): N/A
 Project Manager: John Motta
 Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-01	June-15	166 Months	\$457
Construction	N/A	N/A	N/A	N/A
Total Project	November-01	June-15	166 Months	\$457

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1100000

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

1140100

River Model Development

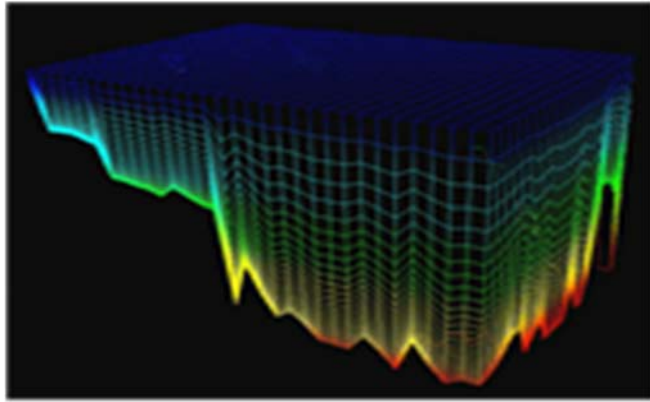


Photo: ROMS 3D grid boxes follow the shape of the coastline and represent the volume of Narragansett Bay

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, which was model development, is complete. The second phase, which was to run the model under varying conditions and loadings to determine the impact of nitrogen loads on the receiving waters is also complete. Future work will be to use the model to determine the effectiveness of different alternatives on improving water quality.

Project Overview

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	December-13	107 Months	\$408
Construction	N/A	N/A	N/A	N/A
Total Project	March-05	December-13	107 Months	\$408

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140100

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 53	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56
Land	-	-	-	-	-	-	-	-	-
A/E Professional	221	32	-	-	-	-	-	-	253
Other	46	52	-	-	-	-	-	-	98
Total Project Costs	\$ 320	\$ 88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 408

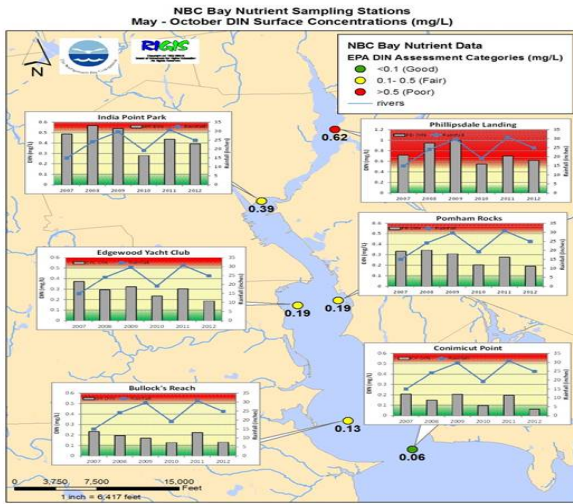
Projected Expenditures - Construction

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

1140200

Receiving Water Compliance Study



Project Overview

Location: NBC Service Area
 Contractor(s): N/A
 Project Manager: Thomas Uva
 Project Priority: B

Project 1140200 will evaluate the effect of nitrogen reductions on dissolved oxygen levels in upper Narragansett Bay. The project involves the collection of data and the development of a comprehensive report that will assist NBC with information relative to potential permit requirements. This project also entails the engagement of consultants and legal counsel related to permit requirements that would mandate NBC to make additional capital investments.

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	June-15	24 Months	\$300
Construction	N/A	N/A	N/A	N/A
Total Project	July-13	June-15	24 Months	\$300

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY 2020	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140200

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY 2020	Total
Administrative	\$ -	\$ 100	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	50	50	-	-	-	-	-	100
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300

Projected Expenditures - Construction

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY 2020	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Hydraulic Systems Modeling

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

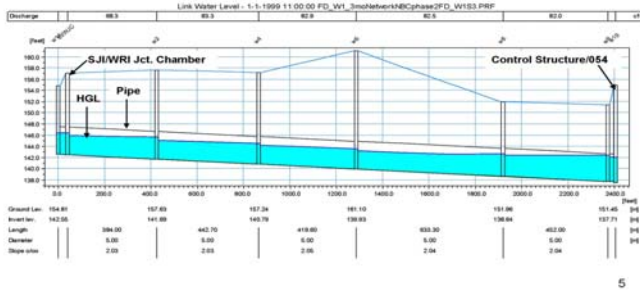


Photo: A graphic depicting the output from the WCSOI model

Project Overview

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

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.

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	June-10	October-13	40 Months	288
Construction	N/A	N/A	N/A	N/A
Total Project	June-06	October-13	108 Months	\$363

Projected Expenditures - 30221P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13
A/E Professional	59	-	-	-	-	-	-	-	59
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75

Projected Expenditures - 30221D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 61	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66
Land	-	-	-	-	-	-	-	-	-
A/E Professional	203	20	-	-	-	-	-	-	223
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 263	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288

Projected Expenditures - Construction

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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. Upon completion of the evaluation, the easements will be cleared and access provided as necessary under the construction phase of this project.

Project Overview

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	October-05	December-13	99 Months	\$798
Construction	February-14	May-15	15 Months	612
Total Project	October-05	May-15	115 Months	\$1,410

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30438D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 171	\$ 44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215
Land	64	89	-	-	-	-	-	-	153
A/E Professional	409	20	-	-	-	-	-	-	429
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 645	\$ 153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 798

Projected Expenditures - 30438C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 9	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	80	420	-	-	-	-	-	500
Contingency	-	-	60	-	-	-	-	-	60
Other	-	5	15	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 94	\$ 518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 612

Note: Cash Flow Basis in Thousands

30500

NBC Interceptor Easements

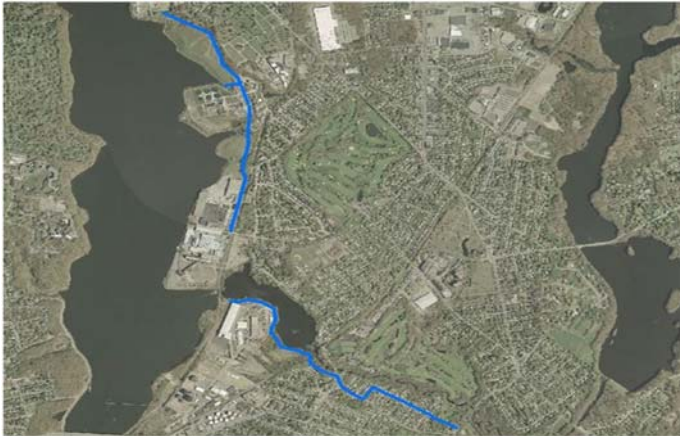


Photo: Proposed area for the East Providence easement investigation

Many of NBC's interceptors are located in overland areas that run through private property. It is difficult to locate and access these easements due to the terrain and overgrown vegetation. 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

Project Overview

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

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.

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	July-16	37 Months	\$2,935
Construction	September-14	August-17	36 Months	2,497
Total Project	July-13	August-17	49 Months	\$5,432

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30500D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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

Many of NBC's interceptors are located in overland areas that run through private property. It is difficult to locate and access these easements due to the terrain and overgrown vegetation. 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

Project Overview

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

Valley Interceptor in Lincoln and Cumberland. Upon completion of this work, the easement will be cleared to allow access to maintain the sewer.

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	January-14	55 Months	\$646
Construction	July-14	July-15	12 Months	730
Total Project	July-09	July-15	68 Months	\$1,376

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30501D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 71	\$ 68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139
Land	-	247	-	-	-	-	-	-	247
A/E Professional	173	73	-	-	-	-	-	-	247
Other	6	8	-	-	-	-	-	-	14
Total Project Costs	\$ 250	\$ 396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 646

Projected Expenditures - 30501C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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

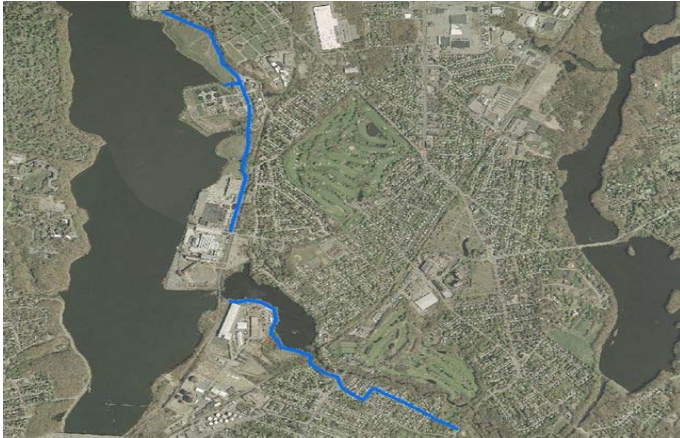


Photo: Proposed area for the East Providence capacity analysis

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,

Project Overview

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

each will be given a unique project number and draw funding from Project 30700.

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	April-14	March-17	36 Months	\$1,372
Construction	N/A	N/A	N/A	N/A
Total Project	April-14	March-17	36 Months	\$1,372

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30700

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 3	\$ 84	\$ 54	\$ 52	\$ -	\$ -	\$ -	\$ 192
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	530	250	400	-	-	-	1,180
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 3	\$ 614	\$ 304	\$ 452	\$ -	\$ -	\$ -	\$ 1,372

Projected Expenditures - Construction

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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

CSO Phase II is the second phase of NBC's federally mandated 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 18,200 feet and the Seekonk Interceptor will be approximately 8,000 feet.

Project Overview

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

Phase II also includes two sewer separation projects in Providence, and a constructed wetlands treatment facility 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	November-06	March-15	101 Months	\$19,821
Construction	N/A	N/A	N/A	N/A
Total Project	November-06	March-15	101 Months	\$19,821

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 1,324	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,331
Land	6,261	989	-	-	-	-	-	-	7,250
A/E Professional	10,783	-	-	-	-	-	-	-	10,783
Other	35	326	95	-	-	-	-	-	457
Total Project Costs	\$ 18,404	\$ 1,323	\$ 95	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,821

Projected Expenditures - Construction

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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

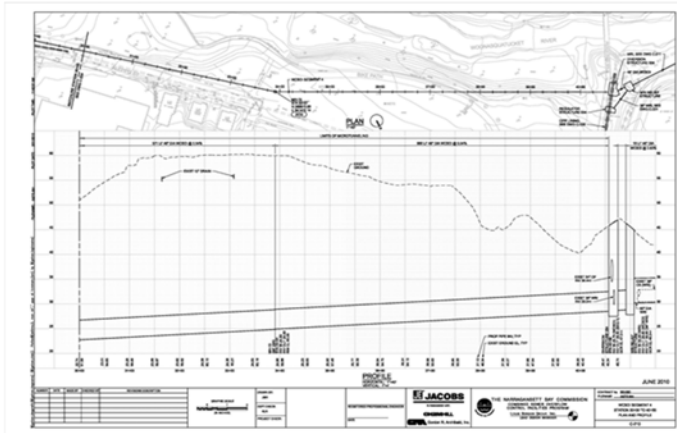


Photo: Plans of the proposed CSO Phase II WCSO alignment

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

Project Overview

Location: N/A

Contractor(s): Louis Berger Group

Project Manager: Rich Bernier, P.E.

Project Priority: A

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	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	April-16	68 Months	\$30,315
Total Project	September-10	April-16	68 Months	\$30,315

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301RS

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	9,896	4,400	3,500	12,519	-	-	-	-	30,315
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 9,896	\$ 4,400	\$ 3,500	\$ 12,519	\$ -	\$ -	\$ -	\$ -	\$ 30,315

Note: Cash Flow Basis in Thousands

30302C

Phase II CSO Facilities OF 106



Photo: Proposed Wetlands Facility in Central Falls

Project Overview

Location: Central Falls, RI
 Contractor(s): JH Lynch & Sons, Inc.
 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	\$5,924
Total Project	March-12	February-15	35 Months	\$5,924

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30302C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 47	\$ 48	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,918	1,726	45	-	-	-	-	-	3,689
Contingency	-	-	1,000	-	-	-	-	-	1,000
Other	120	480	480	-	-	-	-	-	1,080
Total Project Costs	\$ 2,085	\$ 2,254	\$ 1,584	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,924

Note: Cash Flow Basis in Thousands

30303C

Phase II CSO Facilities WCSOI Main

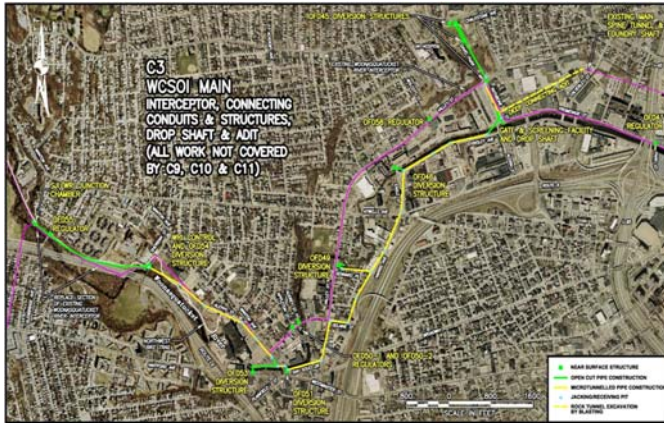


Photo: Proposed Woonasquatucket CSO Interceptor Main alignment

Project Overview

Location: Providence, RI; Central Falls, RI

Contractor(s): Barletta Heavy/Shank Balfour Beatty

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 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.

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	August-16	60 Months	\$78,325
Total Project	September-11	August-16	60 Months	\$78,325

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30303C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 866	\$ 564	\$ 518	\$ 582	\$ -	\$ -	\$ -	\$ -	\$ 2,530
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	24,161	25,100	12,000	1,638	-	-	-	-	62,899
Contingency	-	-	-	7,896	-	-	-	-	7,896
Other	451	1,250	1,200	1,800	299	-	-	-	5,000
Total Project Costs	\$ 25,479	\$ 26,914	\$ 13,718	\$ 11,916	\$ 299	\$ -	\$ -	\$ -	\$ 78,325

Note: Cash Flow Basis in Thousands

30304C

Phase II CSO Facilities SCSOI MAIN



Photo: Installation of waler supports

Project Overview

Location: Providence, RI; Central Falls, RI
 Contractor(s): Northeast Remsco
 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 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.

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	\$25,973
Total Project	February-12	December-15	46 Months	\$25,973

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30304C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 175	\$ 464	\$ 633	\$ 345	\$ -	\$ -	\$ -	\$ -	\$ 1,617
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	6,963	9,933	1,582	180	-	-	-	-	18,657
Contingency	-	-	-	3,700	-	-	-	-	3,700
Other	150	600	600	650	-	-	-	-	2,000
Total Project Costs	\$ 7,288	\$ 10,997	\$ 2,814	\$ 4,875	\$ -	\$ -	\$ -	\$ -	\$ 25,973

Note: Cash Flow Basis in Thousands

30305C

Phase II CSO Facilities OF 027



Photo: OF 027

Project Overview

Location: Providence, RI; Central Falls, RI
 Contractor(s): John Rocchio Corporation
 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 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 (30305C) is for the separation of combined sewers in the Hope Street area of the East Side of Providence.

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	September-14	42 Months	\$11,991
Total Project	March-11	September-14	42 Months	\$11,991

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30305C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 973	\$ 190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,163
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	7,722	587	370	-	-	-	-	-	8,679
Contingency	-	400	-	-	-	-	-	-	400
Other	1,749	-	-	-	-	-	-	-	1,749
Total Project Costs	\$ 10,444	\$ 1,177	\$ 370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,991

Note: Cash Flow Basis in Thousands

30306C

Phase II CSO Facilities OF 037 West



Photo: CSO 037 at Cemetary Street

Project Overview

Location: Providence, RI

Contractor(s): CB Utility

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 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.

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	December-14	44 Months	\$12,706
Total Project	May-11	December-14	44 Months	\$12,706

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

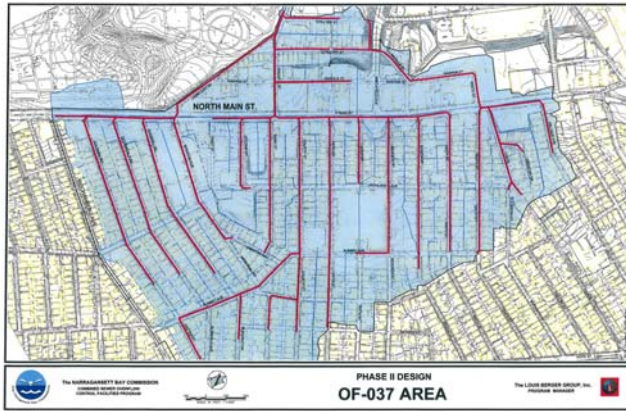
Projected Expenditures - 30306C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 501	\$ 184	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 685
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	4,951	2,526	37	-	-	-	-	-	7,514
Contingency	-	557	-	-	-	-	-	-	557
Other	1,227	2,008	715	-	-	-	-	-	3,950
Total Project Costs	\$ 6,679	\$ 5,275	\$ 752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,706

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): 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	January-13	October-15	34 Months	\$11,490
Total Project	January-13	October-15	34 Months	\$11,490

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30307C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 4	\$ 419	\$ 207	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 633
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	5,925	1,782	60	-	-	-	-	7,767
Contingency	-	-	1,440	-	-	-	-	-	1,440
Other	50	1,000	600	-	-	-	-	-	1,650
Total Project Costs	\$ 54	\$ 7,344	\$ 4,029	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ 11,490

Note: Cash Flow Basis in Thousands

30308C

Phase II CSO Facilities OF 037 North

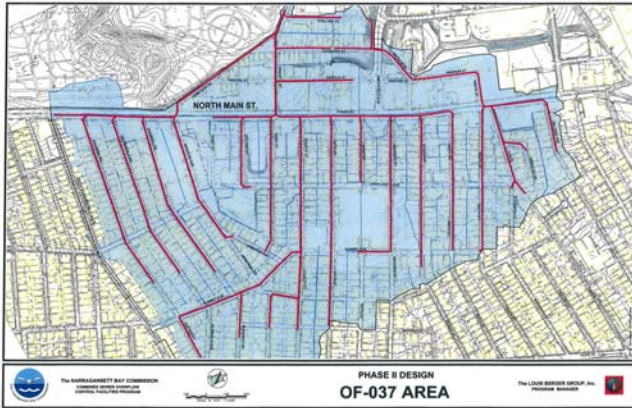


Photo: Proposed OF 037 Sewer Separation Project Overview

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): DiGregorio 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	February-13	February-16	36 Months	\$10,835
Total Project	February-13	February-16	36 Months	\$10,835

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30308C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 56	\$ 281	\$ 296	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ 683
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	660	4,200	2,467	40	-	-	-	-	7,367
Contingency	-	-	1,440	-	-	-	-	-	1,440
Other	-	672	673	-	-	-	-	-	1,345
Total Project Costs	\$ 716	\$ 5,153	\$ 4,876	\$ 91	\$ -	\$ -	\$ -	\$ -	\$ 10,835

Note: Cash Flow Basis in Thousands

30309C

Phase II CSO Facilities WCSOI Regulator



Photo: Walcott Street at Valley Street OF 058

Project Overview

Location: Providence, RI; Central Falls, RI
 Contractor(s): Grove Construction
 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 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.

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	December-13	33 Months	\$1,101
Total Project	March-11	December-13	33 Months	\$1,101

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30309C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 111	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 117
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	845	9	-	-	-	-	-	-	854
Contingency	130	-	-	-	-	-	-	-	130
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 1,086	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,101

Note: Cash Flow Basis in Thousands

30310C

Phase II CSO Facilities WCSOI North



Photo: Infiltration into existing WCSOI North overflow

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.

Project Overview

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	\$9,277
Total Project	June-11	May-14	35 Months	\$9,277

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30310C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 62	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	5,341	81	-	-	-	-	-	-	5,422
Contingency	-	2,346	-	-	-	-	-	-	2,346
Other	400	1,019	-	-	-	-	-	-	1,419
Total Project Costs	\$ 5,803	\$ 3,474	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,277

Note: Cash Flow Basis in Thousands

30311C

Phase II CSO Facilities WCSOI West



Photo: Piping Installation north of Route 6 in Johnston

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.

Project Overview

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	\$10,252
Total Project	April-11	February-14	34 Months	\$10,252

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30311C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 105	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	10,018	127	-	-	-	-	-	-	10,145
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 10,122	\$ 130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,252

Note: Cash Flow Basis in Thousands

30312C

Phase II CSO Facilities SCSOI Regulator

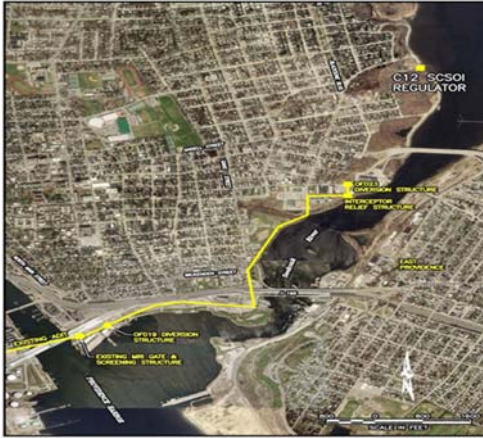


Photo: Proposed Seekonk CSO Interceptor Regulator

Project Overview

Location: Providence, RI

Contractor(s): RP Iannucillo & Sons

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 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.

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	February-14	30 Months	\$736
Total Project	August-11	February-14	30 Months	\$736

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30312C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 36	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	595	3	-	-	-	-	-	-	598
Contingency	-	100	-	-	-	-	-	-	100
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 631	\$ 105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 736

Note: Cash Flow Basis in Thousands

30313C

Phase II CSO Facilities WCSOI Site Demolition



Photo: Proposed Woonasquatucket CSO Interceptor Site Demolition

CSO Phase II is the second phase of NBC's CSO Abatement Program. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Tunnel constructed in Phase I, two sewer separation projects in Providence and a constructed wetlands treatment facility in Central Falls. This project (30313C) is 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

Project Overview

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	\$153
Total Project	November-11	July-13	20 Months	\$153

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30313C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 43	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	107	1	-	-	-	-	-	-	108
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 150	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153

Note: Cash Flow Basis in Thousands

30314C

Phase II CSO Facilities WCSOI OF 054



Photo: CSO 054

Project Overview

Location: Providence, RI

Contractor(s): DiGregario, Inc.

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 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.

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	January-12	September-14	33 Months	\$2,915
Total Project	January-12	September-14	33 Months	\$2,915

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30314C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 34	\$ 56	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,455	902	12	-	-	-	-	-	2,369
Contingency	-	431	-	-	-	-	-	-	431
Other	5	20	-	-	-	-	-	-	25
Total Project Costs	\$ 1,493	\$ 1,409	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,915

Note: Cash Flow Basis in Thousands

30800

CSO Phase III Facilities



Photo: Proposed alignment for the Pawtucket CSO Tunnel

Project Overview

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

CSO Phase III is the third phase of NBC's federally mandated CSO Abatement Program and 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. This year's CIP reflects design beginning in FY 2014 that includes a reevaluation of the of the program after the first two phases of the CSO Program are complete. This reevaluation will determine the improvement in water quality as a result of that work, if Phase III needs to be completed and, if so, if the approach as originally designed is still the most cost effective.

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	December-17	54 Months	\$38,706
Construction	July-17	August-22	62 Months	565,950
Total Project	July-13	August-22	109 Months	\$604,656

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30800D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 72	\$ 114	\$ 174	\$ 465	\$ 127	\$ -	\$ -	\$ 952
Land	-	-	-	-	-	4,000	-	-	4,000
A/E Professional	-	935	5,927	11,997	14,185	-	-	-	33,044
Other	-	300	240	170	-	-	-	-	710
Total Project Costs	\$ -	\$ 1,307	\$ 6,281	\$ 12,341	\$ 14,650	\$ 4,127	\$ -	\$ -	\$ 38,706

Projected Expenditures - 30800C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 875	\$ 1,500	\$ 3,625	\$ 6,000
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	6,650	14,400	34,950	56,000
Construction	-	-	-	-	-	25,600	96,000	278,400	400,000
Contingency	-	-	-	-	-	-	-	48,000	48,000
Other	-	-	-	-	-	6,600	14,400	34,950	55,950
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,725	\$ 126,300	\$ 399,925	\$ 565,950

Note: Cash Flow Basis in Thousands

30600

Floatables Control Facilities



Photo: Overflow 220

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 conducted an evaluation and then designed floatables control facilities 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.

Project Overview

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	July-09	October-13	52 Months	\$488
Construction	July-13	June-14	11 Months	5,002
Total Project	July-09	June-14	60 Months	\$5,490

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30600D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 143	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 197
Land	30	-	-	-	-	-	-	-	30
A/E Professional	211	-	-	-	-	-	-	-	211
Other	50	-	-	-	-	-	-	-	50
Total Project Costs	\$ 434	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 488

Projected Expenditures - 30600C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 165	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225
Land	-	-	-	-	-	-	-	-	-
A/E Professional	83	40	-	-	-	-	-	-	123
Construction	3,871	332	-	-	-	-	-	-	4,202
Contingency	-	444	-	-	-	-	-	-	444
Other	-	7	-	-	-	-	-	-	7
Total Project Costs	\$ 4,118	\$ 883	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,002

Note: Cash Flow Basis in Thousands

Projects 304 M Summary

CSO Interceptor and Cleaning Projects



Photo: Cleaning the sewer at the Omega Pump Station

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.

Project Overview

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	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	\$3,500
Total Project	July-09	Ongoing	Ongoing	\$3,500

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 304 M Summary

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 91	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 691
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Inspect/Cleaning	-	303	325	325	325	325	325	325	2,253
Contingency	-	-	-	-	-	-	-	-	-
Other	-	106	75	75	75	75	75	75	556
Total Project Costs	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,500

Note: Cash Flow Basis in Thousands

30400C

Repair and Construction of CSO Interceptors



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

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.

Project Overview

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

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	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	\$3,000
Total Project	July-01	Ongoing	Ongoing	\$3,000

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30400C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ 75	\$ 150
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	1,250	1,250	2,500
Contingency	-	-	-	-	-	-	150	150	300
Other	-	-	-	-	-	-	25	25	50
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 3,000

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-14	June-16	22 Months	2,382
Total Project	May-07	June-16	109 Months	\$2,588

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30421D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	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

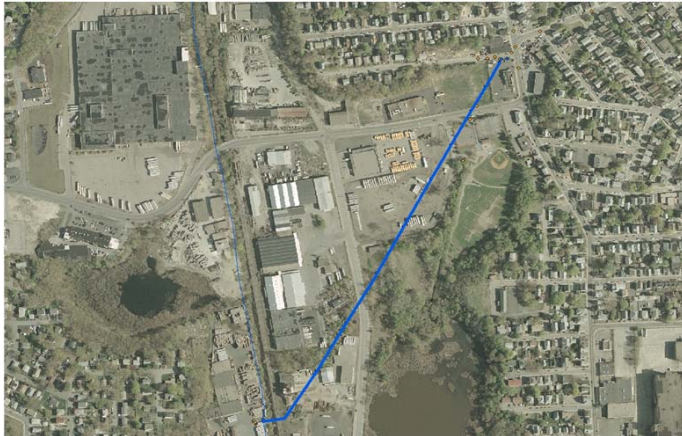


Photo: Portion of the Mosshassuck Valley Interceptor to be replaced
Project Overview

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): Louis Berger Group
 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	November-13	22 Months	357
Construction	June-13	February-15	20 Months	2,373
Total Project	May-06	February-15	107 Months	\$2,752

Projected Expenditures - 30444P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22

Projected Expenditures - 30444D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 30	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82
Land	-	75	-	-	-	-	-	-	75
A/E Professional	108	35	-	-	-	-	-	-	143
Other	-	57	-	-	-	-	-	-	57
Total Project Costs	\$ 138	\$ 219	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 357

Projected Expenditures - 30444C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 2	\$ 63	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	31	4	-	-	-	-	-	35
Construction	-	1,750	250	-	-	-	-	-	2,000
Contingency	-	-	240	-	-	-	-	-	240
Other	-	15	5	-	-	-	-	-	20
Total Project Costs	\$ 2	\$ 1,859	\$ 512	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,373

Note: Cash Flow Basis in Thousands

30455C

Improvements to Interceptors FY 2012



Photo: Lining at an interceptor improvement location

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.

Project Overview

Location: Providence, RI
 Contractor: 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	April-12	July-14	27 Months	\$1,892
Total Project	April-12	July-14	27 Months	\$1,892

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30455C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 127	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,590	8	-	-	-	-	-	-	1,598
Contingency	-	-	85	-	-	-	-	-	85
Other	9	11	-	-	-	-	-	-	20
Total Project Costs	\$ 1,726	\$ 81	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,892

Note: Cash Flow Basis in Thousands

30456C

NBC Interceptor Lining at Butler Hospital



Photo: Lining at an interceptor improvement location

This project involves the lining of approximately 2,400 feet of sewer pipe, rehabilitation of manholes and various repairs to an NBC-owned sewer located on the Butler Hospital property in Providence.

Project Overview

Location: Providence, RI

Contractor: N/A

Project Manager: Rich Bernier, P.E.

Project Priority: B

Total Project Duration/Cost

Project Phase	Actual/Projected Start Date	Actual/Projected Completion Date	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-13	December-14	20 Months	\$540
Total Project	April-13	December-14	20 Months	\$540

Projected Expenditures - Planning

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30456C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 2	\$ 55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	396	4	-	-	-	-	-	400
Contingency	-	48	-	-	-	-	-	-	48
Other	-	35	-	-	-	-	-	-	35
Total Project Costs	\$ 2	\$ 534	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 540

Note: Cash Flow Basis in Thousands

30457

Providence River Siphon Replacement



Photo: Providence River Siphon House

The existing Providence River Siphon is over 100 years old. Should it fail there is no back up sewer to convey flow from the East Side of Providence to the Allen's Ave. interceptor. Replacing or rehabilitating this siphon will ensure continuous uninterrupted service for the future.

Project Overview

Location: Providence, RI
 Contractor: 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	March-13	December-13	10 Months	\$224
Design	February-14	September-15	19 Months	830
Construction	July-15	June-17	23 Months	6,138
Total Project	March-13	June-17	51 Months	\$7,192

Projected Expenditures - 30457P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ 9	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24
A/E Professional	-	180	-	-	-	-	-	-	180
Other	-	20	-	-	-	-	-	-	20
Total Project Costs	\$ 9	\$ 215	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 224

Projected Expenditures - 30457D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 11	\$ 80	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ 100
Land	-	-	50	200	-	-	-	-	250
A/E Professional	-	60	340	-	-	-	-	-	400
Other	-	5	75	-	-	-	-	-	80
Total Project Costs	\$ -	\$ 76	\$ 545	\$ 210	\$ -	\$ -	\$ -	\$ -	\$ 830

Projected Expenditures - 30457C

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ 90	\$ 144	\$ -	\$ -	\$ -	\$ 234
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	98	156	-	-	-	254
Construction	-	-	-	1,650	3,350	-	-	-	5,000
Contingency	-	-	-	-	500	-	-	-	500
Other	-	-	-	25	125	-	-	-	150
Total Project Costs	\$ -	\$ -	\$ -	\$ 1,863	\$ 4,275	\$ -	\$ -	\$ -	\$ 6,138

Note: Cash Flow Basis in Thousands

30458C

Douglas / Branch Avenue Interceptor Relief



Photo: Lining at an interceptor improvement location

The Branch Avenue Interceptor is subject to surcharging in wet weather which may result in Sanitary Sewer Overflows. This project is to evaluate improvements that should be made to the Interceptor to eliminate the surcharging. Design and construction of the improvements would be done after the evaluation is complete.

Project Overview

Location: Providence, RI
 Contractor: 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	July-13	May-14	10 Months	\$67
Design	July-14	January-16	18 Months	565
Construction	November-15	April-18	20 Months	6,528
Total Project	July-13	April-18	57 Months	\$7,160

Projected Expenditures - 30458P

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12
A/E Professional	-	50	-	-	-	-	-	-	50
Other	-	5	-	-	-	-	-	-	5
Total Project Costs	\$ -	\$ 67	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67

Projected Expenditures - 30458D

Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ 36	\$ 59	\$ -	\$ -	\$ -	\$ -	\$ 95
Land	-	-	-	100	-	-	-	-	100
A/E Professional	-	-	270	80	-	-	-	-	350
Other	-	-	5	15	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 311	\$ 254	\$ -	\$ -	\$ -	\$ -	\$ 565

Projected Expenditures - 30458C

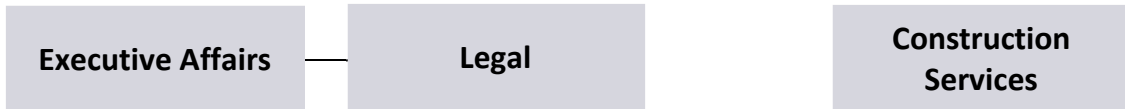
Cost Category	Pre-FY 2014	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Post FY-2019	Total
Administrative	\$ -	\$ -	\$ -	\$ 26	\$ 270	\$ 158	\$ -	\$ -	\$ 453
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	25	300	175	-	-	500
Construction	-	-	-	250	3,000	1,750	-	-	5,000
Contingency	-	-	-	-	-	500	-	-	500
Other	-	-	-	-	-	75	-	-	75
Total Project Costs	\$ -	\$ -	\$ -	\$ 301	\$ 3,570	\$ 2,658	\$ -	\$ -	\$ 6,528

Note: Cash Flow Basis in Thousands

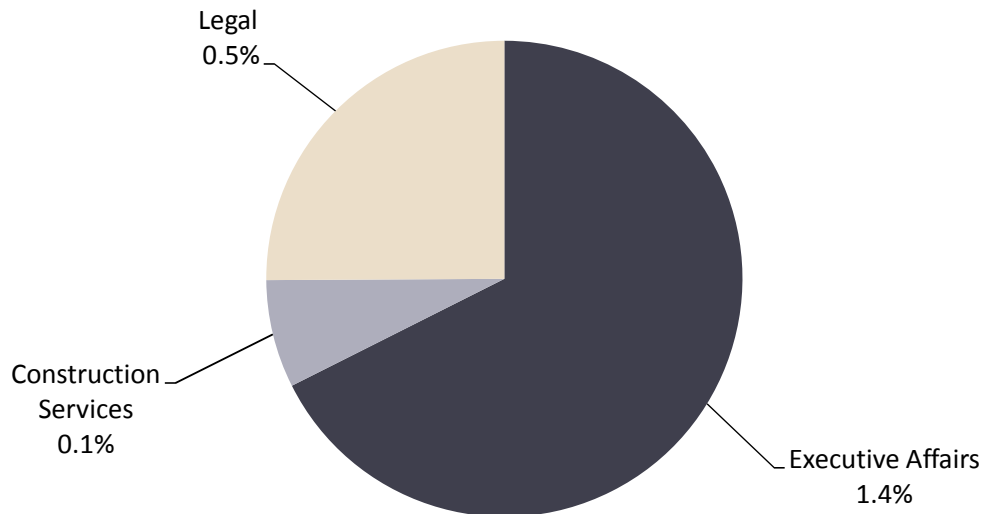
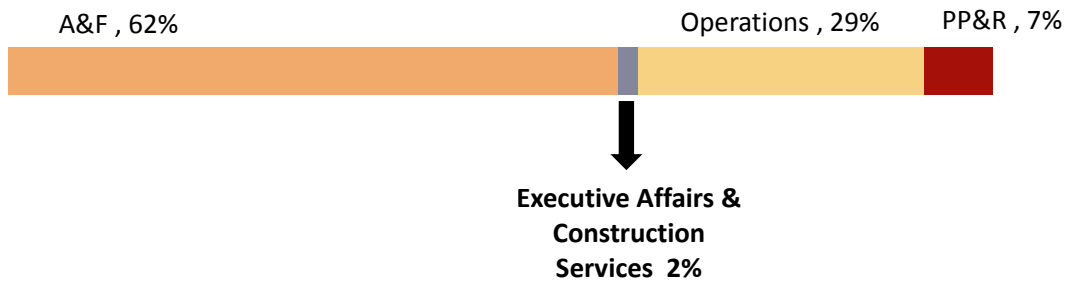
This page was intentionally left blank.

Executive Affairs & Construction Services

Division Summary



NBC Division Budgets



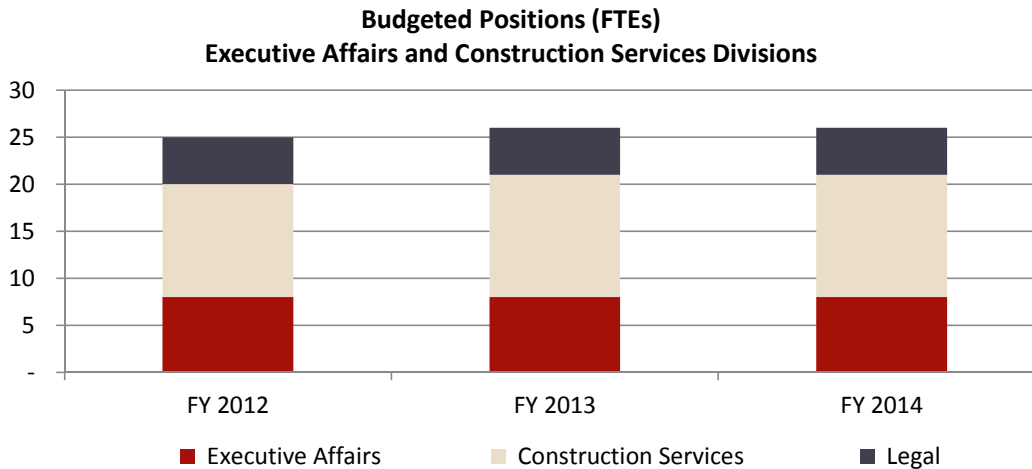
Division Program

Executive Affairs & Construction Services 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.

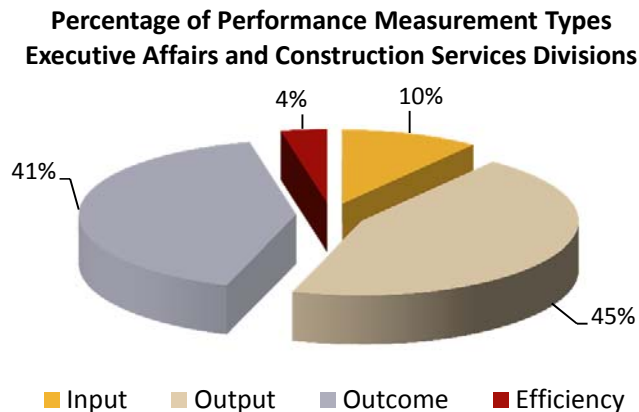


Significant Budget Modifications:

The FY 2014 Executive Affairs and Construction Services budgets are a total of \$144,432 or 9.0% higher than the FY 2013 budget. This is the result of higher personnel costs as well as operating supplies and expenses that are 2.0% higher than last year.

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 44% of the performance measures.

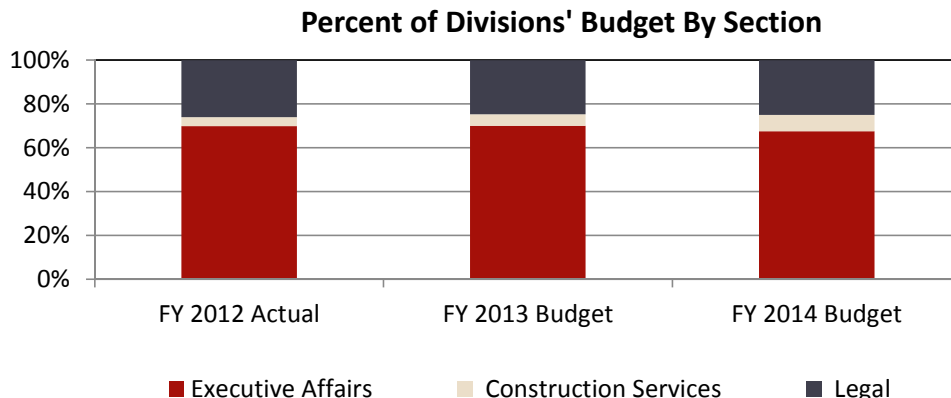
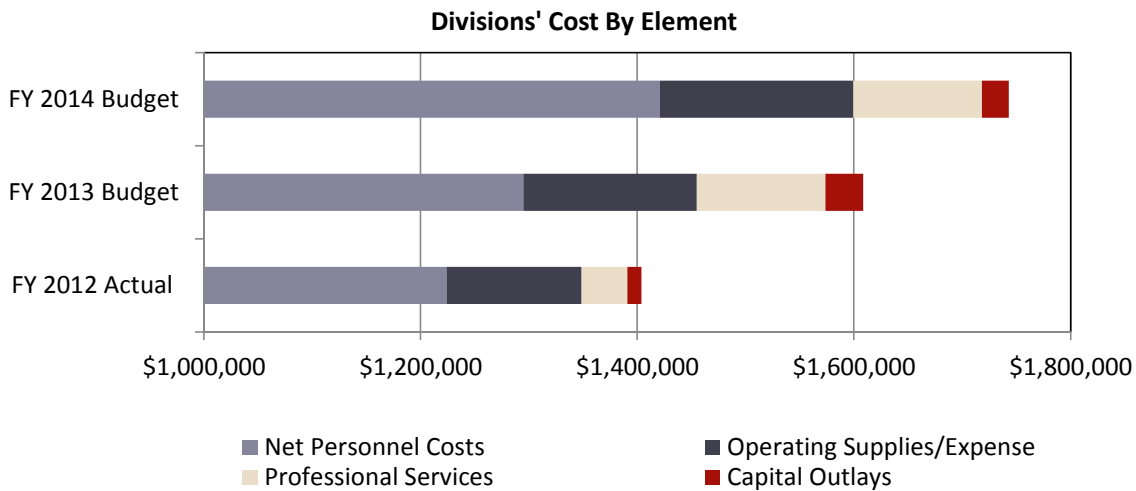


Division Budget

Executive Affairs & Construction Services Division

Division Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 2,480,352	\$ 2,719,144	\$ 2,853,058
Less Capital Reimbursements	(1,256,201)	(1,424,104)	(1,432,057)
<i>Net Personnel Costs</i>	1,224,151	1,295,040	1,421,001
Operating Supplies/Expense	124,563	160,080	178,550
Professional Services	42,078	118,500	118,500
Capital Outlays	13,126	35,000	25,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 1,403,918</u>	<u>\$ 1,608,620</u>	<u>\$ 1,743,051</u>
Expenditures by Funding Source			
Revenue	\$ 1,390,792	\$ 1,573,620	\$ 1,718,051
Operating Capital Transfer	13,126	35,000	25,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 1,403,918</u>	<u>\$ 1,608,620</u>	<u>\$ 1,743,051</u>



The Program

Executive Affairs Division

Executive Affairs

Mission and Overview:

The Executive Affairs section includes the Executive Director, Director of Executive Affairs, Public Affairs, Labor/Employee Relations and Government Affairs. The Executive Affairs section is responsible for overall agency management responsibilities, including policy development, collective bargaining negotiations, 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 2013 by Key Code:

Provided oversight of the Biological Nutrient Removal and CSO Phase II Construction • CB 1

Successful completion and operation of the Wind Turbines • CB 1

Coordinated and convened neighborhood meetings in areas impacted by CSO Phase II construction work • CF 2

Completed and submitted compliance filings • OP 4

Submitted public records requests and regulatory agendas in a suitable and timely manner • OP 4

Completed and submitted all disclosures and consultant disclosures promptly • OP 5

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Effectively Manage the Phase II CSO Projects from a construction, financial and public relations perspective • CB 1

Effectively Manage the Bucklin Point nutrient upgrade contract • CB 1

Conduct Corporate Office Retreat Training • S 1

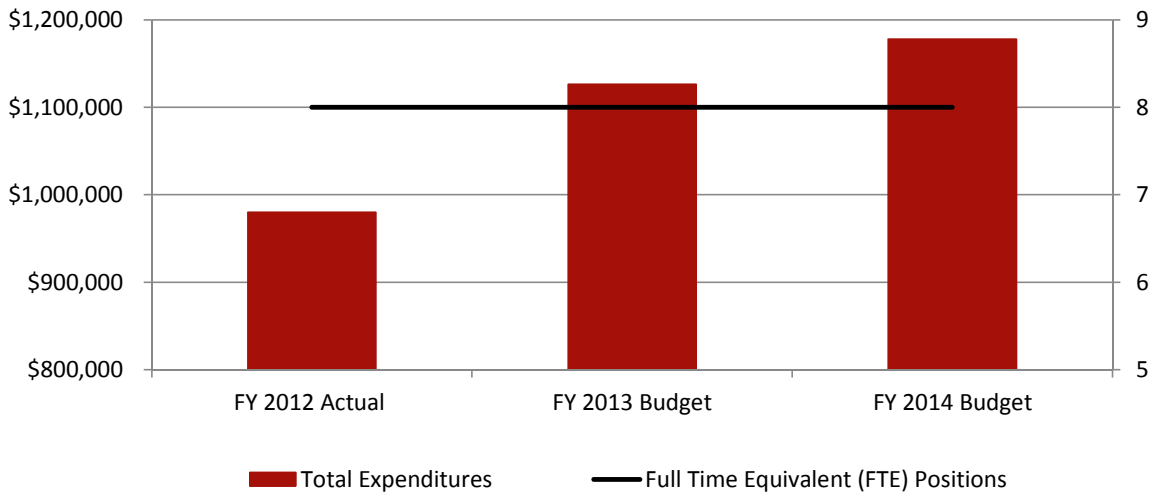
The Budget

Executive Affairs Division

Executive Affairs

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 900,799	\$ 949,636	\$ 997,409
Less Capital Reimbursements	(56,496)	(61,527)	(58,960)
<i>Net Personnel Costs</i>	<u>844,303</u>	<u>888,109</u>	<u>938,449</u>
Operating Supplies/Expense	87,583	116,205	127,500
Professional Services	40,462	112,000	112,000
Capital Outlays	7,636	10,000	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 979,984</u>	<u>\$ 1,126,314</u>	<u>\$ 1,177,949</u>
Expenditures by Funding Source			
Revenue	\$ 972,348	\$ 1,116,314	\$ 1,177,949
Operating Capital Transfer	7,636	10,000	-
Grant	-	-	-
Total Expenditures by Source	<u>\$ 979,984</u>	<u>\$ 1,126,314</u>	<u>\$ 1,177,949</u>

Executive Affairs - Historical Data



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

Performance Data

Executive Affairs Division

Executive Affairs

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

Goal Action for Achievement by Key Code:

To complete projects on schedule, within budget, in the most cost-effective manner and in compliance with RIDEM requirements and ARRA requirements • CB 1

Target Measure:

Conduct capital project meetings to update managers on the status of capital projects

Unit of Measure

Number of meetings

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	12	12	12

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

Goal Action for Achievement by Key Code:

To strengthen liaison with Congressional Delegation • FM 1

Target Measure:

Contacts with Rhode Island's Congressional Delegation

Unit of Measure:

Number of contacts

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4	5	4	4

Goal Action for Achievement by Key Code:

To explore the development of new grant/funding sources for various projects • FM 22

Target Measure:

Apply for grants/funding sources

Unit of Measure:

Number of grants submitted

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	6	1	1

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

Goal Action for Achievement by Key Code:

To maintain programs that give back to the community • CF 1

Target Measure:

Give awards/scholarships

Unit of Measure:

Number of awards/scholarships distributed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
44	47	40	40

Goal Action for Achievement by Key Code:

To communicate with and update local residents on construction of CSO Phase II plans and schedules • CF 2

Target Measure:

Conduct meetings within the NBC service area

Unit of Measure:

Number of meetings

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4	9	3	3

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

Goal Action for Achievement by Key Code:

To foster a positive working relationship with employees through effective communication • S 1

Target Measure:

Meet with union and non-union staff

Unit of Measure:

Number of meetings

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2	2	2	2

Target Measure:

Conduct corporate office retreat training

Unit of Measure:

Number of retreat trainings

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
1	0	1	1

Communication:

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

Goal Action for Achievement by Key Code:

To continue to expand public outreach regarding NBC programs • C 1

Target Measure:

Update website to provide current information on NBC activity

Unit of Measure:

Frequency

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Weekly	Weekly	Weekly	Weekly

Target Measure:

Present water quality findings from student participants of the WWE Program to the Board of Directors

Unit of Measure:

Number of presentations

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
1	0	1	1

Goal Action for Achievement by Key Code:

To conduct successful watershed education programs for students • C 2

Target Measure:

Visit local schools

Unit of Measure:

Number of visits

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100	134	100	100

Goal Action for Achievement by Key Code:

To proactively manage public and legislative affairs related to NBC's ongoing activities • C 3

Target Measure:

Provide the annual report to members of the General Assembly by due date

Unit of Measure:

Due date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
1/31/2012	1/31/2012	1/31/2013	1/31/2014

Target Measure:

Send quarterly reports to the Economic Development Committee relative to the processing time of wastewater discharge permits and sewer connection permits issued by the NBC.

Unit of Measure:

Number of reports

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	4	4	4

Organizational

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

Performance:**Goal Action for Achievement by Key Code:**

To conduct NBC business in an open manner • OP 1

Target Measure:

Post all meetings as required and file meeting minutes with the Secretary of State

Unit of Measure:

Completion within required time limit

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Goal Action for Achievement by Key Code:

To promote diversity in hiring practices • OP 2

Target Measure:

Submit affirmative action plan to the Equal Employment Opportunity Commission by July 15th deadline

Unit of Measure:

Due date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
7/15/2011	7/29/2011	7/15/2012	7/15/2013

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 storm water flows that enter the NBC system. This section is currently responsible for approximately \$227 million of ongoing construction projects.

Major Accomplishments FY 2013 by Key Code:

Managed a total of 20 capital projects totaling \$234,481,699 • CB 1

Managed/negotiated 20 change orders • CB 1

Reviewed bids and awarded 2 projects of the CSO Phase II at a savings of \$8,865,877 below estimated cost • CB 1

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Complete the wind turbine project and ensure that power can be net metered • CB 1

Ensure Phase II of the CSO Project meets criteria set forth in the RIDEM Consent Agreement • CB 1

Ensure the Bucklin Point Nitrogen Removal project meets criteria set forth in the RIDEM Consent Agreement • CB 1

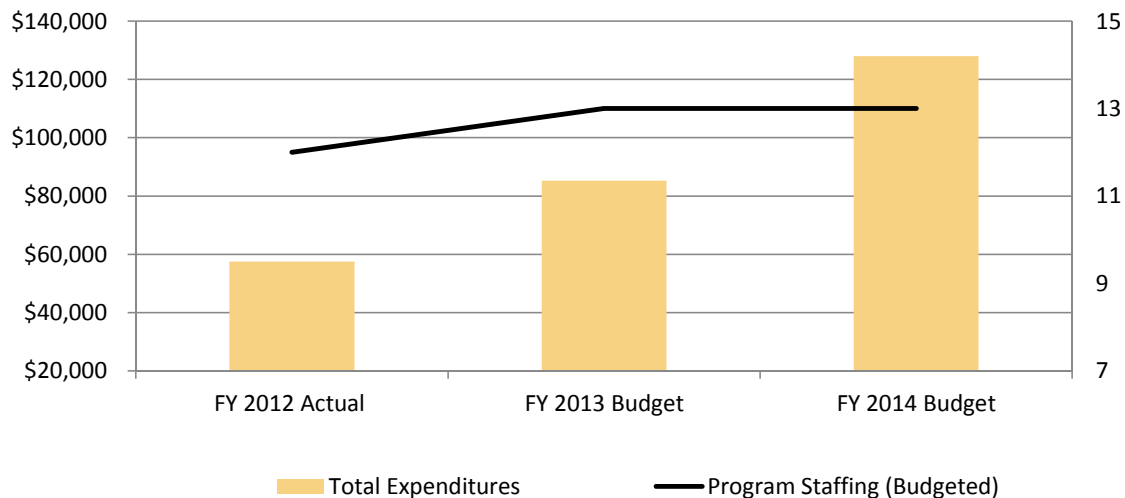
The Program

Construction Services Division

Construction Services

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,195,363	\$ 1,367,861	\$ 1,437,037
Less Capital Reimbursements	(1,170,647)	(1,339,327)	(1,369,222)
<i>Net Personnel Costs</i>	24,716	28,534	67,815
Operating Supplies/Expense	27,170	31,800	35,125
Professional Services	98	-	-
Capital Outlays	5,490	25,000	25,000
Debt Service	-	-	-
<i>Total Expenditures</i>	\$ 57,474	\$ 85,334	\$ 127,940
Expenditures by Funding Source			
Revenue	\$ 51,984	\$ 60,334	\$ 102,940
Operating Capital Transfer	5,490	25,000	25,000
Grant	-	-	-
Total Expenditures by Source	\$ 57,474	\$ 85,334	\$ 127,940

Construction Services - Historical Data



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 and Construction Coordinator	1.0	
13.0 FTEs		

Performance Data

Construction Services Division

Construction Services

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

Goal Action for Achievement by Key Code:

To complete projects on schedule, within budget and in the most cost-effective manner and in compliance with RIDEM requirements and ARRA requirements • CB 1

Target Measure:

Resident engineering cost as a percentage of construction cost (non-CSO contracts)

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage	15%	13%	15%	15%

Target Measure:

Percent contract cost is over original bid amount on a yearly basis

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage	8%	12%	8%	8%

Target Measure:

Percent of CIP contract completed within six months of master schedule

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage	85%	75%	85%	85%

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

Goal Action for Achievement by Key Code:

To effectively communicate status of capital projects to NBC staff and Board members • C 4

Target Measure:

Provide updates to the NBC staff, Board Members and public

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of updates	4	6	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, real estate, collections and bankruptcy. Outside legal sources are available to supplement in-house expertise as needed.

Major Accomplishments FY 2013 by Key Code:

Assisted Construction and Engineering with legal aspects of Field's Point BNR and CSO Phase II Projects including pre-bid and contractual issues • CB 1

Assisted with legal aspects of the utility interconnection of the Wind Turbine Project • CB 1

Conducted two Lien sales collecting approximately \$1M • FM 2

Streamlined and revised the lien sale procedures • FM 2

Responded to all public records request within statutory timeframe to the appropriate agencies in Rhode Island • CF 9

Reviewed, analyzed and opined on pending legislation • C 3

Filed all compliance filings (ethics, disclosure of government consultants, regulatory agenda, and public records training compliance) within the required timeframe • OP 4

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Continue to assist Construction and Engineering with legal aspects of Field's Point, Bucklin Point & CSO Phase II Projects pertaining to contractual issues • CB 1

Continue collection efforts through the Lien Sale process • FM 2

Monitor customer accounts subject to the US Bankruptcy Code/RI Receivership Petitions, including filing proof of claims within the required timeframes • FM 3

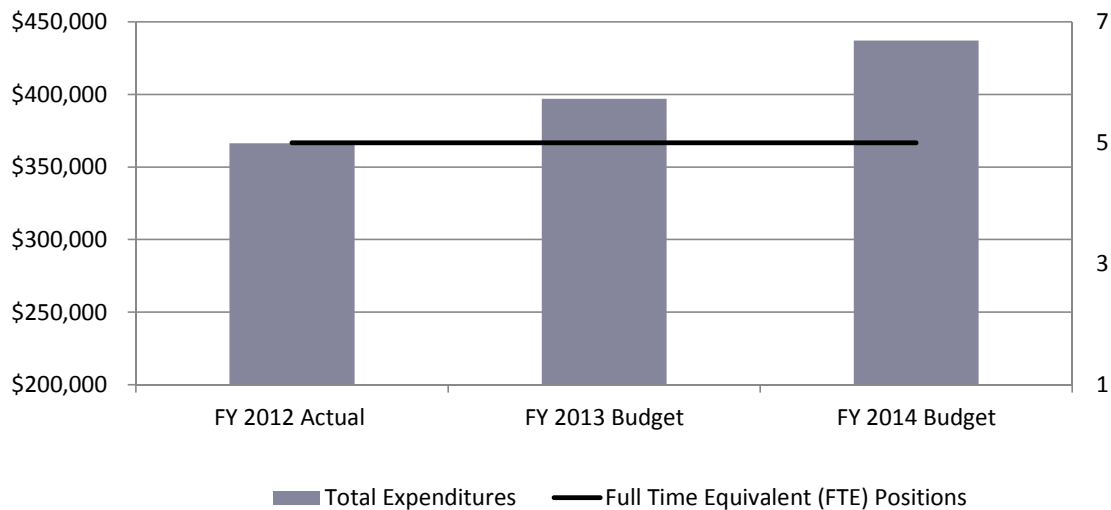
The Budget

Executive Affairs Division

Legal

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 384,190	\$ 401,648	\$ 418,613
Less Capital Reimbursements	(29,058)	(23,250)	(3,875)
<i>Net Personnel Costs</i>	<u>355,132</u>	<u>378,398</u>	<u>414,738</u>
Operating Supplies/Expense	9,810	12,075	15,925
Professional Services	1,518	6,500	6,500
Capital Outlays	-	-	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 366,460</u>	<u>\$ 396,973</u>	<u>\$ 437,163</u>
Expenditures by Funding Source			
Revenue	\$ 366,460	\$ 396,973	\$ 437,163
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	<u>\$ 366,460</u>	<u>\$ 396,973</u>	<u>\$ 437,163</u>

Legal - Historical Data



Program Staffing (Budgeted)			
Chief Legal Council	1.0	Executive Paralegal	1.0
Legal Counsel	1.0	Executive Paralegal II	1.0
Associate Legal Counsel	1.0		
	5.0 FTEs		

Performance Data

Executive Affairs Division

Legal

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

Goal Action for Achievement by Key Code:

To provide prosecutorial function to NBC staff to ensure compliance with NBC requirements • CB 2

Target Measure:

Issue Enforcement Actions within two weeks of request submittal

Unit of Measure

Percentage issued

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (3/3)	100%	100%

Goal Action for Achievement by Key Code:

To provide environmental legal assistance on regulatory compliance matters • CB 3

Target Measure:

Percentage of environmental legal assistance on regulatory compliance matters as needed within statutory time standards

Unit of Measure

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (1/1)	100%	100%

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

Goal Action for Achievement by Key Code:

To conduct lien sales to reduce accounts receivable • FM 2

Target Measure:

Conduct lien sales

Unit of Measure

Number of lien sales per year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2	2	2	2

Target Measure:

Accounts paid and removed prior to lien sale

Unit of Measure

Percentage paid and removed prior to lien sale

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
65%	79% (476/603)	65%	65%

Goal Action for Achievement by Key Code:

To maximize the efficiency and effectiveness of the billing and collection process • FM 3

Target Measure:

Prepare and file proof claim within 30 days of receipt notice

Unit of Measure

Percentage of proof claims filed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (319/319)	100%	100%

Customer Focus:

Maintain a customer-focused attitude throughout the organization.

Goal Action for Achievement by Key Code:

To provide prompt efficient legal services • CF 3

Target Measure:

Respond to all public records requests within legal timeframe

Unit of Measure

Legal timeframe

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Within 10 days	Within 10 days	Within 10 days	Within 10 days

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

Goal Action for Achievement by Key Code:

Provide ongoing technical training to optimize team performance • S 6

Target Measure:

Ensure staff member training

Unit of Measure

Number of training hours

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
30	30	30	30

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

Goal Action for Achievement by Key Code:

To educate NBC staff and public about legal aspects of NBC projects/matters • C 5

Target Measure:

Conduct/coordinate presentations

Unit of Measure

Number of presentations conducted by legal staff

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3	3	2	2

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

Goal Action for Achievement by Key Code:

To ensure compliance with state ethics requirements • OP 3

Target Measure:

Prepare and file all of NBC staff/Board of Commissioners executed conflict of interest forms

Unit of Measure

Percentage prepared and filed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Goal Action for Achievement by Key Code:

To ensure compliance with regulatory agenda filing requirements • OP 4

Target Measure:

Prepare and file regulatory agenda at required intervals

Unit of Measure

Frequency

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Bi-Annually	Bi-Annually	Bi-Annually	Bi-Annually

Goal Action for Achievement by Key Code:

To ensure compliance with requirements for disclosure of consultants • OP 5

Target Measure:

File regulatory agenda at required intervals

Unit of Measure

Frequency

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Quarterly	Quarterly	Quarterly	Quarterly

Administration & Finance

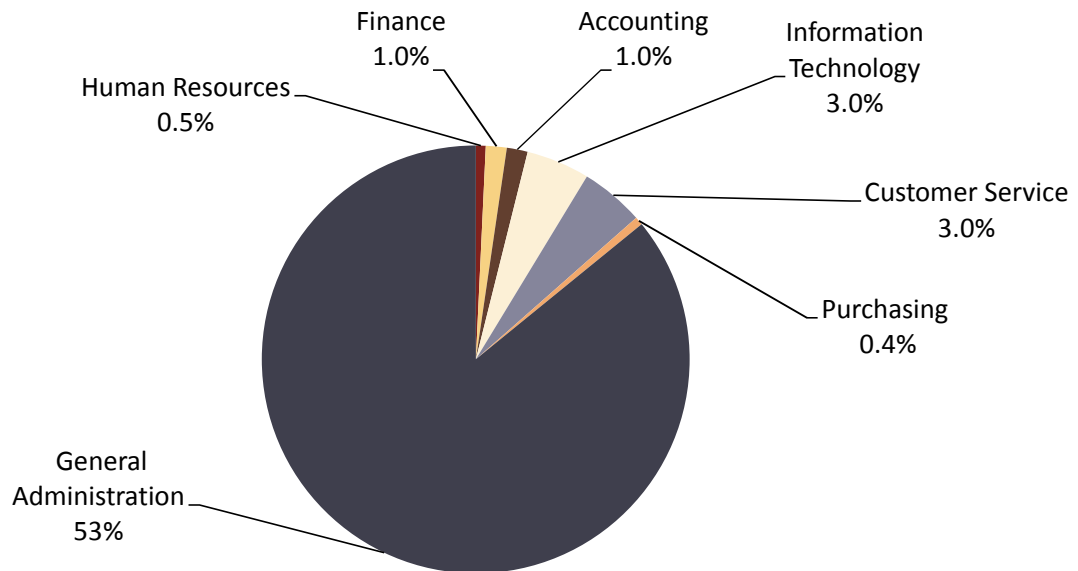
Division Summary



NBC Division Budgets



↓
A&F 62%



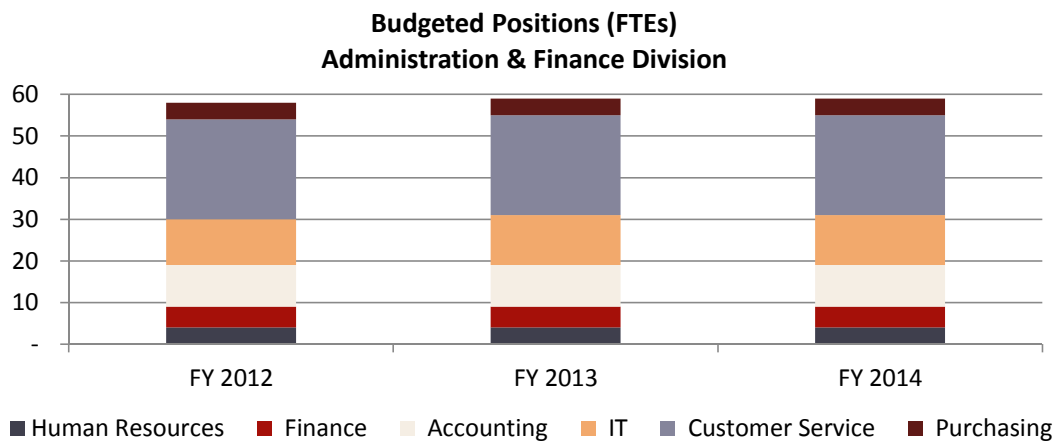
Division Program

Administration & Finance Division

Division Summary

Purpose and Overview:

The Administration and Finance Division is responsible for the Finance, 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 the issuance of long-term debt, rate filings, the administration of the retirement plans, and ensuring compliance with applicable state and federal laws, rules and regulations.

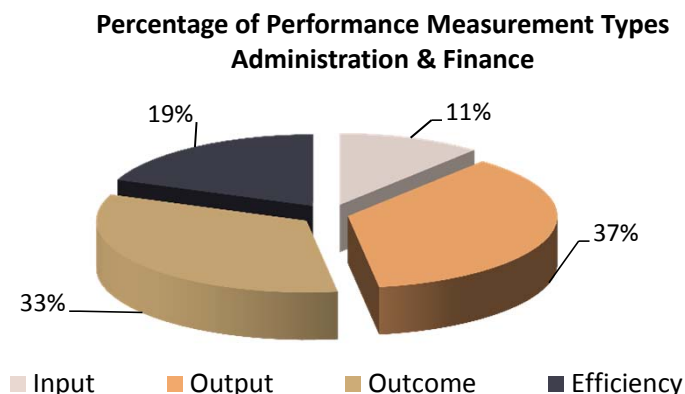


Significant Budget Modifications:

The Administration and Finance budget has increased by 12.0% or \$5.75 million over the FY 2013 budget. The majority of the increase is \$5.69 million for debt service and debt service coverage.

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 52% of the performance measures.



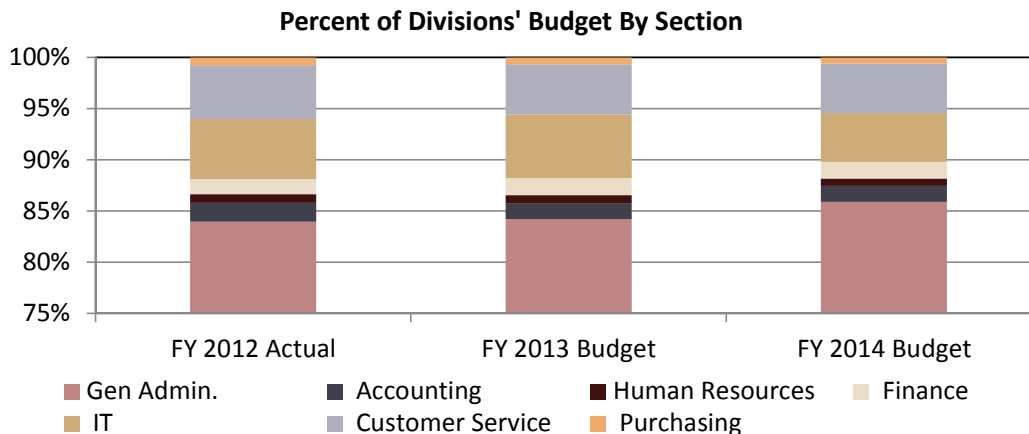
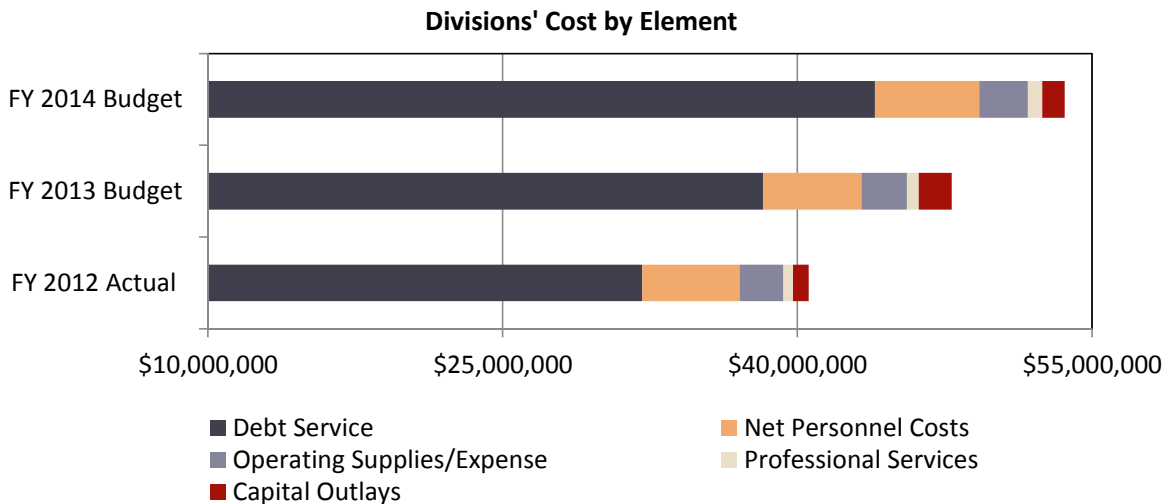
Division Budget

Administration & Finance Division

Division Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 4,997,193	\$ 5,089,220	\$ 5,382,279
Less Capital Reimbursements	(54,611)	(91,514)	(87,278)
<i>Net Personnel Costs</i>	4,942,582	4,997,706	5,295,001
Operating Supplies/Expense	2,243,441	2,316,628	2,489,737
Professional Services	485,566	603,620	734,400
Capital Outlays	801,812	1,665,200	1,125,000
Debt Service	32,109,282	38,267,187	43,954,576
<i>Total Expenditures</i>	<u>\$ 40,582,683</u>	<u>\$ 47,850,341</u>	<u>\$ 53,598,714</u>

Expenditures by Funding Source			
Revenue	\$ 39,780,871	\$ 46,185,141	52,473,714
Operating Capital Transfer	801,812	1,665,200	1,125,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 40,582,683</u>	<u>\$ 47,850,341</u>	<u>\$ 53,598,714</u>



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 2013 by Key Code:

Promoted and implemented new voluntary benefits • FM 4

Assisted the Employer's Association in updating the non-union pay infrastructure • FM 4

Received the annual Chamber of Commerce Worksite Health Award for the sixth consecutive year • S 7

Received the annual United Healthcare's Well Deserved Award for Wellness Initiatives • S 7

Promoted and implemented the NBC Wellness Incentive Program • S 7

Provided Workplace Wellness and training programs to staff • S 7

Submitted the EEO report by the due date • S 3

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Effectively manage NBC's employee benefits programs • FM 4

Ensure timely administration of NBC hiring procedures in accordance with Federal & State Labor laws • S

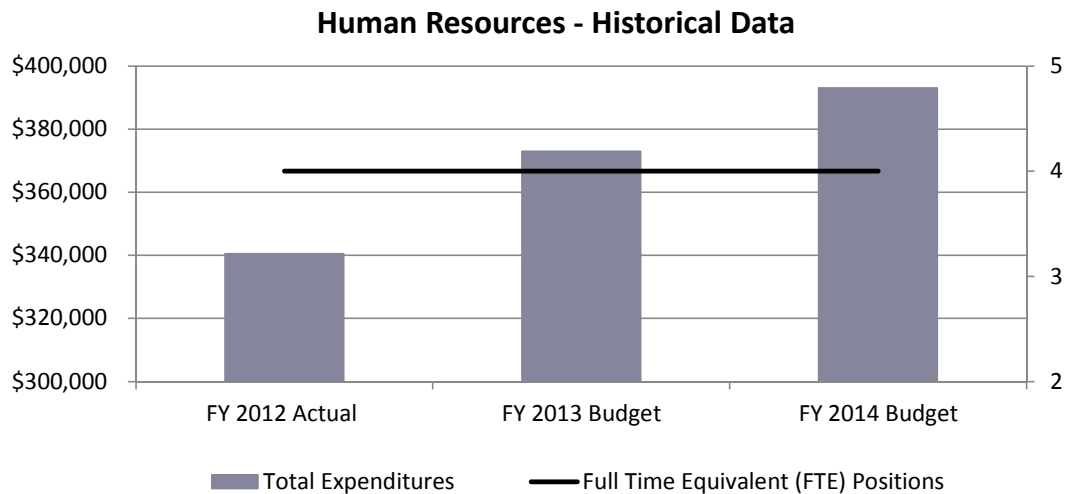
Continue the workplace wellness initiative • S 7

The Budget

Administration & Finance Division

Human Resources

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 325,523	\$ 341,246	\$ 361,236
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	325,523	341,246	361,236
Operating Supplies/Expense	8,048	13,250	21,350
Professional Services	6,916	11,500	10,500
Capital Outlays	-	7,000	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 340,487</u>	<u>\$ 372,996</u>	<u>\$ 393,086</u>
Expenditures by Funding Source			
Revenue	\$ 340,487	\$ 365,996	\$ 393,086
Operating Capital Transfer	-	7,000	-
Grant	-	-	-
Total Expenditures by Source	<u>\$ 340,487</u>	<u>\$ 372,996</u>	<u>\$ 393,086</u>



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			

Performance Data

Administration & Finance Division

Human Resources

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

Goal Action for Achievement by Key Code:

To effectively manage employee benefits to maximize benefits and minimize costs • FM 4

Target Measure:

Evaluate alternative comparative benefit solutions within six months of renewal, as necessary

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage	100%	100%	100%	100%

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

Goal Action for Achievement by Key Code:

To enhance internal communications to ensure consistency and reliability • CF 4

Target Measure:

Provide HR forms online

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of forms online	100%	100%	100%	100%

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

Goal Action for Achievement by Key Code:

To administer hiring procedures to retain skilled and experienced staff • S 2

Target Measure:

Conduct exit interviews and gather data regarding employee attitudes and perceptions

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percent of terminated employees given exit interviews	100%	100%	100%	100%

Target Measure:

Prepare and distribute employment postings within forty-eight hours of approval

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage of employment postings	100%	100%	100%	100%

Target Measure:

Implement "Good Health" programs

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of programs	2	4	2	2

Target Measure:

Implement employee training programs

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of programs	1	4	1	1

Target Measure:

Apply for and receive the Chamber of Commerce Worksite Health Award

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Due date	5/30/2012	5/30/2012	5/30/2013	5/30/2014

Goal Action for Achievement by Key Code:

To ensure compliance with Federal and State labor laws • S 3

Target Measure:

Submit annual EEO report by due date

Unit of Measure:

Due date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
7/15/2011	8/1/2011	8/1/2012	8/1/2013

Goal Action for Achievement by Key Code:

To encourage and provide staff training • S 4

Target Measure:

Attend outside HR related seminar (1 per employee)

Unit of Measure:

Completion

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (4/4)	100%	100%

Goal Action for Achievement by Key Code:

To provide a healthy and safe working environment • S 7

Target Measure:

Investigate workers' compensation injuries and make recommendations to prevent reoccurrence

Unit of Measure:

Number of investigations

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3	16	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 and 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, disclosure, and other regulatory requirements. This section is also responsible for cash management and employee benefit programs, including retirement.

Major Accomplishments FY 2013 by Key Code

- Consolidated the investment providers for NBC's non-union retirement plans and the 457 Plan • FM 4
- Filed a General Rate Case with the PUC for a 14.98% rate increase • FM 5
- Filed and received approval of a PUC Debt Service compliance filing resulting in a 7.35% rate increase • FM 5
- Issued RFQ/Ps for Investment Advisor and Financial Advisor • FM 6
- Received a reaffirmation of the AA- credit rating from Standard & Poor's • FM 6
- Issued \$40 million in BANs at 0.5% and \$71.5 million in open market revenue bonds • FM 6
- Executed a \$25 million loan from Rhode Island Clean Water Finance Agency (RICWFA) • FM 6
- Developed and administered the annual operating budget and finished the year under budget for the 21st consecutive year • FM 5
- Developed the five-year Capital Improvement Program and managed capital funding • FM 7
- Received the Government Finance Officers' Association (GFOA) Distinguished Budget Award with Special Capital Recognition and Special Performance Measures Recognition • C 6
- Completed timely reporting of Continuous Disclosure, Arbitrage and PUC Compliance • OP 4

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code

- Ensure sound financial management, maintain sufficient Operating and Capital funding with the least ratepayer impact and maintain current credit rating • FM 5
- Ensure compliance with the Trust Indenture • FM 10, IRS • FM 11, State of RI Public Utilities Commission and all applicable laws, rules and regulations • FM 12
- Ensure timely reporting of Continuous Disclosure, Arbitrage and PUC Compliance • FM 12

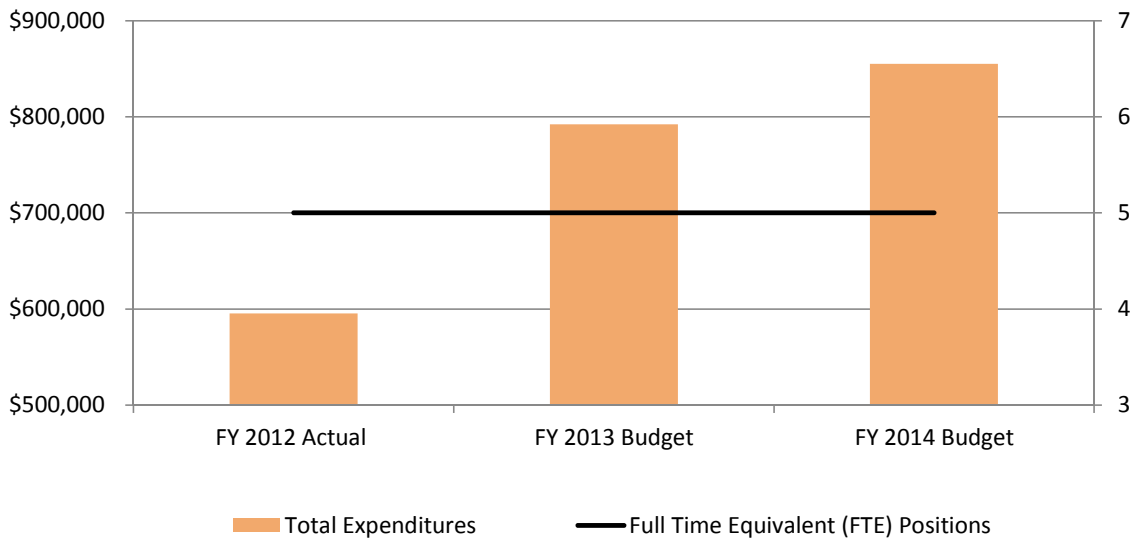
The Budget

Administration & Finance Division

Finance

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 363,796	\$ 470,368	\$ 481,061
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	363,796	470,368	481,061
Operating Supplies/Expense	8,727	16,750	24,227
Professional Services	222,689	305,000	335,000
Capital Outlays	-	-	15,000
Debt Service	-	-	-
<i>Total Expenditures</i>	\$ 595,212	\$ 792,118	\$ 855,288
Expenditures by Funding Source			
Revenue	\$ 595,212	\$ 792,118	\$ 840,288
Operating Capital Transfer	-	-	15,000
Grant	-	-	-
Total Expenditures by Source	\$ 595,212	\$ 792,118	\$ 855,288

Finance - Historical Data



Program Staffing (Budgeted)		
Director of Administration and Finance	1.0	Senior Financial Analyst
Financial Analyst	3.0	1.0
5.0 FTEs		

Performance Data

Administration & Finance Division

Finance

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

Goal Action for Achievement by Key Code:

To ensure sufficient operating budget and capital budget funding with least ratepayer impact • FM5

Target Measure:

File with PUC to Maintain Sufficient Operating and Capital Funding

Unit of Measure

Due Date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
10/20/2011	Filed 12/20/2011	12/1/2012	12/1/2013

Target Measure:

Spend .5% or Less of Revenue Increase on Outside Rate Case Assistance

Unit of Measure

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
0.5%	0.2% / \$2,521,655 Revenue Increase	0.5%	0.5%

Goal Action for Achievement by Key Code:

To ensure NBC receives the lowest cost of borrowing • FM6

Target Measure:

Maintain At Least "A+" Credit Rating with S&P

Unit of Measure

Credit Rating for Standard & Poor's

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
AA-	Reaffirmed AA-	AA-	AA-

Target Measure:

Update Long-Term Financial Plan

Unit of Measure

Frequency

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually

Target Measure:

File Continuous Disclosure Annually

Unit of Measure

Date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Period Ending 6/30/12	Filed 10/11/12	Period Ending 6/30/13	Period Ending 6/30/14

Target Measure:

Update of Capital Cash Flows

Unit of Measure

Frequency

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2	5 Updates	2	2

Goal Action for Achievement by Key Code:

To develop and administer a high quality annual Operating Budget and CIP • FM7

Target Measure:

Receive GFOA Distinguished Budget Presentation Award

Unit of Measure

Consecutive Years

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
9 Years	9 Years with Special Capital Recognition	10 Years	11 Years

Target Measure:

Notification of Budget Issues Within 3 Days of Month-End Report

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Days	3 Days	3 Days	3 Days	3 Days

Staffing:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

To encourage and provide staff training • S4

Target Measure:

Number of Hours of Training / Seminars Attended

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Hours	50 hours	43.5 hours	25 hours	30 hours

Communication:

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

Goal Action for Achievement by Key Code:

To enhance Operating Budget, CIP and Compliance Reports as a communication device • C6

Target Measure:

Operating Budget Receives a Proficient or Better Rating as a Communication Device by GFOA

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Received	Yes	Proficient Rating	Yes	Yes

Target Measure:

Complete MWRA and NACWA User Fee Survey Annually

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion	Yes	Yes	Yes	Yes

Target Measure:

Transmit compliance reports on capital projects to the Public Utilities Commission

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of Reports	2	2	2	2

Target Measure:

Transmit restricted account reports to the Public Utilities Commission

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of Reports	4	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 2013 by Key Code:

Processed all operating invoices, capital invoices and biweekly payrolls in a timely manner. In addition, took advantage of \$3,403 in discounts for the last twelve months • FM 8

Processed and submitted approximately \$68 million in capital invoices • FM 8

Completed the FY 2012 audit by the statutory deadline • 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

Accurately calculated the monthly transfers as required by the Trust Indenture • FM 10

Accurately completed the PUC's monthly restricted account reporting • FM 12

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Process all operating invoices, capital invoices and bi-weekly payroll in a timely manner • FM 8

Complete the FY 2013 audit on a timely basis and receive a clean audit opinion and no management letter • FM 9

Ensure proper calculation and process of the monthly transfers as required by the Trust Indenture • FM 10

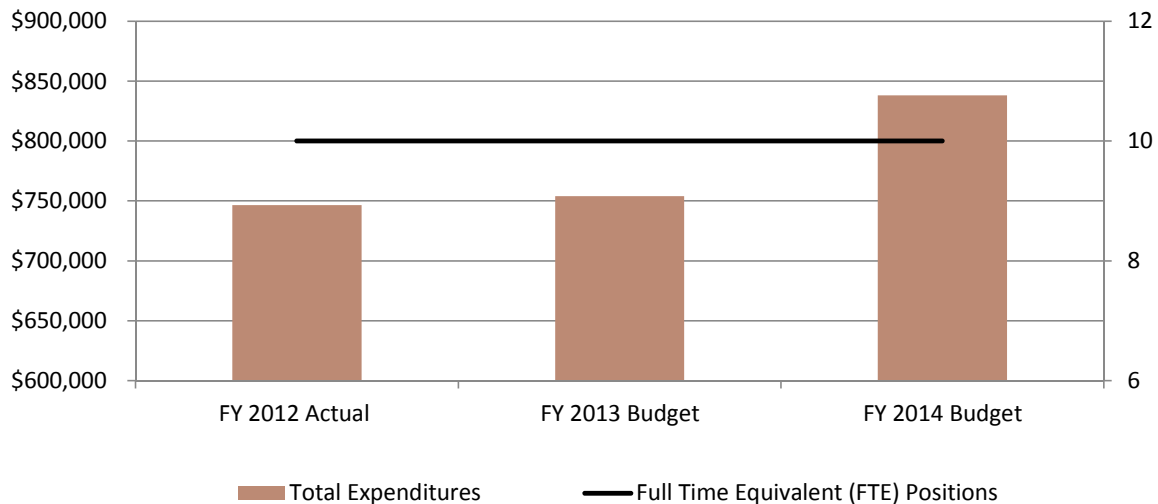
The Budget

Administration & Finance Division

Accounting

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 763,204	\$ 808,245	\$ 878,151
Less Capital Reimbursements	(54,611)	(91,514)	(87,278)
<i>Net Personnel Costs</i>	<u>708,593</u>	<u>716,731</u>	<u>790,873</u>
Operating Supplies/Expense	9,697	8,285	8,285
Professional Services	28,341	29,000	29,000
Capital Outlays	-	-	10,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 746,631</u>	<u>\$ 754,016</u>	<u>\$ 838,158</u>
Expenditures by Funding Source			
Revenue	\$ 746,631	\$ 754,016	\$ 828,158
Operating Capital Transfer	-	-	10,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 746,631</u>	<u>\$ 754,016</u>	<u>\$ 838,158</u>

Accounting - Historical Data



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

Performance Data

Administration & Finance Division

Accounting

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

Goal Action for Achievement by Key Code:

To ensure audited financial statements are in compliance with "Generally Accepted Accounting Principles" • FM 9

Target Measure:

Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of consecutive years received	14	14	15	16

Target Measure:

Audit completed by September 30th

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion by due date	30-Sep-11	27-Sep-11	30-Sep-12	30-Sep-13

Target Measure:

Complete audit with clean opinion and no management letter

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion	Yes	Yes	Yes	Yes

Target Measure:

Prepare monthly financial statements and forward a copy to the RI House and Senate

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Frequency	Monthly	Monthly	Monthly	Monthly

Goal Action for Achievement by Key Code:

To comply with flow of funds restrictions as set forth in the Trust Indenture • FM 10

Target Measure:

Prepare the restricted account reporting on a monthly basis

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion	100%	100%	100%	100%

Target Measure:

Complete fund transfers on the fourth business day before close of the month

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion	100%	100%	100%	100%

Target Measure:

Perform a monthly fund reconciliation

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion	100%	100%	100%	100%

Goal Action for Achievement by Key Code:

To comply with IRS rules and regulations • FM 11

Target Measure:

Prepare W-2s and 1099s at the end of the calendar year and the quarterly 941s payroll tax returns

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Completion of W-2s	100%	100% (286/286)	100%	100%
Completion of 1099s	100%	100% (100/100)	100%	100%
Completion of 941s	100%	100% (4/4)	100%	100%

Goal Action for Achievement by Key Code:

To comply with State of RI rules and regulations • FM 12

Target Measure:

Prepare on a quarterly basis the consulting report for the RI Secretary of State and the surcharging report for the Rhode Island Department of Environmental Management

Unit of Measure

Completion

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Staffing:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

To encourage and provide staff training • S 4

Target Measure:

Ensure each staff member attends one outside accounting/payroll seminar

Unit of Measure:

Number of staff members/number of seminars

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (8/10)	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 2013 by Key Code:

Completed the Exchange 2010 upgrade • CB 6

Completed the HP-UX to Red Hat Linux migration • CB 6

Finalized the SharePoint upgrade from version 2007 to 2010 • CB 6

Installed a new Blade Array to enhance performance and reduce cost • CB 6

Installed a new state of the art Storage Area Network at the COB and BP to increase performance and augment storage • CB 6

Upgraded the Microwave communications link between the COB and BP, doubling the performance • CB 6

Installed a new telephone system • CB 6

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Configure and install a new Oracle Grid Server to replace the obsolete hardware • CB 6

Implement a new Backup Solution to better safeguard NBC's data • CB 6

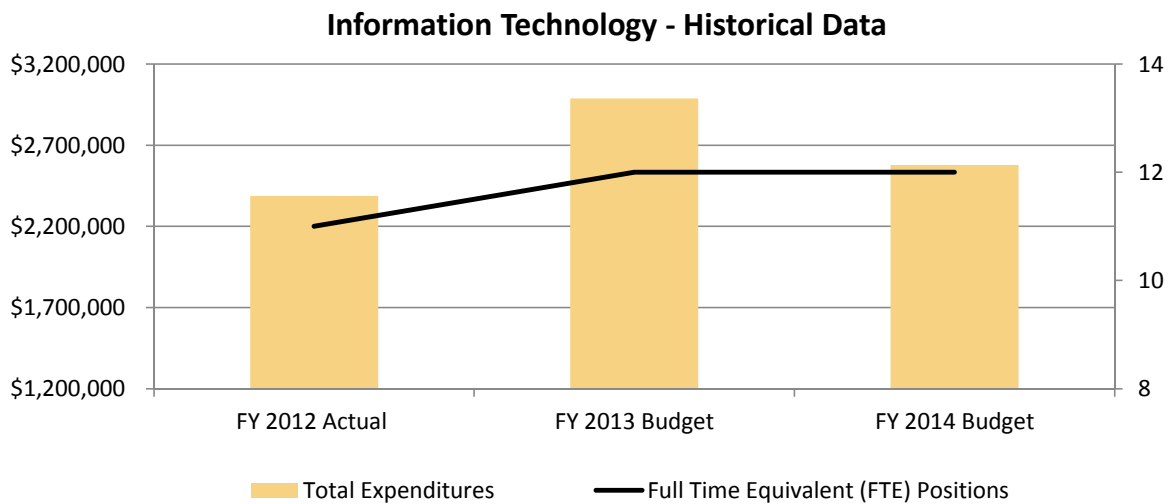
Perform a Campus wide Security Assessment to ensure that no vulnerabilities exist • CB 6

The Budget

Administration & Finance Division

Information Technology

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,097,393	\$ 1,207,958	\$ 1,258,028
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	<u>1,097,393</u>	<u>1,207,958</u>	<u>1,258,028</u>
Operating Supplies/Expense	534,789	496,365	554,612
Professional Services	25	-	-
Capital Outlays	755,879	1,285,000	765,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 2,388,086</u>	<u>\$ 2,989,323</u>	<u>\$ 2,577,640</u>
Expenditures by Funding Source			
Revenue	\$ 1,632,207	\$ 1,704,323	\$ 1,812,640
Operating Capital Transfer	755,879	1,285,000	765,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 2,388,086</u>	<u>\$ 2,989,323</u>	<u>\$ 2,577,640</u>



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

Performance Data

Administration & Finance Division

Information Technology

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

Goal Action for Achievement by Key Code:

To continue the level of network stability with the highest level of service uptime • CB 4

Target Measure:

Level of system availability

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage	99.9%	100%	100%	100%

Goal Action for Achievement by Key Code:

To maximize productive use of automation and computerization throughout the agency • CB 5

Target Measure:

Migrate systems to latest installed operating systems and applications

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage of systems migrated	99%	97%	39%	68%

Goal Action for Achievement by Key Code:

To ensure IT maintains and improves security systems and applications • CB 6

Target Measure:

Prevent security breaches into NBC servers and applications

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of breaches	0	0	0	0

Target Measure:

Complete IT budgeted projects

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of completed projects	7	6	5	5

Goal Action for Achievement by Key Code:

To provide an adequate level of training opportunities to ensure user comfort with systems and processes • CB 7

Target Measure:

Provide user training sessions

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of sessions	188	178	185	185

Target Measure:

Respond to help desk requests within two hours

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage	100%	100% (1,082/1,082)	100%	100%

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

Goal Action for Achievement by Key Code:

To encourage and support an adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed • S 5

Target Measure:

Staff participation in training sessions

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Participation percentage	65%	75% (8/11)	70%	65%

**Organizational
Performance:**

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

Goal Action for Achievement by Key Code:

To provide end-user technology and systems to meet NBC's strategic goals • OP 6

Target Measure:

Renew and upgrade all NBC Systems in accordance with lease expirations

Unit of Measure

Frequency

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Annually	Annually	Annually	Annually

Target Measure:

Maintain current systems and applications

Unit of Measure

Percent of current systems/applications

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
97%	94%	98%	95%

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. Customers are billed on a monthly basis. The billing section also responds to customer inquiries including closing requests. Additionally, Customer Service has field investigators who research accounts and facilitate the abatement program. Collection activity includes phone calls, the water shut-off process and support for the lien sale. Customer Service is committed to providing NBC's customers with excellent service.

Major Accomplishments FY 2013 by Key Code:

Completed timely and accurate monthly billings for NBC's 83,000 accounts • FM 3

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

Continued to focus on collection of past due accounts averaging 2,000 collection calls per month • FM 14

Collected approximately \$385,000 per month through the Water Shut-Off program • FM 14

Continued to refine and expand CS applications to more efficiently service NBC customers • CF 4

Obtained site readings for more than 400 customers per month on average • CF 6

Received and responded to an average of 3,800 customer calls per month • CF 6

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Ensure complete and accurate billings and streamline collection strategies to maximize results • FM 13

Provide excellent Customer Service • CF 12

Continue to provide training on the Customer Service application • S 4

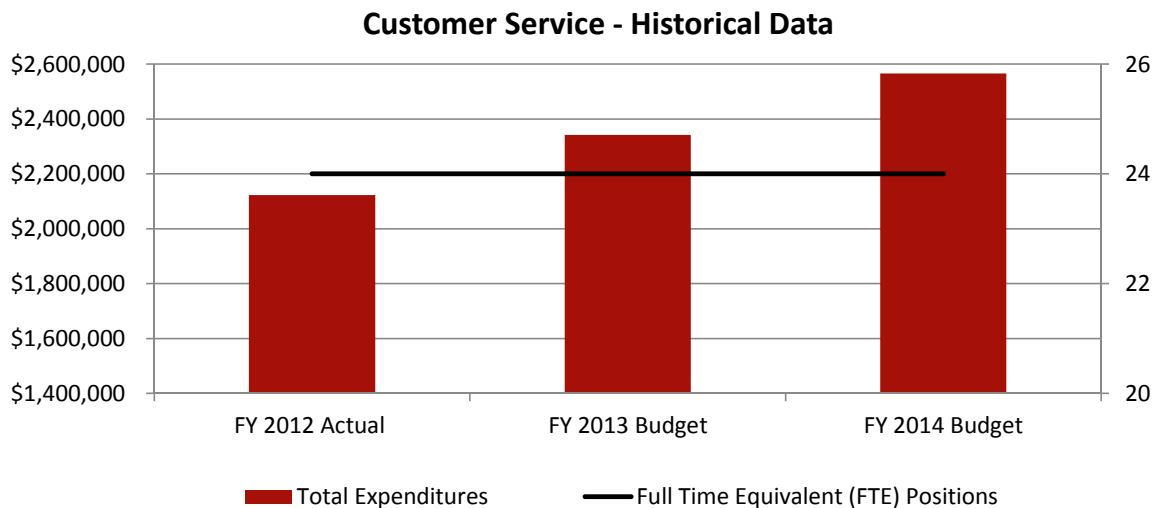
The Budget

Administration & Finance Division

Customer Service

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,604,540	\$ 1,740,949	\$ 1,850,997
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	1,604,540	1,740,949	1,850,997
Operating Supplies/Expense	469,371	494,300	535,320
Professional Services	48,535	33,620	34,200
Capital Outlays	-	73,200	145,000
Debt Service	-	-	-
Total Expenditures	\$ 2,122,446	\$ 2,342,069	\$ 2,565,517

Expenditures by Funding Source			
Revenue	\$ 2,122,446	\$ 2,268,869	\$ 2,420,517
Operating Capital Transfer	-	73,200	145,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,122,446	\$ 2,342,069	\$ 2,565,517



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

Performance Data

Administration & Finance Division

Customer Service

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

Goal Action for Achievement by Key Code:

To increase efficiency and accuracy of user charge billing • FM 13

Target Measure:

Ensure accounts have an actual meter reading within prior 12 months

Unit of Measure

Percentage of accounts with actual reading

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
98%	98% (83,154/84,817)	98%	98%

Goal Action for Achievement by Key Code:

To ensure timely collection of accounts • FM 14

Target Measure:

Calls to accounts with over 30-day balances

Unit of Measure

Percentage called

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
90%	105% (29,342/24,022)	90%	90%

Target Measure:

Select accounts for Water Shut Off

Unit of Measure

Number of accounts selected

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3,500	6,266	3,500	3,500

Target Measure:

Late fees as a percentage of billing

Unit of Measure

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
<2%	1.21%	<2%	<2%

Customer Focus:

Maintain a customer-focused attitude throughout the organization

Goal Action for Achievement by Key Code:

To review customer accounts and develop relationships with large users • CF 5

Target Measure:

Review large user accounts

Unit of Measure

Number reviewed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
15	15	15	15

Goal Action for Achievement by Key Code:

To maximize customer focus attitude • CF 6

Target Measure:

Provide customer focus training sessions

Unit of Measure

Number of sessions

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8	8	8	8

Target Measure:

Calls abandoned

Unit of Measure

Percentage abandoned

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
<4%	0.32% (171/52,767)	<4%	<4%

Target Measure:

Investigate new sewer connection permits

Unit of Measure

Percentage investigated

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (202/202)	100%	100%

Target Measure:

Resolution of disputes within 30 days

Unit of Measure

Percentage resolved

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
96%	100% (6,200/6,200)	96%	96%

Target Measure:

Quarterly reads on large customers

Unit of Measure

Number of reads

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
500	2,747	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 security and maintenance of the Corporate Office Building.

Major Accomplishments FY 2013 by Key Code

Added bid specifications to SharePoint • CB 5

Added sole source documentation to SharePoint • CB 5

Ensured that all purchases were in conformance with State of RI Purchasing Regulations and NBC Purchasing Regulations • FM 12

Prepared 66 bid proposals and specifications within 30 days • FM 15

Implemented on-line access to bid requests and awards • CF 7

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code

Ensure proper preparation of purchasing specifications so that bids are competitive • FM 15

Ensure the timely, efficient and cost effective purchase of products and services needed to operate, maintain and improve NBC Facilities • FM 15

Ensure compliance with Federal and State purchasing laws • CF 7

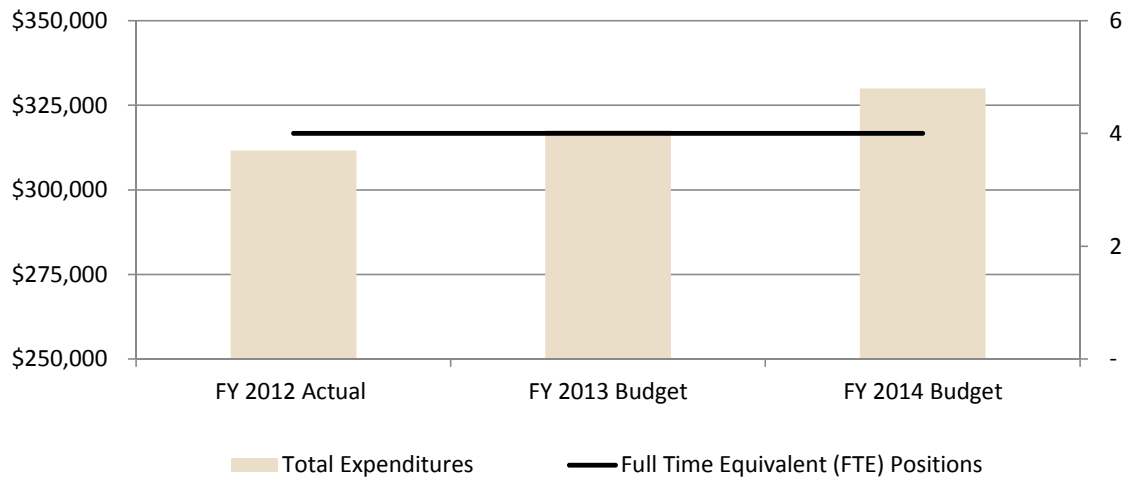
The Budget

Administration & Finance Division

Purchasing

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 308,278	\$ 313,576	\$ 325,921
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	308,278	313,576	325,921
Operating Supplies/Expense	3,340	4,100	4,100
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 311,618	\$ 317,676	\$ 330,021
Expenditures by Funding Source			
Revenue	\$ 311,618	\$ 317,676	\$ 330,021
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 311,618	\$ 317,676	\$ 330,021

Purchasing - Historical Data



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

Performance Data

Administration & Finance Division

Purchasing

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

Goal Action for Achievement by Key Code:

To ensure goods are purchased in a timely, efficient and cost effective manner • FM 15

Target Measure:

Purchase requisitions completed within two weeks

Unit of Measure

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
97%	80% (2,337/2,833)	97%	97%

Target Measure:

Complete bid specifications within 30 days

Unit of Measure

Number of days

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
30	30	30	30

Goal Action for Achievement by Key Code:

To evaluate utility and chemical contracts • FM 16

Target Measure:

Review contracts three months prior to expiration

Unit of Measure

Percentage reviewed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (5/5)	100%	100%

Customer Focus:

Maintain a customer-focused attitude throughout the organization

Goal Action for Achievement by Key Code:

To ensure compliance with Federal and State purchasing laws • CF 7

Target Measure:

Put out to bid non sole-source, non-emergency purchase requisitions over \$2,500

Unit of Measure

Percentage put out to bid

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (25/25)	100%	100%

Target Measure:

List non sole-source, non-emergency purchase requisitions over \$2,500 on the State of Rhode Island Vendor Information Program (Website)

Unit of Measure

Percentage listed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (25/25)	100%	100%

Goal Action for Achievement by Key Code:

To work towards maximum satisfaction of internal customers • CF 8

Target Measure:

Train purchasing system users

Unit of Measure

Percentage trained

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Staffing:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

To encourage and support adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed • S 5

Target Measure:

Maintain employee training

Unit of Measure:

Number of hours/employee

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
12/employee	12/employee	12/employee	12/employee

The Program

Administration & Finance Division

General Administration

Mission and Overview:

The budget for the General Administration section includes overhead items such as insurance, unemployment, workers' compensation, 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 2013 by Key Code:

Coordinated with other NBC sections to ensure the continuous update and enhancement of security for NBC facilities • CB 8

Ensured that proper preventive and corrective maintenance of the COB was completed • CB 9

Prepared and maintained a spreadsheet of HVAC parts for inventory purpose • CB 11

Completed monthly analysis of the COB maintenance expenses and ensured overhead expense were at or below budget • CB 18

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Provide facility inspections and correct any deficiencies • CB 8

Develop and track budget for overhead expenses, ensuring overhead expense is at or below budget • CB 18

Provide cost effective administration of the Corporate Office Building • CB 18

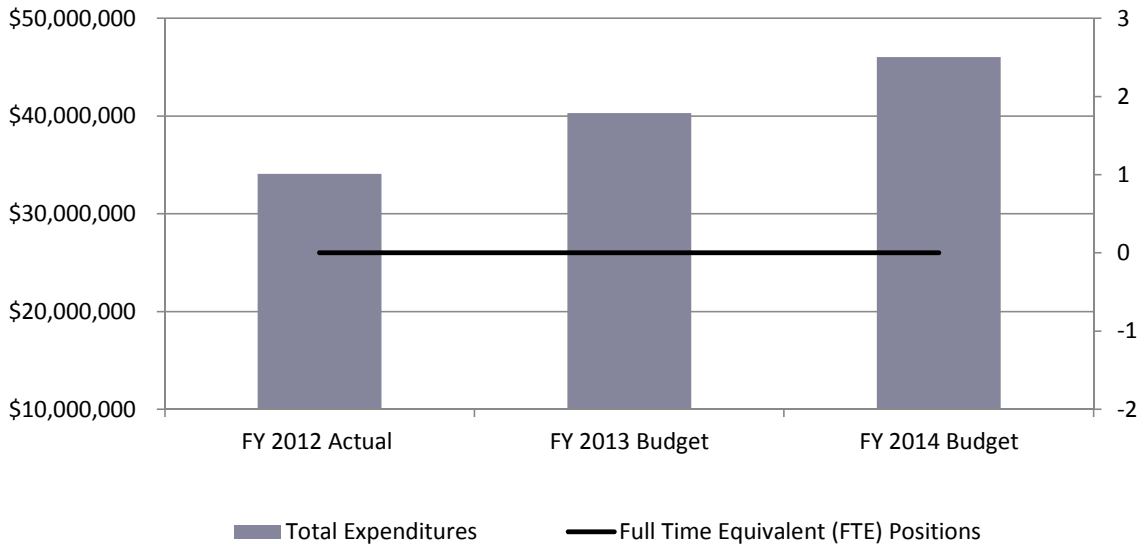
The Budget

Administration & Finance Division

General Administration

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 534,459	\$ 246,668	\$ 226,885
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	534,459	246,668	226,885
Operating Supplies/Expense	1,209,469	1,282,928	1,341,843
Professional Services	179,060	209,500	325,700
Capital Outlays	45,933	285,000	190,000
Debt Service	32,109,282	38,267,187	43,954,576
<i>Total Expenditures</i>	\$ 34,078,203	\$ 40,291,282	\$ 46,039,004
Expenditures by Funding Source			
Revenue	\$ 34,032,270	\$ 40,006,282	\$ 45,849,004
Operating Capital Transfer	45,933	285,000	190,000
Grant	-	-	-
Total Expenditures by Source	\$ 34,078,203	\$ 40,291,282	\$ 46,039,004

General Administration - Historical Data



Program Staffing (Budgeted)
Responsibilities are executed by Purchasing Staff

Performance Data

Administration & Finance Division

General Administration

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

Goal Action for Achievement by Key Code:

To ensure all (COB) facility inspections are completed on time and deficiencies corrected in a timely manner • CB 8

Target Measure:

Perform facility inspections

Unit of Measure

Number of inspections

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
9	9	9	9

Goal Action for Achievement by Key Code:

To maintain an assesst management program for NBC's infrastructure and invest in capital investments as needed • CB 11

Target Measure:

Complete budgeted operating capital projects

Unit of Measure

Percentage completed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (6/6)	100%	100%

Goal Action for Achievement by Key Code:

To provide safe and cost-effective administration of NBC Facilities • CB 18

Target Measure:

Complete building maintenance requests within two weeks

Unit of Measure

Percentage completed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
85%	80%	85%	85%

Target Measure:

Cost per square foot maintained

Unit of Measure

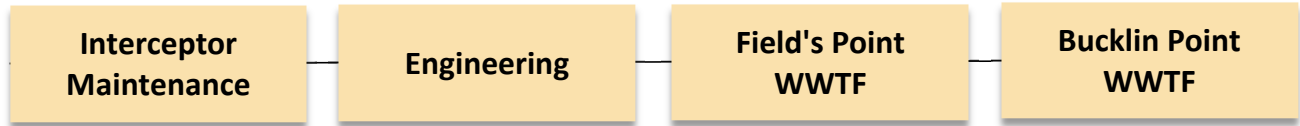
Dollars/square foot

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
\$8.50	\$11.00	\$16.00	\$18.00

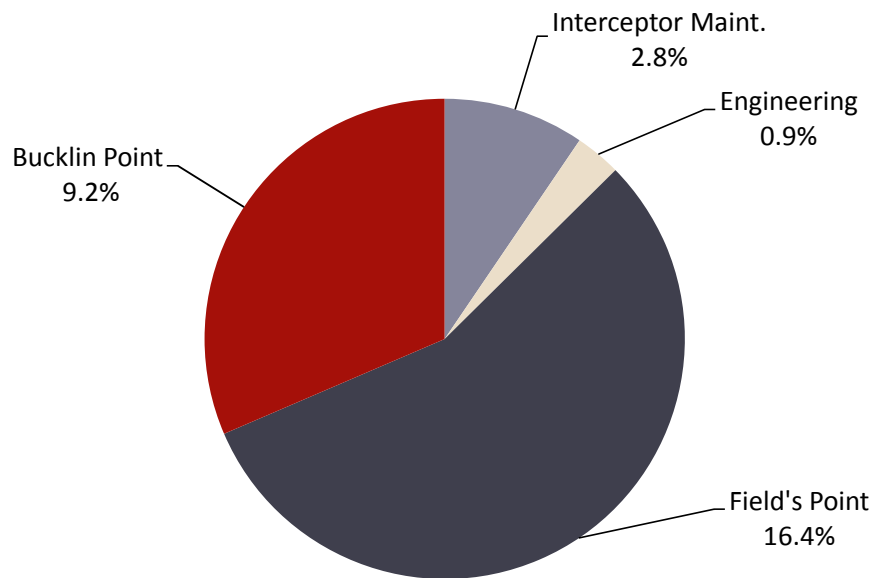
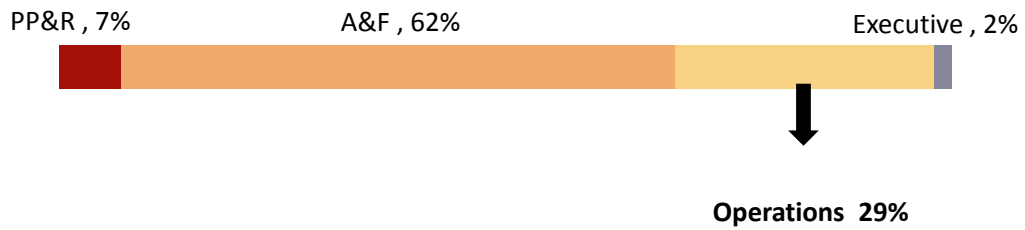
This page was intentionally left blank.

Operations & Engineering

Division Summary



NBC Division Budgets



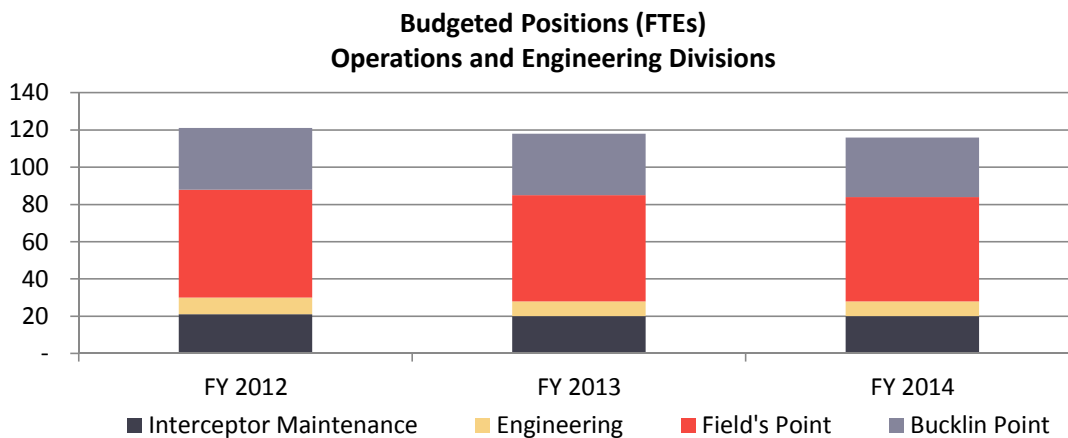
Division Program

Operations & Engineering Division

Division Summary

Purpose and Overview:

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

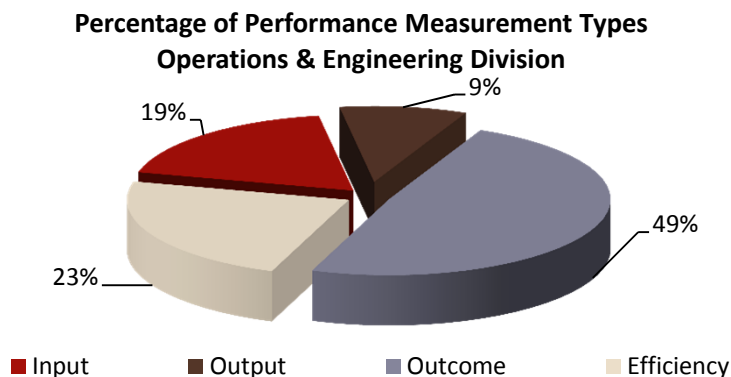


Significant Budget Modifications:

The Operations and Engineering Divisions budget has increased by 3.5% or \$852,007 over the FY 2013 budget. The majority of the increase is related to increased personnel expense. Operational expenses have increased for chemicals related to the new nitrogen removal facilities. In addition, operating capital expenses identified through the asset management plan have been included in order to maintain NBC's 24 hour day to day operations.

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 the division summary. In this Division, Outcome and Efficiency make up 72% of the performance measures.



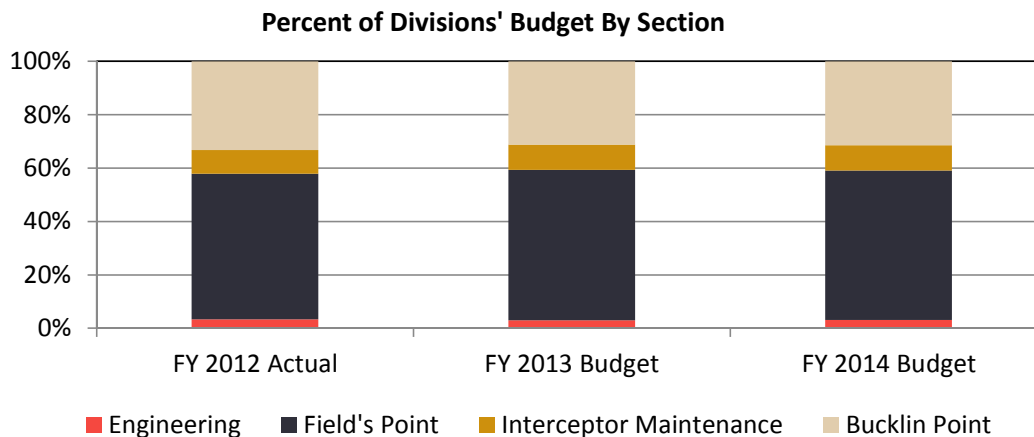
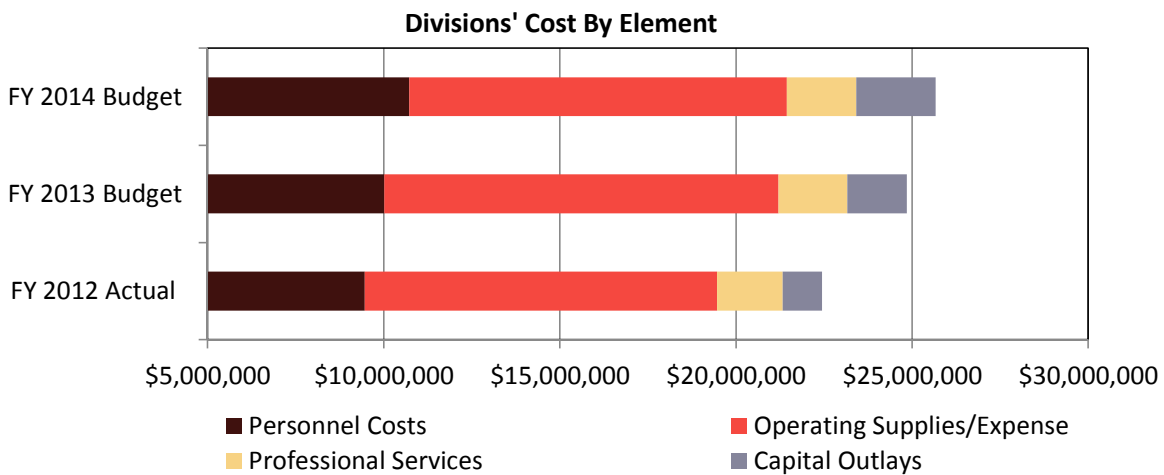
Division Budget

Operations & Engineering Division

Division Summary

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 9,459,790	\$ 10,014,638	\$ 10,726,279
Less Capital Reimbursements	(396,873)	(439,287)	(401,350)
<i>Net Personnel Costs</i>	9,062,917	9,575,351	10,324,929
Operating Supplies/Expense	10,002,038	11,188,753	10,720,682
Professional Services	1,865,233	1,954,250	1,971,250
Capital Outlays	1,114,145	1,694,500	2,248,000
Debt Service	-	-	-
Total Expenditures	\$ 22,044,332	\$ 24,412,854	\$ 25,264,862

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Funding Source			
Revenue	\$ 20,930,187	\$ 22,718,354	\$ 23,016,862
Operating Capital Transfer	1,114,145	1,694,500	2,248,000
Grant	-	-	-
Total Expenditures by Source	\$ 22,044,332	\$ 24,412,854	\$ 25,264,862



The Program

Operations and Engineering Division

Interceptor Maintenance

Mission and Overview:

The Interceptor Maintenance (IM) section is responsible for maintaining facilities which collect and transport wastewater to the NBC wastewater treatment plants within the Bucklin Point and Field's Point service areas. This section inspects and maintains approximately 110 miles of interceptor sewers, 6 pumping stations, 122 regulators, numerous meter stations, 44 sumps, 31 tide gates, approximately 640 catch basins, the Lincoln Septage Receiving Facility and the six CSO tunnel drop shafts. Proper maintenance of these facilities ensures sufficient system capacity for the collection and transport of flows to the treatment facilities and compliance with applicable State and Federal requirements.

Major Accomplishments FY 2013 by Key Code:

Identified and repaired three damaged pipe sections • CB 8

Identified problems with construction bypass equipment and modified the equipment to improve hydraulics and prevent bypass events • CB 10

Removed approximately 200 cubic yards of grit from the collection system • CB 9

Televised an estimated 14,000 feet of sewer lines • CB 9

Removed approximately 34 cubic yards of hazardous grit from the collection system • EP 2

Investigated and ceased an illegal discharge to a waterway in the Town of Johnston • EP 2

Copied 100% of the Providence Sewer Maps • CF 11

Designed a modified access ramp at Bucklin Brook to improve working conditions • S 7

Completed various upgrades to the Siphon Inlet #9 structure and improved the safety of working conditions • S

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Obtain 50% of the NBC community sewer maps on file and make available for electronic view • CB 5

Provide at least 250 hours of training to IM staff to improve work efficiencies • CB 7

Complete 100% of wet well cleanings at the remote pump stations to improve operations • CB 9

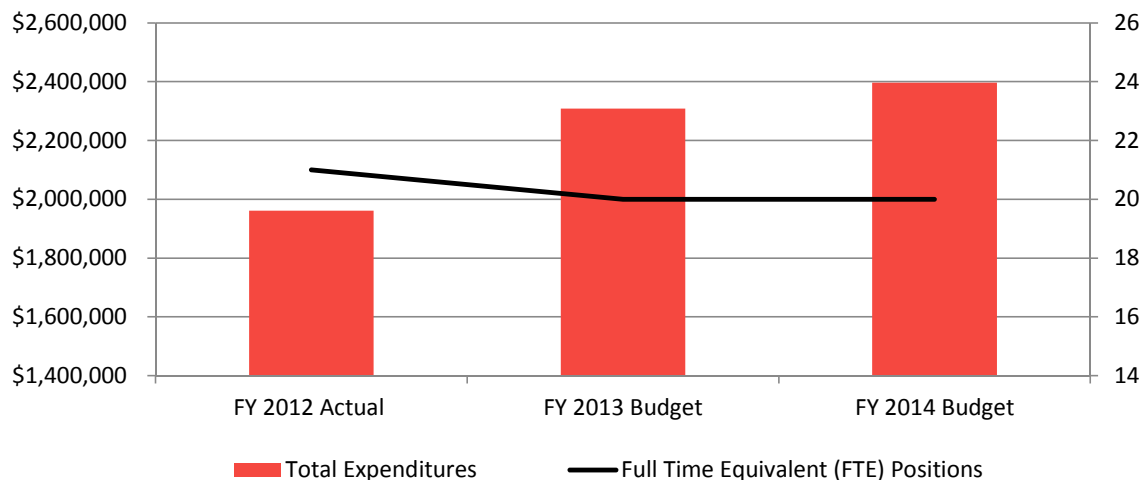
The Budget

Operations and Engineering Division

Interceptor Maintenance

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,454,548	\$ 1,550,055	\$ 1,612,926
Less Capital Reimbursements	(32,155)	(35,185)	(36,293)
<i>Net Personnel Costs</i>	1,422,393	1,514,870	1,576,632
Operating Supplies/Expense	485,751	475,799	444,283
Professional Services	14,038	18,800	18,800
Capital Outlays	38,689	298,500	357,100
Debt Service	-	-	-
Total Expenditures	\$ 1,960,871	\$ 2,307,969	\$ 2,396,815
Expenditures by Funding Source			
Revenue	\$ 1,922,182	\$ 2,009,469	\$ 2,039,715
Operating Capital Transfer	38,689	298,500	357,100
Grant	-	-	-
Total Expenditures by Source	\$ 1,960,871	\$ 2,307,969	\$ 2,396,815

Interceptor Maintenance - Historical Data



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

Performance Data

Operations & Engineering Division

Interceptor Maintenance

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

Goal Action for Achievement by Key Code:

To maintain on-going inspections and maintenance of NBC's building, plant, equipment and property • CB 9

Target Measure:

Provide training on standard operating procedures within the collection system assets

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Hours/Employee	N/A	9/employee	2/employee	2/employee

Target Measure:

Address emergency situations within 24 hours of notification

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number addressed within 24 hours	100%	100% (9/9)	100%	100%

Goal Action for Achievement by Key Code:

To comply with all State and Federal reporting requirements on reporting bypass events • CB 10

Target Measure:

Report all bypass events verbally within 24 hours and send a written report within 5 days

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage of events reported	100%	100% (9/9)	100%	100%

Goal Action for Achievement by Key Code:

To maintain an asset management program for NBC's infrastructure and invest in capital investments as needed • CB 11

Target Measure:

Comply with DEM Best Management Practices (BMP) reporting and requirements (Semi-Annually)

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Frequency	Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually

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

Goal Action for Achievement by Key Code:

To minimize environmental pollution • EP 2

Target Measure:

Minimize the length of time required to alleviate dry weather bypass events between initial notification and the end of bypass

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Hours	< 1 hour	1.85 hours	6 hours or less	6 hours or less

Target Measure:

Remove material from full trash nets within 72 hours in order to prevent pollution from entering receiving waters

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Tons of material removed	60 tons	48.3 tons	60 tons	60 tons

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

Goal Action for Achievement by Key Code:

To minimize unplanned capital expenditures • FM 17

Target Measure:

Expenditures spent on planned capital items

Unit of Measure

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Goal Action for Achievement by Key Code:

To reduce the number of Workers' Compensation claims • FM 18

Target Measure:

Schedule quarterly safety committee meetings with staff and post minutes

Unit of Measure

Meetings/year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	11	4/year	4/year

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

Goal Action for Achievement by Key Code:

To provide prompt courteous responses to all customer requests • CF 9

Target Measure:

Review sewer connection permits in a timely manner

Unit of Measure:

Business days

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3 business days	2 business days	3 business days	3 business days

Goal Action for Achievement by Key Code:

To conduct projects that give back to the Cities/Towns and State • CF 11

Target Measure:

Provide assistance to NBC communities on helping with collection system maintenance

Unit of Measure:

Hours of assistance provided

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	342 hours	10 hours	50 hours

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

Goal Action for Achievement by Key Code:

To provide ongoing technical training to optimize team performance • S 6

Target Measure:

Provide technical training to staff on various equipment and techniques for proper collection system operation and maintenance

Unit of Measure

Hours of training

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	453 hours	250 hours	250 hours

The Program

Operations and Engineering Division

Engineering

Mission and Overview:

The primary responsibility of the Engineering section is the planning and design of facilities needed for the collection and treatment of wastewater within 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 the wastewater treatment facilities, sewer system improvement projects and CSO interceptor repair and construction projects. The Engineering section also provides facilities engineering services for the FPWWTF.

Major Accomplishments FY 2013 by Key Code:

- Completed final design of the Regulatory Compliance Building • CB 1
- Completed final design of the biogas generator for the BPWWTF • CB 1
- Completed the update of the Field's Point Service Area hydraulic sewer model • CB 1
- Completed integration of Bucklin Point Siemen's software with Wonderware • CB 1
- Completed design of the Moshassuck Valley Interceptor replacement • CB 1
- Completed a water quality model to determine impact of nitrogen reductions on water quality • EP 1

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

- Conduct downspout disconnection program for OF 027 service area • CB 1
- Conduct reevaluation of the CSO Phase III Program • CB 1
- Update the Bucklin Point Service Area hydraulic model • CB 1

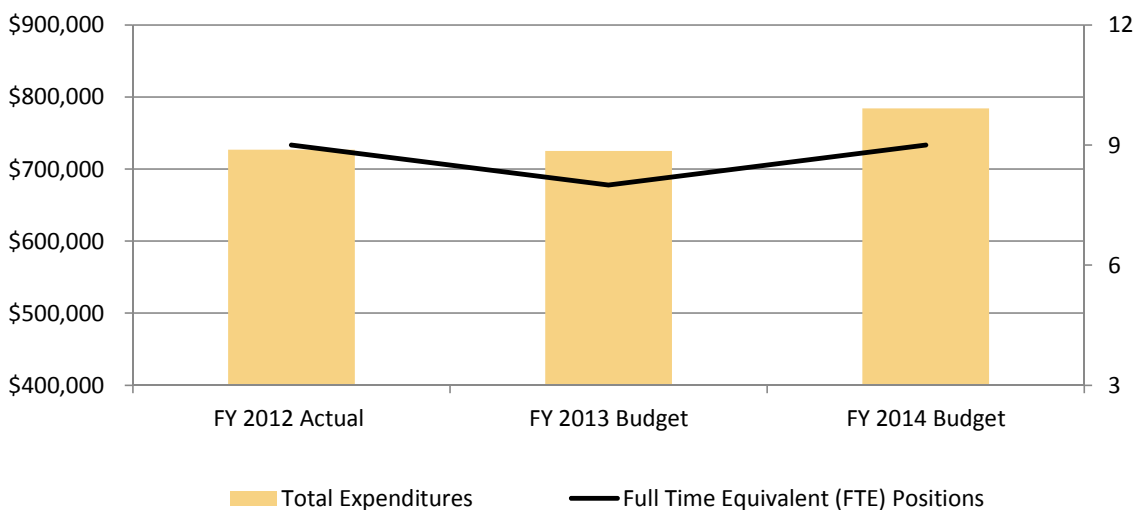
The Budget

Operations and Engineering Division

Engineering

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 866,496	\$ 855,901	\$ 958,393
Less Capital Reimbursements	(364,718)	(404,102)	(345,452)
<i>Net Personnel Costs</i>	501,778	451,799	612,941
Operating Supplies/Expense	111,663	140,100	95,350
Professional Services	11,793	8,000	4,000
Capital Outlays	101,702	125,000	72,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 726,936</u>	<u>\$ 724,899</u>	<u>\$ 784,291</u>
Expenditures by Funding Source			
Revenue	\$ 625,234	\$ 599,899	\$ 712,291
Operating Capital Transfer	101,702	125,000	72,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 726,936</u>	<u>\$ 724,899</u>	<u>\$ 784,291</u>

Engineering - Historical Data



Program Staffing (Budgeted)		
Director of Operations & Engineering	1.0 Instrumental Engineer	1.0
Engineering & Operating Fiscal Admin	1.0 Principal Environmental Engineer	2.0
Engineering Manager	1.0 Environmental Engineer	1.0
Facilities Engineer	1.0 Administrative Assistant	1.0
	9.0 FTEs	

Performance Data

Operations & Engineering Division

Engineering

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

Goal Action for Achievement by Key Code:

To complete projects on schedule, within budget, in the most cost-effective manner and in compliance with RIDEM requirements and ARRA requirements • CB 1

Target Measure:

Complete project tasks related to nutrient removal and other improvements at the wastewater treatment facilities

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of tasks completed	4	4	1	1

Target Measure:

Complete project tasks related to the sewer collection system

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of tasks completed	6	3	7	4

Target Measure:

Complete project tasks related to the development of GIS/Hansen sewer maintenance applications

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of tasks completed	1	2	1	1

Target Measure:

Complete project tasks related to Phase II Combined Sewer Overflow control in accordance with permit and consent order requirements

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of tasks completed	1	1	2	2

Target Measure:

Complete project tasks related to Phase III Combined Sewer Overflow control in accordance with permit and consent order requirements

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of tasks completed	N/A	N/A	N/A	2

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

Goal Action for Achievement by Key Code:

To 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 1

Target Measure:

Develop water quality model to determine impact of improved treatment on receiving water quality

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of models developed	N/A	N/A	1	1

The Program

Operations and Engineering Division

Field's Point

Mission and Overview:

The Field's Point WWTF is the largest wastewater treatment facility in Rhode Island and treats an average of 41 MGD. The operations staff efficiently and effectively operate the facility to produce the highest quality effluent and meet or exceed RIPDES permit requirements. Operations must ensure that all process functions are optimized even during periods of construction. In addition to dry weather flow capacity of 65 MGD, the facility provides primary treatment and disinfection for an additional 123 MGD for a total wet weather treatment capacity of 200 MGD. The operations staff is also responsible for the CSO Phase I Facilities Tunnel Pump Station and the Ernest Street Pump Station.

Major Accomplishments FY 2013 by Key Code:

No permit violations • CB 12

No unchlorinated effluent events or dry weather discharges • EP 2

Reduction in the number of corrective work orders with 96% of all work orders for PM tasks • FM 20

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Meet the permit limit for total seasonal nitrogen (5.0 mg/l) in May and June 2014 • CB 12

Prepare for the addition of "fecal enterococci" by targeting the chlorine residual to increase as the influent flow increases. • CB 12

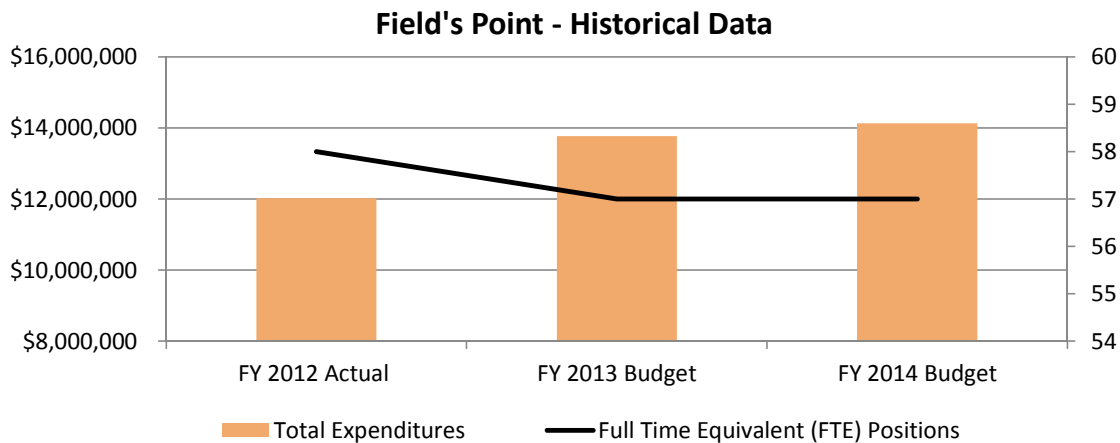
Reduce costs through the expanded use of NBC mechanics for fabrication • FM 20

The Budget

Operations and Engineering Division

Field's Point

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 4,461,312	\$ 4,857,871	\$ 5,155,785
Less Capital Reimbursements	-	-	(19,604)
<i>Net Personnel Costs</i>	4,461,312	4,857,871	5,136,181
Operating Supplies/Expense	6,977,937	8,056,545	7,713,018
Professional Services	10,717	18,000	18,500
Capital Outlays	576,328	836,000	1,264,300
Debt Service	-	-	-
<i>Total Expenditures</i>	\$ 12,026,294	\$ 13,768,415	\$ 14,131,999
Expenditures by Funding Source			
Revenue	\$ 11,449,966	\$ 12,932,415	\$ 12,867,699
Operating Capital Transfer	576,328	836,000	1,264,300
Grant	-	-	-
Total Expenditures by Source	\$ 12,026,294	\$ 13,768,415	\$ 14,131,999



Program Staffing (Budgeted)		
Operations Manager	1.0	Inventory Control Clerk 2.0
Assistant Operations Manager	1.0	Operator 11.0
Control Systems Administrator	1.0	Mechanic 11.0
Asst. Control System Administrator	1.0	Fleet Mechanic 1.0
Control Systems Associate	1.0	Senior E&I Technician 1.0
O&M Clerk	1.0	E & I Technician 1.0
O & M Coordinator	1.0	Asstiant E & I Technician 1.0
O & M Supervisor	4.0	Process Monitor 9.0
Asset Management Administrator	1.0	Carpenter 1.0
O & M Technician	1.0	Electrician 1.0
Maintenance Manager	1.0	Senior Electrician 1.0
Senior Maintenance Supervisor	1.0	Master Electrician 1.0
Maintenance Supervisor	1.0	
57.0 FTEs		

Performance Data

Operations & Engineering Division

Field's Point

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

Goal Action for Achievement by Key Code:

To provide an adequate level of training opportunities to ensure user comfort with systems and processes • CB 7

Target Measure:

Train all operators and process monitors to use the Hach meter (20 Total)

Unit of Measure:

Percentage of operators trained

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	N/A	100%	N/A

Goal Action for Achievement by Key Code:

To achieve 100% compliance on RIPDES permit and consent agreements • CB 12

Target Measure:

Eliminate daily maximum, weekly average and monthly average violations for TSS, BOD, fecal coliforms and chlorine residuals (potentially 1,716 violations)

Unit of Measure:

Number of violations

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
0	0	0	0

Target Measure:

Achieve total seasonal nitrogen permit limit of 5 mg/l

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
NA	NA	<5 mg/l	<5 mg/l

Goal Action for Achievement by Key Code:

To ensure safe and reliable wastewater processing through effective asset management and higher treatment performance for TSS and BOD than is required by permit by maximizing effluent treatment. The limit for both these parameters is 30mg/l • CB 13

Target Measure:

Yearly average TSS

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
12 mg/l	9 mg/l	15 mg/l	8 mg/l

Target Measure:

Yearly average BOD

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
12 mg/l	11 mg/l	15 mg/l	8 mg/l

Target Measure:

Yearly average fecal coliforms

Unit of Measure:

MPN/100mls

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
20 MPN	3 MPN	20 MPN	2 MPN

Target Measure:

Permit levels for TSS and BOD

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
30 mg/l	30 mg/l	30 mg/l	30 mg/l

Target Measure:

Permit levels fecal coliforms

Unit of Measure:

MPN

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
200 MPN	200 MPN	200 MPN	200 MPN

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

Goal Action for Achievement by Key Code:

To minimize unplanned capital expenditures • FM 17

Target Measure:

Capital expenditures spent on planned items

Unit of Measure:

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	94%	100%	100%

Goal Action for Achievement by Key Code:

To optimize chemical additions to the effluent by monitoring and adjusting processes as needed • FM 19

Target Measure:

Add hypochlorite to the chlorine contact tank daily

Unit of Measure:

Gallons/day (GPD)

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
<1,600 GPD	1,050 GPD	1,300 GPD	1,000 GPD

Goal Action for Achievement by Key Code:

To optimize efficiency of the solids handling area • FM 25

Target Measure:

Keep daily average sludge production under 21 DT/Day

Unit of Measure:

DT/day

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
<22 DT/day	21.6 DT/day	<21 DT/day	<21 DT/day

Goal Action for Achievement by Key Code:

To plan/schedule maintenance work on a weekly basis to improve efficiency of staff time • FM 26

Target Measure:

Planned/scheduled work completed per week

Unit of Measure:

Percentage completed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
87%	88%	88%	90%

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

Goal Action for Achievement by Key Code

To provide ongoing technical training to optimize team performance • S 6

Target Measure:

Complete a basic training checklist for each process for each operator and process monitor (20 total)

Unit of Measure:

Completion

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	N/A	100%	N/A

Goal Action for Achievement by Key Code:

To develop mechanisms and establish opportunities for continued growth and professional development • S 9

Target Measure:

Offer NBC computer courses and/or incentive credit training

Unit of Measure:

Number of courses

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
30	N/A	30	30

The Program

Operations and Engineering Division

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 dry weather flow up to 46 MGD and another 70 MGD of wet weather flow for a total treatment capacity of 116 MGD during wet weather events. The facility treats over 85% of wet weather flow entering the facility by storing flow during lesser storms and pumping it back to the facility during low periods. This process has reduced the number of facility by-passes by over 90%. Facility staff and management continue to seek ways to optimize treatment levels with the existing facility.

Major Accomplishments FY 2013 by Key Code:

Continued asset management optimization by moving to a structured inventory control system for repair and replacement parts • CB 11

Collaborated with other sections to ensure stormwater permit compliance and effluent compliance for greater than required permit requirements • CB 13

Increased collaboration across sections within NBC for cost-effective repairs and safety • CB 18

Collaborated with other sections on understanding and development of energy conservation projects including facility lighting and biogas reuse • EP 5

Continued the midge fly abatement program at Bishop's Cove located in the Seekonk River • CF 1

Continued the integrated employee training program to increase safety awareness and provide training in additional specialty areas • S 5

Increased employee awareness of construction coordination and communication • C 8

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Integrate new equipment into operations to maximize treatment capability • CB 11

Continue effective operations during construction and maintain compliance • CB 14

Continue employee training to achieve full understanding of process operations and maintenance impacts during construction and to maintain that understanding once construction is complete • S 6

The Budget

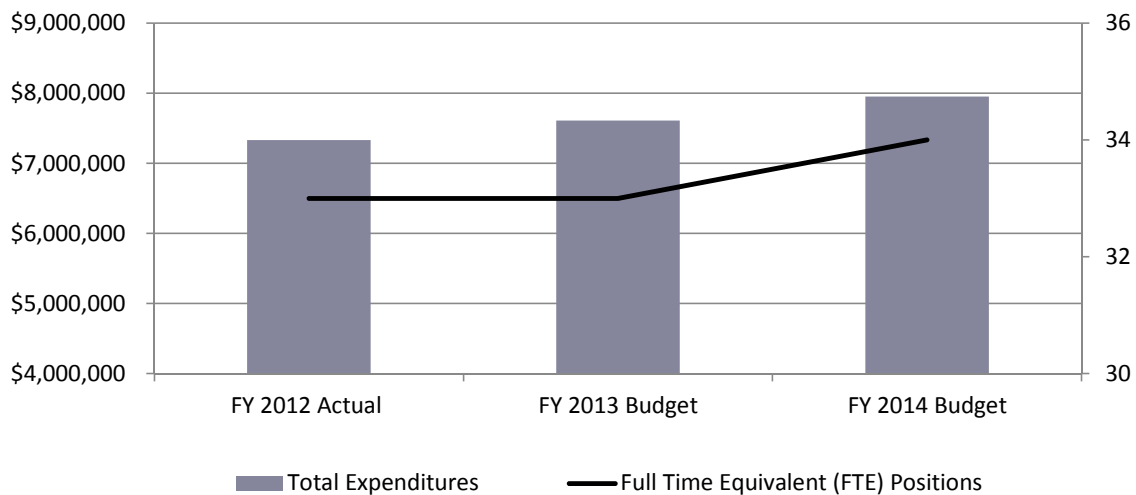
Operations and Engineering Division

Bucklin Point

Expenditures by Element of Expense	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Personnel Costs	\$ 2,677,434	\$ 2,750,812	\$ 2,999,175
Less Capital Reimbursements	-	-	-
Net Personnel Costs	2,677,434	2,750,812	2,999,175
Operating Supplies/Expense	2,426,686	2,516,309	2,468,031
Professional Services	1,828,685	1,909,450	1,929,950
Capital Outlays	397,426	435,000	554,600
Debt Service	-	-	-
Total Expenditures	\$ 7,330,231	\$ 7,611,571	\$ 7,951,756

Expenditures by Funding Source	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Revenue	\$ 6,932,805	\$ 7,176,571	\$ 7,397,156
Operating Capital Transfer	397,426	435,000	554,600
Grant	-	-	-
Total Expenditures by Source	\$ 7,330,231	\$ 7,611,571	\$ 7,951,756

Bucklin Point - Historical Data



Program Staffing (Budgeted)			
BP Contract Coordinator	1.0	Electrician	2.0
Operations Foreman	1.0	Operator	13.0
Utility Crew Foreman	1.0	Mechanic	5.0
Electrical Foreman	1.0	Maintenance Scheduler/Planner	1.0
E & I Technician	1.0	Inventory Control Clerk	1.0
Process Monitor	5.0	Heavy Equipment Operator	1.0
BP Maintenance Foremar	1.0		
34.0 FTEs			

Performance Data

Operations & Engineering Division

Bucklin Point

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

Goal Action for Achievement by Key Code:

To ensure safe and reliable wastewater processing through effective asset management and higher treatment performance for TSS and BOD than is required by permit by maximizing effluent treatment. The limit for both these parameters is 30mg/l • CB 13

Target Measure:

Monthly total nitrogen average May - October

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
<8.5 mg/l	6.42 mg/l	<8.5 mg/l	<8.5 mg/l

Target Measure:

Permit level nitrogen

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8.5 mg/l	8.5 mg/l	8.5 mg/l	8.5 mg/l

Target Measure:

Yearly average TSS

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
10 mg/l	5.9 mg/l	10 mg/l	10 mg/l

Target Measure:

Yearly average BOD

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
10 mg/l	3.1 mg/l	10 mg/l	10 mg/l

Target Measure:

Yearly average fecal coliforms

Unit of Measure:

MPN

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
30 MPN	4.8 MPN	30 MPN	30 MPN

Target Measure:

Permit levels TSS & BOD

Unit of Measure:

mg/l

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
30 mg/l	30 mg/l	30 mg/l	30 mg/l

Target Measure:

Permit levels fecal coliforms

Unit of Measure:

MPN

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
200 MPN	200 MPN	200 MPN	200 MPN

Goal Action for Achievement by Key Code:

To provide safe and cost effective administration of NBC facilities • CB 18

Target Measure:

Complete budgeted operating capital projects

Unit of Measure:

Projects Completed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	93% (14/15)	100%	100%

Target Measure:

Comply with all new equipment warranties

Unit of Measure:

Percent of warranties in compliance

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (25/25)	100%	100%

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

Goal Action for Achievement by Key Code:

To minimize unplanned capital expenditures • FM 17

Target Measure:

Capital expenditures spent on planned items

Unit of Measure:

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Goal Action for Achievement by Key Code:

To reduce emergency maintenance expenditures and devise cost-saving initiatives • FM 20

Target Measure:

Reduce the annual monthly emergency maintenance orders as a result of the asset management program

Unit of Measure:

Percentage

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Goal Action for Achievement by Key Code:

To optimize efficiency of the solids handling area • FM 25

Target Measure:

Keep daily average sludge production under 6.8 DT/day

Unit of Measure:

DT/day

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
<6.8 DT/day	5.5 DT/day	<6.8 DT/day	<6.8 DT/day

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

Goal Action for Achievement by Key Code:

To maintain number of health and safety training hours per employee • S 8

Target Measure:

Maintain number of hours of training as per safety and health training hours report

Unit of Measure:

Hours/Employee

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
24/employee	35/employee	24/employee	24/employee

Goal Action for Achievement by Key Code:

To provide ongoing technical training to optimize team performance • S 6

Target Measure:

Provide technical training to staff on a monthly basis

Unit of Measure:

Hours provided/month

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
6/month	6/month	6/month	6/month

Goal Action for Achievement by Key Code:

To provide a healthy and safe working environment • S 7

Target Measure:

Comply with all State and Federal health and safety regulations

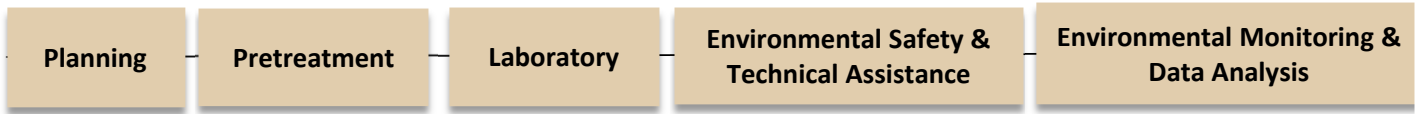
Unit of Measure:

Percentage of in compliance

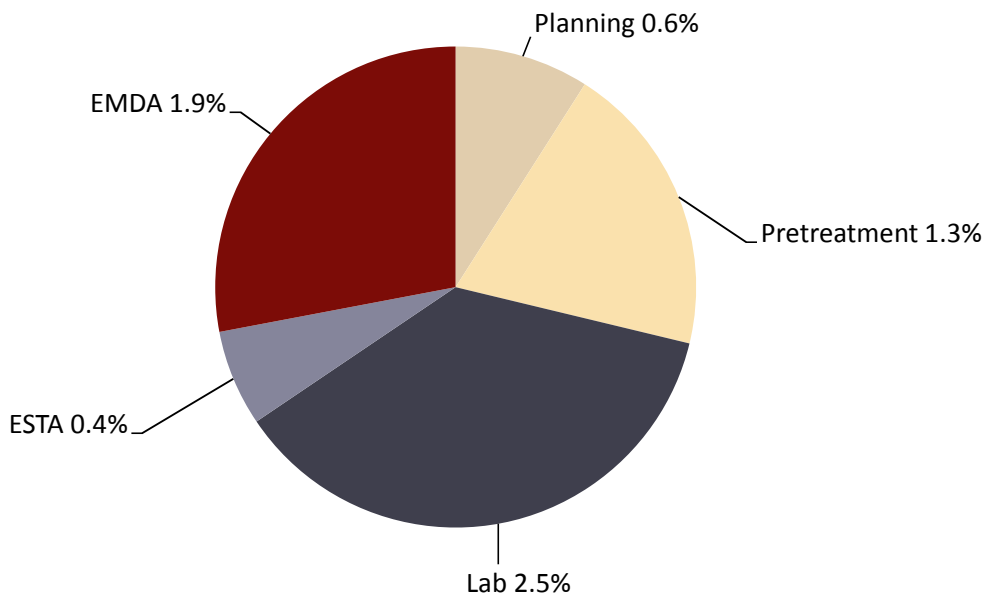
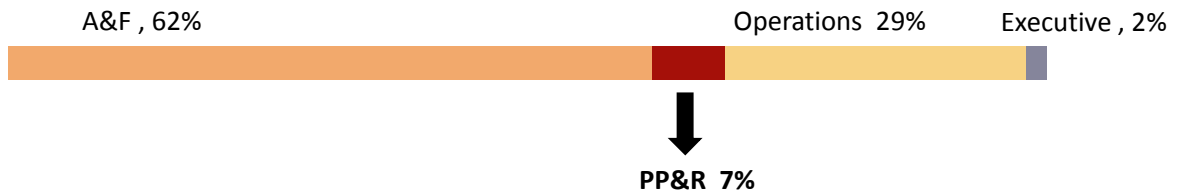
FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

Planning, Policy & Regulation

Division Summary



NBC Division Budgets



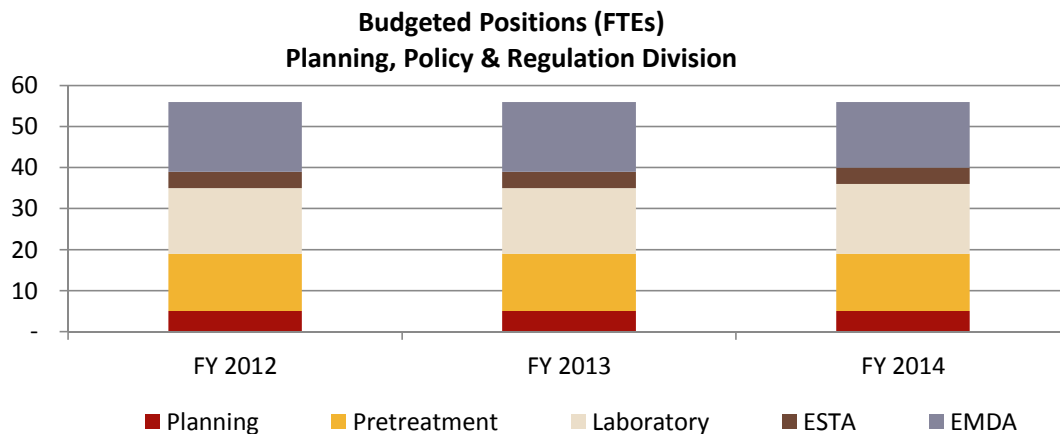
Division Program

Planning, Policy & Regulation Division

Division Summary

Purpose and Overview:

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

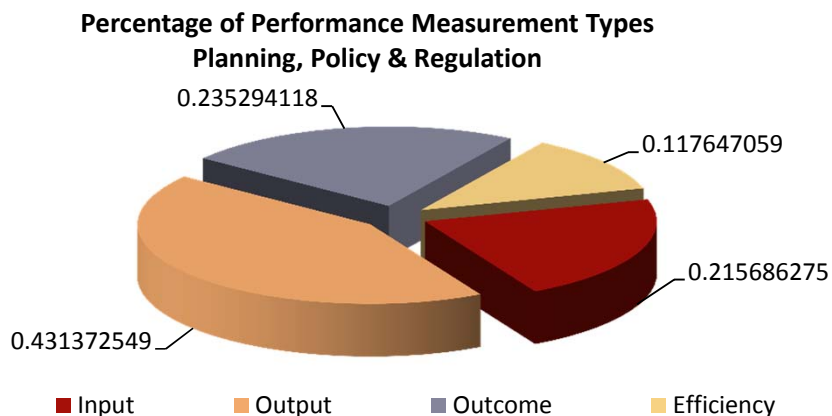


Significant Budget Modifications:

The Planning, Policy & Regulation Division's budget has increased by 9.9% or \$526,461. The majority of this expense related to increased Personnel expense. Operating capital has also increased as a result of an office reconfiguration and sampling analyzers and pumps necessary to conduct permitted laboratory testing.

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 36% of the performance measures.



Division Budget

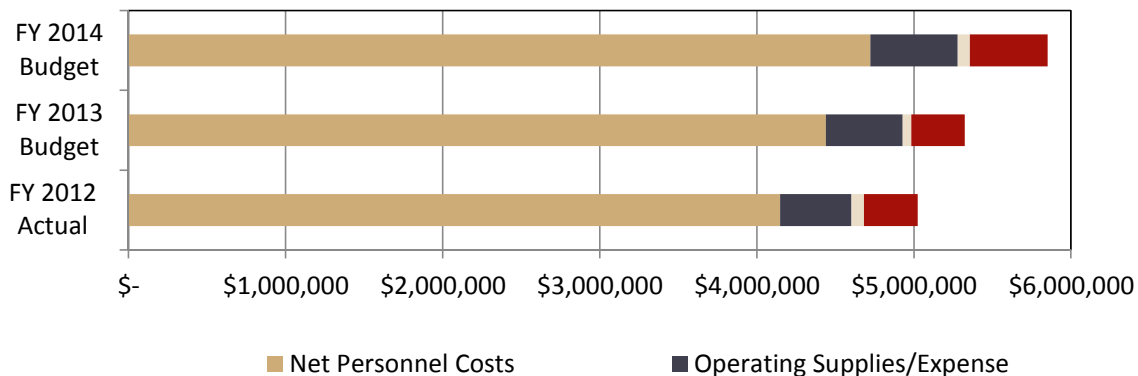
Planning, Policy & Regulation Division

Division Summary

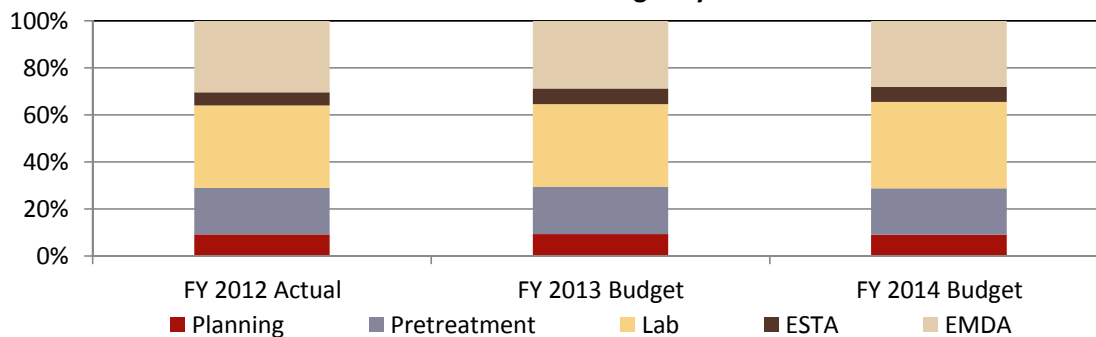
	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 4,151,908	\$ 4,451,972	\$ 4,727,193
Less Capital Reimbursements	(3,760)	(12,760)	(3,875)
<i>Net Personnel Costs</i>	4,148,148	4,439,212	4,723,318
Operating Supplies/Expense	453,943	489,644	555,049
Professional Services	79,492	55,400	77,750
Capital Outlays	342,514	339,700	494,300
Debt Service	-	-	-
Total Expenditures	\$ 5,024,097	\$ 5,323,956	\$ 5,850,417

Expenditures by Funding Source			
Revenue	\$ 4,614,732	\$ 4,959,256	\$ 5,331,117
Operating Capital Transfer	342,514	339,700	494,300
Grant	66,851	25,000	25,000
Total Expenditures by Source	\$ 5,024,097	\$ 5,323,956	\$ 5,850,417

Divisions' Cost By Element



Percent of Divisions' Budget By Section



The Program

Planning, Policy & Regulation Division

Planning

Mission and Overview:

The Planning and Permits section issues sewer connection, stormwater and sewer alteration permits. It is also responsible for the issuance and maintenance of NBC policies. This section provides assistance with the enforcement of NBC Rules and Regulations, protection of NBC sewer easements, public outreach projects, water use audits 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 the NBC Planning activities, including 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 2013 by Key Code:

Issued 210 sewer connection permits • CF 10

Encouraged developers to use Low Impact Design (LID) techniques for stormwater disposal as part of the Stormwater Mitigation Program and reviewed 12 Projects that employed LID techniques • CF 11

Partnered with RIDEM and RI Shell Fisherman's Association on three shellfish transplant days, relocating 89,400 pounds (1,788 bags) of quahogs to cleaner water in the State of Rhode Island • CF 12

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Continue to implement an on-line sewer permit file system application for sewer connection and stormwater permits • CB 5

Continue the grant program for local organizations as part of the Chairman's River restoration initiative and participate in the State's Shellfish Transplant Program • CF 11

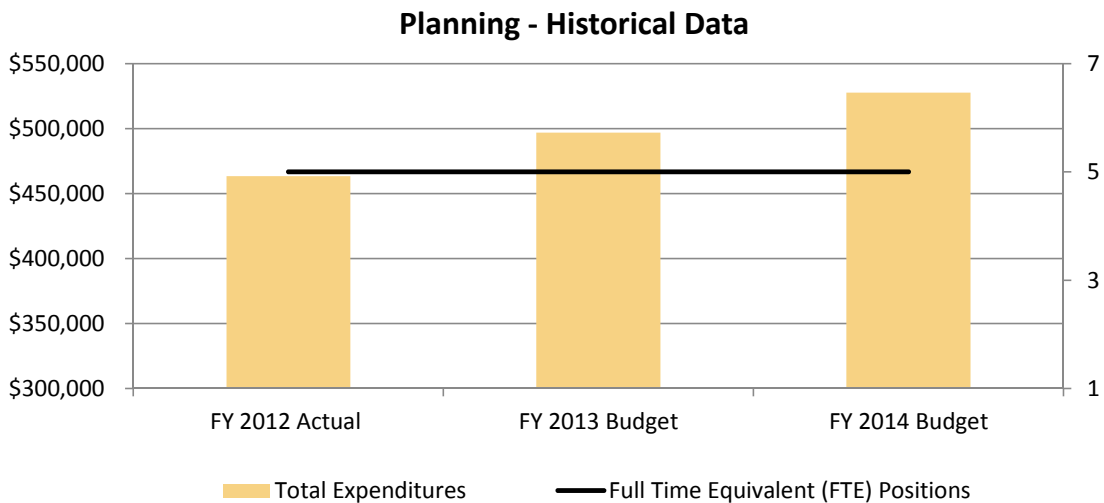
Develop informational fact sheets, case studies and Best Management Practices (BMP) documents detailing LID methods, LID technologies and other Permit information documents • CF 12

The Budget

Planning, Policy & Regulation Division

Planning

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 442,677	\$ 485,364	\$ 509,364
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	442,677	485,364	509,364
Operating Supplies/Expense	7,632	11,550	13,400
Professional Services	13,090	-	-
Capital Outlays	-	-	5,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 463,399</u>	<u>\$ 496,914</u>	<u>\$ 527,764</u>
Expenditures by Funding Source			
Revenue	\$ 463,399	\$ 496,914	\$ 522,764
Operating Capital Transfer	-	-	5,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 463,399</u>	<u>\$ 496,914</u>	<u>\$ 527,764</u>



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

Performance Data

Planning, Policy & Regulation Division

Planning

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

Goal Action for Achievement by Key Code:

To maintain full compliance with all requirements of CSO Stormwater permits for both NBC WWTFs • CB 14

Target Measure:

Prepare annual storm water inspection report for each WWTF

Unit of Measure:

Due Date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
FP: 12/30/2012	FP: 10/15/2012	FP: 12/30/2013	FP: 12/30/2014
BP: 12/30/2012	BP: 12/4/2012	BP: 12/30/2013	BP: 12/30/2014

Target Measure:

Renewal of RIPDES storm water permits Per RIDEM requirements within 30 Days of notice

Unit of Measure:

Number of days

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Within 30 days	Within 30 days	Within 30 days	Within 30 days

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

Goal Action for Achievement by Key Code:

To administer the connection fee structure in a fair and accurate manner • FM 21

Target Measure:

Collect 100% of Permit Fees

Unit of Measure:

Percentage (of Permit Fees Collected)

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (\$87,573)	100%	100%

Customer Focus:

Maintain a customer-focused attitude throughout the organization.

Goal Action for Achievement by Key Code:

To work to create a customer-focused attitude to enhance the efficiency of the permitting program • CF 10

Target Measure:

Meet the time limits for issuance of Sewer and Storm Connection Permits

Unit of Measure:

Business days

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
10 business days	8 business days	8 business days	8 business days

Target Measure:

Meet the time limits for issuance of Sewer Alteration Permits

Unit of Measure:

Business days

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8 business days	8 business days	8 business days	8 business days

Goal Action for Achievement by Key Code:

To conduct projects that give back to the cities/towns and state • CF 11

Target Measure:

Earth Day River Cleanup Event in NBC service area

Unit of Measure:

Date held

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4/30/2012	No event held	4/20/2013	4/30/2014

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

Goal Action for Achievement by Key Code:

To develop mechanisms and establish opportunities for continued growth and professional development • S 9

Target Measure:

Conduct biannual review meetings with staff to discuss professional development opportunities

Unit of Measure:

Meetings/Year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2/Year	2	2/Year	2/Year

Target Measure:

Provide staff with professional training

Unit of Measure:

Hours/Employee

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4/Employee	4	4/Employee	4/Employee

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

Goal Action for Achievement by Key Code:

To maintain internal communication for the permit program process • C 7

Target Measure:

Provide customer service with all new permit data in order to facilitate billing of new accounts

Unit of Measure:

Percentage (of new accounts)

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100%	100%	100%

The Program

Planning, Policy & Regulation Division

Pretreatment

Mission and Overview:

The Pretreatment section is responsible for the federally mandated pretreatment program. The primary purpose of the pretreatment program is to protect the NBC wastewater treatment plants and the infrastructure from toxic chemicals that could disrupt and interfere with plant operations, as well as to protect the receiving waters, 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 districts and tracks toxic discharges through the sewer system to determine the source.

Major Accomplishments FY 2013 by Key Code:

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

Submitted the Pretreatment Annual Report to DEM by 3/15/2013 as required by the RIPDES permit • CB 12

Inspected all SIUs multiple times within the 12 month period, achieving 100% of the goal • CB 17

All SIUs were continuously permitted in accordance with federal regulations, achieving 100% of the goal • CB 17

Issued 10 educational form letters to users • CF 12

Participated in 7 public presentations and workshops • C 8

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Complete and submit the Pretreatment Annual Report by March 15th in accordance with the RIPDES permits • CB 12

Ensure all SIUs are continuously permitted and inspected in accordance with State and Federal requirements as well as goals established by the NBC • CB 17

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 in to Narragansett Bay • CB 17

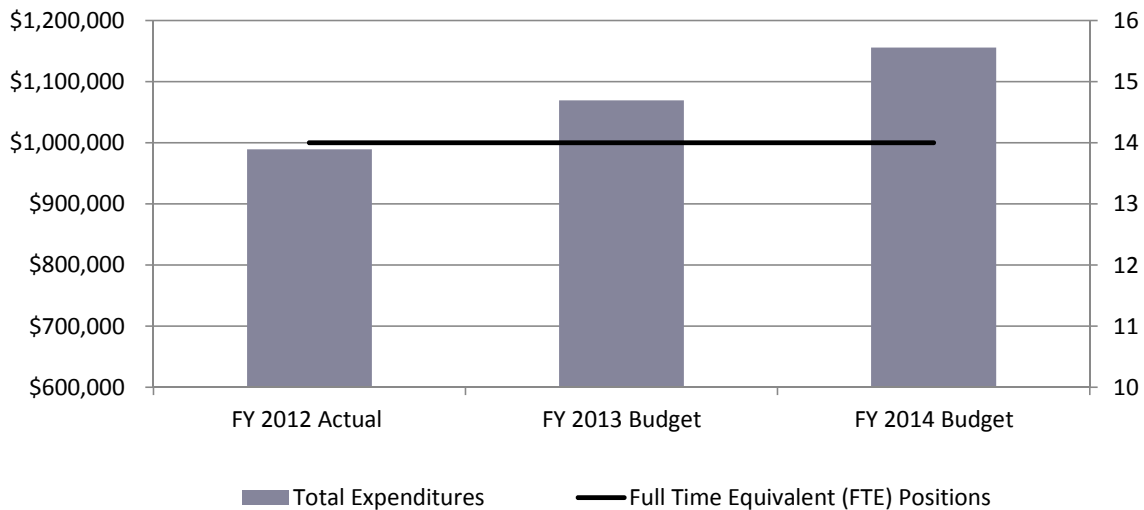
The Budget

Planning, Policy & Regulation Division

Pretreatment

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 966,287	\$ 1,011,191	\$ 1,037,899
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	<u>966,287</u>	<u>1,011,191</u>	<u>1,037,899</u>
Operating Supplies/Expense	23,172	29,720	37,720
Professional Services	-	-	-
Capital Outlays	-	28,200	80,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 989,459</u>	<u>\$ 1,069,111</u>	<u>\$ 1,155,619</u>
Expenditures by Funding Source			
Revenue	\$ 989,459	\$ 1,040,911	\$ 1,075,619
Operating Capital Transfer	-	28,200	80,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 989,459</u>	<u>\$ 1,069,111</u>	<u>\$ 1,155,619</u>

Pretreatment - Historical Data



Program Staffing (Budgeted)			
Pretreatment Manager	1.0	Sr. Pretreatment Technician	1.0
Assistant Pretreatment Manager	1.0	Pretreatment Technician	5.0
Principal Pretreatment Engineer	1.0	Pretreatment Clerk	3.0
Pretreatment Engineer	2.0		
	14.0	FTEs	

Performance Data

Planning, Policy & Regulation Division

Pretreatment

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

Goal Action for Achievement by Key Code:

To 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 17

Target Measure:

Conduct Non-Sampling Inspections of 100% Significant Industrial Users (SIUs) Within Required 12 Month Period

Unit of Measure

Percentage of inspections conducted

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (88)	100%	100%

Target Measure:

Complete and Submit Annual Pretreatment Report to DEM

Unit of Measure

Completion date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3/15/2012	3/2/2012	3/15/2013	3/15/2014

Target Measure:

Issue Notices of Violations (NOVs) for 100% of Incidents of Non-Compliance

Unit of Measure

Percentage of NOVs issued

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (1979)	100%	100%

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

Goal Action for Achievement by Key Code:

To continuously evaluate the NBC Program and report the data to the public • EP 3

Target Measure:

Present Findings to the Citizens' Advisory Committee

Unit of Measure

Presentation date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
6/30/2012	4/4/2012	6/30/2013	6/30/2014

Target Measure:

Compile the List of Companies in Significant Non-Compliance to be Published in Newspaper

Unit of Measure

Date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2/28/2012	2/22/2012	6/30/2013	6/30/2014

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

Goal Action for Achievement by Key Code:

To provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements • CF 12

Target Measure:

Issue educational form letters

Unit of Measure:

Number of letters issued

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8	10	8	8

Target Measure:

Participate in public presentations/workshops

Unit of Measure:

Number of presentations/workshops

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3	7	3	3

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

Goal Action for Achievement by Key Code:

To educate internal and external customers on NBC programs, changes and issues • C 8

Target Measure:

Upload pretreatment annual report to the internet

Unit of Measure:

Date uploaded

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4/15/2012	3/30/2012	4/15/2013	4/15/2014

The Program

Planning, Policy & Regulation Division

Laboratory

Mission and Overview:

The Laboratory section is responsible for producing 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 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 2013 by Key Code:

Implemented new LIMs system • CB 6

Conducted internal audits for all analytical procedures to ensure compliance with EPA and DOH rules and regulations • CB 15

Obtained 100% accuracy for the lab's analytical proficiency on required testing for RI State Licensing and EPA's DMR reporting • CB 16

Completed and submitted the renewal application for the DOH State Licensing requirements on November 29, 2011 • CB 16

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

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Perform high quality of NBC Laboratory analyses of samples required to ensure the proper operation of the NBC wastewater treatment facilities • CB 15

Maintain NBC Laboratory requirements for Rhode Island State Licensing and EPA permit reporting • CB 16

Perform quality and expedient analytical service for all studies and samples collected • EP 4

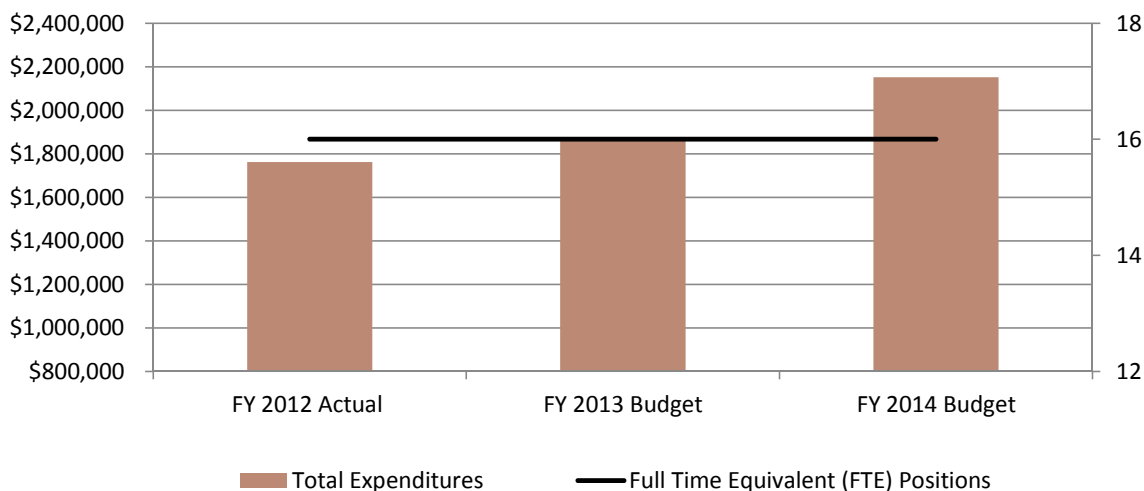
The Budget

Planning, Policy & Regulation Division

Laboratory

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,262,060	\$ 1,316,999	\$ 1,475,550
Less Capital Reimbursements	-	(7,301)	-
<i>Net Personnel Costs</i>	1,262,060	1,309,698	1,475,550
Operating Supplies/Expense	287,100	317,559	352,014
Professional Services	24,014	26,000	29,250
Capital Outlays	189,145	223,000	294,300
Debt Service	-	-	-
Total Expenditures	\$ 1,762,319	\$ 1,876,257	\$ 2,151,115
Expenditures by Funding Source			
Revenue	\$ 1,573,174	\$ 1,653,257	\$ 1,856,815
Operating Capital Transfer	189,145	223,000	294,300
Grant	-	-	-
Total Expenditures by Source	\$ 1,762,319	\$ 1,876,257	\$ 2,151,115

Laboratory - Historical Data



Program Staffing (Budgeted)		
Laboratory Manager	1.0	Chemist 2.0
Assistant Laboratory Manager	1.0	Lab Sample Compliance Coordinator 1.0
Senior Organic Chemist	1.0	Laboratory Technician 5.0
Senior Environmental Chemist	1.0	Laboratory Clerk 1.0
Environmental Chemist	2.0	Biologist 1.0
16.0 FTEs		

Performance Data

Planning, Policy & Regulation Division

Laboratory

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

Goal Action for Achievement by Key

To maintain NBC Laboratory quality and resources necessary to meet State and Federal certifications, mandated environmental requirements and ensure proper WWTF operations • CB 15

Target Measure:

Achieve 100% accuracy on proficient for EPA's discharge monitoring report (DMR), reporting and state licensing

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Accuracy percentage	100%	100%	100%	100%

Target Measure:

Monthly audits of at least two procedures per month

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of audits/year	24	29	24	24

Target Measure:

Complete and submit the Department of Health renewal application to ensure the laboratory license is received by December 1st of each year

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Date submitted	12/1/2011	11/29/2011	12/1/2012	12/1/2013

Goal Action for Achievement by Key Code:

To 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), Environmental Protection Agency (EPA), Department of Health (DOH) and regulations for calibration of instruments, etc. • CB 16

Target Measure:

Yearly calibration for all fume hoods and small instruments for the Lab, Bucklin Point, EMDA and Field's Point by Caley & Whitmore

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of fume hoods calibrated	100%	100% (21)	100%	100%
Number of small instruments calibrated	100%	100% (29)	100%	100%

Goal Action for Achievement by Key Code:

To maintain full compliance with all requirements specified in RIPDES permits and consent agreements • CB 12

Target Measure:

Analyze all RIPDES required parameters

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Percentage of parameters analyzed	100%	100% (106,402)	100%	100%

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

Goal Action for Achievement by Key Code:

To 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 • EP 4

Target Measure:

Analyze all fecal, enterococci and nutrient analyses on bay and river samples

Unit of Measure	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of analyses	100%	100% (7,246)	100%	100%

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

Goal Action for Achievement by Key Code:

To minimize service contracts by providing preventative maintenance (PM) training to in-house staff • FM 27

Target Measure:

Provide preventative maintenance training on 2 instruments for several laboratory staff

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Number of instruments	2	5	2	2

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

Goal Action for Achievement by Key Code:

To develop mechanisms and establish opportunities for continued growth and professional development • S 9

Target Measure:

Provide a minimum 15 training hours to meet certification requirements by the National Registry of Environmental Professionals

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Hours/Employee	15/Employee	20/Employee	15/Employee	15/Employee

Target Measure:

Provide a minimum of 10 hours of training, cross-training for each employee

Unit of Measure:	FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
Hours/Employee	10/Employee	10/Employee	10/Employee	10/Employee

The Program

Planning, Policy & Regulation Division

Environmental Safety & Technical Assistance

Mission and Overview:

The NBC's Environmental Safety and Technical Assistance (ESTA) Program provides environmental, health and safety and technical assistance to NBC staff, NBC customers, environmental organizations and the general public. The ESTA program also interacts with 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 manner possible. The ESTA program provides pollution prevention, energy efficiency and conservation, environmental compliance and health and safety assistance through research activities, written publications, workshops, on-site technical assistance and public outreach.

Major Accomplishments FY 2013 by Key Code:

Provided technical assistance to other NBC areas including the investigation of the use of glycerin as a carbon source for BNR process at Bucklin Point, odor issues at NBC facilities and waste management issues at the laboratory • EP 2

Evaluated potential energy efficiency improvements at the treatment facilities including installation of solar panels and provided technical support for the evaluation of wind turbine performance and the sale of renewable energy credits • EP 5

Applied for a renewable energy grant and incentives from National Grid for energy efficiency programs • FM 22

Managed the 18th annual Environmental Merit Awards breakfast event and presented awards for Perfect Compliance, Storm Water Management and Pollution Prevention • CF 1

Developed and implemented a new written Lockout/Tagout Energy Control Program for NBC • CF 13

Submitted two Pollution Prevention articles for publication • C 8

Conducted 16 Pollution Prevention Technical Assistant Assessments • C 8

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Research and apply for new grant funding opportunities • FM 22

Conduct six energy efficiency assessments of NBC processes and monitor and assess performance of NBC Renewable Energy Projects and certify five Food Service Establishments as part of NBC FOG ERP • FM 24

Conduct/Coordinate and track all OSHA required training sessions for NBC employees assuring full demonstrated compliance with all applicable OSHA requirements • S 3

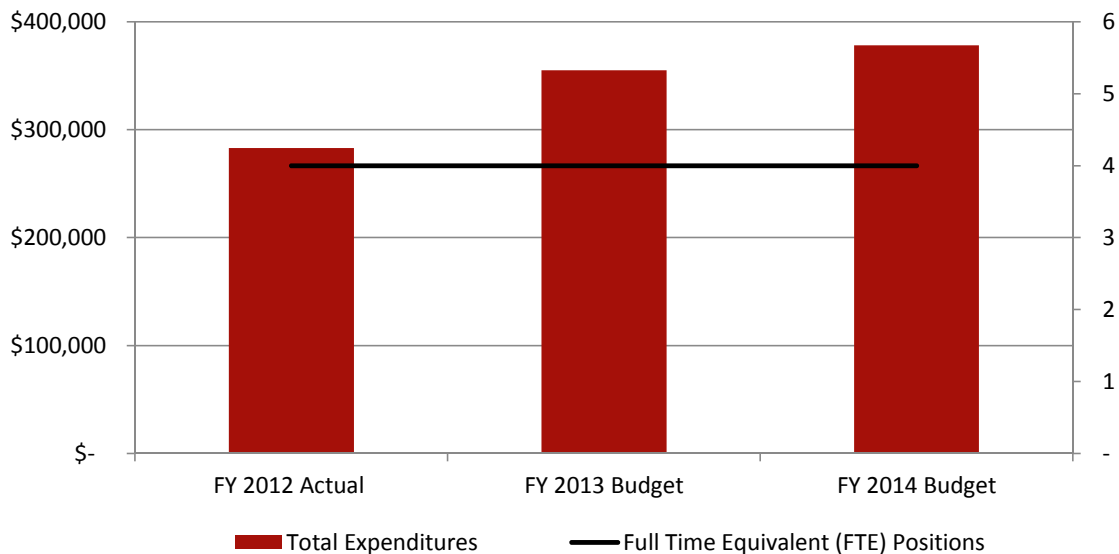
The Budget

Planning, Policy & Regulation Division

Environmental Safety & Technical Assistance

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 260,441	\$ 335,925	\$ 348,773
Less Capital Reimbursements	(3,760)	(3,875)	(3,875)
<i>Net Personnel Costs</i>	256,681	332,050	344,898
Operating Supplies/Expense	20,676	21,615	23,365
Professional Services	5,775	1,500	10,000
Capital Outlays	-	-	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 283,132</u>	<u>\$ 355,165</u>	<u>\$ 378,263</u>
Expenditures by Funding Source			
Revenue	\$ 216,281	\$ 330,165	\$ 353,263
Operating Capital Transfer	-	-	-
Grant	66,851	25,000	25,000
Total Expenditures by Source	<u>\$ 283,132</u>	<u>\$ 355,165</u>	<u>\$ 378,263</u>

Environmental Safety & Technical Assistance - Historical Data



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

Performance Data

Planning, Policy & Regulation Division

Environmental Safety & Technical Assistance

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

Goal Action for Achievement by Key Code:

To 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), the Department of Health (DOH) and regulations for calibration of instruments, etc. • CB 16

Target Measure:

Compile and process annual OSHA 300 logs and Tier II reports two weeks prior to respective due dates

Unit of Measure:

Date of completion

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
1/30/12-2/28/12	1/30/12-2/28/12	1/21/13-2/25/13	1/24/14-2/21/14

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

Goal Action for Achievement by Key Code:

To explore the development of new grant/funding sources for various projects • FM 22

Target Measure:

Perform internal environmental health & safety audits

Unit of Measure:

Number of audits performed

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8	12	8	8

Target Measure:

Submit grant applications

Unit of Measure:

Number of applications submitted

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
1	6	1	1

Target Measure:

Receive grant funds

Unit of Measure:

Amount received

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
\$13,200	\$105,600	\$13,200	\$13,200

Goal Action for Achievement by Key Code:

To 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 • FM 23

Target Measure:

Update utility meters on portfolio manager

Unit of Measure:

Number of meters updated

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
6	22	6	6

Goal Action for Achievement by Key Code:

To conduct Energy Management Assessments/Follow-up activities of NBC facilities/Operations to help identify and implement energy savings opportunities • FM 24

Target Measure:

Conduct energy assessments/follow-up activities

Unit of Measure:

Number conducted

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
3	12	3	3

Environmental Performance:

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

Goal Action for Achievement by Key Code:

To provide technical assistance to evaluate energy conservation and renewable energy opportunities at NBC facilities • EP 5

Target Measure:

Complete energy conservation and renewable energy assessment recommendation reports

Unit of Measure

Number of completed reports

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2	5	2	2

Customer Focus:

Maintain a customer-focused attitude throughout the organization.

Goal Action for Achievement by Key Code:

To maintain training and technical assistance efforts provided by the NBC's programs • CF 13

Target Measure:

Conduct pollution prevention technical assistance site-visits

Unit of Measure:

Number of site-visits

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
24	16	15	15

Target Measure:

Hold presentations at colleges/schools and/or public/business/trade association meetings

Unit of Measure:

Number of presentations

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2	7	2	2

Target Measure:

Offer OSHA required training sessions to NBC employees

Unit of Measure:

Number of sessions

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
24	42	24	24

Target Measure:

Issue food service establishments (FSE) fats oils and grease (FOG) certificates

Unit of Measure:

Number of certificates issued

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
N/A	N/A	N/A	5

Staffing:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

To encourage and support an adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed • S 5

Target Measure:

Conduct CPR/defibrillator

Unit of Measure:

Number of classes

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
6	2	4	2

Target Measure:

Certified employees in CPR/defibrillator

Unit of Measure:

Employees/Year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
50/Year	30	50/Year	25/Year

Goal Action for Achievement by Key Code:

To develop mechanisms and establish opportunities for continued growth and professional development • S 9

Target Measure:

Conduct meetings with staff on quarterly basis to identify professional educational opportunities

Unit of Measure:

Meetings/year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4/year	4/year	4/year	4/year

Target Measure:

Provide training classes/seminars

Unit of Measure:

Hours/Employee

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
10/Employee	10/Employee	10/Employee	10/Employee

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

Goal Action for Achievement by Key Code:

To strengthen and expand NBC's base of support for its programs through continued positive relationships with key stakeholders (customers, Board, elected officials, regulator officials and the public) to NBC's mission and actions are well understood • C 9

Target Measure:

Coordinate NBC's environmental merit awards program and present awards

Unit of Measure:

Date of presentation

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
6/12/2012	5/24/2012	6/13/2013	6/30/2014

Target Measure:

Submit technical papers for publication

Unit of Measure:

Number of papers submitted

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4	4	4	4

Target Measure:

Submit articles for publication in the NBC "Pipeline"

Unit of Measure:

Number of articles submitted

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8	11	8	8

The Program

Planning, Policy & Regulation Division

Environmental Monitoring & Data Analysis

Mission and Overview:

The Environmental Monitoring and Data Analysis (EMDA) section is responsible for water quality monitoring throughout NBC's service area, including the two wastewater treatment facilities, the collection system, permitted pretreatment customers and in upper Narragansett Bay and its urban rivers. EMDA serves to protect the health of area residents, ensure the proper operation of the wastewater treatment plants and the quality of 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, the Federal and State agencies and the public. This section also designs and implements monitoring programs to assess the impact of constructed improvements and to respond to State and Federal mandates, including all RIPDES permit required monitoring.

Major Accomplishments FY 2013 by Key Code:

Sampled the Bucklin Point and Field's Point Wastewater Treatment Facilities every day of the year to ensure compliance with RIPDES permit requirements • CB 17

Collected 26,442 samples, ensuring compliance with all Federal and State mandates • CB 17

Collected samples from all significant users that discharged process wastewater • CB 17

Conducted twice per week monitoring of the urban rivers for bacteria in support of the 9 minimum controls program and discovered two dry weather overflow events which were promptly corrected • CB 17

Held monthly informational meetings 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

Contributed to the poster presented at the Restore America's Estuaries conference • C 9

Top 3 Priorities for FY 2014 and How They Relate to the Strategic Plan/Goals and by Key Code:

Sample at both treatment facilities every day of the year to comply with RIPDES permit requirements • CB 12

Sample WWTF's processes and provide data and assistance to Operations to optimize treatment plant processes and resolve operational issues • CB 15

Sample all discharging SIUs twice to meet established Pretreatment goals • CB 17

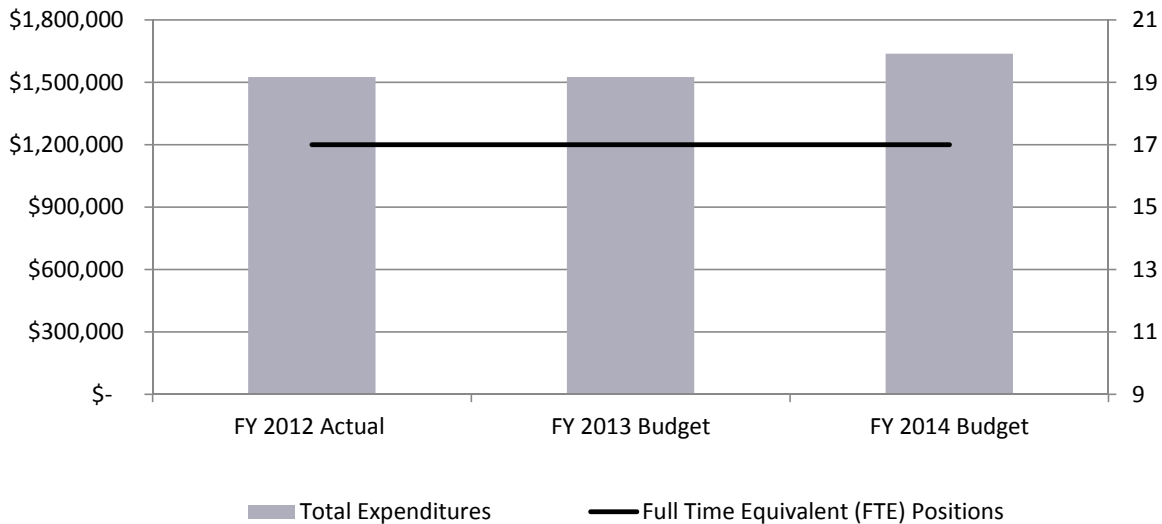
The Budget

Planning, Policy & Regulation Division

Environmental Monitoring & Data Analysis

	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,220,443	\$ 1,302,493	\$ 1,355,606
Less Capital Reimbursements	-	(1,584)	-
<i>Net Personnel Costs</i>	1,220,443	1,300,909	1,355,606
Operating Supplies/Expense	115,364	109,200	128,550
Professional Services	36,613	27,900	38,500
Capital Outlays	153,369	88,500	115,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 1,525,789</u>	<u>\$ 1,526,509</u>	<u>\$ 1,637,656</u>
Expenditures by Funding Source			
Revenue	\$ 1,372,420	\$ 1,438,009	\$ 1,522,656
Operating Capital Transfer	153,369	88,500	115,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 1,525,789</u>	<u>\$ 1,526,509</u>	<u>\$ 1,637,656</u>

Environmental Monitoring & Data Analysis - Historical Data



Program Staffing (Budgeted)			
Environmental Monitoring Manager	1.0	Environmental Monitor	8.0
Assistant Environmental Monitoring Manager	1.0	EMDA Data Assistant	1.0
Environmental Scientist	2.0	EMDA Clerk	1.0
Monitoring Field Supervisor	3.0		
17.0 FTEs			

Performance Data

Planning, Policy & Regulation Division

Environmental Monitoring & Data Analysis

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

Goal Action for Achievement by Key Code:

To sample, collect and analyze all data of NBC's collections systems, treatment systems, receiving waters and SIU's to ensure all State/RIPDES/Federal requirements are met or exceeded • CB 17

Target Measure:

Sample all SIUs annually

Unit of Measure

Number of samples/year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (88/88)	100%	100%

Target Measure:

Sample treatment plant daily

Unit of Measure

Number of samples/day

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (365/365)	100%	100%

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

Goal Action for Achievement by Key Code:

To document water quality data and improvements • EP 6

Target Measure:

Publish all monitoring activities and resultant data analyses for prior year

Unit of Measure

Published date

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
4/30/2012	4/1/2012	4/30/2013	4/30/2014

Goal Action for Achievement by Key Code:

To provide quality and expedient sample collection service for all studies undertaken to evaluate NBC impacts from nutrients and fecal coliform to the Bay • EP 7

Target Measure:

Collect all bacteria and nutrient samples needed for regulatory compliance and receiving water quality procedures (all bay and river work)

Unit of Measure

Samples collected

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
100%	100% (5,572/5572)	100%	100%

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

Goal Action for Achievement by Key Code:

To develop mechanisms and establish opportunities for continued growth and professional development • S 9

Target Measure:

Meet with staff to encourage training and use of tuition reimbursement program

Unit of Measure:

Meetings/Year

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
2/Year	2/Year	2/Year	2/Year

Target Measure:

Ensure at least 8 hours of training/employee

Unit of Measure:

Hours/Employee

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
8/Employee	33.6/Employee	8/Employee	8/Employee

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

Goal Action for Achievement by Key Code:

To provide accurate routine and comprehensive data reporting to all relevant NBC sections and staff to allow them to optimize their activities and operations • CF 14

Target Measure:

Conduct monthly data meetings to disseminate data to allow other sections to optimize operations

Unit of Measure:

Number of meetings

FY 2012 Goal	FY 2012 Actual	FY 2013 Goal	FY 2014 Goal
12	12	12	12

RESOLUTION 2013:28

FISCAL YEAR 2014 OPERATING BUDGET

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

	Revenue
Operating Revenue:	
User Fees	\$ 91,723,324
Pretreatment Fees	1,100,000
Septage	300,000
Connection Permit Fees	100,000
<i>Sub-total Operating Revenue</i>	<u>93,223,324</u>
Non-Operating Revenue:	
Operating Grant Revenue	-
Investment Income	25,000
Late Charges	918,943
Transfer from Operating Capital	3,892,300
Miscellaneous	550,000
<i>Sub-total Non-Operating Revenue</i>	<u>5,386,243</u>
Total Revenue	<u>\$ 98,609,567</u>

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

	Expense
O & M Expense:	
Personnel	\$ 21,764,249
Operating Supplies/Expense	13,944,019
Professional Services	2,901,900
<i>Sub-total Operating Expense</i>	<u>38,610,168</u>
Debt Service:	
Debt Service	40,471,282
Programmed New Debt	3,483,294
<i>Sub-total Debt Service</i>	<u>43,954,576</u>
Debt Service Coverage	12,152,523
Operating Capital Outlays	3,892,300
Total Expense	<u>\$ 98,609,567</u>

3. The number of full-time equivalent positions funded in this budget is 261. 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 \$86,456,047 for the period July 1, 2013 to June 30, 2014.
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 2014 Operating Capital Outlays and capital projects included in the NBC's 2015 – 2019 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, 2013 to June 30, 2014:
 - 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 /BENEFITS COORDINATOR	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	DIRECTOR OF ADMINISTRATION AND FINANCE	1	NON-UNION
31	FINANCIAL ANALYST	3	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	ACCOUNT MANAGER	1	NON-UNION
32	FISCAL CLERK - ACCOUNTING	1	UNION
32	PAYROLL ADMINISTRATOR	1	NON-UNION
32	PRINCIPAL ACCOUNTANT	1	NON-UNION
32	SENIOR FISCAL CLERK	1	UNION
32	PAYROLL SUPERVISOR	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/PHONE SUPPORT/SYSTEMS ADMIN. SPECIALIST	1	NON-UNION
33	SENIOR DATA BASE ADMINISTRATOR	2	NON-UNION
33	SENIOR SYSTEMS ADMINISTRATOR	2	NON-UNION
33	SOLUTIONS ARCHITECT	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 REPRESENTATIVE	11	UNION
34	CUSTOMER SERVICE SUPPORT SUPERVISOR	1	NON-UNION
34	FIELD INVESTIGATOR	3	UNION
34	COLLECTIONS SUPERVISOR	1	UNION
34	FISCAL CLERK	2	UNION
34	SENIOR FISCAL CLERK - CUSTOMER SERVICE	1	UNION
		24	
36	FISCAL CLERK - PURCHASING	1	UNION
36	OFFICE ADMINISTRATOR	1	NON-UNION
36	PURCHASING COORDINATOR	1	NON-UNION
36	PURCHASING MANAGER	1	NON-UNION
		4	
43	ASSISTANT IM MANAGER	1	NON-UNION
43	ENVIRONMENTAL ENGINEER	1	NON-UNION
43	HEAVY EQUIPMENT OPERATOR - IM	1	UNION
43	IM CLERK	1	UNION
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
		20	
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	ADMINISTRATIVE ASSISTANT	1	NON-UNION
44	PRINCIPAL ENVIRONMENTAL ENGINEER	2	NON-UNION
		9	
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	1	UNION
46	ELECTRICIAN	1	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	ASSET MANAGEMENT ADMINISTRATOR	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

SECTION	TITLE	FTE'S	UNION/NON-UNION
46	SENIOR ELECTRICIAN	1	UNION
46	SENIOR E&I TECHNICIAN	1	UNION
46	MASTER ELECTRICIAN	1	UNION
		57	
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	5	UNION
47	OPERATOR	13	UNION
47	PROCESS MONITOR	5	UNION
47	OPERATIONS FOREMAN-BP	1	UNION
47	BP MAINTENANCE FOREMAN	1	UNION
47	UTILITY CREW FOREMAN	1	UNION
		34	
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
		5	
52	ASSISTANT PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT CLERK	3	UNION
52	PRETREATMENT ENGINEER	2	NON-UNION
52	PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT TECHNICIAN	5	NON-UNION
52	PRINCIPAL PRETREATMENT ENGINEER	1	NON-UNION
52	SENIOR PRETREATMENT TECHNICIAN	1	NON-UNION
		14	
53	ASSISTANT LABORATORY MANAGER	1	NON-UNION
53	BIOLOGIST	1	UNION
53	CHEMIST	2	UNION
53	ENVIRONMENTAL CHEMIST	2	NON-UNION
53	LABORATORY CLERK	1	UNION
53	LABORATORY MANAGER	1	NON-UNION
53	LABORATORY TECHNICIAN	5	UNION
53	LABORATORY SAMPLE COMPLIANCE COORDINATOR	1	NON-UNION
53	SENIOR ENVIRONMENTAL CHEMIST	1	NON-UNION
53	SENIOR ORGANIC CHEMIST	1	NON-UNION
		16	
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
		4	
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
		17	
	TOTAL FTEs	261	

This page was intentionally left blank.

Budgeted Benefits Comparison

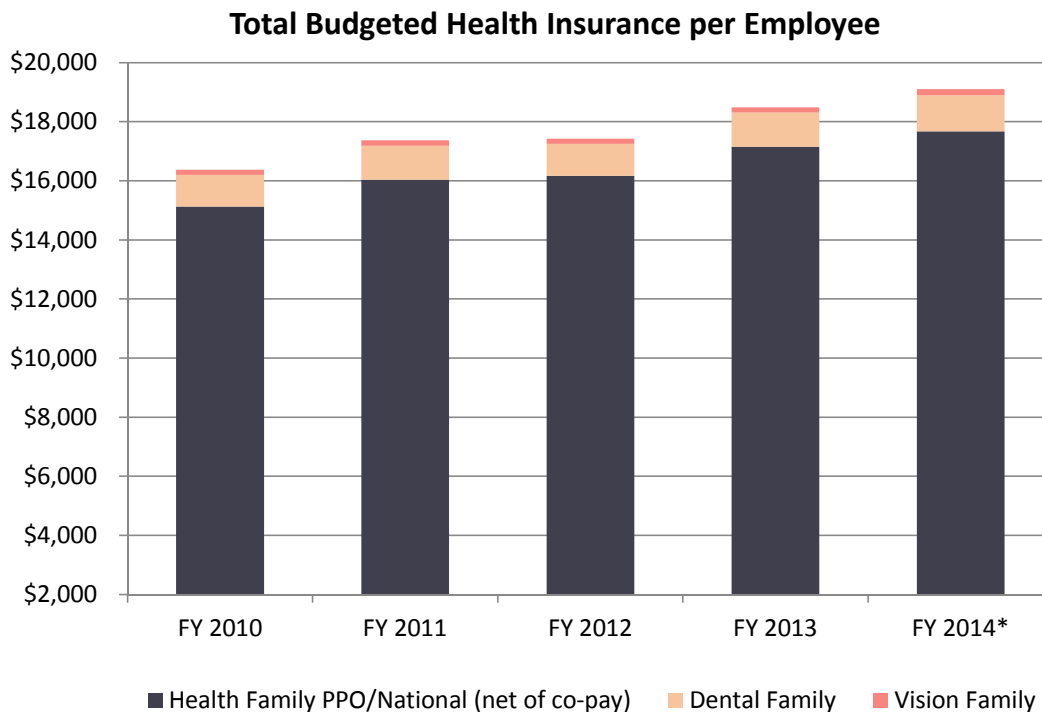
The budget reflects an increase in health insurance premiums of 8.25% which is offset in part by an increase in employee premium co-payments (co-payments are calculated based on a percentage of salary). The average budgeted co-pay is 18.6%. This budget also reflects increases in both dental and vision insurance premiums of 6% and 8% respectively.

Expense Category	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014*
Health Family PPO/National (net of co-pay)	\$15,128	\$16,036	\$16,169	\$17,149	\$17,673
Dental Family	1,067	1,148	1,078	1,159	1,228
Vision Family	181	181	181	181	195
Total	\$16,376	\$17,365	\$17,428	\$18,489	\$19,097

Other Benefits:

State Retirement (Union)	25.03%	21.64%	22.98%	22.18%	24.33%
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)	5.62%	6.74%	6.74%	6.86%	7.80%

*FICA is 6.2% on wages up to \$113,700

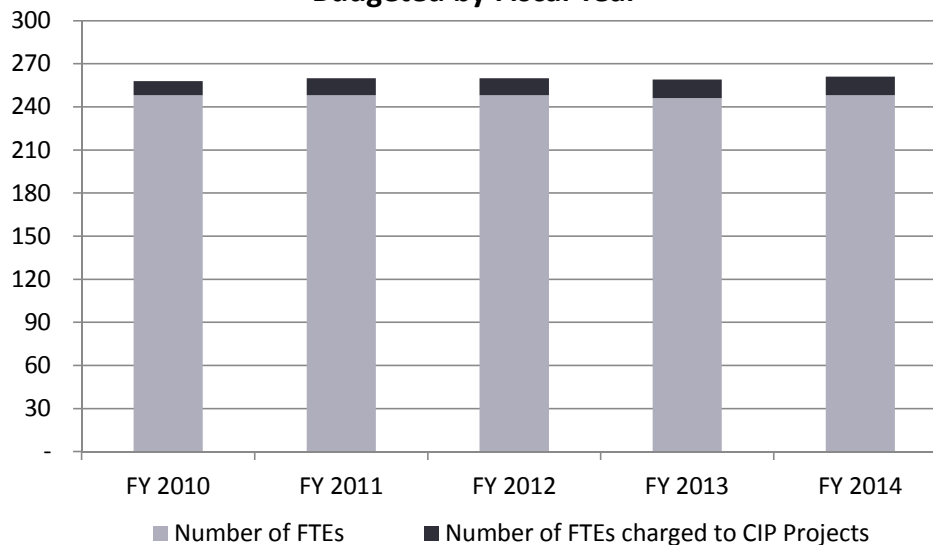


Historical Position Summary

The FY 2014 budget includes two new positions in the Operations and Engineering Division including an Administrative Assistant to support the Director of Operations and Engineering and a Maintenance Foreman at the Bucklin Point WWTF to monitor equipment operation and oversee and perform preventative, routine and corrective maintenance. The total number of FTEs funded in the FY 2014 budget is 261 positions, which is two more than the prior year.

Program	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Executive Affairs	8.0	8.0	8.0	8.0	8.0
Construction Services	10.0	12.0	12.0	13.0	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	12.0	12.0
Customer Service	24.0	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	21.0	20.0	20.0
Engineering	10.0	10.0	9.0	8.0	9.0
Field's Point	56.0	56.0	58.0	57.0	57.0
Bucklin Point	32.0	32.0	33.0	33.0	34.0
Planning	4.0	5.0	5.0	5.0	5.0
Pretreatment	15.0	15.0	14.0	14.0	14.0
Laboratory	17.0	16.0	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	258.0	260.0	260.0	259.0	261.0

**Historical Number of Positions (FTEs)
Budgeted by Fiscal Year**



FY 2014 Operating Capital Outlays

Section	Budget Account	Description	Cost
Executive Affairs			
Construction Services	16600	Replace Vehicle - Unit 400	\$ 25,000
		<i>Subtotal Construction Services</i>	<u>25,000</u>
		<i>Subtotal Executive Affairs</i>	<u>25,000</u>
Administration & Finance			
Finance	16580	Reconfigure Office Space	15,000
		<i>Subtotal Finance</i>	<u>15,000</u>
Accounting	16580	Reconfigure Office Space	10,000
		<i>Subtotal Accounting</i>	<u>10,000</u>
Information Technology	16583	Hansen Upgrades	50,000
Information Technology	16583	Software Licensing Updates	145,000
Information Technology	16583	Oracle ERP/Database upgrades	40,000
Information Technology	16583	Customer Service Enhancements	25,000
Information Technology	16583	Computer Room Enhancements	25,000
Information Technology	16583	Security Assessment	100,000
Information Technology	16585	Annual PC Refresh Program	135,000
Information Technology	16585	Backup Solution	150,000
Information Technology	16585	Network Infrastructure Updates	95,000
		<i>Subtotal Information Technology</i>	<u>765,000</u>
Customer Service	16580	Customer Service Infrastructure Replacement	120,000
Customer Service	16600	Replace Vehicle - Unit 404	25,000
		<i>Subtotal Customer Service</i>	<u>145,000</u>
General Administration	16520	HVAC Upgrades	45,000
General Administration	16520	Phone system upgrade	10,000
General Administration	16580	Reconfigure Office Space	50,000
General Administration	16585	Audio Visual Upgrade	30,000
General Administration	16600	HVAC Replacements	45,000
General Administration	16600	Replace Copier	10,000
		<i>Subtotal General Administration</i>	<u>190,000</u>
		<i>Subtotal Administration & Finance</i>	<u>1,125,000</u>
Operations & Engineering			
Interceptor Maintenance	16510	New Digger / Flusher Combination Vehicle	230,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 491 (2004 F350)	55,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 484 (2003 F350)	45,000
Interceptor Maintenance	16600	Replace Fence at Washington Park Pump Station	20,000
Interceptor Maintenance	16600	Replace Omega Pump Station Overhead Doors	7,100
		<i>Subtotal Interceptor Maintenance</i>	<u>357,100</u>
Engineering	16585	GIS Tablet	10,000
Engineering	16585	Global Navigation Satellite System	12,000
Engineering	16600	Replacement of Flow Meters	50,000
		<i>Subtotal Engineering</i>	<u>72,000</u>
Field's Point	16520	Electric Cable Puller	8,000
Field's Point	16520	ESPS - Gould Pump (large 40 MGD) cartridge	75,000
Field's Point	16520	ESPS - Gould Pump (small 20 MGD) cartridge	60,000
Field's Point	16520	ESPS 200 hp motor	120,000
Field's Point	16520	FP - High mast light fixture	10,000
Field's Point	16520	FP 4-ton chain hoist	5,000
Field's Point	16520	FP Main Electrical Breaker	32,000
Field's Point	16520	FP Thermography Camera	6,000
Field's Point	16520	Grit - Grit pump cartridge	8,000
Field's Point	16520	Phase Monitoring Fluke Recorder	8,000
Field's Point	16520	Tripod w/winch	5,000
Field's Point	16580	O&M Support Bldg office area Reconfiguration	28,000
Field's Point	16585	Wonderware Intelatrac Data Automation System	25,000
Field's Point	16600	Replace Actuators for Valve & Meter Chamber (2)	15,000
Field's Point	16600	Replace disinfection hypo storage tank	55,000
Field's Point	16600	Replace Dry Well Ventilation Control	22,000
Field's Point	16600	Replace ESPS - Wet Well Sluice Gates 12 - 17	120,000
Field's Point	16600	Replace ESPS #1 pump Knife Gates 1 & 9; BV #1	35,000
Field's Point	16600	Replace ESPS #2 pump Knife Gates 2 & 10; BV #2	35,000
Field's Point	16600	Replace ESPS AHU 1 & 2	40,000
Field's Point	16600	Replace Flow meter (Venturi #2)	10,000
Field's Point	16600	Replace FP Actuators @ G&SS's (7)	70,000

FY 2014 Operating Capital Outlays

Section	Budget Account	Description	Cost
Field's Point	16600	Replace Gearbox for RAS Iso Valves on IFAS Tank (10)	20,000
Field's Point	16600	Replace Grit - Tank 2 & 3 geardrive,motor, SG & piston	10,500
Field's Point	16600	Replace Grit chain & flight mechanism	10,000
Field's Point	16600	Replace Grit Pump	20,000
Field's Point	16600	Replace Hach Ammonia probe	6,000
Field's Point	16600	Replace Hach Nitatax probe	14,000
Field's Point	16600	Replace Junction Box B - Replace Sluice Gates (1 & 2) and hyd. pistons	40,000
Field's Point	16600	Replace RAS2 Underflow Valve Actuator	11,000
Field's Point	16600	Replace Secondary Treatment - SB 1 FC's 1-3 gate actuator	12,000
Field's Point	16600	Replace Vehicle - Unit 439 (International Roll Off)	190,000
Field's Point	16600	Replace Vehicle - Unit 486 (Ford E250 Van)	30,000
Field's Point	16600	Replace VFD Grit Pump #1, #2, #3	16,800
Field's Point	16600	Replace Wemco Dewatering Pump	25,000
Field's Point	16600	Replace Wet Well Energy Recovery System	49,000
Field's Point	16610	Dechlor - Energy Recovery System	18,000
<i>Subtotal Field's Point</i>			1,264,300
Bucklin Point	16510	Bush Hog Mower (Towed)	15,000
Bucklin Point	16510	Golf Cart Lift	3,000
Bucklin Point	16510	Replace Brush Mower	4,000
Bucklin Point	16510	Trailer Mounted Generator	65,000
Bucklin Point	16520	Blackstone River Siphon Inlet #9 - New Blower	9,000
Bucklin Point	16520	Inf Screw Pump Bearings For 4 Units	56,000
Bucklin Point	16520	Rebuild 3 Grit Pumps	42,000
Bucklin Point	16520	Rebuild Dry Weather Effluent Pump #2	50,000
Bucklin Point	16520	Rebuild Primary Sludge Pumps	25,000
Bucklin Point	16520	Rebuild Screenings Grinder	25,000
Bucklin Point	16520	Septic Sta. Gorham Rupp Pump Volute	6,000
Bucklin Point	16520	UPS-Batteries-Generator Control System	12,000
Bucklin Point	16520	Wet Wx Channel Dewatering Pump	5,500
Bucklin Point	16520	Wet Wx Disinfection Bldg Sump Pump	2,600
Bucklin Point	16520	WHPS In Line Grinder For Pump	17,500
Bucklin Point	16583	Wonderware Software Upgrades	5,000
Bucklin Point	16585	Wonderware Hardware Upgrades	2,500
Bucklin Point	16520	Portable Flow Meter	10,000
Bucklin Point	16600	Replace Fire Hydrants	24,000
Bucklin Point	16600	Replace JD 710 Mower	40,000
Bucklin Point	16600	Replace Perimeter Fencing	35,000
Bucklin Point	16600	Replace Screenings Grinder Auger	22,000
Bucklin Point	16600	Replace Service Building Copier	7,500
Bucklin Point	16600	Replace Vehicle - Unit 452 (2003 Ford E250 Van-Electrical)	35,000
Bucklin Point	16600	Replacement of EZ Go Carts (3)	36,000
<i>Subtotal Bucklin Point</i>			554,600
<i>Subtotal Operations & Engineering</i>			2,248,000
Planning, Policy & Regulation			
Planning	16580	Office Reconfiguration	5,000
<i>Subtotal Planning</i>			5,000
Pretreatment	16580	Office Furniture & Equipment	80,000
<i>Subtotal Pretreatment</i>			80,000
Laboratory	16520	HVAC Upgrades	25,000
Laboratory	16600	Replace water baths for fecal coliform analyses	4,600
Laboratory	16600	Replace Incubator	3,700
Laboratory	16600	HVAC Replacements	25,000
Laboratory	16600	Replace (Fresh Water) Nutrient Analyzer	79,000
Laboratory	16600	Replace ICP-Trace	114,000
Laboratory	16600	Replace Oil and Grease Analyzer	43,000
<i>Subtotal Laboratory</i>			294,300
EMDA	16600	Replace Vehicle - Unit 489 (2004 Chevy Astro Van)	25,000
EMDA	16600	Replace 2 Deionizer units in FP Lab	15,000
EMDA	16600	Replace 2 SIU Autosamplers	7,000
EMDA	16600	Replace 4 Refrigerated Autosamplers	26,000
EMDA	16600	Replace YSI Probes, Solutions & Other Equipment	27,500
EMDA	16600	Replace 2 YSI Sondes (2-6600s)	14,500
<i>Subtotal EMDA</i>			115,000
<i>Subtotal Planning, Policy, & Regulations</i>			494,300
Total Operating Capital Outlays FY 2014			\$ 3,892,300

Five-Year Operating Capital Outlays

Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Cost
Executive Affairs						
Construction Services						
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
Replace Vehicle - Unit 424	-	-	-	-	25,000	25,000
<i>Subtotal Construction Services</i>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>125,000</u>
Administration & Finance						
Finance						
Reconfigure Office Space	15,000	-	-	-	-	15,000
<i>Subtotal Finance</i>	<u>15,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>15,000</u>
Accounting						
Reconfigure Office Space	10,000	-	-	-	-	10,000
<i>Subtotal Accounting</i>	<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,000</u>
Information Technology						
Backup Solution	150,000	-	-	-	100,000	250,000
Software Licensing Updates	145,000	-	65,000	-	75,000	285,000
Annual PC Refresh Program	135,000	135,000	135,000	135,000	135,000	675,000
Security Assessment	100,000	-	-	-	100,000	200,000
Network Infrastructure Updates	95,000	-	100,000	-	-	195,000
Hansen Upgrades	50,000	-	35,000	-	25,000	110,000
Oracle ERP/Database Upgrades	40,000	-	40,000	-	-	80,000
Computer Room Enhancements	25,000	35,000	25,000	25,000	25,000	135,000
Customer Service Enhancements	25,000	-	25,000	-	25,000	75,000
Server Infrastructure	-	225,000	-	200,000	-	425,000
Remote Site Network Upgrades	-	75,000	-	50,000	-	125,000
Data Warehousing	-	40,000	-	40,000	-	80,000
Document Imaging Upgrades	-	40,000	-	40,000	-	80,000
LIMS Upgrades	-	40,000	-	35,000	-	75,000
NBC Campus Wide Security System Replacement	-	25,000	-	75,000	-	100,000
Project Tracking Software	-	-	25,000	-	-	25,000
<i>Subtotal Information Technology</i>	<u>765,000</u>	<u>615,000</u>	<u>450,000</u>	<u>600,000</u>	<u>485,000</u>	<u>2,915,000</u>
Customer Service						
Customer Service Infrastructure Replacement	120,000	5,000	5,000	5,000	5,000	140,000
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
<i>Subtotal Customer Service</i>	<u>145,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>265,000</u>
General Administration						
Reconfigure Office Space	50,000	50,000	50,000	50,000	-	200,000
HVAC Upgrades	45,000	-	-	-	-	45,000
HVAC Replacements	45,000	-	-	-	-	45,000
Audio Visual Upgrade	30,000	-	-	-	-	30,000
Phone system upgrade	10,000	10,000	10,000	10,000	-	40,000
Replace Copier	10,000	10,000	10,000	10,000	-	40,000
Replace Boardroom Furniture	-	50,000	-	-	-	50,000
Replace Electric Water Heater 1st floor	-	10,000	-	-	-	10,000
<i>Subtotal General Administration</i>	<u>190,000</u>	<u>130,000</u>	<u>70,000</u>	<u>70,000</u>	<u>-</u>	<u>460,000</u>
Operations & Engineering						
Interceptor Maintenance						
New Digger / Flusher Combination Vehicle	230,000	-	-	-	-	230,000
Replace Vehicle - Unit 491 (2004 F350)	55,000	-	-	-	-	55,000
Replace Vehicle - Unit 484 (2003 F350)	45,000	-	-	-	-	45,000
Replace fence at Washington Park Pump Station	20,000	-	-	-	-	20,000
Replace OMEGA Pump Station Overhead Doors	7,100	-	-	-	-	7,100
Replace Vehicle - Unit 488 (2004 F578 Stakebody)	-	50,000	-	-	-	50,000
Replace Vehicle - Unit 441 (2006 Chevy Pickup)	-	45,000	-	-	-	45,000
Replace Vehicle - Unit 426 (2005 Chevy Pickup)	-	30,000	-	-	-	30,000
Replace Vehicle - Unit 420 (2000 Volvo Vactor)	-	-	300,000	-	-	300,000
Replace Vehicle - Unit 391 (Cues Trailer)	-	-	200,000	-	-	200,000
Replace Vehicle - Unit 493 (2005 F450)	-	-	65,000	-	-	65,000
Replace Vehicle - Unit 411 (2006 Chevy Trailblazer)	-	-	35,000	-	-	35,000

Five-Year Operating Capital Outlays

Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Cost
Replace E0003 (IM Stow Roller)	-	-	6,000	-	-	6,000
Replace IM Stow Trailer	-	-	4,000	-	-	4,000
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
Replace Vehicle - Unit 494 (2007 Int. VacCon)	-	-	-	-	300,000	300,000
Replace Vehicle - Unit 412 (2004 16-Yd Dump)	-	-	-	-	110,000	110,000
HVAC System at IM Building	-	-	-	-	40,000	40,000
Replace V459 - IM Compressor	-	-	-	-	16,000	16,000
<i>Subtotal Interceptor Maintenance</i>	<i>357,100</i>	<i>125,000</i>	<i>614,000</i>	<i>75,000</i>	<i>466,000</i>	<i>1,637,100</i>
Engineering						
Replacement of Flow Meters	50,000	125,000	125,000	135,000	135,000	570,000
Global Navigation Satellite System	12,000	-	-	-	-	12,000
GIS Tablet	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
<i>Subtotal Engineering</i>	<i>72,000</i>	<i>155,000</i>	<i>155,000</i>	<i>165,000</i>	<i>135,000</i>	<i>682,000</i>
Field's Point						
Replace Vehicle - Unit 439 (International Roll Off)	190,000	-	-	-	-	190,000
Replace ESPS 200 hp motor	120,000	-	-	-	-	120,000
Replace ESPS Wet Well Sluice Gates 12 - 17	120,000	-	-	-	-	120,000
ESPS - Gould Pump (large 40 MGD) cartridge	75,000	-	75,000	-	-	150,000
Replace FP Actuators @ G&SS's (7)	70,000	-	-	-	-	70,000
ESPS - Gould Pump (small 20 MGD) cartridge	60,000	-	60,000	-	-	120,000
Disinfection - Replace hypo storage tank	55,000	57,000	-	60,000	-	172,000
Replace Wet Well Energy Recovery System	49,000	-	-	-	-	49,000
Replace ESPS AHU 1 & 2	40,000	-	-	-	-	40,000
Replace Junction Box B Sluice Gates (1 & 2) and hyd. pistons	40,000	-	-	-	-	40,000
Replace ESPS #1 pump Knife Gates 1 & 9; BV #1	35,000	-	-	-	-	35,000
Replace ESPS #2 pump Knife Gates 2 & 10; BV #2	35,000	-	-	-	-	35,000
FP Main Electrical Breaker	32,000	-	-	-	-	32,000
Replace Vehicle - Unit 486 (Ford E250 Van)	30,000	-	-	-	-	30,000
Remodeling O&M Support Bldg office area	28,000	-	-	-	-	28,000
Wonderware Intelatrac Data Automation System	25,000	-	-	-	-	25,000
Replace Wemco Dewatering Pump	25,000	-	-	-	-	25,000
Replace Dry Well Ventilation Control	22,000	-	-	-	-	22,000
Replace Grit Pump	20,000	-	20,000	-	-	40,000
Replace Gearbox for RAS Iso Valves on IFAS Tank (10)	20,000	-	-	-	-	20,000
Dechlor - Energy Recovery System	18,000	-	-	-	-	18,000
Replace VFD Grit Pump #1, #2, #3	16,800	-	-	-	-	16,800
Replace Actuators for Valve & Meter Chamber (2)	15,000	-	-	-	-	15,000
Replace Hach Nitatax probe	14,000	-	-	-	-	14,000
Replace Secondary Treatment - SB 1 FC's 1-3 gate actuator	12,000	-	-	-	-	12,000
Replace RAS2 Underflow Valve Actuator	11,000	-	-	-	-	11,000
Replace Grit Tank 2 & 3 geardrive, motor, SG & piston	10,500	-	-	-	-	10,500
Replace Grit chain & flight mechanism	10,000	15,000	-	-	17,000	42,000
FP - High mast light fixture	10,000	-	10,000	-	-	20,000
Replace Flow meter (Venturi #2)	10,000	-	-	-	-	10,000
Grit - Grit pump cartridge	8,000	-	-	-	10,000	18,000
Electric Cable Puller	8,000	-	-	-	-	8,000
Phase Monitoring Fluke Recorder	8,000	-	-	-	-	8,000
FP Thermography Camera	6,000	-	-	-	-	6,000
Replace Hach Ammonia probe	6,000	-	-	-	-	6,000
Tripod w/winch	5,000	-	-	-	-	5,000
FP 4-ton chain hoist	5,000	-	-	-	-	5,000
Replace ESPS Bar Rack #3 & SG's 5,6,9 & 10	-	350,000	-	-	-	350,000
Replace WWTF Butterfly valve (BV) 1	-	80,000	-	-	-	80,000
Grit - Rebuild grit tank: chain & sprocket	-	60,000	70,000	-	-	130,000
Replace Vehicle - Unit 438 (Mitsubishi Forklift)	-	50,000	-	-	-	50,000
Replace Vehicle - Unit 487 (Ford E250 Van)	-	40,000	-	23,000	-	63,000
Replace ESPS #3 pump Knife Gates 3 & 11; BV #3	-	35,000	-	-	-	35,000
Replace ESPS #4 pump Knife Gates 4 & 12; BV #4	-	35,000	-	-	-	35,000
Replace Maint. # 8 & # 9 EZ Go Carts	-	26,000	-	-	-	26,000
Replace Vehicle - Unit 477 (Ford F250 P/U)	-	25,000	-	25,000	-	50,000
Secondary Treatment - RAS pump cartridge w/ impeller	-	25,000	-	-	28,000	53,000
Replace Wemco Dewatering Pump 2	-	25,000	-	-	-	25,000
Replace Motor RAS Pump 4	-	20,000	-	-	-	20,000
Replace Chlor Cont.tank dewater pump 1	-	18,000	-	-	-	18,000

Five-Year Operating Capital Outlays

Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Cost
Replace Grit Tank 4 geardrive,motor, SG & piston	-	13,000	-	-	-	13,000
Replace Grit Tank 1 geardrive,motor,SG & piston	-	10,500	-	-	-	10,500
Replace WWTF splitter box inf. Sluice gate 2A	-	8,000	-	-	-	8,000
Replace Grit Seal water system (1 tank & 2 pumps)	-	5,800	-	-	-	5,800
Replace ESPS unit heaters 1 - 6	-	4,500	-	-	-	4,500
Replace ESPS Bar Rack # 4 & SG's 7 & 11	-	-	310,000	-	-	310,000
Replace ESPS Screenings Washer Monster	-	-	105,000	-	-	105,000
Replace Secondary Treatment - SB 2 FC's 4-9 Inf. Sluice gates	-	-	90,000	-	-	90,000
Replace hypo storage tank #2	-	-	58,000	-	-	58,000
Replace Secondary Treatment - Split. Box 1 - FC's 1-3 infl. Sluice gates	-	-	54,000	-	-	54,000
Replace WWTF eff. Box sluice gates 1B - 5B	-	-	45,000	-	-	45,000
Replace ESPS #5 pump Knife Gates 5 & 13; BV #5	-	-	41,000	-	-	41,000
Replace Vehicle - Unit 437 (Chev. Silverado P/U) for Operations)	-	-	30,000	-	-	30,000
Replace Motor RAS Pump 5	-	-	20,000	25,000	-	45,000
Replace Maint. # 7 EZ Go Cart	-	-	13,000	-	-	13,000
Replace WWTF - Seal water system (1 tank & 2 pumps)	-	-	5,800	-	-	5,800
TPS - Replacement parts for 24" cone valve	-	-	-	100,000	-	100,000
Disinfection - Sealcoat hypo storage tank area	-	-	-	70,000	-	70,000
Replace Vehicle - Unit 485 (International Scum Truck)	-	-	-	65,000	-	65,000
Replace ESPS #6 pump Knife Gates 6 & 14 ; BV #6	-	-	-	41,000	-	41,000
Replace Secondary Treatment - M&V chamber FC's 1-3 Butterfly valves	-	-	-	36,000	-	36,000
Replace Vehicle - Unit 475 (Bucket Truck)	-	-	-	30,000	-	30,000
Secondary Treatment - RAS pump cartridge	-	-	-	27,500	-	27,500
Replace yard sweeper vehicle	-	-	-	27,000	-	27,000
Disinfection - Pump and motor	-	-	-	25,000	-	25,000
Replace Dechlor - Pump and motor	-	-	-	25,000	-	25,000
Replace Chlor. Cont.tank dewater pump 2	-	-	-	20,000	-	20,000
PWPS - Replacement pump	-	-	-	19,000	-	19,000
Replace WWTF sludge pump cartridge	-	-	-	17,000	-	17,000
Replace ICC vehicle	-	-	-	15,000	-	15,000
Replace air compressor	-	-	-	14,000	-	14,000
Secondary Treatment - WAS pump cartridge	-	-	-	13,000	-	13,000
Replace WWTF # 1 dewatering pump and motor	-	-	-	10,000	-	10,000
Replace grit aeration blower	-	-	-	7,000	-	7,000
Replace Turbo Blower Air Intake	-	-	-	-	175,000	175,000
Replace Sewage Pump 6, 40 MGD, Lg. Cartridge	-	-	-	-	110,000	110,000
Replace Sewage Pump 8, 40 MGD, Lg. Cartridge	-	-	-	-	110,000	110,000
Secondary Treatment - Final clarifier turntable	-	-	-	-	90,000	90,000
Replace New Hypo Storage Tank #6	-	-	-	-	62,000	62,000
Replace Hach Instrumentation & Controls	-	-	-	-	50,000	50,000
FP Godwin Driprime Pump	-	-	-	-	35,000	35,000
Replace SOD. Bisulf Tanks	-	-	-	-	35,000	35,000
Replace Copier Admin Bldg.	-	-	-	-	35,000	35,000
FP Powerguard Generator	-	-	-	-	25,000	25,000
Replace Turbo Blower VFD	-	-	-	-	25,000	25,000
Replace Butterfly Valve 7	-	-	-	-	17,000	17,000
Replace Butterfly Valve 8	-	-	-	-	17,000	17,000
Replace M&V Chamb. FC3 Dew. Pump & Mot	-	-	-	-	17,000	17,000
Replace FP E-X Go O&M Support	-	-	-	-	16,000	16,000
Replace FP E-Z Go Maint. 1	-	-	-	-	16,000	16,000
Replace FP E-z Go Maint. 2	-	-	-	-	16,000	16,000
Replace FP E-Z Go Maint. 5	-	-	-	-	15,000	15,000
Replace FP E-Z Go Maint. 6	-	-	-	-	15,000	15,000
Replace Sew Pump 7 Knife Gate 7 Suction	-	-	-	-	12,000	12,000
Replace Sew Pump 7 Knife Gate 15 Dischar.	-	-	-	-	12,000	12,000
Replace Sew. Pump 8 Knife Gate 8 Suction	-	-	-	-	12,000	12,000
Replace Sew. Pump 8 Knife gate 16 Dischar	-	-	-	-	12,000	12,000
Laser Distance System	-	-	-	-	10,000	10,000
FP Cargo Box Trailer	-	-	-	-	8,000	8,000
Replace Vehicle - Unit 443 (Ford F150 P/U)	-	-	-	-	-	-
Replace Vehicle - Unit 448 (Ford F450 Stake Body)	-	-	-	-	-	-
Replace Primary Butterfly valve (BV) #2, actuator & motor	-	-	-	-	-	-
<i>Subtotal Field's Point</i>	1,264,300	902,800	1,006,800	694,500	1,002,000	4,870,400
<i>Bucklin Point</i>						
Trailer Mounted Generator	65,000	-	-	-	-	65,000
Inf Screw Pump Bearings For 4 Units	56,000	-	-	-	60,000	116,000
Rebuild Dry Weather Effluent Pump #2	50,000	-	-	-	-	50,000
Rebuild 3 Grit Pumps	42,000	-	-	-	42,000	84,000
Replace JD 710 Mower	40,000	-	-	-	-	40,000
Replacement of EZ Go Carts (3)	36,000	36,000	25,000	-	-	97,000

Five-Year Operating Capital Outlays

Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Cost
Replace Vehicle - Unit 452 (2003 Ford E250 Van-Electrical)	35,000	-	-	-	-	35,000
Replace Perimeter Fencing	35,000	-	-	-	-	35,000
Rebuild Primary Sludge Pumps	25,000	-	25,000	-	25,000	75,000
Rebuild Screenings Grinder	25,000	-	-	-	-	25,000
Replace Fire Hydrants	24,000	-	-	-	-	24,000
Replace Screenings Grinder Auger	22,000	-	-	-	25,000	47,000
WHPS In Line Grinder For Pump	17,500	-	-	-	-	17,500
Bush Hog Mower (Towed)	15,000	-	-	40,000	-	55,000
UPS-Batteries-Generator Control System	12,000	-	-	-	-	12,000
Portable Flow Meter	10,000	-	-	-	-	10,000
Blackstone River Siphon Inlet #9 - New Blower	9,000	-	-	-	-	9,000
Replace Service Building Copier	7,500	-	-	-	-	7,500
Septic Sta. Gorham Rupp Pump Volute	6,000	-	-	-	-	6,000
Wet Wx Channel Dewatering Pump	5,500	-	-	40,000	-	45,500
Facilitate Wonderware Upgrade	5,000	-	-	-	-	5,000
Replace Brush Mower	4,000	-	-	-	-	4,000
Golf Cart Lift	3,000	-	-	-	-	3,000
Wet Wx Disinfection Bldg Sump Pump	2,600	-	-	-	-	2,600
Additional Wonderware Upgrades	2,500	-	-	-	-	2,500
Rebuild BP Digest #2	-	165,000	-	-	-	165,000
Skid-Steer Loader w/ Attachments	-	50,000	-	-	-	50,000
Replace 03 Ford F350 w/ Plow	-	35,000	-	-	-	35,000
Gas Control Bldg-Replace Piping & Valves	-	30,000	35,000	27,000	-	92,000
Replace Chicago Air Compressor	-	30,000	-	-	-	30,000
Rebuild Digester Recirculation Pump	-	21,000	-	22,000	-	43,000
Remodel Lunchroom	-	20,000	-	-	-	20,000
Rebuild Bar Racks	-	-	60,000	-	-	60,000
Remodel Maintenance Area	-	-	50,000	-	-	50,000
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
Rebuild BP Digest #1	-	-	-	165,000	-	165,000
DAF Building Roof Replacement	-	-	-	85,000	-	85,000
Remodel Electrical Shop	-	-	-	50,000	-	50,000
Replace Screenings Grinder	-	-	-	25,000	35,000	60,000
Remodel Mechanical Garage	-	-	-	-	50,000	50,000
6" Godwin Pump	-	-	-	-	32,000	32,000
New Grit Pumps (2)	-	-	-	-	30,000	30,000
Truck Mounted Salt/Sander	-	-	-	-	25,000	25,000
Replace Vehicle - Unit 378 (09 Ford F150 PU)	-	-	-	-	-	-
Replace Vehicle - Unit 382 (09 Ford F550 Stake Body PU)	-	-	-	-	-	-
<i>Subtotal Bucklin Point</i>	<i>554,600</i>	<i>387,000</i>	<i>262,000</i>	<i>454,000</i>	<i>324,000</i>	<i>1,981,600</i>
Policy, Planning & Regulation						
Planning						
Office Reconfiguration	5,000	-	-	-	-	5,000
<i>Subtotal Planning</i>	<i>5,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>5,000</i>
Pretreatment						
Office Furniture & Equipment	80,000	-	-	-	-	80,000
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
<i>Subtotal Pretreatment</i>	<i>80,000</i>	<i>25,000</i>	<i>20,000</i>	<i>25,000</i>	<i>-</i>	<i>150,000</i>
Laboratory						
Replace ICP-Trace	114,000	-	-	-	-	114,000
Replace (Fresh Water) Nutrient Analyzer	79,000	-	-	-	-	79,000
Replace Oil and Grease Analyzer	43,000	-	-	-	-	43,000
HVAC Upgrade	25,000	25,000	-	-	-	50,000
HVAC Replacements	25,000	25,000	-	-	-	50,000
Replace water baths for fecal coliform analyses	4,600	-	-	-	-	4,600
Replace Incubator	3,700	-	-	-	-	3,700
Replace GC-MS	-	100,000	-	-	-	100,000
Replace Autoclave (B)	-	60,000	-	-	-	60,000
Replace Auto digestion System for ICP-Trace & ICP-MS	-	33,000	-	-	-	33,000
Replace Incubators (3)	-	24,000	-	-	-	24,000
Replace Hach Spectrophotometer DR5000	-	9,000	-	-	-	9,000
Replace Nutrient Sample processing Module & Heating Assembly	-	8,000	-	-	-	8,000
Replace Hach Spectrophotometer DR2800	-	5,000	-	-	-	5,000
Replace Micro Distillation Unit	-	5,000	-	-	-	5,000
Replace ICP-MS for low level metal analyses	-	-	200,000	-	-	200,000

Five-Year Operating Capital Outlays

Section	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Total Cost
Robotic BOD Skalar Analyzer	-	-	49,000	-	-	49,000
Replace Refrigerators (2)	-	-	16,000	-	-	16,000
Replace ICP for Industrial metal analyses	-	-	-	80,000	-	80,000
Replace (Salt Water) Nutrient Analyzer	-	-	-	50,000	-	50,000
Replace DI Unit with RO for pure water (3)	-	-	-	44,000	-	44,000
Replace Refrigerators (3)	-	-	-	25,500	-	25,500
Replace Enterococci Sealers (3)	-	-	-	12,000	-	12,000
Replace (3) water baths for fecal coliform analyses	-	-	-	10,000	-	10,000
Replace Hach Spectrophotometer for Low level Chlorine (2)	-	-	-	8,000	-	8,000
Replace Cyanide Analyzer	-	-	-	-	79,000	79,000
Replace Autoclave (A)	-	-	-	-	60,000	60,000
Replace AutoTitration System	-	-	-	-	40,000	40,000
Replace Auto digestion System for ICP-IND	-	-	-	-	33,000	33,000
TKN Digester block for TKN analyses (2)	-	-	-	-	13,000	13,000
<i>Subtotal Laboratory</i>	<u>294,300</u>	<u>294,000</u>	<u>265,000</u>	<u>229,500</u>	<u>225,000</u>	<u>1,254,100</u>
EMDA						
Replace YSI Probes, Solutions & Other Equipment	27,500	-	-	-	-	27,500
Replace 4 Refrigerated Autosamplers	26,000	-	-	-	-	26,000
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 YSI Sondes (2-6600s)	14,500	-	-	-	-	14,500
Replace 2 SIU Autosamplers	7,000	-	-	-	-	7,000
Replace 4 Refrigerated Autosamplers	-	26,000	-	-	-	26,000
Replace Vehicle - Unit 490 (2005 Dodge Caravan)	-	25,000	-	-	-	25,000
Replace YSI Probes, Solutions & Other Equipment	-	24,000	-	-	-	24,000
Replace Outboard Motor on R/V Monitor	-	21,000	-	-	-	21,000
Replace 2 YSI Sondes (2-6600s)	-	13,500	-	-	-	13,500
Replace Caribe Boat and Motor	-	9,300	-	-	-	9,300
Replace 2 SIU 3700 Autosamplers	-	7,000	-	-	-	7,000
Replace 1 Manhole Autosampler	-	3,500	-	-	-	3,500
Replace Monitoring Buoy, Replace YSI Probes and 650 Handheld Meter	-	-	68,000	-	-	68,000
Replace YSI Probes & Equipment	-	-	28,300	-	-	28,300
Replace 4 YSI Sondes (2-6600s & 2-600XLs)	-	-	23,000	-	-	23,000
Replace 2 Refrigerated Autosamplers	-	-	13,000	-	-	13,000
Replace 2 SIU Autosamplers	-	-	7,000	-	-	7,000
Replace YSI Probes, 650 Handheld Meter, Solutions & Equipment	-	-	-	29,000	-	29,000
Replace 4 Refrigerated Autosamplers	-	-	-	26,000	-	26,000
Replace Vehicle Unit 413 (2007 Ford Escape)	-	-	-	25,000	-	25,000
Replace Seabird- Water Column Profiler	-	-	-	18,000	-	18,000
Replace 2 YSI Sondes (1-6600, 1-600XL)	-	-	-	11,300	-	11,300
Replace 1 SIU Sampler	-	-	-	3,500	-	3,500
Replace YSI Probes, 650 Handheld Meter, Solutions & Equipment	-	-	-	-	30,000	30,000
Replace Vehicle - Unit 432 (2008 Ford E150 Van)	-	-	-	-	25,000	25,000
Replace 3 6712 Refrigerated Autosamplers	-	-	-	-	19,500	19,500
Replace 2 YSI Sondes (1-6600, 1-600XL)	-	-	-	-	11,300	11,300
Replace 1 SIU 3700 Autosampler	-	-	-	-	3,500	3,500
<i>Subtotal EMDA</i>	<u>115,000</u>	<u>129,300</u>	<u>139,300</u>	<u>112,800</u>	<u>89,300</u>	<u>585,700</u>
Total	\$ 3,892,300	\$ 2,818,100	\$ 3,037,100	\$ 2,480,800	\$ 2,781,300	\$ 14,955,900

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	\$ -	\$ 1,177,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,177,949
Legal	437,163	-	-	-	-	-	-	-	-	-	-	-	437,163
<i>Subtotal</i>	1,615,112	-	-	-	-	-	-	-	-	-	-	-	1,615,112
Construction Services Division:													
Construction Services	-	102,940	25,000	-	-	-	-	-	-	-	-	-	127,940
<i>Subtotal</i>	-	102,940	25,000	-	-	-	-	-	-	-	-	-	127,940
Administration & Finance Division:													
Human Resources	-	393,086	-	-	-	-	-	-	-	-	-	-	393,086
Finance	840,288	-	15,000	-	-	-	-	-	-	-	-	-	855,288
Accounting	828,158	-	-	-	-	-	-	-	-	-	-	-	828,158
IT	1,812,640	765,000	-	-	-	-	-	-	-	-	-	-	2,577,640
Customer Service	2,420,517	145,000	-	-	-	-	-	-	-	-	-	-	2,565,517
Purchasing	330,021	-	-	-	-	-	-	-	-	-	-	-	330,021
Administration	1,894,428	190,000	43,953,579	-	-	-	-	-	-	-	-	-	46,038,007
<i>Subtotal</i>	8,519,138	1,115,000	43,953,579	-	-	-	-	-	-	-	-	-	53,587,717
Operations / Engineering Division:													
IM	-	2,039,715	357,100	-	-	-	-	-	-	-	-	-	2,396,815
Engineering	712,291	72,000	-	-	-	-	-	-	-	-	-	-	784,291
Fields Point	12,867,699	1,264,300	-	-	-	-	-	-	-	-	-	-	14,131,999
Bucklin Point	7,397,156	554,600	-	-	-	-	-	-	-	-	-	-	7,951,756
<i>Subtotal</i>	23,016,862	2,248,000	-	-	-	-	-	-	-	-	-	-	25,264,862
Planning, Policy & Regulation Division:													
Planning	-	522,764	-	-	-	-	-	-	-	-	-	-	522,764
Pretreatment	1,075,619	80,000	-	-	-	-	-	-	-	-	-	-	1,155,619
Lab	1,856,815	294,300	-	-	-	-	-	-	-	-	-	-	2,151,115
Environmental Safety & Technical	378,263	-	-	-	-	-	-	-	-	-	-	-	378,263
Environmental Monitoring	1,522,656	115,000	-	-	-	-	-	-	-	-	-	-	1,637,656
<i>Subtotal</i>	5,356,117	489,300	-	-	-	-	-	-	-	-	-	-	5,845,417
Non-Departmental													
Direct CIP Funding	-	-	12,153,520	-	-	-	-	-	-	-	-	-	12,153,520
Debt Service Coverage	-	-	-	12,153,520	-	-	-	-	-	-	-	-	12,153,520
<i>Subtotal</i>	-	-	12,153,520	12,153,520	-	-	-	-	-	-	-	-	24,307,040
TOTAL \$	\$ 38,610,168	\$ 3,877,300	\$ 56,107,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98,594,567

Task Name	2014				2015				2016				2017				2018				2019						
	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4		
10901 - FPWWTF Nitrogen Removal Facilities																											
Construction																											
11602 FPWWTF Tunnel Pump Station Improvements																											
Design																											
Bid/Award Process																											
Construction																											
11900 - NBC Regulatory Compliance Building and Related Upgrades																											
Design/Funding Requirements																											
Bid/Award Process																											
Construction																											
12000 - BPWWTF Biogas Reuse																											
Design																											
Bid/Award Process																											
Construction																											
12100 FPWWTF Wind Turbines																											
Procurement																											
Construction																											
12400 - New IM Facilities																											
Design																											
Bid/Award Process																											
Construction																											
12500 - Utility Reliability Enhancement for the FP Campus																											
Bid/Award Process																											
Construction																											
12600C - FPWWTF Land Acquisition/Site Demolition																											
Bid/Award Process																											
Construction																											
30301D - CSO Phase II Facilities Design																											
Design/Funding Requirements																											
30301RS - Phase II CSO Facilities Program & Construction Management																											
Construction																											
30302C - Phase II CSO Facilities OF 106																											
Bid/Award Process																											
Construction																											
30303C - Phase II CSO Facilities WCSOI Main																											
Bid/Award Process																											
Construction																											
30304C - Phase II CSO Facilities SCSOI Main																											
Bid/Award Process																											
Construction																											
30305C - Phase II CSO Facilities OF 027																											
Bid/Award Process																											
Construction																											
30306C - Phase II CSO Facilities OF 037 West																											
Bid/Award Process																											
Construction																											
30307C - Phase II CSO Facilities OF 037 South																											
Bid/Award Process																											
Construction																											
30308C - Phase II CSO Facilities OF 037 North																											
Bid/Award Process																											
Construction																											
30309C - Phase II CSO Facilities WCSOI Regulators																											
Bid/Award Process																											
Construction																											

This page was intentionally left blank.

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.

This page was intentionally left blank.

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 2013 BUDGET	FY 2014 PROPOSED	CHANGE FROM FY 2013	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	\$ 5,858,406	\$ 6,153,418	\$ 295,012	\$ -	\$ -	\$ -	\$ 42,348	\$ -	\$ 86,614	\$ -	\$ 701,056	\$ 46,844	\$ 60,000
52150	UNION OVERTIME	403,498	478,498	75,000	-	-	-	-	-	-	-	10,000	-	-
52300	NON-UNION REGULAR	8,348,537	8,767,823	419,286	733,700	998,591	293,318	200,064	351,238	483,332	888,766	421,329	188,714	30,000
52350	NON-UNION OVERTIME	69,889	93,600	23,711	-	30,000	-	-	-	100	-	2,000	-	-
52400	NON-UNION LIMITED	28,273	29,300	1,027	3,000	3,500	3,000	-	-	3,000	-	2,500	-	-
52800	UNION PENSION	1,286,087	1,482,529	196,442	-	-	-	10,303	-	21,073	-	170,567	11,397	-
52810	FICA	1,120,616	1,187,484	66,868	56,358	78,955	22,668	18,545	26,870	43,838	67,991	86,972	18,020	6,885
52820	UNEMPLOYMENT	35,000	35,000	-	-	-	-	-	-	-	-	-	-	35,000
52920	NON UNION PENSION	844,668	886,073	41,405	73,670	103,209	29,632	20,006	35,124	48,643	88,877	42,583	18,871	-
52940	UNION RETIREMENT HEALTH	397,770	475,286	77,516	-	-	-	3,303	-	6,756	-	54,682	3,654	-
52950	HEALTH INSURANCE	3,503,765	3,697,622	193,857	121,108	206,298	63,785	61,881	63,155	171,465	195,533	331,709	34,545	-
52970	DENTAL INSURANCE	237,517	262,755	25,238	8,218	14,047	5,337	4,109	3,905	11,480	14,536	23,535	3,304	-
52980	VISION INSURANCE	39,440	44,421	4,981	1,355	2,437	873	677	768	1,850	2,324	4,064	573	-
52990	DISABILITY INSURANCE	35,000	75,000	40,000	-	-	-	-	-	-	-	-	-	75,000
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-	-
53690	WORK. COMP. - OLD CLAIMS	66,509	20,000	(46,509)	-	-	-	-	-	-	-	-	-	20,000
TOTAL PERSONNEL SERVICES		22,274,975	23,688,809	1,413,834	997,409	1,437,037	418,613	361,236	481,061	878,151	1,258,028	1,850,997	325,921	226,885
59000	SALARY REIMBURSEMENT	(1,269,461)	(1,241,652)	27,809	(38,039)	(883,369)	(2,500)	-	-	(56,309)	(2,500)	-	-	-
59001	FRINGE REIMBURSEMENT	(698,204)	(682,908)	15,297	(20,921)	(485,853)	(1,375)	-	-	(30,970)	-	-	-	-
NET PERSONNEL SERVICES		20,307,309	21,764,249	1,456,940	938,449	67,815	414,738	361,236	481,061	790,873	1,258,028	1,850,997	325,921	226,885
OPERATING SUPPLIES/EXPENSES														
52610	MEDICAL SVCS.	6,765	11,390	4,625	-	125	-	7,000	-	-	-	-	-	-
53210	POSTAGE	366,125	396,745	30,620	-	100	-	-	-	50	25	368,520	-	28,000
53240	DUES & SUBSCRIPTIONS	53,155	57,600	4,445	28,000	1,200	7,500	4,700	2,500	1,000	5,500	500	700	-
53250	FREIGHT	34,400	35,900	1,500	800	200	200	50	200	100	2,500	200	100	8,000
53310	PRINTING & BINDING	138,000	148,300	10,300	8,000	100	100	50	8,000	50	-	124,800	1,000	3,000
53320	ADVERTISING	11,100	12,900	1,800	2,500	1,500	1,500	-	2,000	-	2,500	-	100	-
53330	RENTAL- EQUIPMENT	18,820	18,820	-	7,500	-	-	-	-	-	-	-	-	5,820
53340	RENTAL- CLOTHING	30,400	31,400	1,000	-	-	-	-	-	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	10,400	10,500	100	4,000	-	-	-	-	-	-	-	-	-
53360	MISCELLANEOUS EXPENSE	3,600	3,600	-	-	600	-	3,000	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	16,000	18,000	2,000	18,000	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	3,990	5,100	1,110	500	100	350	100	150	100	500	-	100	-
53420	LONG DISTANCE TRAVEL	55,500	64,100	8,600	22,000	1,500	3,500	1,500	2,500	-	15,000	1,000	-	-
53470	BLDG. & GRND. MAINT.	130,001	129,802	(199)	-	7,800	-	-	-	-	-	-	-	58,400
53480	SLUDGE DISPOSAL	4,171,471	4,511,289	339,818	-	-	-	-	-	-	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	139,806	133,034	(6,772)	-	-	-	-	-	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	197,750	206,750	9,000	3,000	8,000	-	-	-	-	-	12,750	-	-
53610	REPAIRS BLDG, STRUCT,EQUIP.	511,500	512,000	500	-	-	-	100	-	-	300	400	-	45,000
53620	REPAIR-HIGHWAY & WALKS	7,000	17,000	10,000	-	-	-	-	-	-	-	-	-	10,000
53630	MAINTENANCE/SERVICE AGREE.	824,495	972,834	148,339	100	2,000	75	100	-	75	400,587	6,000	100	45,000
53650	HIGHWAY & LANDSCAPE	6,000	7,500	1,500	-	-	-	-	-	-	-	-	-	-
53660	INSURANCE	440,000	500,000	60,000	-	-	-	-	-	-	-	-	-	500,000
53680	WORK. COMP. INSURANCE	375,000	395,000	20,000	-	-	-	-	-	-	-	-	-	395,000
53900	CENTRAL PHONE SVCS.	4,500	4,500	-	-	-	-	-	-	-	-	-	-	4,500
54000	TELEPHONE	176,870	158,634	(18,236)	5,000	5,000	-	-	-	-	50,000	12,300	400	15,660
54010	KEROSENE	-	-	-	-	-	-	-	-	-	-	-	-	-
54020	FUEL OIL #2 - DIESEL	8,000	8,000	-	-	-	-	-	-	-	-	-	-	-
54060	FUEL-GAS	394,485	360,971	(33,514)	-	-	-	-	-	-	-	-	-	22,339
54090	ELECTRICITY	4,549,440	3,477,527	(1,071,913)	-	-	-	-	-	-	-	-	-	149,624

ACCT. NUMBER	BUDGET ACCOUNT	FY 2013 BUDGET	FY 2014 PROPOSED	CHANGE FROM FY 2013	EXECUTIVE AFFAIRS			ADMINISTRATION & FINANCE							
					EXEC. AFFAIRS CC 21	CONSTR. SERV. CC 22	LEGAL 24	H/R CC 23	FINANCE CC 31	ACCT. CC 32	IT CC 33	CUST SVC CC 34	PURCH. CC 36	GEN. ADM. CC 80	
54110	WATER	36,000	36,250	250	-	-	-	-	-	-	-	-	-	-	4,000
54200	CLOTHING	26,400	30,400	4,000	2,000	2,000	-	-	-	-	-	-	2,100	-	-
54330	CHEM, HOUSE, LAUND SUPP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
54332	CHLORINE/HYPOCHLORITE	378,412	275,004	(103,408)	-	-	-	-	-	-	-	-	-	-	-
54333	CARBON FEED	-	105,447	105,447	-	-	-	-	-	-	-	-	-	-	-
54336	SODIUM HYDROXIDE	-	216,125	216,125	-	-	-	-	-	-	-	-	-	-	-
54337	SODIUM BISULFITE	305,199	263,610	(41,589)	-	-	-	-	-	-	-	-	-	-	-
54340	LAB SUPPLIES	262,500	298,300	35,800	-	-	-	-	-	-	-	-	-	-	-
54370	SUPPLIES BUILDING & MAINT.	209,800	232,450	22,650	100	500	-	-	-	50	800	450	-	-	3,000
54410	EDUCATIONAL SUPP. & EXP.	57,461	62,450	4,989	7,500	500	1,500	1,750	5,000	2,500	10,000	1,500	400	-	10,000
54420	COMPUTER SUPPLIES	72,700	81,850	9,150	500	1,000	150	-	-	200	65,000	300	200	-	1,000
54430	OTHER OP. SUPPLIES & EXP.	9,400	9,850	450	500	-	-	-	-	-	1,600	-	-	-	3,000
54440	SAFETY EQUIPMENT	23,000	23,450	450	-	300	-	-	-	-	-	1,000	-	-	500
54500	OFFICE EXPENSE	77,660	84,637	6,977	17,500	2,600	1,050	3,000	3,877	4,160	300	3,500	1,000	-	15,000
57800	EXP. REL. TO BONDS/NOTES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
57913	LEASE INTEREST EXPENSE	12,000	15,000	3,000	-	-	-	-	-	-	-	-	-	-	15,000
TOTAL OPERATING SUPP. & EXP.		14,155,105	13,944,019	(211,086)	127,500	35,125	15,925	21,350	24,227	8,285	554,612	535,320	4,100	1,341,843	
PROFESSIONAL SERVICES															
52600	REGULATORY EXPENSE	265,515	281,450	15,935	-	-	-	-	250,000	-	-	-	-	-	-
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52630	LECTURES/ED./PROF. SVCS.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	44,620	40,400	(4,220)	1,500	-	-	-	-	-	-	7,700	-	-	2,500
52660	LEGAL SERVICES	203,000	206,000	3,000	50,000	-	5,000	-	30,000	-	-	1,000	-	-	120,000
52670	MGMT/AUDIT SERVICES	2,085,235	2,145,350	60,115	45,000	-	-	8,000	55,000	25,000	-	-	-	-	100,000
52680	CLERICAL SERVICES	21,500	32,500	11,000	5,000	-	1,500	-	-	4,000	-	-	-	-	-
52690	OTHER SERVICES	111,900	196,200	84,300	10,500	-	-	2,500	-	-	-	25,500	-	-	103,200
TOTAL PROFESSIONAL SERVICES		2,731,770	2,901,900	170,130	112,000	-	6,500	10,500	335,000	29,000	-	34,200	-	325,700	
TOTAL OPERATIONS & MAINTENANCE		37,194,184	38,610,168	1,415,984	1,177,949	102,940	437,163	393,086	840,288	828,158	1,812,640	2,420,517	330,021	1,894,428	
CAPITAL OUTLAYS															
16510	AUTOMOTIVE EQUIP.	91,700	317,000	225,300	-	-	-	-	-	-	-	-	-	-	-
16520	BLDG. & PLANT EQUIP.	582,500	677,600	95,100	-	-	-	-	-	-	-	-	-	-	55,000
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16570	LABORATORY EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16580	OFFICE FURN&EQUIP.	122,000	308,000	186,000	-	-	-	-	15,000	10,000	-	120,000	-	-	50,000
16583	COMPUTER SOFTWARE	280,000	390,000	110,000	-	-	-	-	-	-	385,000	-	-	-	-
16585	COMPUTER HARDWARE	755,000	459,500	(295,500)	-	-	-	-	-	-	380,000	-	-	-	30,000
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16600	REPLACEMENT RESERVE	1,768,200	1,722,200	(46,000)	-	25,000	-	-	-	-	-	25,000	-	-	55,000
16610	BUILDING & OTHER STRUCT.	135,000	18,000	(117,000)	-	-	-	-	-	-	-	-	-	-	-
16630	IMP.-NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAYS		3,734,400	3,892,300	157,900	-	25,000	-	-	15,000	10,000	765,000	145,000	-	190,000	
DEBT SERVICE															
	PROGRAMMED NEW DEBT	2,394,750	3,483,294	1,088,544	-	-	-	-	-	-	-	-	-	-	3,483,294
	PRINCIPAL	21,927,958	40,471,282	18,543,324	-	-	-	-	-	-	-	-	-	-	40,471,282
	INTEREST	13,944,479	-	(13,944,479)	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE		38,267,187	43,954,576	5,687,389	-	-	-	-	-	-	-	-	-	-	43,954,576
TOTAL		\$ 79,195,771	86,457,044	7,261,273	\$ 1,177,949	\$ 127,940	\$ 437,163	\$ 393,086	\$ 855,288	\$ 838,158	\$ 2,577,640	\$ 2,565,517	\$ 330,021	\$ 46,039,004	
					\$1,743,051			\$53,598,714							
					EXECUTIVE AFFAIRS			ADMINISTRATION & FINANCE							

ACCT. NUMBER	BUDGET ACCOUNT	FY 2013 BUDGET	FY 2014 PROPOSED	CHANGE FROM FY 2013	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	\$ 5,858,406	\$ 6,153,418	\$ 295,012	\$ 560,613	\$ -	\$ 2,018,506	1,664,782	\$ -	\$ 125,744	\$ 453,427	\$ -	\$ 393,484
52150	UNION OVERTIME	403,498	478,498	75,000	40,098	-	200,000	158,000	-	400	35,000	-	35,000
52300	NON-UNION REGULAR	8,348,537	8,767,823	419,286	359,100	705,357	1,069,797	-	370,323	564,964	453,905	238,975	416,350
52350	NON-UNION OVERTIME	69,889	93,600	23,711	6,000	-	44,000	-	-	500	6,000	1,000	4,000
52400	NON-UNION LIMITED	28,273	29,300	1,027	-	-	-	-	3,800	1,000	6,000	-	3,500
52800	UNION PENSION	1,286,087	1,482,529	196,442	136,397	-	491,103	405,041	-	30,594	110,319	-	95,735
52810	FICA	1,120,616	1,187,484	66,868	73,885	53,960	254,921	139,443	28,620	52,985	73,006	18,358	65,204
52820	UNEMPLOYMENT	35,000	35,000	-	-	-	-	-	-	-	-	-	-
52920	NON UNION PENSION	844,668	886,073	41,405	36,510	70,536	111,380	-	37,412	56,646	46,591	23,998	42,385
52940	UNION RETIREMENT HEALTH	397,770	475,286	77,516	43,728	-	157,443	129,853	-	9,808	35,367	-	30,692
52950	HEALTH INSURANCE	3,503,765	3,697,622	193,857	330,836	119,072	743,325	463,279	63,909	180,184	237,700	61,656	248,182
52970	DENTAL INSURANCE	237,517	262,755	25,238	22,186	7,904	55,912	32,993	4,532	12,860	15,631	4,109	18,156
52980	VISION INSURANCE	39,440	44,421	4,981	3,573	1,564	9,399	5,784	768	2,214	2,604	677	2,918
52990	DISABILITY INSURANCE	35,000	75,000	40,000	-	-	-	-	-	-	-	-	-
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-
53690	WORK. COMP. - OLD CLAIMS	66,509	20,000	(46,509)	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES		22,274,975	23,688,809	1,413,834	1,612,926	958,393	5,155,785	2,999,175	509,364	1,037,899	1,475,550	348,773	1,355,606
59000	SALARY REIMBURSEMENT	(1,269,461)	(1,241,652)	27,809	(23,415)	(222,872)	(12,648)	-	-	-	-	(2,500)	-
59001	FRINGE REIMBURSEMENT	(698,204)	(682,908)	15,297	(12,878)	(122,580)	(6,956)	-	-	-	-	(1,375)	-
NET PERSONNEL SERVICES		20,307,309	21,764,249	1,456,940	1,576,632	612,941	5,136,181	2,999,175	509,364	1,037,899	1,475,550	344,898	1,355,606
OPERATING SUPPLIES/EXPENSES													
52610	MEDICAL SVCS.	6,765	11,390	4,625	-	-	-	-	-	-	-	4,265	-
53210	POSTAGE	366,125	396,745	30,620	-	50	-	-	-	-	-	-	-
53240	DUES & SUBSCRIPTIONS	53,155	57,600	4,445	500	1,500	1,000	-	500	500	100	1,500	400
53250	FREIGHT	34,400	35,900	1,500	3,050	300	11,000	500	200	400	6,000	100	2,000
53310	PRINTING & BINDING	138,000	148,300	10,300	100	-	100	-	100	1,500	-	1,000	400
53320	ADVERTISING	11,100	12,900	1,800	500	-	1,000	500	-	800	-	-	-
53330	RENTAL- EQUIPMENT	18,820	18,820	-	2,000	-	3,500	-	-	-	-	-	-
53340	RENTAL- CLOTHING	30,400	31,400	1,000	5,000	-	14,000	12,400	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	10,400	10,500	100	-	-	-	-	1,200	-	-	2,500	2,800
53360	MISCELLANEOUS EXPENSE	3,600	3,600	-	-	-	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	16,000	18,000	2,000	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	3,990	5,100	1,110	400	200	50	250	600	50	100	750	800
53420	LONG DISTANCE TRAVEL	55,500	64,100	8,600	4,500	2,500	500	-	2,000	2,000	2,400	2,500	700
53470	BLDG. & GRND. MAINT.	130,001	129,802	(199)	7,152	-	41,000	-	-	200	15,250	-	-
53480	SLUDGE DISPOSAL	4,171,471	4,511,289	339,818	-	-	3,588,056	923,233	-	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	139,806	133,034	(6,772)	37,761	-	72,192	23,081	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	197,750	206,750	9,000	81,500	2,000	60,500	-	-	9,000	-	-	30,000
53610	REPAIRS BLDG, STRUCT,EQUIP.	511,500	512,000	500	32,000	20,000	375,000	-	-	200	27,000	-	12,000
53620	REPAIR-HIGHWAY & WALKS	7,000	17,000	10,000	7,000	-	-	-	-	-	-	-	-
53630	MAINTENANCE/SERVICE AGREE.	824,495	972,834	148,339	17,960	50,000	294,028	110,459	50	1,000	45,000	-	300
53650	HIGHWAY & LANDSCAPE	6,000	7,500	1,500	6,000	-	1,500	-	-	-	-	-	-
53660	INSURANCE	440,000	500,000	60,000	-	-	-	-	-	-	-	-	-
53680	WORK. COMP. INSURANCE	375,000	395,000	20,000	-	-	-	-	-	-	-	-	-
53900	CENTRAL PHONE SVCS.	4,500	4,500	-	-	-	-	-	-	-	-	-	-
54000	TELEPHONE	176,870	158,634	(18,236)	20,000	11,000	11,000	9,904	800	7,220	1,300	800	8,250
54010	KEROSENE	-	-	-	-	-	-	-	-	-	-	-	-
54020	FUEL OIL #2 - DIESEL	8,000	8,000	-	-	-	8,000	-	-	-	-	-	-
54060	FUEL-GAS	394,485	360,971	(33,514)	23,937	-	201,920	99,660	-	-	13,114	-	-
54090	ELECTRICITY	4,549,440	3,477,527	(1,071,913)	123,323	-	1,920,736	1,283,844	-	-	-	-	-

ACCT. NUMBER	BUDGET ACCOUNT	FY 2013 BUDGET	FY 2014 PROPOSED	CHANGE FROM FY 2013	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	36,000	36,250	250	4,000	-	25,000	-	-	-	3,250	-	-
54200	CLOTHING	26,400	30,400	4,000	4,000	300	7,500	3,000	400	600	3,000	500	5,000
54330	CHEM, HOUSE, LAUND SUPP.	-	-	-	-	-	-	-	-	-	-	-	-
54332	CHLORINE/HYPOCHLORITE	378,412	275,004	(103,408)	-	-	275,004	-	-	-	-	-	-
54333	CARBON FEED	-	105,447	105,447	-	-	105,447	-	-	-	-	-	-
54336	SODIUM HYDROXIDE	-	216,125	216,125	-	-	216,125	-	-	-	-	-	-
54337	SODIUM BISULFITE	305,199	263,610	(41,589)	-	-	263,610	-	-	-	-	-	-
54340	LAB SUPPLIES	262,500	298,300	35,800	-	-	20,000	-	-	1,000	230,000	500	46,800
54370	SUPPLIES BUILDING & MAINT.	209,800	232,450	22,650	50,000	6,000	165,000	-	100	500	550	400	5,000
54410	EDUCATIONAL SUPP. & EXP.	57,461	62,450	4,989	3,000	-	4,000	-	1,800	1,500	1,000	6,500	4,000
54420	COMPUTER SUPPLIES	72,700	81,850	9,150	300	-	6,000	-	50	6,600	350	-	200
54430	OTHER OP. SUPPLIES & EXP.	9,400	9,850	450	1,300	-	1,000	-	2,200	50	-	-	200
54440	SAFETY EQUIPMENT	23,000	23,450	450	5,000	-	8,250	1,200	100	1,600	500	500	4,500
54500	OFFICE EXPENSE	77,660	84,637	6,977	4,000	1,500	11,000	-	3,300	3,000	3,100	1,550	5,200
57800	EXP. REL. TO BONDS/NOTES	-	-	-	-	-	-	-	-	-	-	-	-
57913	LEASE INTEREST EXPENSE	12,000	15,000	3,000	-	-	-	-	-	-	-	-	-
TOTAL OPERATING SUPP. & EXP.		14,155,105	13,944,019	(211,086)	444,283	95,350	7,713,018	2,468,031	13,400	37,720	352,014	23,365	128,550
PROFESSIONAL SERVICES													
52600	REGULATORY EXPENSE	265,515	281,450	15,935	300	-	15,000	15,600	-	-	550	-	-
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-
52630	LECTURES/ED./PROF. SVCS.	-	-	-	-	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	44,620	40,400	(4,220)	18,000	4,000	3,500	2,000	-	-	1,200	-	-
52660	LEGAL SERVICES	203,000	206,000	3,000	-	-	-	-	-	-	-	-	-
52670	MGMT/AUDIT SERVICES	2,085,235	2,145,350	60,115	-	-	-	1,912,350	-	-	-	-	-
52680	CLERICAL SERVICES	21,500	32,500	11,000	-	-	-	-	-	-	-	-	22,000
52690	OTHER SERVICES	111,900	196,200	84,300	500	-	-	-	-	-	27,500	10,000	16,500
TOTAL PROFESSIONAL SERVICES		2,731,770	2,901,900	170,130	18,800	4,000	18,500	1,929,950	-	-	29,250	10,000	38,500
TOTAL OPERATIONS & MAINTENANCE		37,194,184	38,610,168	1,415,984	2,039,715	712,291	12,867,699	7,397,156	522,764	1,075,619	1,856,815	378,263	1,522,656
CAPITAL OUTLAYS													
16510	AUTOMOTIVE EQUIP.	91,700	317,000	225,300	230,000	-	-	87,000	-	-	-	-	-
16520	BLDG. & PLANT EQUIP.	582,500	677,600	95,100	-	-	337,000	260,600	-	-	25,000	-	-
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-
16570	LABORATORY EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-
16580	OFFICE FURN&EQUIP.	122,000	308,000	186,000	-	-	28,000	-	5,000	80,000	-	-	-
16583	COMPUTER SOFTWARE	280,000	390,000	110,000	-	-	-	5,000	-	-	-	-	-
16585	COMPUTER HARDWARE	755,000	459,500	(295,500)	-	22,000	25,000	2,500	-	-	-	-	-
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-
16600	REPLACEMENT RESERVE	1,768,200	1,722,200	(46,000)	127,100	50,000	856,300	199,500	-	-	269,300	-	115,000
16610	BUILDING & OTHER STRUCT.	135,000	18,000	(117,000)	-	-	18,000	-	-	-	-	-	-
16630	IMP.-NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAYS		3,734,400	3,892,300	157,900	357,100	72,000	1,264,300	554,600	5,000	80,000	294,300	-	115,000
DEBT SERVICE													
	PROGRAMMED NEW DEBT	2,394,750	3,483,294	1,088,544	-	-	-	-	-	-	-	-	-
	PRINCIPAL	21,927,958	40,471,282	18,543,324	-	-	-	-	-	-	-	-	-
	INTEREST	13,944,479	-	(13,944,479)	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE		38,267,187	43,954,576	5,687,389	-	-	-	-	-	-	-	-	-
TOTAL		\$ 79,195,771	\$ 86,457,044	\$ 7,261,273	\$ 2,396,815	\$ 784,291	\$ 14,131,999	\$ 7,951,756	\$ 527,764	\$ 1,155,619	\$ 2,151,115	\$ 378,263	\$ 1,637,656
					\$25,264,862				\$5,850,417				
					OPERATIONS & ENGINEERING				PLANNING, POLICY, & REGULATION				

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

FY 2014	
O&M Monthly Trust Transfer	
Jul-13	3,013,000
Aug-13	4,291,000
Sep-13	3,238,000
Oct-13	2,679,000
Nov-13	2,814,000
Dec-13	1,982,000
Jan-14	4,102,000
Feb-14	2,829,000
Mar-14	4,044,000
Apr-14	2,613,000
May-14	3,743,000
Jun-14	3,262,168
Total	<u>\$ 38,610,168</u>