



OPERATING BUDGET

NARRAGANSETT BAY COMMISSION



Vincent J. Mesoella
Chairman

Raymond J. Marshall, P.E.
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, 2013. 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 2015 Budget

Board of Commissioners

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

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

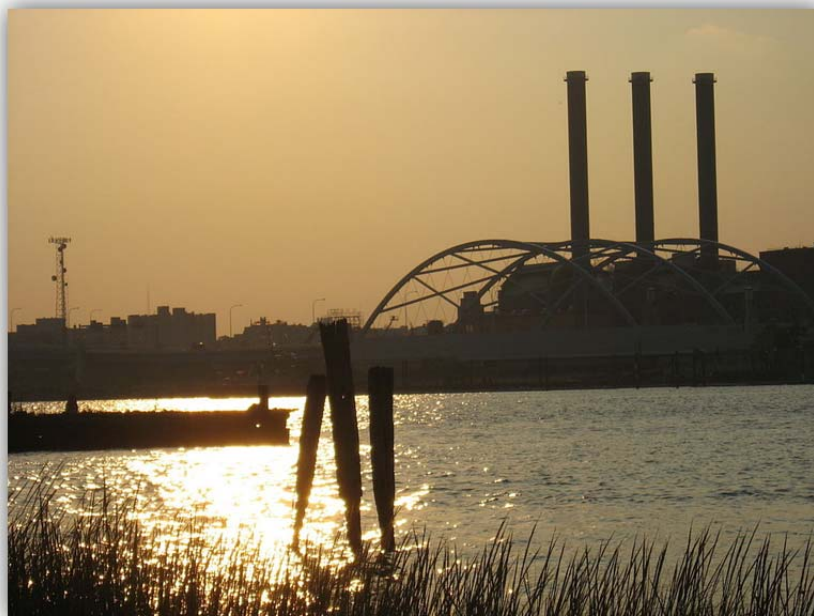


Photo: The head of Narragansett Bay in Providence

Narragansett Bay Commission

Fiscal Year 2015 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.

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Photo: Egret in the wild on Narragansett Bay

Narragansett Bay Commission

Table of Contents

	Page No.
I. Executive Director’s Message	
Executive Director’s Message.....	1
NBC Outlook.....	2
F Y 2014 in Review.....	9
II. About the Narragansett Bay Commission.....	13
III. Budget Summary Information	
Budget Overview.....	33
Historical Overview.....	35
FY 2015 Budget - Key Assumptions.....	36
Revenue Profile.....	38
Expense Profile.....	43
Staffing Levels.....	45
IV. Budget Philosophy, Process and Policies	
Philosophy, Basis of Accounting, Budget Basis.....	53
The Budget Process.....	54
Budget Monitoring and Amendment Procedures.....	56
FY 2015 Budget Calendar.....	57
Financial Policies.....	58
Fund Definitions and Financial Data.....	62
V. Long-Term Debt and Capital Improvement Program	
Long-Term Debt Overview.....	67
CIP Impact Overview.....	73
Capital Improvement Program.....	76
Capital Project Cost Summary.....	92
Capital Projects Detail.....	94
VI. Division Summaries	
Executive Affairs and Construction Services Divisions.....	143
Administration and Finance Division.....	157
Operations and Engineering Division.....	185
Planning, Policy and Regulation Division.....	203
VII. Supporting Schedules	
Budget Resolution and Attachment.....	225
Budgeted Benefits Comparison.....	231
Historical Position Summary.....	232
FY 2015 Operating Capital Outlays.....	233
Five-Year Operating Capital Plan.....	236
Fund Organization Matrix.....	243
CIP Master Project Schedule.....	244
VIII. Appendix	
Acronyms Glossary.....	247
Glossary of Terms.....	253
Operating Budget Detail for FY 2015.....	260



Executive Director’s Message

Fiscal Year 2015 Budget Summary



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

The Narragansett Bay Commission’s FY 2015 Operating Budget demonstrates NBC’s continued commitment to provide excellent service at the lowest possible cost. Overall, the FY 2015 Operating Budget is 1.5% higher than the prior year primarily driven by increased costs associated with the higher levels of treatment achieved through the operation of new facilities completed as part of NBC’s mandated capital improvements.

The FY 2015 budget reflects an increase in Operating Revenue of 1.5% resulting from a projected 5.5% increase in sewer user fees effective September 23, 2014. Non-Operating Revenue is 2.2% higher on a year-to-year basis, as a result of a budgeted revenue fund balance.

With respect to expense, budgeted Operating and Maintenance Expense is 6.1% or \$2.4 million higher than the prior year. The majority of this increase is related to operating supplies and expenses which is projected to increase 12.4% on a year-to-year basis primarily due to biosolids disposal costs associated with the increased dry ton production at Field’s Point. Budgeted Debt Service is 2.1% lower than the prior year as the result of lower budgeted programmed new debt in FY 2015. Debt Service Coverage shows a year-to-year increase of 2.2%, while Operating Capital Outlays have decreased by 5.5% on a year to year basis. The net effect of these changes is a 1.5% increase in total expense compared to FY 2014.

Year-to-Year Operating Budget Comparison

	FY 2014 Budget	FY 2015 Budget	Percent Change
Revenue			
Operating Revenue	\$ 93,223,324	\$ 94,616,128	1.5%
Non-Operating Revenue	5,386,243	5,503,017	2.2%
Total Revenue	98,609,567	100,119,146	1.5%
Expense			
Operating and Maintenance Expense	38,610,168	40,970,964	6.1%
Debt Service	43,953,578	43,052,161	(2.1%)
Debt Service Coverage	12,153,521	12,417,520	2.2%
Operating Capital Outlays	3,892,300	3,678,500	(5.5%)
Total Expense	\$ 98,609,567	\$100,119,146	1.5%

“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: Timeworn Map of Narragansett Bay

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its FY 2015 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.

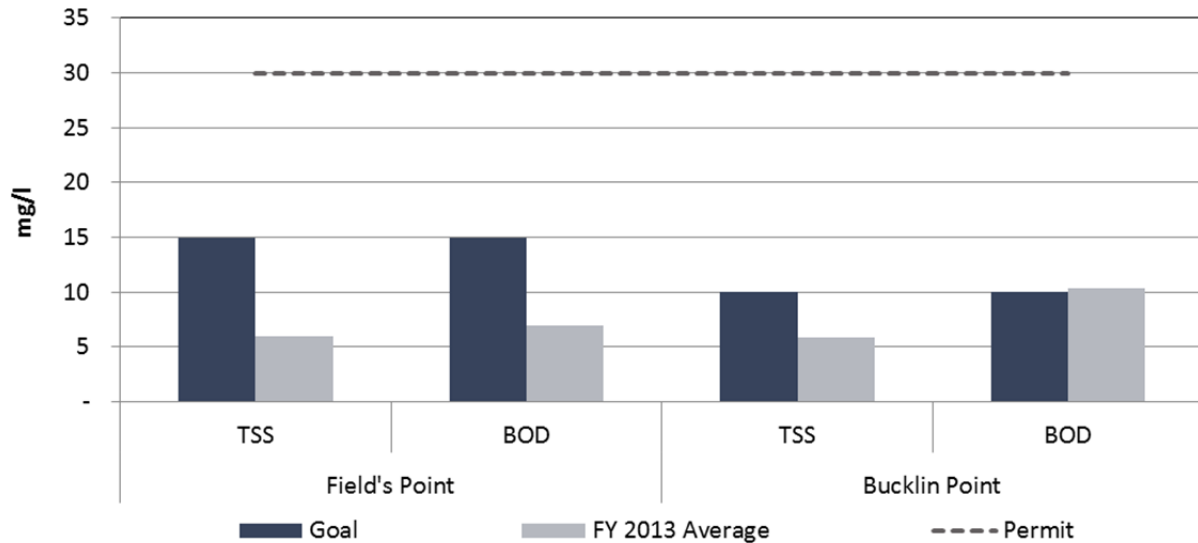
NBC Outlook

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 2015 budget to the relationship between each program’s short-term service level objectives and NBC’s long-term strategic goals.

Core Business

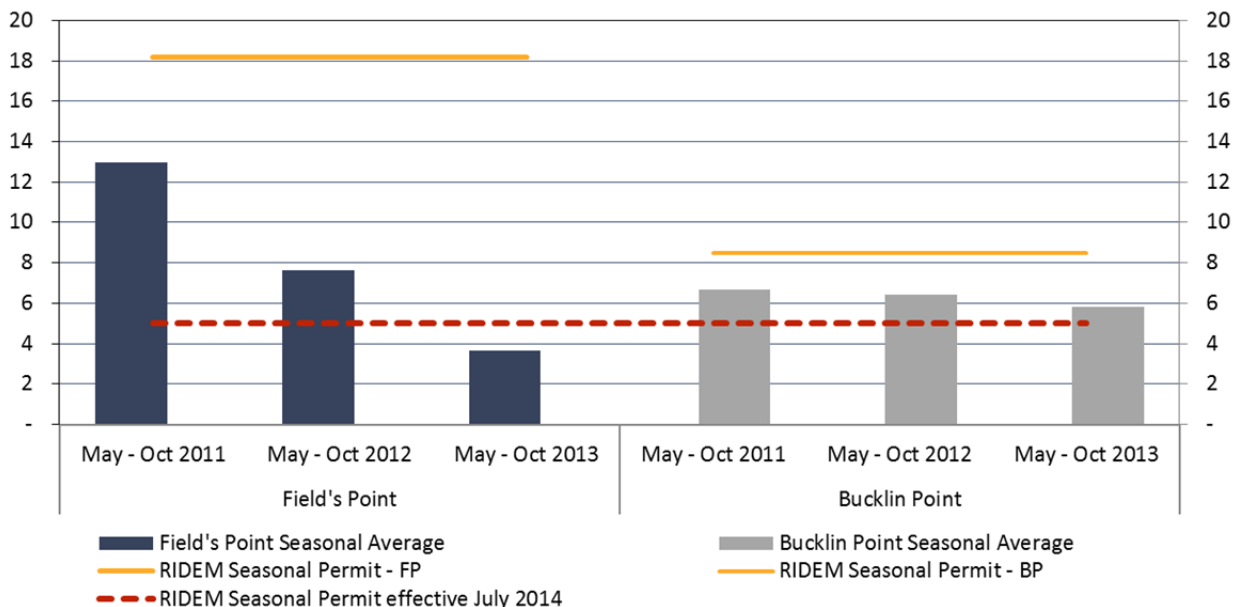
NBC’s core business goal in FY 2015 and beyond is the successful operation and maintenance of the treatment and collection systems to ensure that federal and state requirements are met or surpassed. NBC’s Rhode Island Pollution Discharge Elimination System (RIPDES) permits contain limits of 30 milligrams 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 2015 clean water goals of achieving treatment levels superior to the permitted levels at both the Field’s Point Wastewater Treatment Facility (WWTF) and Bucklin Point WWTF.

Wastewater Treatment Permit Requirements vs. Goals



In FY 2015, NBC is required to attain a seasonal total nitrogen permit limit of 5 mg/l from May to October at both the Field's Point and Bucklin Point WWTFs. Newly constructed Biological Nutrient Removal (BNR) facilities at Field's Point became operational in May 2013 and NBC is achieving excellent treatment results. Construction of new BNR facilities and related upgrades at Bucklin Point are approximately 91% complete and scheduled to be finished in FY 2015. Total construction costs are estimated at \$43.0 million with \$3.0 million in programmed expenditures in FY 2015. This year's budget reflects the operational impacts for increased biosolids disposal produced as a result of the higher treatment levels as well as for new chemicals and higher electricity usage required as part of the BNR treatment process necessary to achieve the permitted nitrogen limits at both WWTFs.

Wastewater Treatment Nitrogen Seasonal Permit vs. Seasonal Average



This year's budget also reflects NBC's continued commitment to invest in capital projects required to meet current and future federal and state mandates with the funding 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 \$215.0 million with \$13.5 million programmed in FY 2015. To facilitate construction, the



Photo: Tunneling pipe for the Woonasquatucket Interceptor

project was separated into fourteen construction contracts based upon the tasks to be completed. All contracts have been awarded and construction is approximately 82% complete.

Phase II includes four sewer separation projects, a wetlands treatment area, and storage tanks. The most significant components of the Phase II Facilities are the construction of two interceptors in the Field's Point Service Area. The interceptors will eliminate discharge from approximately 10 outfalls for most storms, and convey the flows to the CSO Tunnel constructed in Phase I. The project is scheduled for completion in FY 2015.

In order to achieve NBC's core business, environmental performance and financial management goals, the FY 2015 budget includes funding of the construction of a new Regulatory Compliance Building which will consolidate the Environmental Monitoring Data Analysis (EMDA) and Laboratory functions of the NBC. This will improve operational efficiencies of these two groups that work closely together to meet NBC's stringent permitted sampling and analytical requirements. Some of the operational efficiencies include sharing assets such as deionized water purification systems and clean room facilities. The new facilities will also address structural and environmental problems of the existing facilities and ensure the integrity of NBC's investments in sensitive laboratory equipment. A groundbreaking ceremony was held in May 2014 and currently the site is undergoing excavation. A total of \$14.8 million in programmed expenditures are anticipated in FY 2015 and the contract is anticipated to be complete in FY 2016.

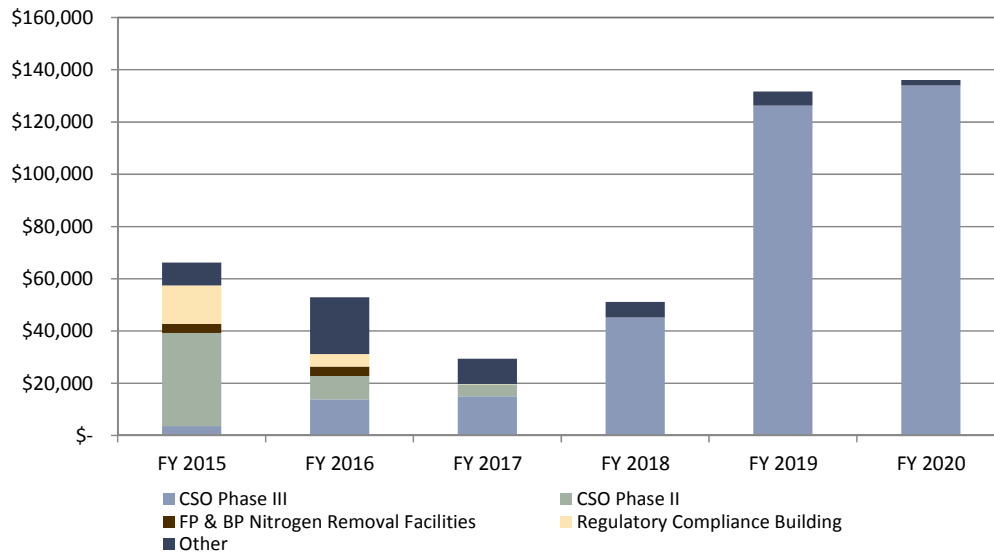


Photo: An Architect's rendering of the proposed Regulatory Compliance Building

While NBC continues to invest in required capital improvements, NBC is also sensitive to the financial burden that the financing of these projects has upon ratepayers. With this in mind, NBC initiated the reevaluation of the third, and final, phase of the CSO Program in January 2014. The reevaluation includes an evaluation of the changes in water quality achieved through the first two phases, use of an integrated approach and an investigation of "green" technologies to determine if the third phase facilities, as originally developed, remain to be the most cost effective approach. Most importantly, an affordability analysis based upon EPA criteria will be conducted to evaluate the projects impact on NBC ratepayers. Possible outcomes include a modification to the facilities to be constructed, a reduction in the overall construction cost, and/or an extended implementation schedule. The reevaluation is scheduled for completion in December 2014 at an approximate cost of \$1.6 million.

Overall, NBC’s Capital Improvement Program (CIP) identifies 71 projects totaling approximately \$401.3 million that are either in progress, to be initiated or to be completed during fiscal years 2016-2020. In addition, capital expenditures of \$66.2 million are programmed for FY 2015 for a total of \$467.5 million during fiscal years 2015- 2020. The following graph shows NBC’s CIP by major project.

**FY 2015-2020 Capital Improvement Program
(In Thousands)**



Environmental Performance

The FY 2015 budget supports NBC’s environmental strategic goal to continuously evaluate and minimize NBC’s impact on the environment. NBC’s monitoring program protects the health of area residents by ensuring proper operation of the wastewater treatment plants and the quality of receiving waters. NBC achieves this goal through its sampling and data analysis efforts, and this budget continues to include support for those programs. 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. NBC’s Environmental Monitoring for Public Access and Community Tracking (EMPACT) project 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 facilities.



The FY 2015 budget includes approximately \$44 thousand in maintenance and service agreements for critical laboratory equipment in order to ensure analyses are performed in a timely manner in accordance with permit requirements. The budget also supports the purchase of \$206 thousand in laboratory equipment which includes analyzers, distillation units and incubators. In addition, the budget includes \$23 thousand to pay a contract laboratory for arsenic testing. Lastly, the FY 2015 budget includes \$40 thousand to complete the 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 5.50% rate increase effective September 23, 2014. Approximately 56% of the rate increase is for operations and maintenance expense and 44% is to adjust the rate base to reflect a reduction in the number and size of non-residential meters as well as lower consumption. Non-operating revenues are budgeted 2.2% higher than last year primarily as a result of a \$200 thousand budgeted revenue fund balance.

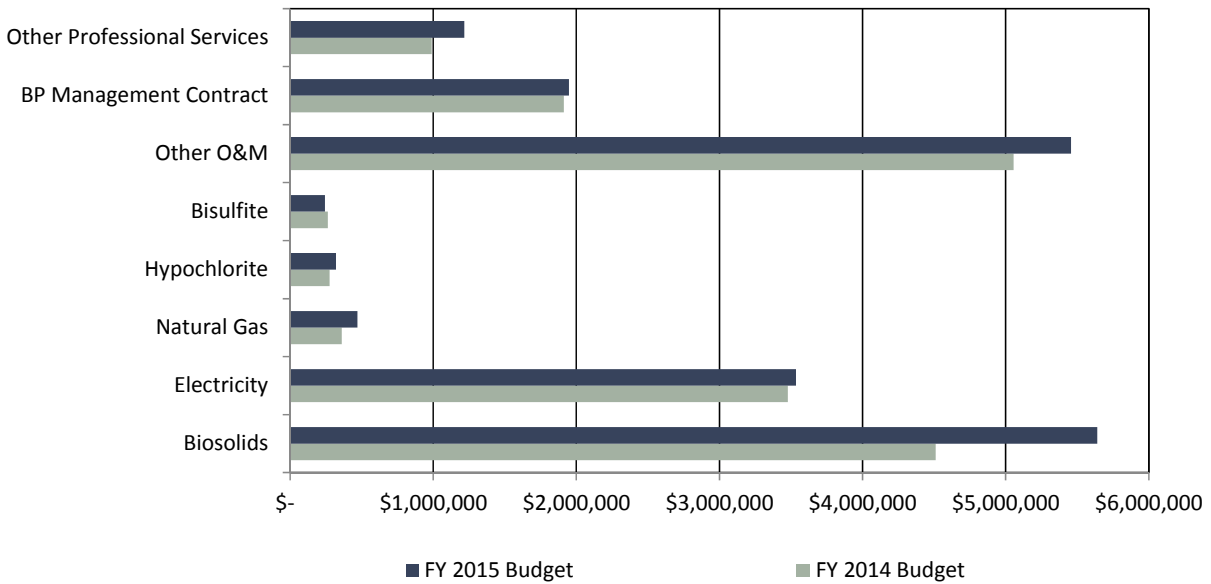
With respect to expense, budgeted Operating and Maintenance (O&M) Expense is 6.1% greater than the prior year. Personnel costs represent 54.0% of the total O&M expense and are 1.7% higher on a year-to-year basis. This budget includes contracted step increases, a 2.25% cost of living adjustment for union employees, and merit increases for non-union employees. The employer contributions to the union and non-union retirement plans remain unchanged from the prior year, while the employer contribution to the union retirement health plan decreased by 1.1% from last year. Health insurance has decreased as a result of the conversion from a traditional health insurance plan to a High Deductible Health Plan (HDHP) with partial employer funding of a Health Savings Account (HSA) or Health Reimbursement Arrangement (HRA). Dental premiums increased by 8.68% and vision premiums remained unchanged from the prior year. This budget includes a net increase of three Full-Time Equivalent's (FTEs), resulting from the addition of four new FTEs which is offset in part through an increase in budgeted turnover of one FTE. This is discussed in greater detail in the Staffing section of this Message.

Operating Supplies and Expense are budgeted at 12.4% or \$1.7 million over the prior year. The majority of the increase relates to biosolids disposal at Field's Point, which is \$1.2 million higher than the amount included in the FY 2014 budget. The number of dry tons produced has steadily increased with the higher treatment levels achieved through operation of the new BNR Facilities. Field's Point dry tons are budgeted 32% higher in FY 2015 on a year-to-year basis and the budget also reflects a 1.4% increase in the contracted biosolids disposal rate. The electricity budget is net of the wind turbine production and overall is \$58 thousand higher than the FY 2014 based on higher delivery charges and projected increased usage for the new Bucklin Point BNR facilities. Natural Gas has a budgeted increase of \$109 thousand, as a result of the 19% supply rate increase effective April 1, 2014 and increased usage at nearly all NBC facilities.

While this budget includes increased usage of both sodium hypochlorite and bisulfite in order to attain more stringent treatment levels, NBC will benefit from contracted supply rates which are lower than the prior year budget by 20% and 13%, respectively. The FY 2015 net budget for these chemicals has decreased by \$25 thousand from last year. This budget also includes funding for Carbon Feed and Sodium Hydroxide chemicals required as part of the BNR treatment process at a total budget of \$234 thousand.

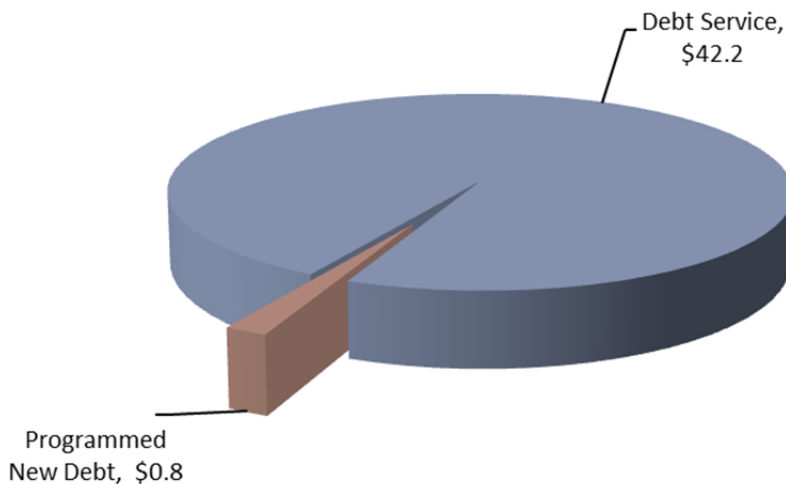
Professional Services comprise 7.7% of the total O&M expense and the FY 2015 budget is \$265 thousand or 9.1% higher than FY 2014. NBC has budgeted an increase of \$200 thousand for regulatory expense related to the PUC annual assessment based upon changes in the assessment calculation implemented by the PUC in FY 2014. In addition, the Bucklin Point Management Contract is budgeted \$37 thousand higher in FY 2015 as a result of the contracted CPI adjustment of 1.94%. The chart on the following page shows a year-to-year comparison of the large operating supply and expense accounts.

Large Operating Supply and Expense Accounts



The FY 2015 budget reflects debt issuance of \$25.0 million which is 72% lower than the amount budgeted in FY 2014. This figure is based upon the long-term financing model which projects loan capacity of the Rhode Island Clean Water Finance Agency (RICWFA), NBC’s lowest cost of financing, at \$25.0 million. However, should additional funds be available, NBC would seek to borrow a higher amount to take advantage of the interest rate subsidy. Overall, the budgeted amount for debt service, programmed new debt and debt service coverage is \$0.6 million or 1.2% lower on a year-to-year basis as construction of the CSO Phase II Facilities and the BNR Facilities near completion. The following chart shows the FY 2015 budgeted debt service.

FY 2015 Debt Service (In Millions)

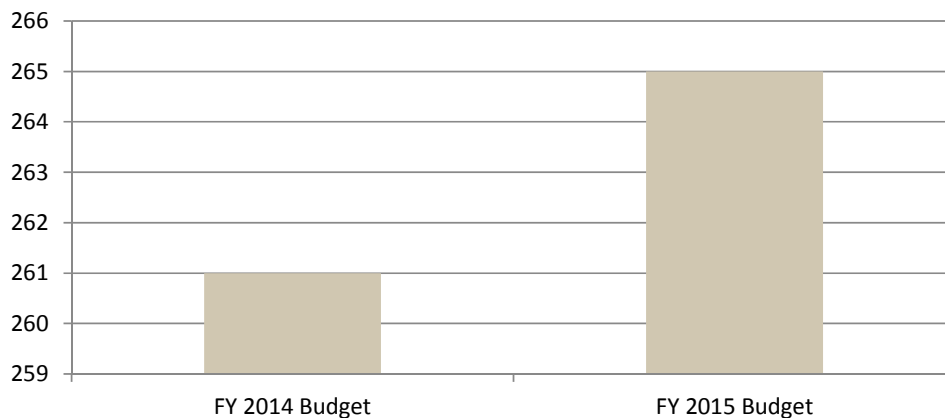


The FY 2015 operating capital outlays account for 3.7% of this year’s budget. On a year-to-year basis this represents a 5.5% or an approximate \$214 thousand decrease from the prior year. This year’s operating capital budget includes the Rehabilitation of Scraper Mechanisms and Bridges for three Final Clarifiers at the Field’s Point WWTF, the annual personal computer refresh, and the Rebuild of the Ernest Street Pump Station Bar Rack and Pump Replacement. In addition, the operating capital outlays budget reflects the items identified through NBC’s asset management system, 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 2015 budget reflects organizational changes necessary for NBC to meet its operational needs. The total number of FTEs funded in FY 2015 is 265 positions, which is four more than the prior year. At Field’s Point, funds have been included in the budget for two new positions including an Electrician and an Operations and Maintenance Supervisor, these two positions are needed to support the additional electrical work in the CSO Abatement Tunnel and manage the new BNR facilities and related equipment. Funding is budgeted for a new Electronics and Instrumentation Technician position at Bucklin to support the operation of plant instrumentation related to the new BNR facilities and a new Quality Chemist position is funded in the Laboratory to ensure quality control of permit related testing.

Number of Full-Time Positions



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 dependent care flexible spending accounts. NBC has worked diligently to maintain a positive relationship with its employees and FY 2015 is the first year of the three-year union contract successfully negotiated in 2014. In FY 2015, NBC will continue to offer a strong benefits package. In order to continue to provide quality healthcare and control employer costs, NBC is implementing a HDHP in tandem with partial funding of an HSA or HRA, effective July 1, 2014. This year’s budget also continues to support NBC’s 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 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

The FY 2015 budget reflects NBC's continued commitment to remain customer focused and provide excellent service with resources allocated to the timely and accurate monthly billing of NBC's 83,700 customer accounts. In terms of communication, the FY 2015 budget continues to support its public relations program with the Woon Watershed Explorers educational program for elementary schools NBC's service area. 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 will continue to address concerns in areas impacted by the CSO Phase II Facilities construction activity.

Fiscal Year 2014 in Review

In FY 2014, the NBC organization achieved a remarkable 121 accomplishments. Approximately 46% or 56 accomplishments focused on NBC's Core Business, ensuring that all state and federal mandates were met or surpassed. In addition, 26% of the FY 2014 accomplishments related to Financial Management and ensured that ratepayer impacts were minimized. In addition, 10% of the accomplishments related to the maintenance of a Customer Focus attitude throughout the organization. The following table outlines the percentage of accomplishments by goal and also the totals by division.

FY 2014 Major Accomplishments

Strategic Plan Goals	Executive	Administration & Finance	Operations & Engineering	Planning, Policy & Regulation	Total	Percentage of Goals
Core Business	8	16	18	14	56	46%
Environmental	-	-	1	2	3	2%
Financial Management	5	23	2	2	32	26%
Customer Focus	2	4	1	5	12	10%
Staffing	4	-	2	1	7	6%
Communication	1	1	1	3	6	5%
Organizational	4	1	-	-	5	4%
	24	45	25	27	121	100%

NBC has been publicly recognized for its commitment and environmental performance. NBC is the proud recipient of the 2014 Asset Management Excellence Award from the New England Water Environment Association (NEWEA). This was awarded to NBC for its commitment and ongoing leadership efforts in Asset Management at both the Field's Point and Bucklin Point Wastewater Treatment Facilities. In addition, NBC applied for and received the 2014 NEWEA Energy Management Achievement Award. This award recognizes NBC for its implementation of renewable energy facilities and demonstrating progress toward a downward trend in the amount of energy used per unit of wastewater treated. The wind turbines are fully operational and in FY 2014 produced more than 5 million kWh used at Field's Point and generated revenues of more than \$450,000 from the sale of related Renewable Energy Credits (RECs).

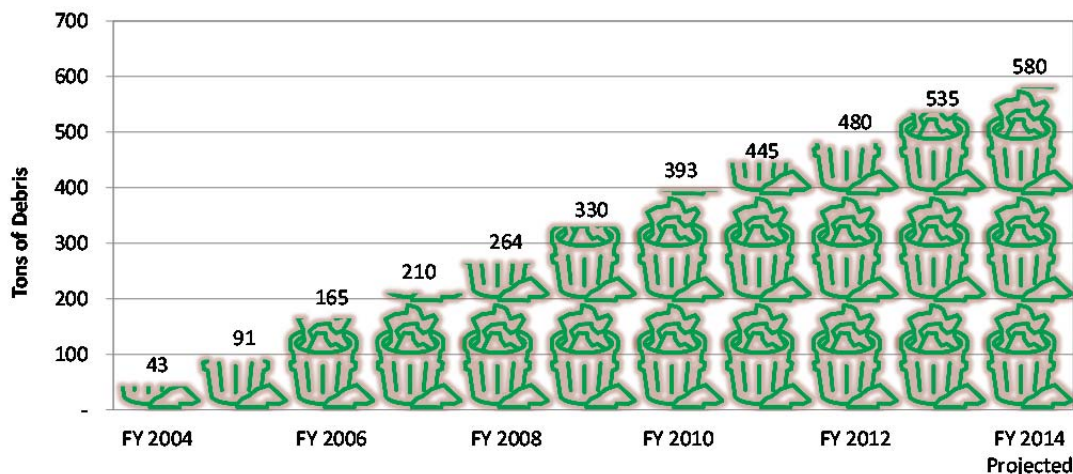
NBC's Field's Point facility was given the Most Efficient Large Treatment Facility Award for the fifth consecutive year from the Narragansett Water Pollution Control Association. For the second consecutive year, Field's Point received the Gold Award for Permit Compliance with zero violations of permit criteria. Most notably, the NBC received the Excellence in Management at the Platinum Level from the National Association of Clean Water Agencies (NACWA). This award is the most difficult to receive in the wastewater industry and recognizes NBC for achievements in outstanding utility management. NBC is one of only three publicly owned treatment facilities in the United States to receive the 2013 Platinum designation.

In addition, to these awards received from both NEWEA and NACWA, NBC was recognized by the Narragansett Water Pollution Control Association (NWPCA) for these achievements.

Throughout FY 2014, NBC’s Interceptor Maintenance section inspected sewers, repaired catch basin connector pipes, replaced manhole frames and covers in conjunction with the City Wide Paving Project. They also installed masonry seals to prevent river water from entering the sewer and repaired a failed expansion joint at the Omega Pump Station Wet Well. These efforts clear the collection system, increase capacity and prevent debris from polluting the area’s rivers and bay.

NBC’s Interceptor Maintenance section also continued to remove large amounts of debris from the CSO Overflows. FY 2014 marked the fifth year of operation of the CSO Phase I Facilities and during this time more than 5.6 billion gallons of combined water and wastewater have been captured and treated. The graph below shows the tons of material removed from the overflows. The annual amount of debris removed continues to increase over the years and is projected to reach 580 tons in FY 2014.

**Debris Removed from Overflow Bypasses
(Cumulative)**



NBC continued to routinely sample the treatment plants to determine compliance with standards. Manhole, industrial user, septage and river and bay monitoring were conducted to determine water quality after NBC discharges. NBC monitored the urban rivers twice per week for bacteria in support of the 9 minimum controls program to ensure prompt correction of dry weather overflow events. Overall, the NBC staff collected a total of 28,497 samples, with the majority or 68% related to WWTF monitoring.

From a financial point of view, FY 2014 was another strong year for NBC although NBC continued to experience shortfalls in consumption and non-residential flat user fee billings. This was offset by effective cost control as NBC anticipates finishing the year approximately \$680 thousand under budget with respect to operations and maintenance expense and \$4.0 million under budget with respect to debt service.

NBC issued a total of \$79.97 million in long-term debt in FY 2014, including a \$45 million loan from RICWFA and a \$34.97 million open market revenue bond issue. NBC also continues to benefit from historic low short-term interest rates and NBC will realize interest savings of more than \$1.6 million on the Variable Rate Demand Obligations.

Standard and Poor’s reaffirmed NBC’s AA- credit rating and views the outlook for this rating as stable, an outstanding outcome give the economic and financial difficulties facing municipal issuers and Rhode Island.

This credit rating will ensure NBC's continued access to credit markets and is advantageous for the marketability of NBC's VRDOs. The FY 2014 Operating budget was awarded the GFOA Distinguished Budget Presentation Award with Special Capital Recognition and Special Performance Measures Recognition, as well as the Certificate of Achievement for Excellence in Financial Reporting for the twelfth consecutive year. NBC's consistent sound financial performance is evident with 22 consecutive years of operating surpluses.

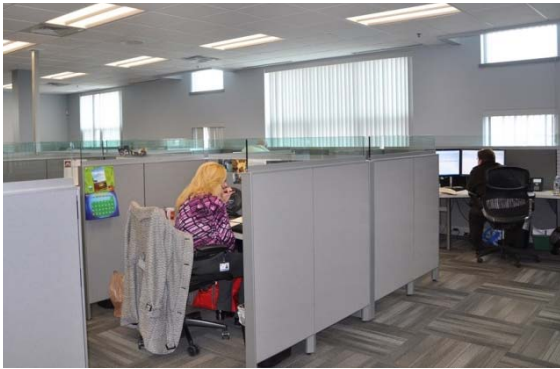


Photo: Renovated Customer Service Department

NBC's Customer Service department was renovated and equipped with the necessary technology and phone system upgrades in order to enhance customer service. As part of the improvements, NBC's IT department implemented a new thin client technology which is more efficient from an IT administration perspective and the units take up considerably less space. As a result of this success, IT is exploring the use of thin client technology in other areas of NBC.

NBC continued to protect its investments in technology with the installation of a new high capacity Oracle Production Server alongside a new and improved Oracle Grid Server that controls the database environment. A number of servers were virtualized to increase efficiency and control future costs. A state of the art backup/restore solution was configured and installed and all obsolete networking switches were replaced to boost performance and stability. In addition, IT completed a full campus-wide data security assessment with positive results. These efforts not only serve to keep NBC's technology current, they also enhance operations and productivity while reducing costs.

From a human resources standpoint, NBC received the 2014 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 merged its two non-union retirement plans and the 457 Deferred Compensation Plan onto a single platform. 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.

In FY 2014, NBC implemented an on-line Sewer Connection Permit Application Program and the permits section issued 215 sewer connection and stormwater permits. The Planning section supported various Earth Day River Cleanup initiatives and encouraged developers to use LID (low impact design) techniques for stormwater disposal as part of the stormwater mitigation program. A total of eight projects were reviewed that employed the use of these techniques.

With regard to public outreach, NBC participated in the 7th Annual "We Mean Business" Expo and provided information on the various programs that NBC has to offer the local business community. NBC performed a number of public outreach events and conducted numerous watershed education programs through the Woon Watershed Explorers (WWE) program and delivered water quality education to high school students.

Through this program, more than 500 students from 9 elementary schools in NBC's service area received monthly lessons and learned about the health of the watershed where their school is located. The students tested for fecal coliform, dissolved oxygen, pH, nitrate, phosphate and turbidity and presented their findings to the NBC Board of Commissioners on May 28, 2014.

NBC continued to work with the Rhode Island congressional delegation on affordability issues, 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 neighborhoods concerned with areas impacted by the CSO Phase II construction.



Photo: Students from S.D. Barnes Elementary School in Johnston who made presentations to NBC's Board of Commissioners regarding their Woon Watershed Projects

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. I have been chosen to serve as the Rhode Island wastewater industry representative for the Narragansett Bay Estuary Program (NBEP) Management Committee. This committee forms partnerships with those that conserve and restore natural resources and enhance water quality through community involvement. In FY 2015, NBC will continue to work to protect its community, ratepayers and all Rhode Islanders through the enhancement of water quality in Narragansett Bay.

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

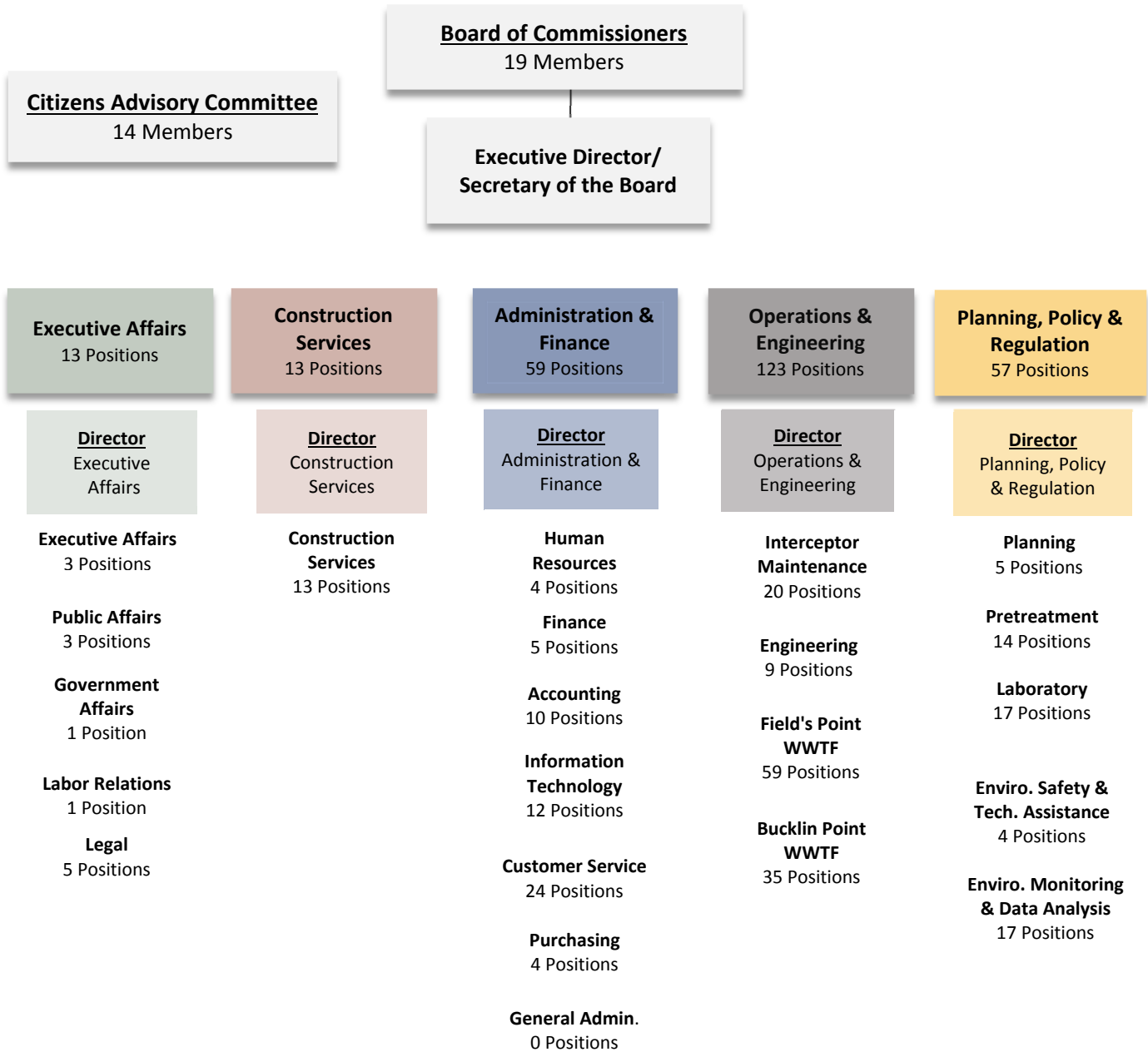
NBC is governed by a 19 member Board of Commissioners (Board). The Board consists of nine members representing the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates a balanced budget, to approving contracts 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. In this this budget document, after the following two pages, the Construction Services Division is combined with Executive Affairs for financial planning purposes. 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 2015 Operating Budget by Division



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 Public Utilities Commission (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

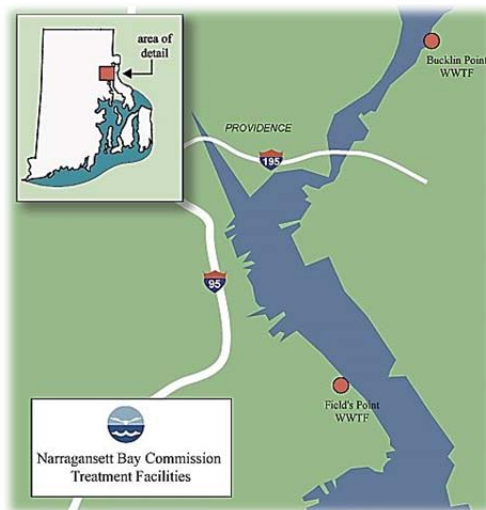
NBC executed a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) Abatement Program. The first phase of the CSO Program was implemented in the fall of 2008. Additional CSO facilities must be constructed in Phase II and Phase III of the CSO program to address the remaining CSO volume. The CSO Phase II facilities are currently under construction and approximately 82% complete. In January 2014 NBC initiated a reevaluation of the proposed CSO Phase III facilities. In FY 2015, NBC's RIDEM permit 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. The nitrogen removal facilities at Field's Point became operational in May 2013, and are performing well. Construction of the nitrogen removal facilities at Bucklin Point are approximately 91% complete.

Financial Obligations

As part of NBC's long-term debt issuance, the NBC must comply with 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, the Field's Point WWTF provides secondary treatment and nitrogen removal 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.

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.



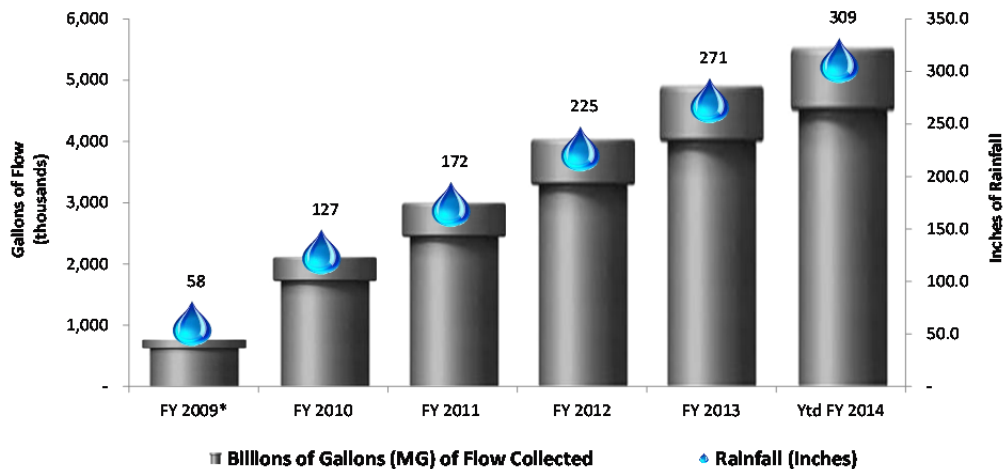
Photo: Field's Point Wastewater Treatment Facility

NBC maintains 20 flow metering stations to measure flows at various points in the sewer system. In addition, NBC owns and is responsible for the maintenance and correction of 37 CSO's, 32 tide gates and 80 miles of interceptors in the Field's Point Service Area. NBC is engaged in a long-term construction program to minimize overflows from its combined sewers.

CSO Phase I Facilities and Tunnel Pump Station

NBC's CSO Phase I Facilities became operational in FY 2009. The centerpiece of the facilities is a three mile long, 250 foot deep tunnel. During periods of significant precipitation, drop shafts transport combined stormwater and wastewater from various locations into the tunnel for storage until the flows can be pumped to the Field's Point WWTF for safe treatment and discharge. Since its inception, over 5.6 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

CSO Phase II Facilities

The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. This project was separated into fourteen different construction contracts based upon the tasks to be completed. 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. 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. A wetlands treatment facility will be constructed 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.

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. 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.

In January 2014, NBC initiated the design of Phase III, beginning with a reevaluation of the proposed CSO Phase III program. This reevaluation will evaluate the changes in water quality as a result of the facilities and improvements constructed in the first two phases to determine if there is a more cost effective approach that could either reduce the cost or extend the schedule of Phase III.



Photo: Highlighted route of CSO Phase III

Field's Point Wind Turbines



Photo: Field's Point Wind Turbines

In October 2012, the Commission began operation of three 1.5 MW wind turbines that convert wind energy into electricity. The wind turbines 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 utility use at the facilities. To date, the turbines have generated approximately 8.4 million kWh of clean renewable energy and omitted 2,750 tons of carbon dioxide.

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.



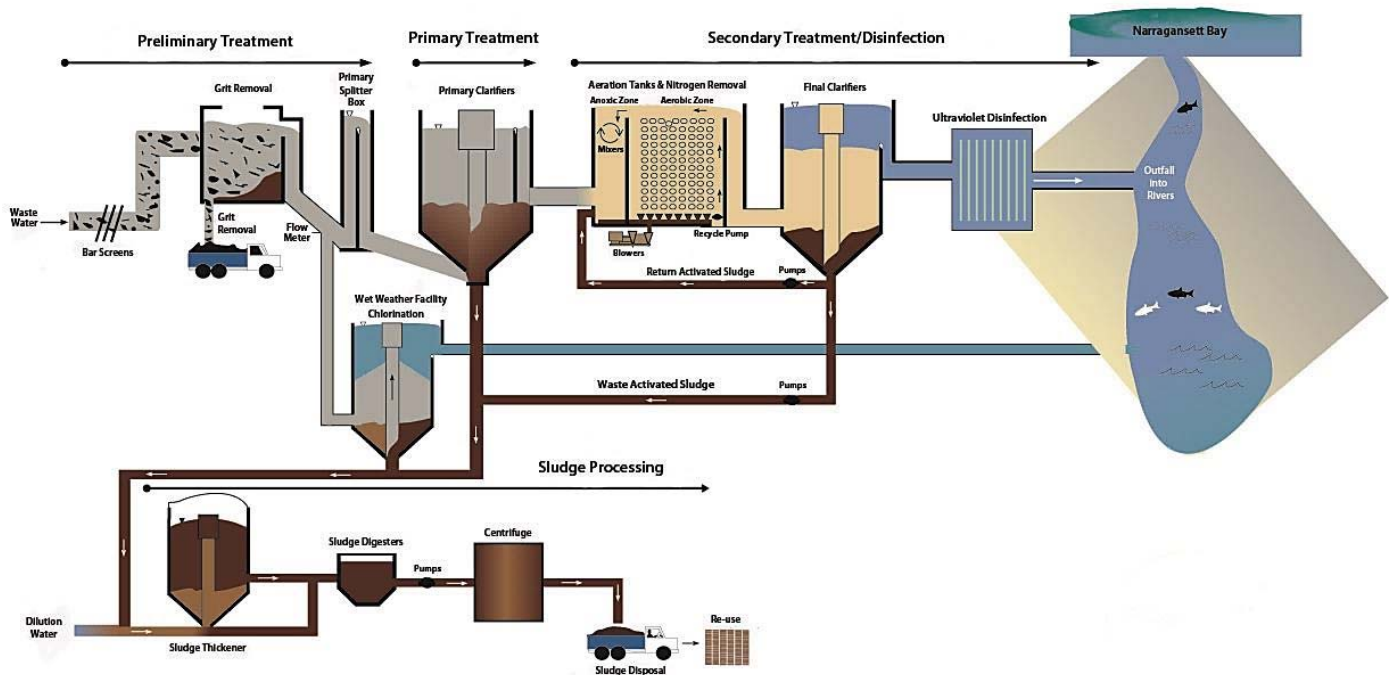
Photo: Bucklin Point Wastewater Treatment Facility

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

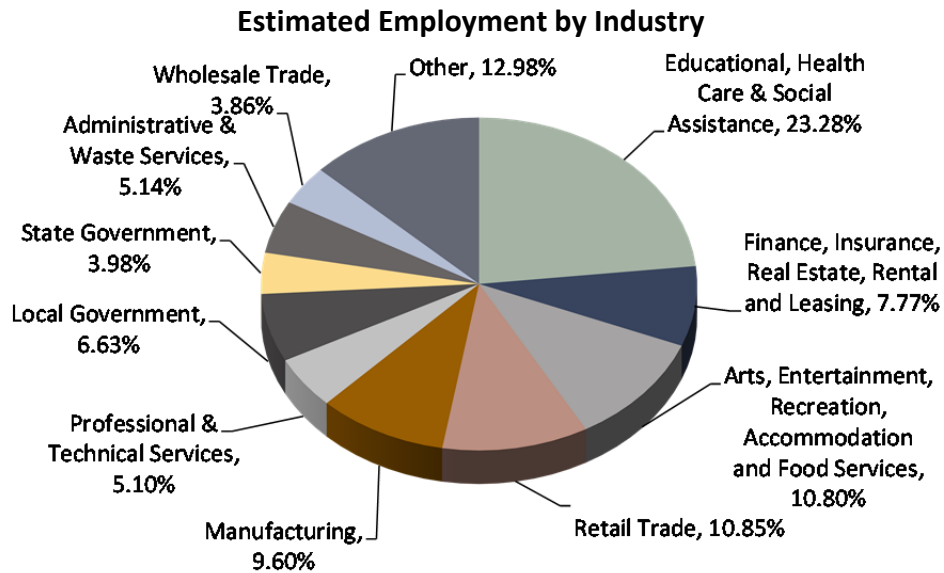
NBC works hard to protect the water quality of Narragansett Bay and its tributaries. NBC's task is to protect public health by taking billions of gallons of dirty water every year and making it clean. This is accomplished by operating 24 hours per day, three hundred and 365 days a year.

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



Rhode Island Economy

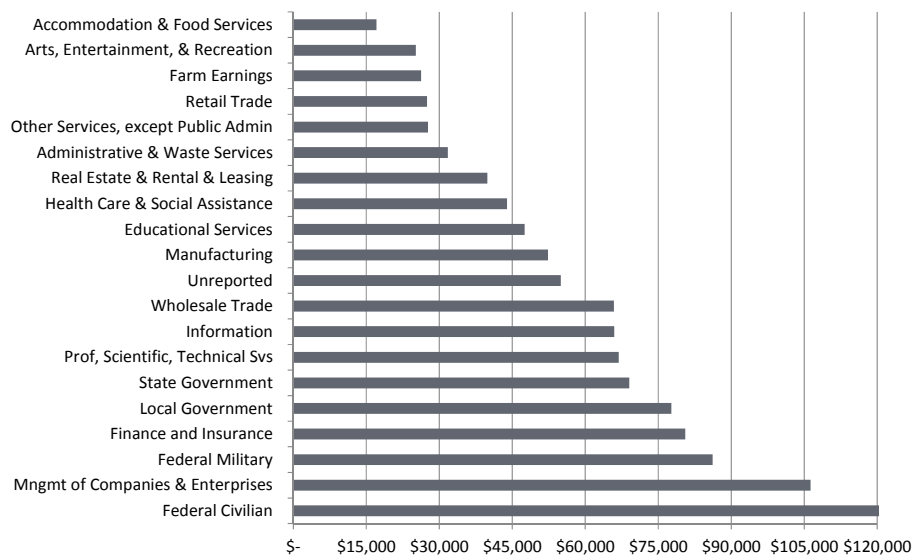
According to the Rhode Island Department of Economic Development, the economic base of Rhode Island has shifted from manufacturing and goods to service industries over the last decade. The chart below shows estimated employment by industry for the calendar year 2012.



*Source: United States Regional Economic Analysis Project Industries by State 2012

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 2012.

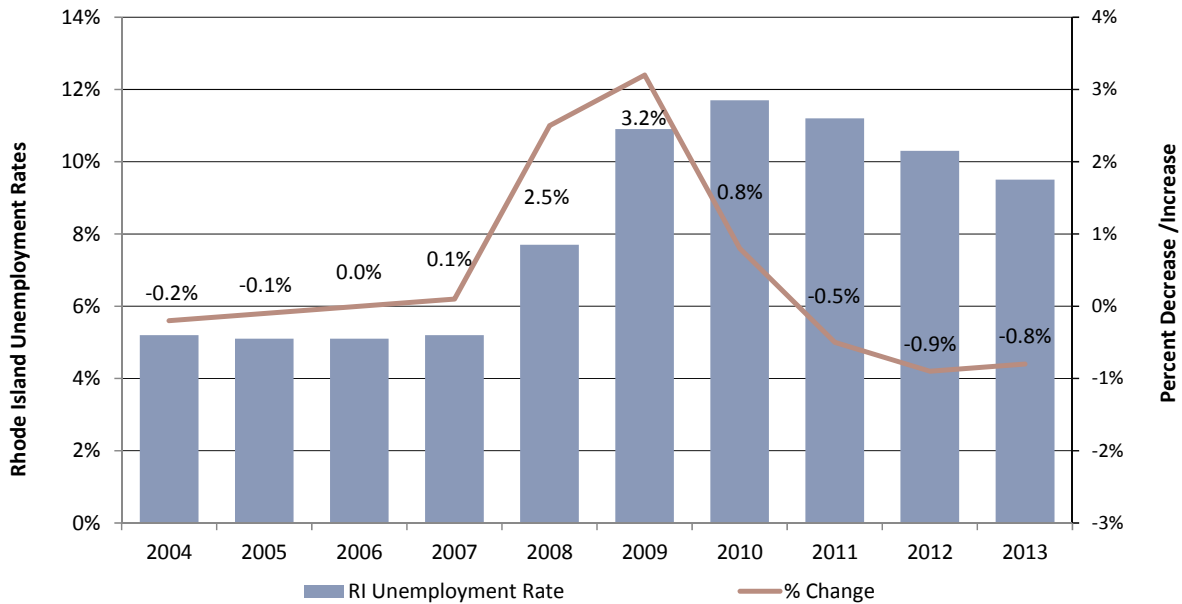
Rhode Island Average Annual Earnings per Employee by Major Industry



*Source: United States Regional Economic Analysis Project Industries by State 2012

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 9.5% in 2013.

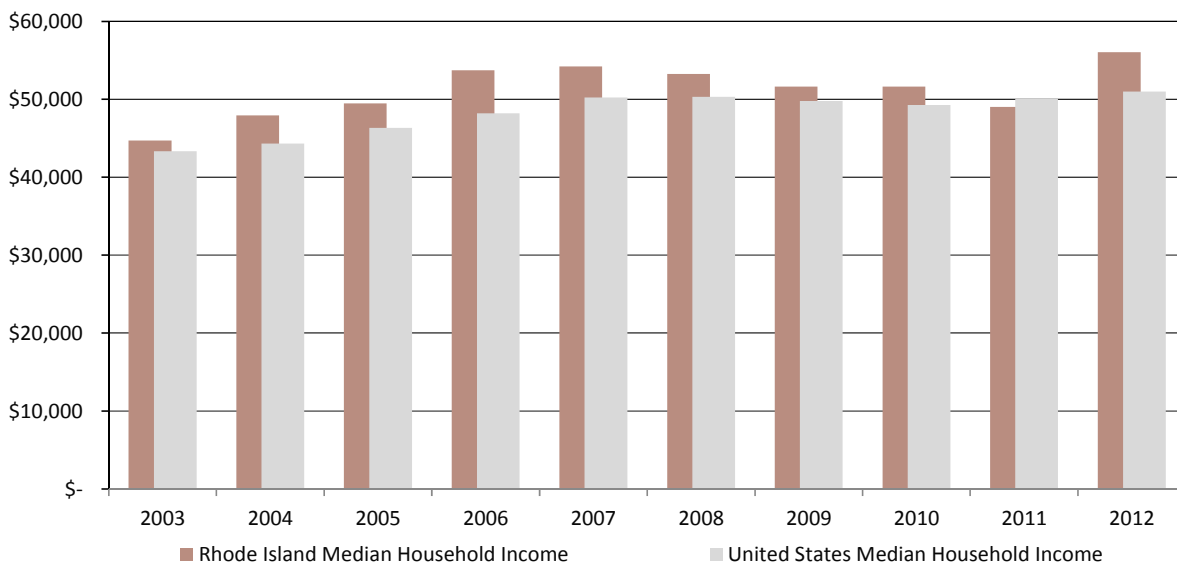
Rhode Island Average Annual Unemployment Rates



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

The graph below shows the median household income in Rhode Island for the years 2003-2012 compared to national statistics. Rhode Island's median household income remained above the national average from 2001-2010, and then dropped approximately 2% below the national average in 2011. It has since risen above the national median average in 2012 by almost 10% or \$5,048 to \$56,065.

Median Household Income - Rhode Island vs. United States

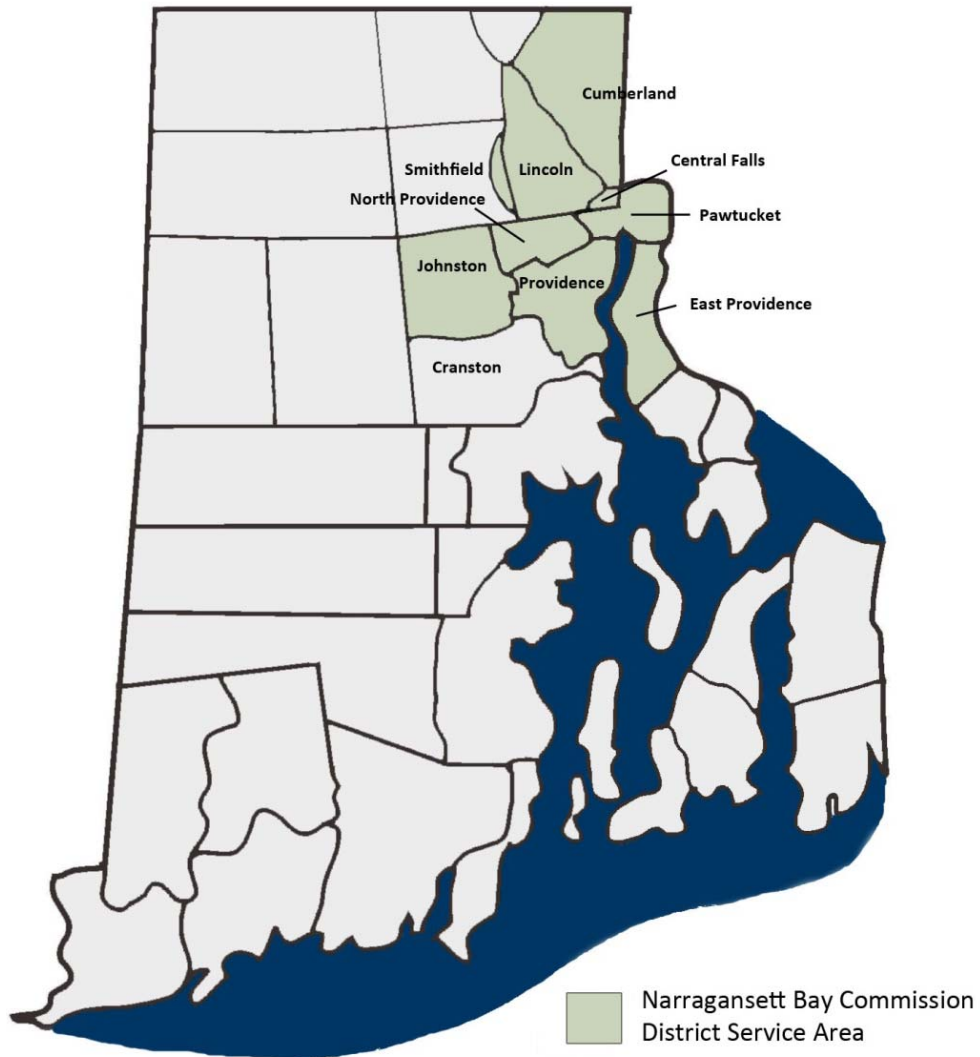


*Source: United States Census Bureau – Historical Income Tables

NBC Service Area

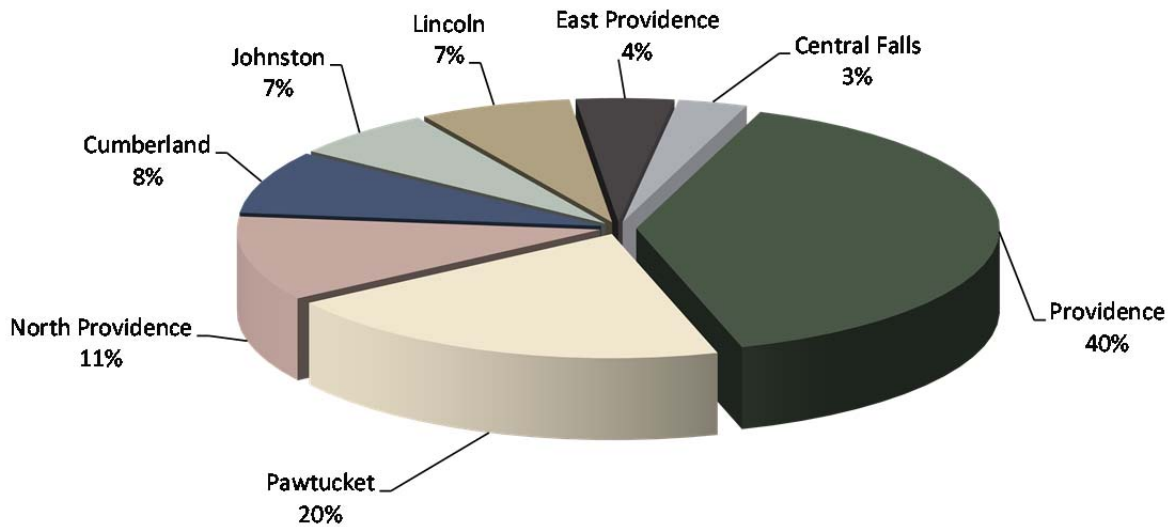
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,800 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, the northern portion of East Providence and small sections of Cranston and Smithfield. The map below shows the NBC's service area.

NBC Service Area













NBC's customer base consists of residential and non-residential customer classes, which include commercial and industrial users. Of the eight major communities serviced by NBC, Providence, Pawtucket and North Providence account for the majority of users with 71% of the accounts. The following chart illustrates the distribution of accounts across the eight communities.

Percentage of Accounts by Community

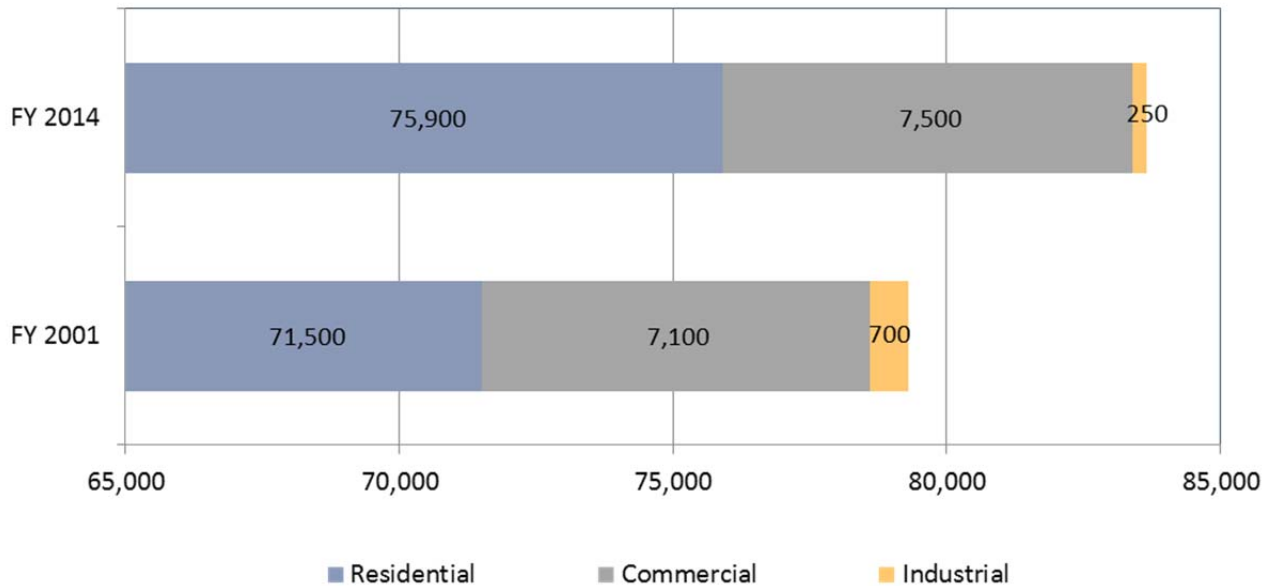


The residential customer class has approximately 75,900 accounts, while the non-residential class has approximately 7,800 accounts. The largest NBC customers are service and education providers and NBC's ten largest customers based on FY 2013 billings are listed in the table below:

Customer	Total Annual Billing FY 2013	Percentage of Total Annual User Charges	Customer	Total Annual Billing FY 2013	Percentage of Total Annual User Charges
1  Providence Housing Authority	\$1,253,762	1.57%	6  Providence School Department	\$ 460,157	0.58%
2  Brown University	1,222,953	1.53%	7  Providence College	370,196	0.46%
3  Rhode Island Hospital	1,200,086	1.50%	8  Johnson & Wales University	363,957	0.46%
4  City of Providence	663,928	0.83%	9  State of Rhode Island	334,789	0.42%
5  City of Pawtucket	569,566	0.71%	10  Rhode Island School of Design	253,912	0.32%

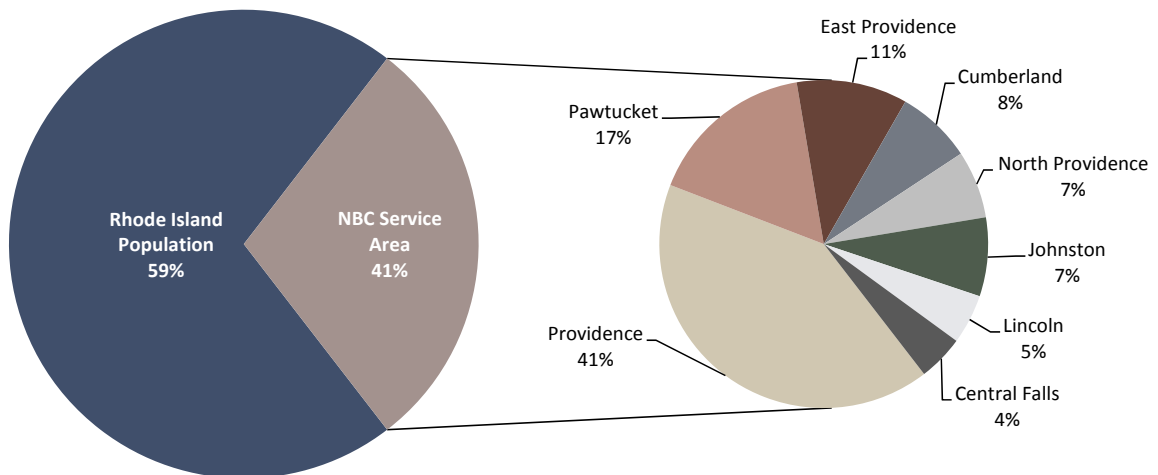
Over the last thirteen years there has been a shift in NBC’s rate base, most notably as a result of a decline in the number of Industrial accounts. Since 2001, the number of Industrial accounts has decreased by 64% from 700 to 250. Over this same time period, the numbers of Residential and Commercial accounts have increased by 6%, to approximately 75,900 and 7,500 respectively.

Number of Accounts by Customer Class

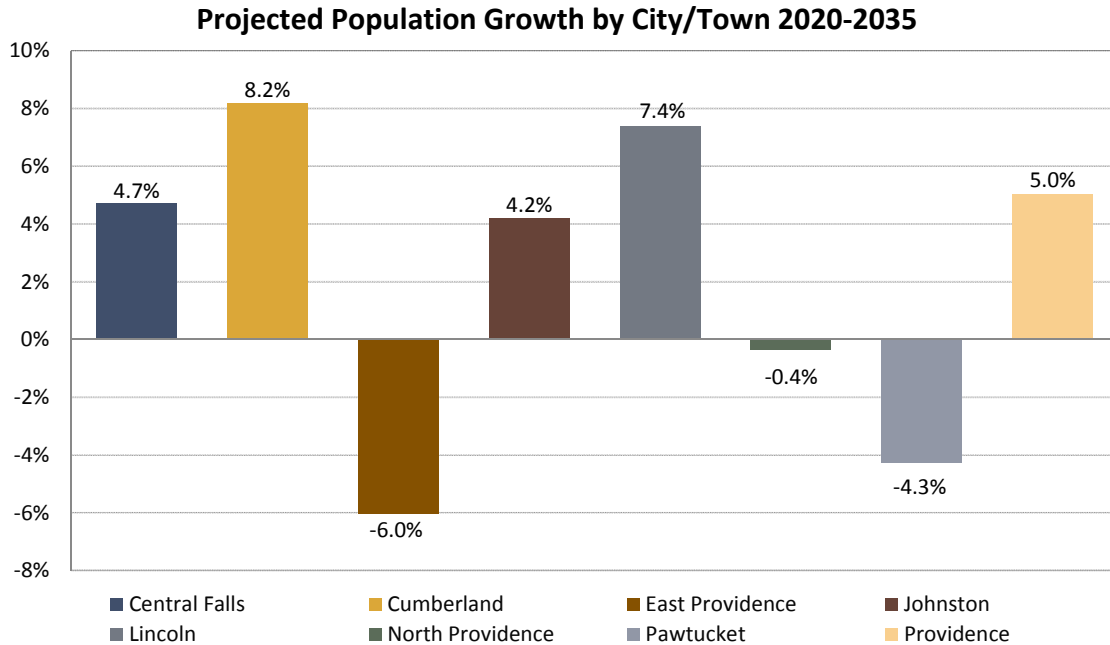


NBC Service Area Population and Statistical Information

The total population for Rhode Island based on the 2012 US Census is 1,050,292. The graphs below show that NBC services approximately 41% of the State of RI population and that the majority of NBC’s customers are in the City of Providence at 41% followed by the City of Pawtucket at 17%.



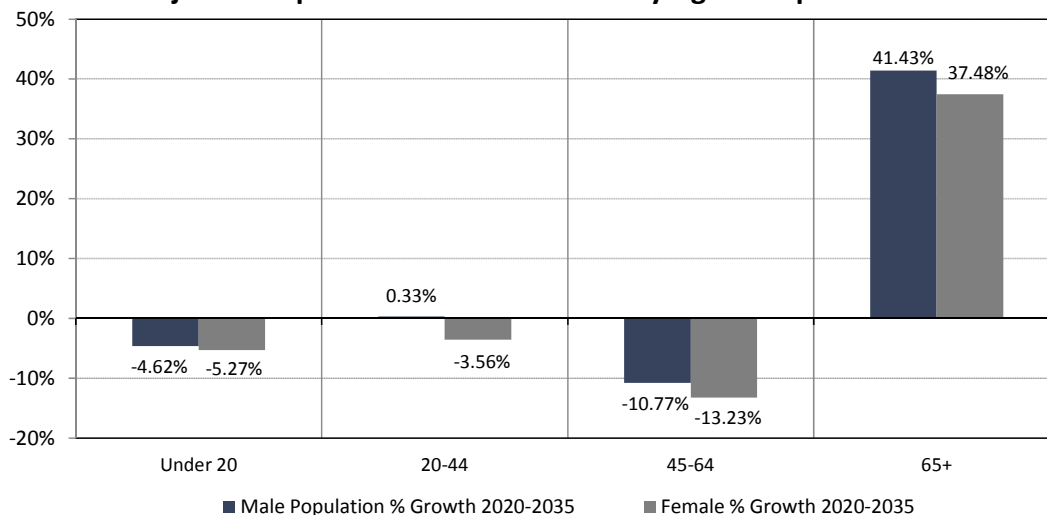
The Rhode Island Office of Statewide Planning projects the state population by city and town. The graph below displays the projected population growth for NBC’s service area for the years 2020 to 2035. The most significant percentage increase in population over the fifteen years is projected to be in the towns of Cumberland and Lincoln, in which the populations are projected to grow by 8.2% and 7.4% respectively. The population in East Providence is projected to decline by 6% over this period.



*Source: Rhode Island Statewide Planning- Population Projections

The graph below illustrates the projected population growth from 2020-2035 in Rhode Island 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 Under 20 and 45-64 age groups. The steepest decline will be among the female population in the 45-64 age groups at 13.23%. The population is projected to increase in 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 41.43%.

Rhode Island Projected Population Percent Growth by Age Group and Gender 2020-2035



*Source: Rhode Island Statewide Planning- Population Projections

The Strategic Plan and the FY 2015 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

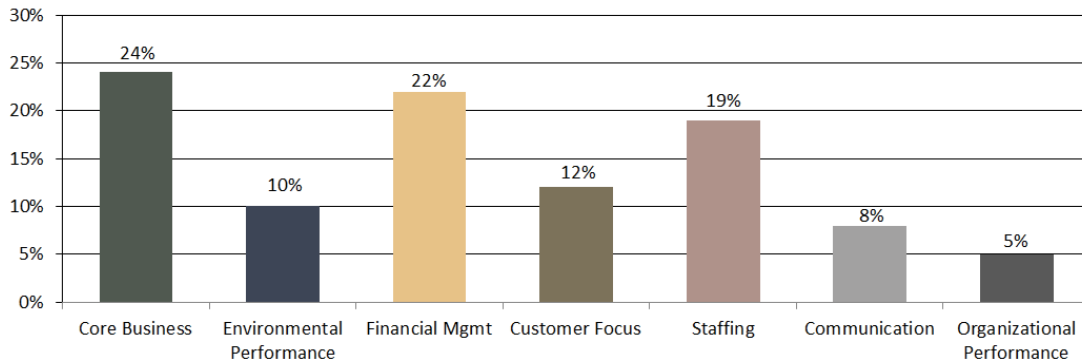
Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".

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 approximately 46% of the Actions for Achievement were aligned to Financial Management and Core Business goals. In addition, 19% 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.

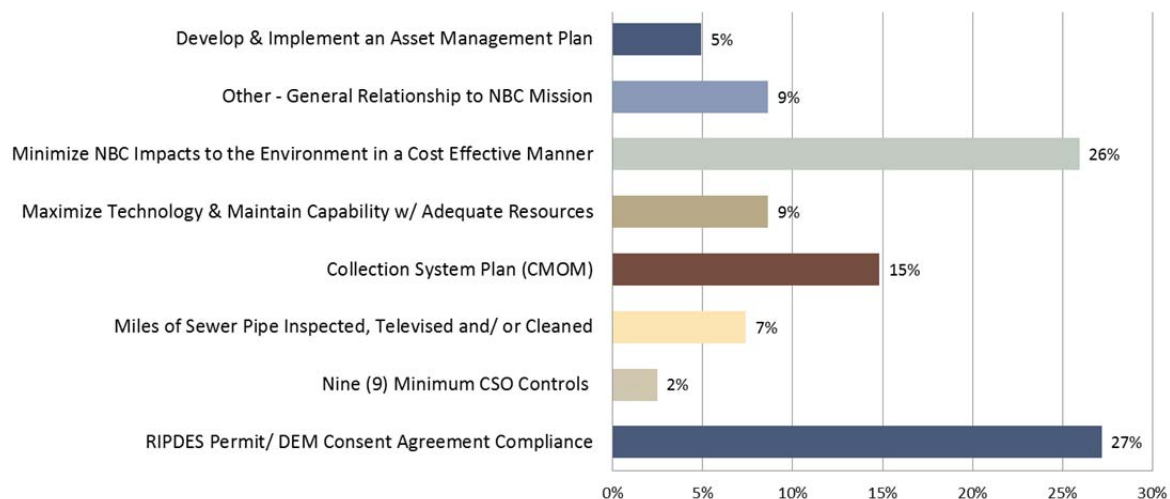
Percentage of Actions for Achievement by Strategic Objective



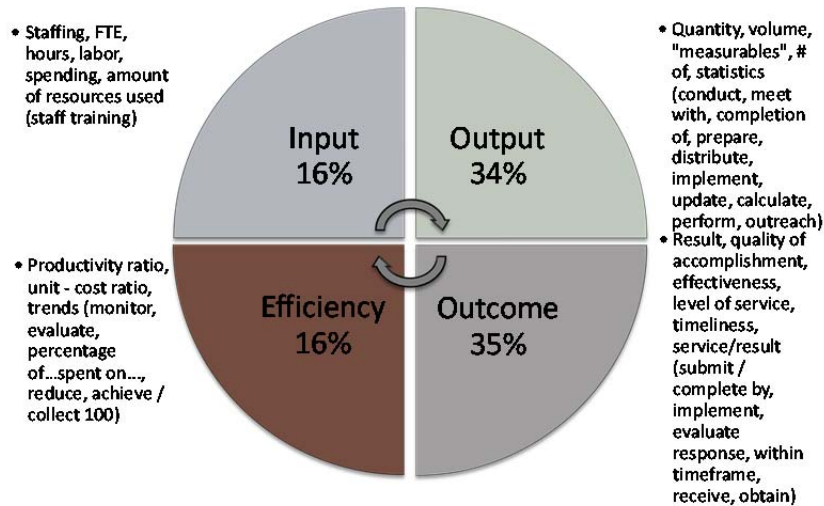
The Strategic Plan is also integrated into the Capital Improvement Program. Due to the increasing complexity of the CIP and NBC's funding constraints, NBC evaluated proposed capital investments in light of their strategic value. NBC's Strategic Plan ensures the ability to meet water quality objectives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

Of the 71 CIP projects, 26% are to Minimize NBC's Impacts to the Environment in a Cost Effective Manner and 27% 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. Projects may be aligned with more than one objective as the project may be intended for multiple purposes, as illustrated in the following chart.

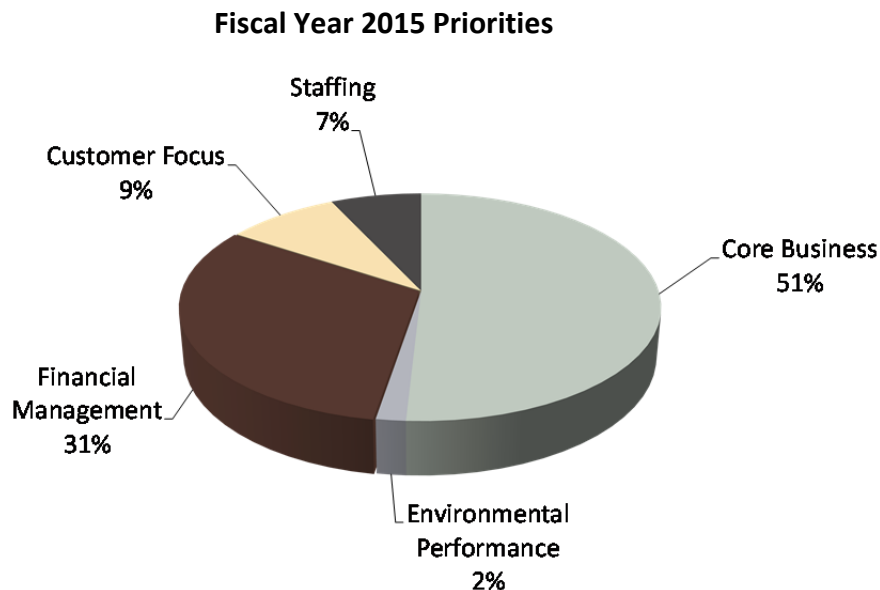
Percentage of Capital for Achievement by Strategic Objective



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 185 target measures, the majority or 35% are Outcome or result related, whereas 34% 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 2015 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 2015 for the NBC, 29 or 51% are categorized under Core Business followed by Financial Management at 31% or 18 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.
- 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.
- 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 responses to all customer requests
- CF 10** Work to create a customer focused attitude to enhance the efficiency of the permitting program
- CF 11** Conduct projects that give back to the Cities/Towns and State
- CF 12** Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements
- CF 13** Maintain training and technical assistance efforts provided by NBC's programs
- 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

Budget Summary Information

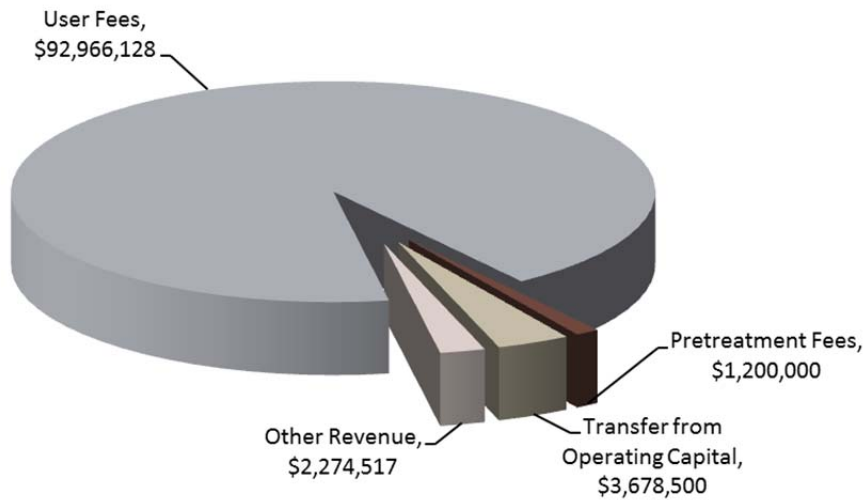
Budget Overview

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Difference
Revenues				
Operating Revenue:				
User Fees	\$ 77,949,901	\$ 91,723,324	\$ 92,966,128	\$ 1,242,804
Pretreatment Fees	1,077,887	1,100,000	1,200,000	100,000
Septage	300,319	300,000	300,000	-
Connection Permit Fees	95,609	100,000	150,000	50,000
<i>Total Operating Revenue</i>	<i>79,423,716</i>	<i>93,223,324</i>	<i>94,616,128</i>	<i>1,392,804</i>
Non-Operating Revenue:				
Investment Income	22,907	25,000	5,000	(20,000)
Late Charges	918,134	918,943	1,069,517	150,574
Transfer from Operating Capital	2,532,689	3,892,300	3,678,500	(213,800)
Revenue Fund Balance	-	-	200,000	200,000
Miscellaneous	190,923	550,000	550,000	-
<i>Total Non-Operating Revenue</i>	<i>3,664,653</i>	<i>5,386,243</i>	<i>5,503,017</i>	<i>116,774</i>
Total Revenue	\$ 83,088,369	\$ 98,609,567	\$100,119,146	\$ 1,509,579
Expenses				
O & M Expense:				
Personnel Costs	\$ 19,858,458	\$ 21,764,249	22,137,153	372,904
Operating Supplies/Expense	13,152,768	13,944,019	15,667,287	1,723,268
Professional Services	2,505,234	2,901,900	3,166,525	264,625
<i>Total O & M Expense</i>	<i>35,516,460</i>	<i>38,610,168</i>	<i>40,970,964</i>	<i>2,360,796</i>
Debt Service:				
Debt Service	35,512,278	40,470,284	42,211,965	1,741,681
Programmed New Debt	-	3,483,294	840,196	(2,643,098)
<i>Total Debt Service</i>	<i>35,512,278</i>	<i>43,953,578</i>	<i>43,052,161</i>	<i>(901,417)</i>
Debt Service Coverage	9,526,942	12,153,521	12,417,520	263,999
Operating Capital Outlays	2,532,689	3,892,300	3,678,500	(213,800)
Total Expense	\$ 83,088,369	\$ 98,609,567	\$100,119,146	\$ 1,509,579
Debt Service Coverage Ratio	1.27	1.28	1.29	

Trust Indenture requires reserved revenues must exceed annual debt service payment by 25%

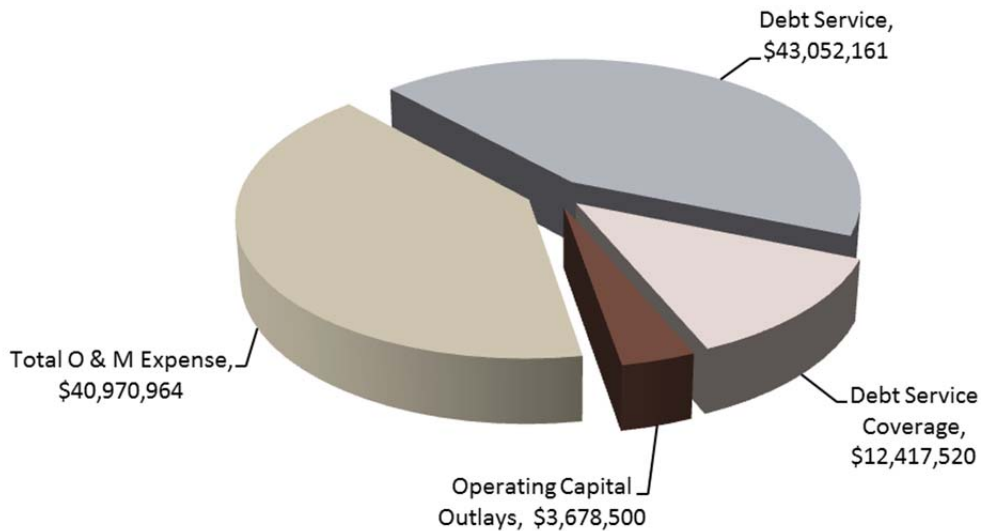
The Budget Overview table on the previous page shows that budgeted operating revenue is \$1.5 million, or 1.5% higher than last year. Total projected revenue for FY 2015 is approximately \$100.1 million and user fees are the most significant source of revenue, representing \$92.9 million, or 93% of total revenue. The chart below illustrates the sources of FY 2015 budgeted revenue.

Sources of Revenue



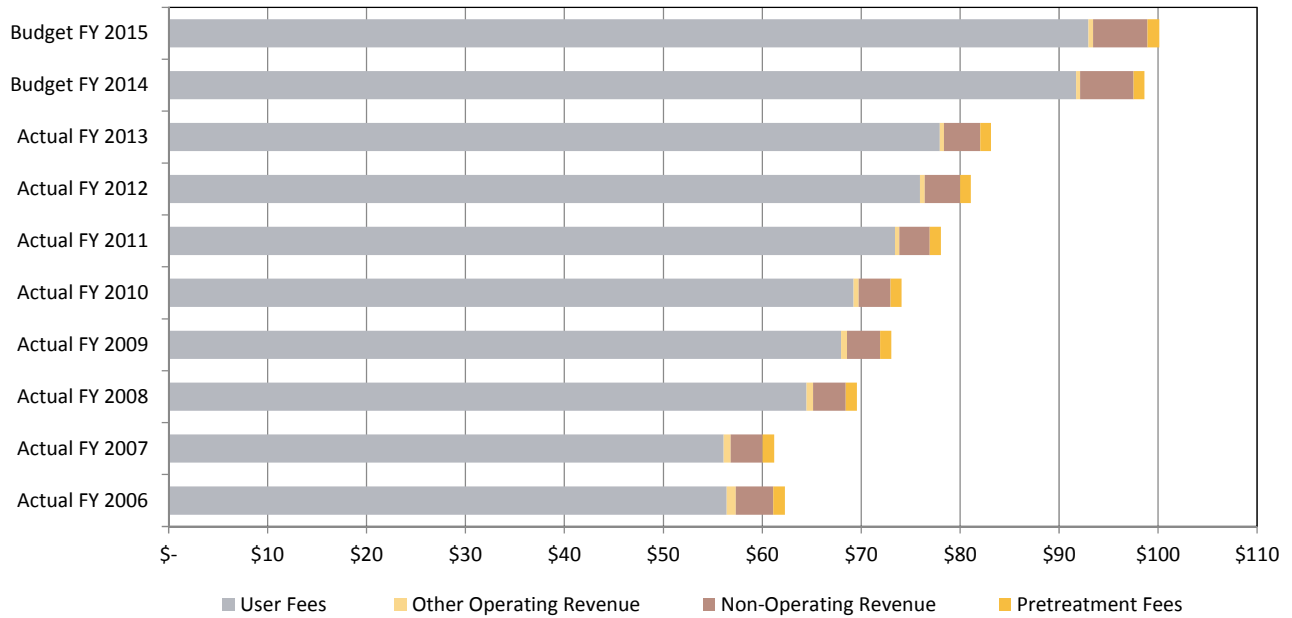
The largest category of expense in FY 2015 is Debt Service, which is \$43.1 million and represents 43.0% of total uses of revenue. Debt Service includes \$42.2 million in existing debt service and \$0.8 million in programmed new debt. Debt service coverage is \$12.4 million and \$3.7 million is for operating capital outlays. The debt service coverage ratio is 1.29 which is consistent with the rate covenant of 1.25 set forth in NBC's Trust Indenture. The remaining expenses fall under Operations & Maintenance (O&M), which total \$41.0 million and represent 40.9% of total uses of revenue. The chart below illustrates FY 2015 budgeted uses of revenue.

Uses of Revenue



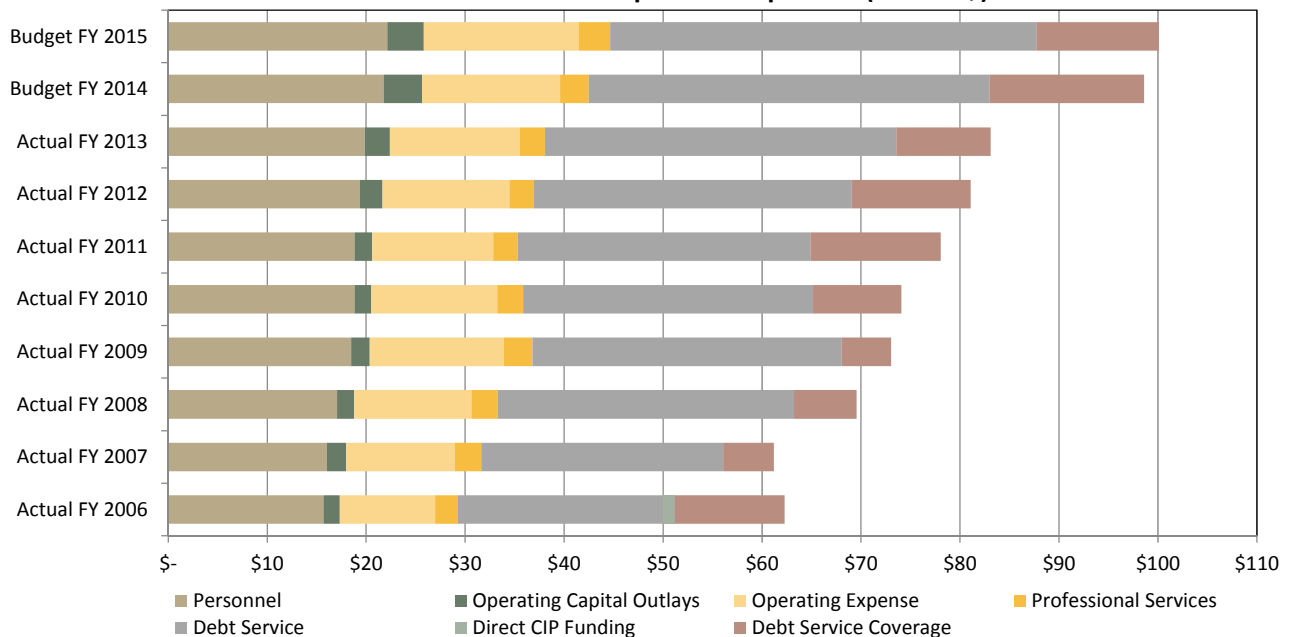
Historical Overview

Ten-Year Historical Revenue Comparison (Millions \$)



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

Ten-Year Historical Expense Comparison (Million \$)



FY 2015 Budget – Key Assumptions

The development of the FY 2015 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 includes a 2.25% Cost of Living Adjustment (COLA) and contracted step increases for union employees and comparable merit increases for non-union employees.
- NBC's contribution rate to the Rhode Island State Retirement System on behalf of participating union employees remains unchanged from FY 2014 at 24.33%.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees decreased from 7.80% in FY 2014 to 6.75% in FY 2015.
- Fringe benefit rates reflect the implementation of a High Deductible Health Plan (HDHP) along with NBC partial funding of a Health Savings Account (HSA) and/or Health Reimbursement Arrangement (HRA). Dental insurance premiums increased by 8.68% and vision insurance premiums remained at the prior year level. (See Budgeted Benefits Comparison schedule in Supporting Schedules for more information).
- Budgeted increase in compensated absences of \$235 thousand.
- Budget includes 4 new FTEs.
- Fringe benefits are budgeted based on actual enrollment and a weighted average for unfilled positions.
- The budget reflects budgeted turnover at 3.0 FTEs.
- Consumer Price Index (CPI) projected increase of 1.42% in the contracted biosolids disposal rate as of January 1, 2015 and increased DT production as a result of the new Biological Nutrient Removal Facilities.
- CPI increase of 1.94% in the Bucklin Point management base contract effective July 1, 2014.
- Electricity supply rate of \$0.0641 per kWh effective through March 31, 2016. Increased electricity usage for the Bucklin Point BNR Facilities and increased delivery charges.

- Natural gas supply rate increase of 19% effective April 1, 2014. Increased usage for nearly all of NBC's facilities.
- Effective July 1, 2014, the chemical rates at Field's Point will decrease for both sodium bisulfite from \$1.3772 to \$1.2000 per gallon and hypochlorite from \$0.5611 to \$0.4493 per gallon.
- Effective July 1, 2014, the chemicals used for the nitrogen removal process at Field's Point include carbon feed at rate of \$1.52 per gallon and sodium hydroxide at \$1.43 per gallon.

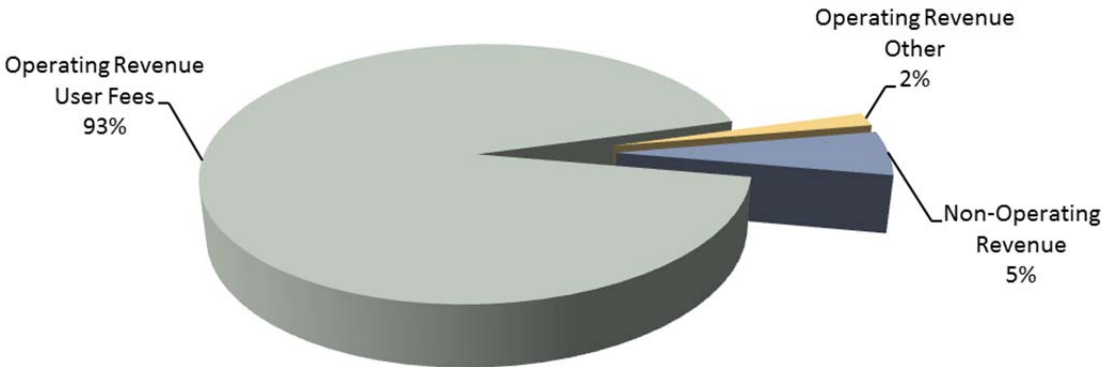
* Impacts discussed in Expense Profile section of budget

Other Assumptions:

- FY 2015 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2016-2020 CIP.
- The FY 2015 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 2016 – FY 2020 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%.
- A projected 5.50% sewer user rate increase effective September 23, 2014 for operations and maintenance expense and adjustments to NBC's rate base. 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 2015, \$3.7 million is available in the Project Fund to fund FY 2015 operating capital outlays.
- The budget is consistent with the flow of funds set forth in the Trust Indenture and Twenty Supplemental Trust Indentures (see Fund Definitions in the Budget Process and Policies section).

Revenue Profile

Revenue by Category



Projected revenue in FY 2015 is approximately \$100.1 million or 1.5% more than FY 2014 budgeted revenue. This reflects the revenue impacts of a 5.50% rate increase effective September 23, 2014. Approximately 56% of the rate increase is for operations and maintenance expense and 44% is to adjust the rate base to reflect a reduction in the number and size of non-residential meters as well as lower consumption. Historical and budgeted revenue is shown in the table below.

Revenue	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Operating Revenue				
User Fees	\$ 75,921,752	\$ 77,949,901	\$ 91,723,324	\$ 92,966,128
Pretreatment Fees	1,087,140	1,077,887	1,100,000	1,200,000
Septage	304,157	300,319	300,000	300,000
Connection Permit Fees	85,487	95,609	100,000	150,000
Miscellaneous	100,711	-	-	-
<i>Total Operating Revenue</i>	<i>77,499,247</i>	<i>79,423,716</i>	<i>93,223,324</i>	<i>94,616,128</i>
Non-Operating Revenue				
Investment Income	10,868	22,907	25,000	5,000
Late Charges	918,943	918,134	918,943	1,069,517
Transfer from Operating Capital	2,271,597	2,532,689	3,892,300	3,678,500
Revenue Fund Balance	-	-	-	200,000
Miscellaneous	384,316	190,923	550,000	550,000
<i>Total Non-Operating Revenue</i>	<i>3,585,724</i>	<i>3,664,653</i>	<i>5,386,243</i>	<i>5,503,017</i>
Total Revenue	\$ 81,084,971	\$ 83,088,369	\$ 98,609,567	\$ 100,119,146

Of the \$100.1 million in total revenue, approximately \$92.9 million is from user fees, \$1.65 million is from other operating revenue and \$5.5 million is from non-operating revenue. Looking at a three-year trend, NBC’s largest source of revenue, user fees, has increased by 22.4% since FY 2012. This has been primarily to support NBC’s CIP.

The chart below shows that NBC rate increase history since July 1, 2011.

Effective Date	Rate History				
	7/1/2011	7/1/2012	1/1/2013	7/1/2013	9/23/2014*
Type of Filing	Compliance	Compliance	Compliance	General	General
Purpose	Debt	Debt	Debt	O&M/Rate Base	O&M/Rate Base
Actual Revenue Increase	3.21%	2.17%	7.09%	9.32%	5.32%
Actual User Rate Increase	3.33%	2.25%	7.35%	9.67%	5.50%
NBC Average Annual Residential Rate	\$433	\$443	\$475	\$521	\$550

*Projected per Docket 4478 but not yet approved

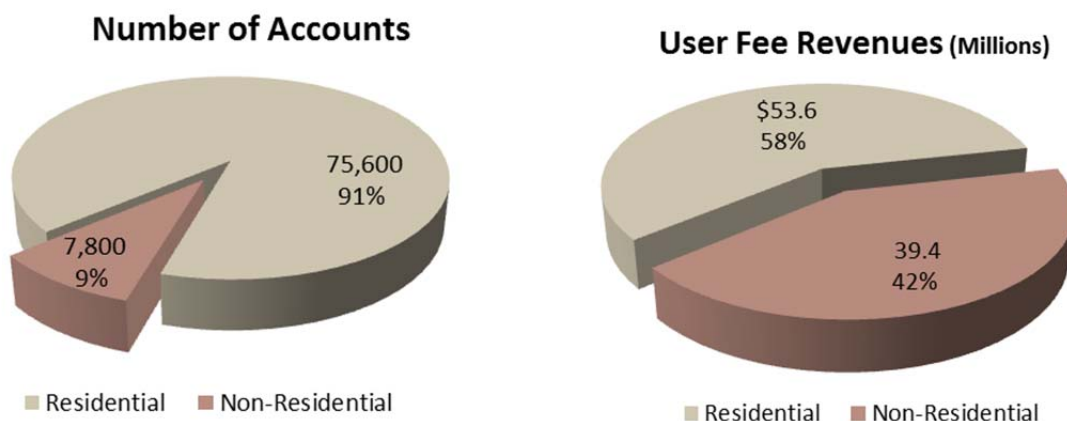
On a year to year basis, a number of revenue sources have increased over last year's budget including user fees, pretreatment fees, connection permit fees, and late charges by 1.4%, 9.1%, 50% and 16.4%, respectively. Investment income and the transfer from Operating Capital are 80% and 5.5% lower respectively and miscellaneous non-operating revenues remain unchanged from the prior year. Trends and rationale for individual revenue sources are discussed in the following sections on Operating and Non-Operating Revenue.

Operating Revenue

In FY 2015, user fees represent 98% of projected operating revenue and 93% of total revenue. Revenue projections are calculated based upon 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 2015 residential user fees will be billed to approximately 75,900 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 7,500 non-residential accounts with approximately 8,200 meters. In the FY 2015 budget, NBC does anticipate an increase in the number of residential dwelling units and a decline in the number of non-residential billable accounts. It should be noted, that NBC's pending rate case includes this request.

Residential customers make up 91% of NBC's sewer user accounts and generate 58% of total user fees. On the other hand, non-residential customers comprise 9% of total sewer user accounts and generate 42% 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 budgeted user fees and projected new rates effective on September 23, 2014 are based on the FY 2013 actual consumption levels. The flat fee is based on the current number of dwelling units for residential customers and the current number of billable meters by 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 328 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 2011 flat fee rate base to the current budget year.

Flat Fee Rate Base				
	FY 2011	FY 2015	Change	Percent
Residential Dwelling Units	117,528	118,021	493	0.4%
Non-Residential Meters by Meter Size				
5/8"	3,688	3,666	(22)	-0.6%
3/4"	966	1,022	56	5.8%
1"	1,079	1,160	81	7.5%
1 1/2"	826	841	15	1.8%
2"	1,686	1,373	(313)	-18.6%
3"	77	76	(1)	-1.3%
4"	39	38	(1)	-2.6%
6"	56	47	(9)	-16.1%
8"	17	13	(4)	-23.5%
10"	1	1	-	0.0%
Total	8,435	8,237	(198)	-2.3%

The consumption fee is based upon water usage. NBC's billable consumption rate base has continued to decline over the past several years with the most significant decline for the industrial customer class at 7.9%. The table below shows that overall there has been a 3.0% reduction in billable consumption since FY 2011.

Change in Consumption Rate Base

	Residential	Commercial	Industrial	Total
Actual FY 2011	8,679,884	4,882,491	462,110	14,024,485
Actual FY 2013	8,420,893	4,763,451	425,475	13,609,819
FY 2015	8,420,893	4,763,451	425,475	13,609,819
Change	(258,991)	(119,040)	(36,635)	(414,666)
Percent Change	(3.0%)	(2.4%)	(7.9%)	(3.0%)

FY 2015 consumption is projected to be at FY 2013 levels, which is the consumption rate base in NBC's current application pending in the PUC. The NBC has \$4.5 million in a PUC approved Operating Reserve for Revenue Stability Fund in case of significant revenue fluctuation.

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 5.50% as of September 23, 2014. The table below shows NBC’s projected FY 2015 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 \$550.

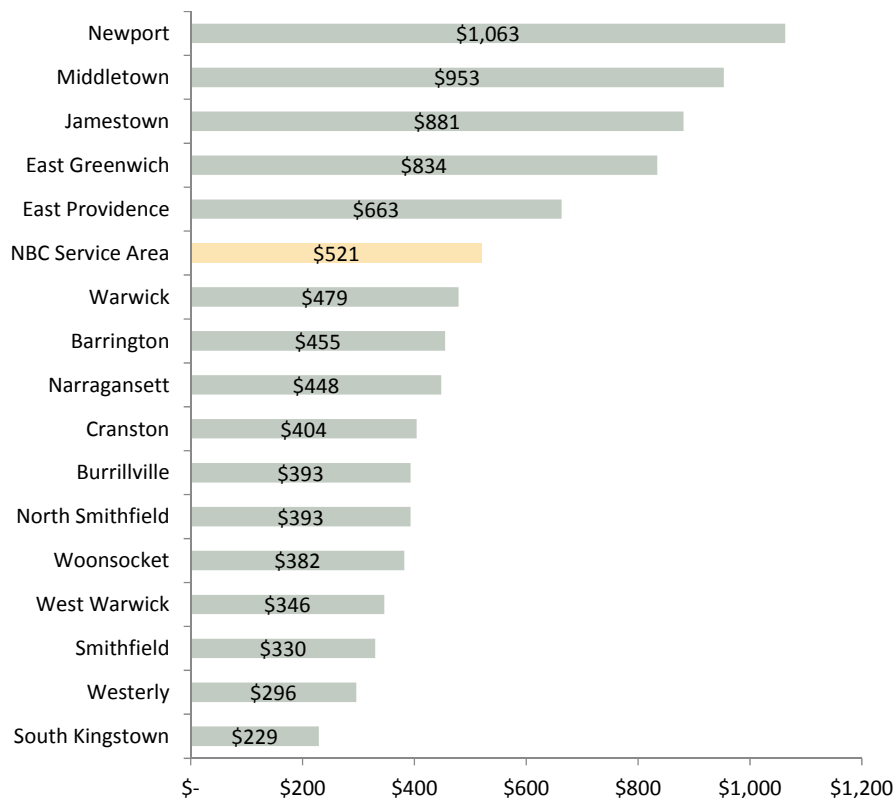
NBC User Fees Effective 9/23/2014*			
Residential:		Non-Residential Meter Size	Customer Charge
Customer Charge	\$213.60/dwelling unit	5/8"	\$511
Consumption Charge	\$3.447/hcf	3/4"	\$763
Total Annual Average Residential Rate (Based on 97.6 hcf** annual usage)	\$550	1"	\$1,268
		1 1/2"	\$2,546
		2"	\$4,065
		3"	\$7,616
Non-Residential:		4"	\$12,691
Customer Charge - Based on Meter Size		6"	\$25,392
Commercial Consumption Charge	\$4.998/hcf	8"	\$40,626
Industrial Consumption Charge	\$3.213/hcf	10"	\$58,403

* Preliminary - PUC has not made a final rate case decision.

**hundred cubic feet

The table below shows the results for NBC’s 2013 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 remains below the State average.

2013 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 1.6% 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. The FY 2015 budgeted Pretreatment fee revenue is 9.1% or \$100,000 greater than the FY 2014 budgeted level based upon prior year actual revenue.

Septage fees are paid by permitted haulers based upon the amount of septage that they discharge at NBC's Septage Receiving Station. In FY 2015 septage revenue remains unchanged from the FY 2014 budgeted level.

NBC's connection permit fees, for new direct or indirect sewer connections to NBC facilities are budgeted 50.0% higher in the FY 2015 budget year, based upon FY 2014 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 increase to \$5.5 million in FY 2015, an increase of approximately 2.2% over the FY 2014 budget.

Late charges are projected to increase by 16.4% or \$151 thousand, while investment income is expected to decrease from the FY 2014 level by 80%, from \$25 thousand to \$5 thousand. Each of these projections is based on prior year actual revenue for these line items.

The FY 2015 budget for the Transfer from Operating Capital shows a decrease of approximately \$213,800, or 5.5% from FY 2014. This is a pass-through and matches the amount budgeted for operating capital outlays.

This year's budget includes a budgeted revenue fund balance of \$200,000.

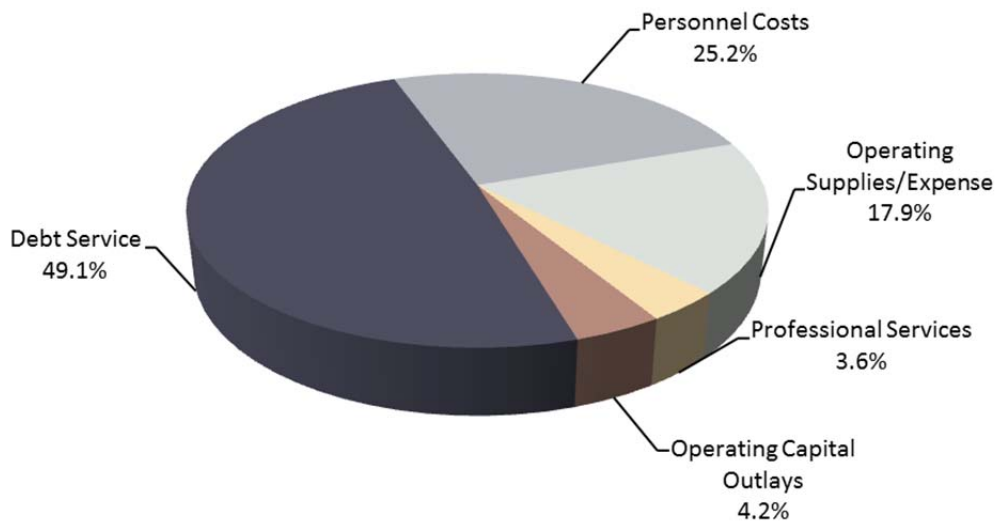
Miscellaneous non-operating revenues remains at the FY 2014 budgeted level of \$550,000 and include \$450,000 for revenues from the sale of RECs from NBC's three wind turbines.

Expense Profile

Expense by Element

The chart below shows the fiscal year 2015 operating expenses by element. Debt Service accounts for almost half of the total budget, at 49.1%, with the next largest expense category being Personnel Costs, at 25.2% of the budget.

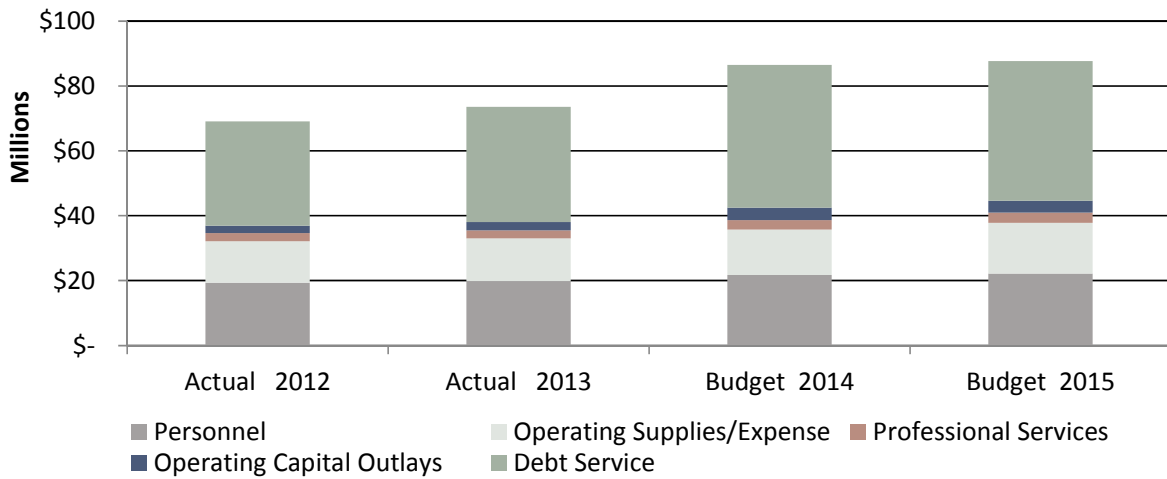
FY 2015 Operating Budget by Element of Expense



NBC's total Operating Budget for FY 2015 is \$87,701,626 excluding Debt Service Coverage which is an increase of approximately \$0.3 million, or 2.2% from the approved FY 2014 budget. The table below and chart on the following page show historical and budgeted expense over a four-year period.

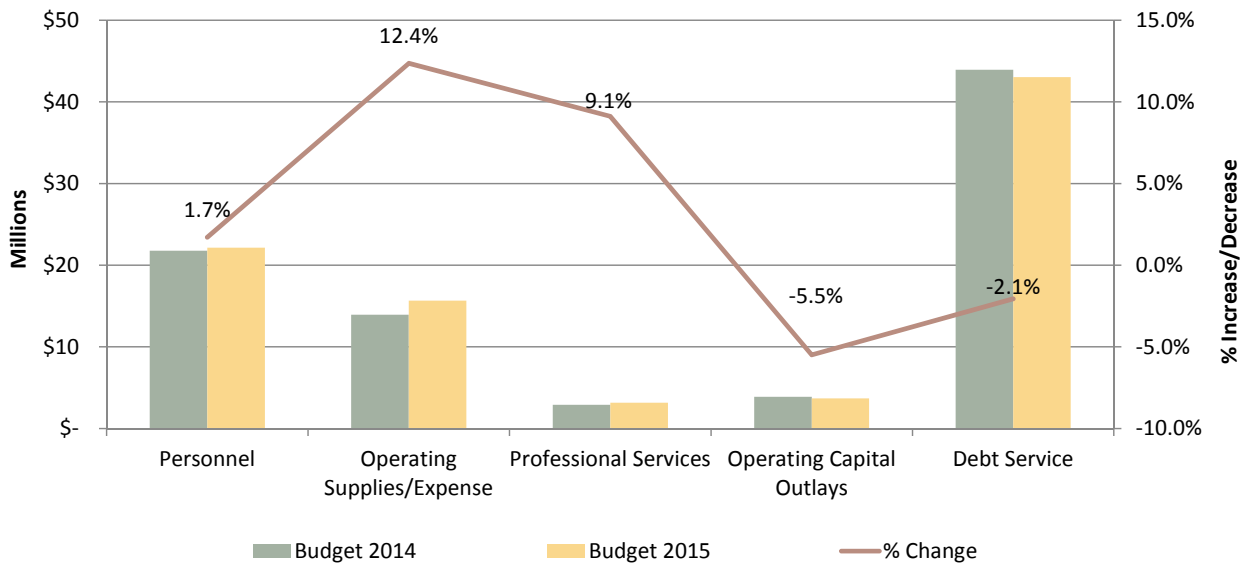
	Actual 2012	Actual 2013	Budget 2014	Budget 2015	FY14 - FY15 % Change	FY 2015 % of Budget
Personnel	\$ 19,377,798	\$ 19,858,458	\$ 21,764,249	\$ 22,137,153	1.7%	25.2%
Operating Supplies/Expense	12,823,985	13,152,768	13,944,019	15,667,287	12.4%	17.9%
Professional Services	2,472,369	2,505,234	2,901,900	3,166,525	9.1%	3.6%
<i>Total Operations & Maintenance</i>	34,674,152	35,516,460	38,610,168	40,970,964	6.1%	46.7%
Operating Capital Outlays	2,271,597	2,532,689	3,892,300	3,678,500	-5.5%	4.2%
Debt Service	32,109,282	35,512,278	43,953,579	43,052,161	-2.1%	49.1%
Total	\$69,055,031	\$73,561,427	\$ 86,456,047	\$ 87,701,626	1.4%	100.0%

Budget by Element of Expense



The graph below compares budgeted expenses in fiscal year 2014 to 2015 and illustrates the increases and decreases for each element of expense. Expenses in three of the five categories have increased over the prior year’s budget. Operating Supplies/Expense increased by 12.4%, or \$ 1.7 million; Professional Services increased by 9.1%, or \$264,625; Personnel Expense increased by 1.7%, or \$372,904. Operating Capital Outlays decreased by 5.5%, or \$213,800; and Debt Service decreased by 2.1%, or \$901,417 from last year’s budget.

FY 2014/2015 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 \$22.1 million, these costs represent a net increase in personnel costs of approximately \$372,904 or 1.7% over the prior year.

With respect to salaries and wages, this year's budget includes step increases and the negotiated COLA for union employees in accordance with the new three-year CBA. Salaries for non-union employees reflect comparable merit increases.

The FY 2015 budget also includes four new positions, three in the Operations and Engineering Division and one in the Planning, Policy & Regulation Division as identified in the following table.

Division	Section	Position	Affiliation	Justification
Operations & Engineering				
	Field's Point	O&M Supervisor	Non-Union	Support and oversee work in the CSO Abatement Tunnel and structures and BNR facilities and equipment
		Electrician	Union	Support electrical work in the CSO Abatement Tunnel and structures and BNR facilities and equipment
	Bucklin Point	E&I Technician	Union	Facilitate new plan instrumentation for new BNR facilities
Planning, Policy & Regulation				
	Laboratory	Quality Control Chemist	Non-Union	Validate and oversee EPA required quality control of all Laboratory testing

Excluding turnover, the total number of FTE's funded in the FY 2015 budget is 265 positions, an increase of four FTEs from the prior year. Budgeted turnover has been increased from the prior year level of 2.0 FTEs to 3.0 FTEs. The net impact of these changes is an increase in funding of 3 FTEs as shown in the following table.

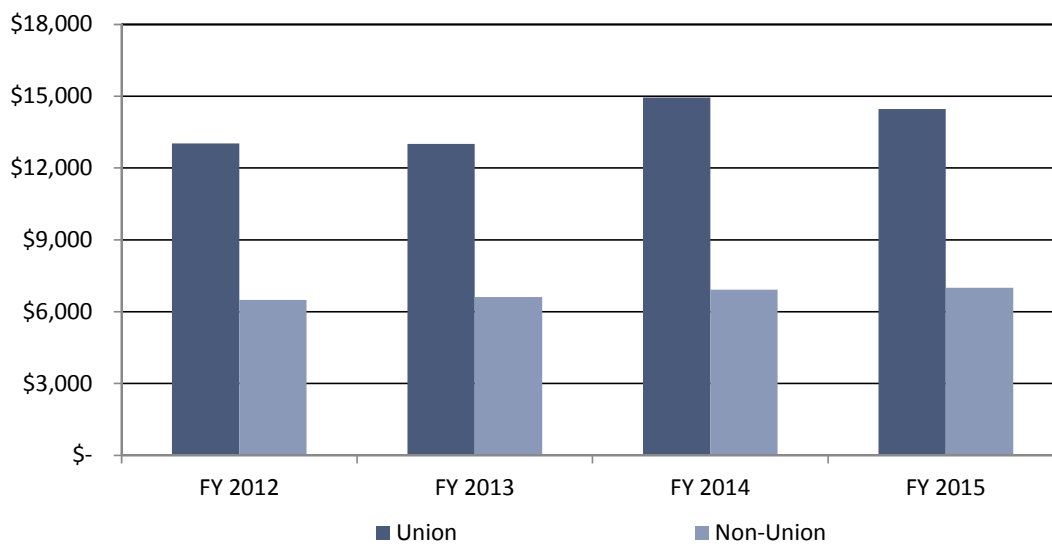
Number of FTE's	FY 2014 Budget	FY 2015 Budget	Change 2014/2015
Union	133.0	135.0	2.0
Non-Union	128.0	130.0	2.0
<i>Total</i>	261.0	265.0	4.0
Less: Turnover	(2.0)	(3.0)	(1.0)
<i>Net Positions</i>	259.0	262.0	3.0

A historical perspective of budgeted staffing levels is provided in the supporting schedules section of this document.

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 first year of NBC's newly 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 2015 budget for the union pension decreased \$48,245 or 2.5% from the prior year budget. This is the result of the employer contribution to the Post-Retirement Health benefit being reduced from 7.8% to 6.75%. NBC's non-union employees also participate in a retirement program, the employer contribution to the non-union pension remains at 10.0%. The following chart shows that the average employer retirement contribution per FTE for union employees is more than double that of non-union employees.

Average Budgeted Pension Expense per FTE



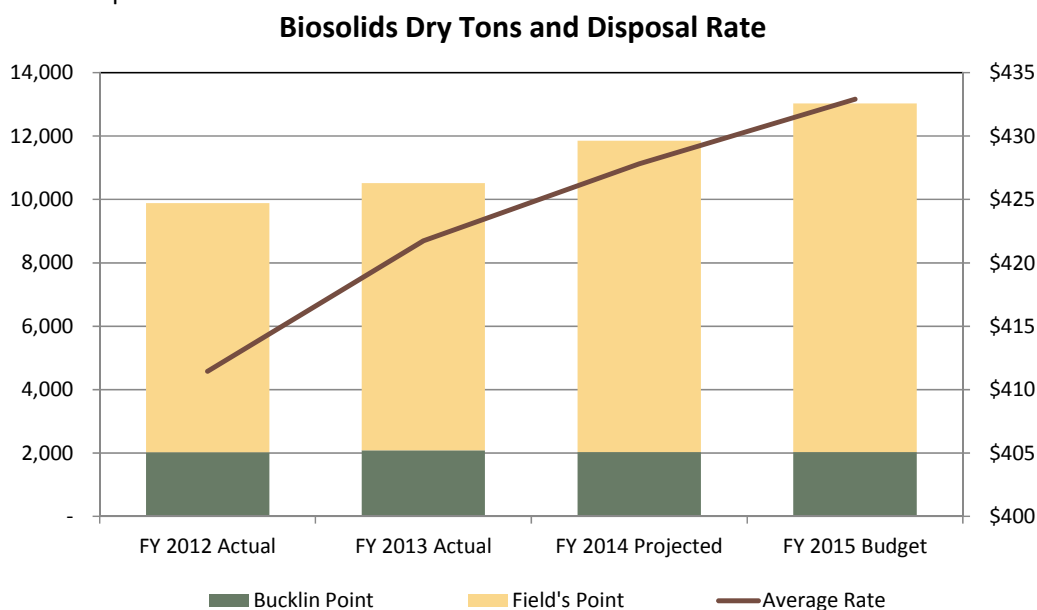
NBC has sought to contain costs through active employee benefit management. In FY 2015, NBC will migrate from a traditional health insurance plan to a High Deductible Health Plan (HDHP) with a partially employer funded Health Savings Account (HSA) and/or Health Reimbursement Arrangement (HRA). This results in a net reduction of 5.1% to the health insurance budgeted line item. Dental premiums increased by 8.68% and vision premiums remained unchanged from the prior year. The following table shows the change in budgeted family, health, dental and vision premiums.

Family Coverage	FY 2012	FY 2013	FY 2014	FY 2015	FY14 - FY15 % Change
Health (net of co-pay)	\$ 16,169	\$ 17,149	\$ 17,673	\$ 13,156	(25.6%)
Dental	1,078	1,159	1,228	1,335	8.7%
Vision	181	181	195	195	0.0%
Total	\$ 17,428	\$ 18,489	\$ 19,097	\$ 14,687	(23.1%)

Operating Supplies and Expense

Operating Supplies and Expenses (OSE) represent 15.6% of the total FY 2015 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 2015 OSE budget increased 12.4% or \$1.7 million from the FY 2014 budget.

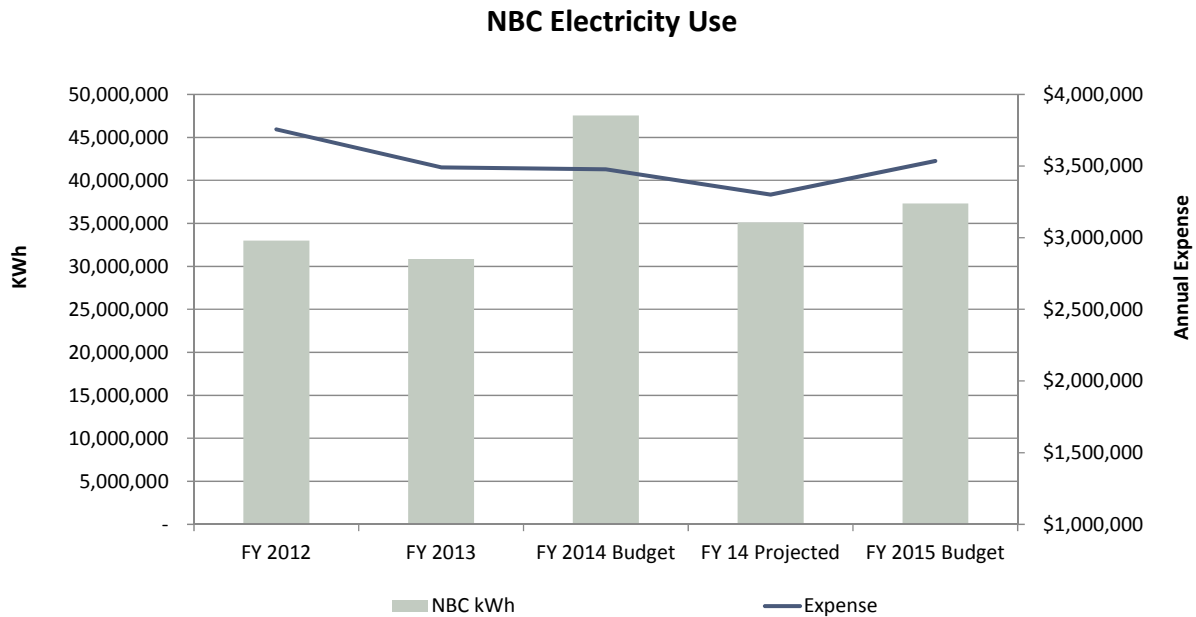
Approximately 36.0% of NBC's FY 2015 budgeted OSE is for biosolids disposal at the WWTFs. The FY 2015 budget is \$1.1 million higher than the FY 2014 budget, as a result of significantly higher biosolids dry ton production related to the higher treatment levels achieved through the operation of new BNR facilities at Field's Point. In addition, there is an increase in the contracted biosolids rate of 1.42% or approximately \$5.11 per dry ton. The following chart illustrates the historical and budget data for biosolids dry ton production and disposal rate.



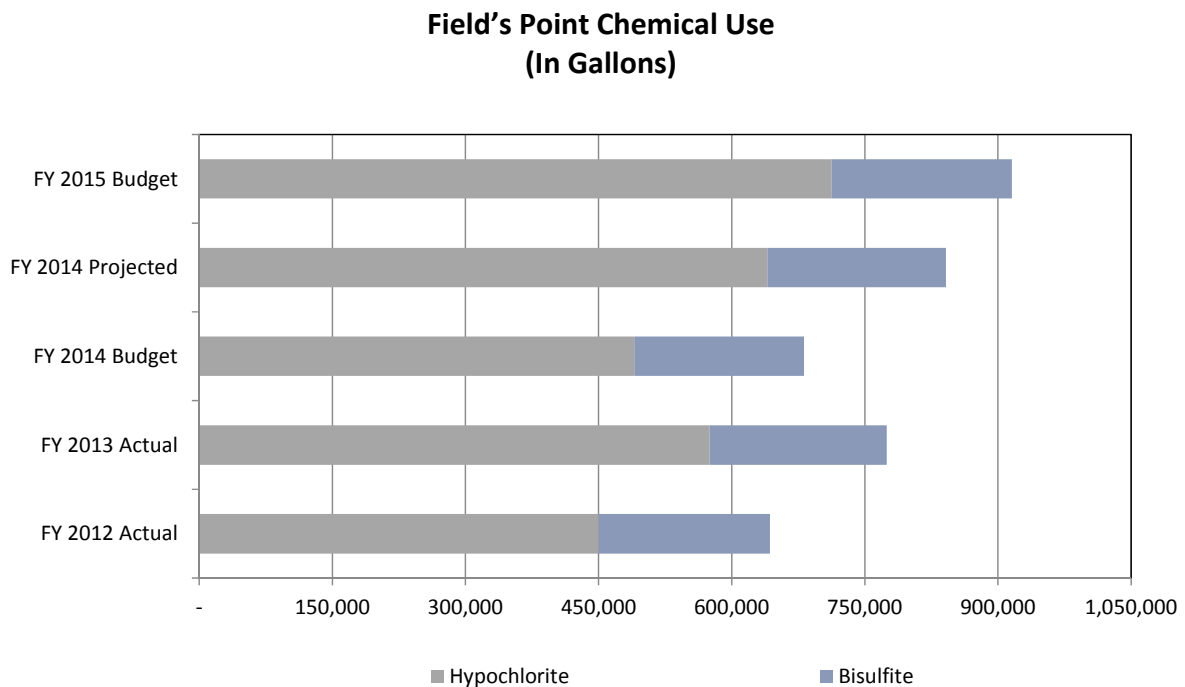
Approximately 22.6% of NBC's FY 2015 OSE budget is for electricity required to operate the pumps, blowers, BNR facilities and other necessary equipment at the wastewater treatment facilities and throughout the collection system. The Bucklin Point WWTF reflects an increase of 18.7% in FY 2015 as a result of additional usage related to the new Bucklin Point BNR Facilities. The FY 2015 budget for electricity at Field's Point is approximately \$191,000 or 9.9% below the prior year as a result of reduced electricity purchase for this facility. Overall, the net budgeted electricity expense has increased by 1.7% from the prior year, reflecting the increase in delivery charges. The following table shows the year to year budgeted expense for each of the facilities.

Facility	FY 2014 Budget	FY 2015 Budget	Difference
Bucklin Point	\$ 1,283,844	\$ 1,375,576	\$ 91,732
BP BNR	-	148,643	148,643
Subtotal	1,283,844	1,524,219	240,375
Field's Point	1,920,736	1,729,948	(190,788)
IM	123,323	127,864	4,541
COB & Lab	149,624	153,663	4,039
Total Expense	\$ 3,477,527	\$ 3,535,694	\$ 58,167

The FY 2015 electricity usage budget is shown in the chart below.

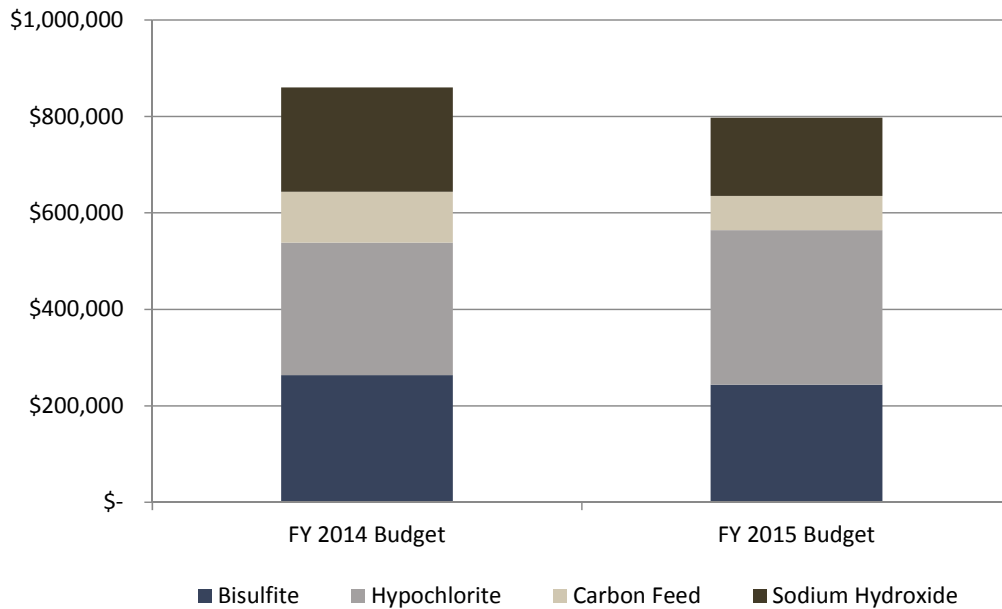


The FY 2015 chemical budget for hypochlorite and bisulfite at Field's Point shows an increase of \$25,333 or 4.7% from the prior year as a result of higher projected usage. The chart below shows historical and budgeted usage of these chemicals.



In FY 2015 the new chemicals that may be required to achieve permit levels for nitrogen removal at Field's Point, are budgeted at \$87,879 or 27.3% lower than the FY 14 budget. Overall, the FY 2015 chemical budget for Field's Point totals \$797,640 compared to \$860,186 in the prior year.

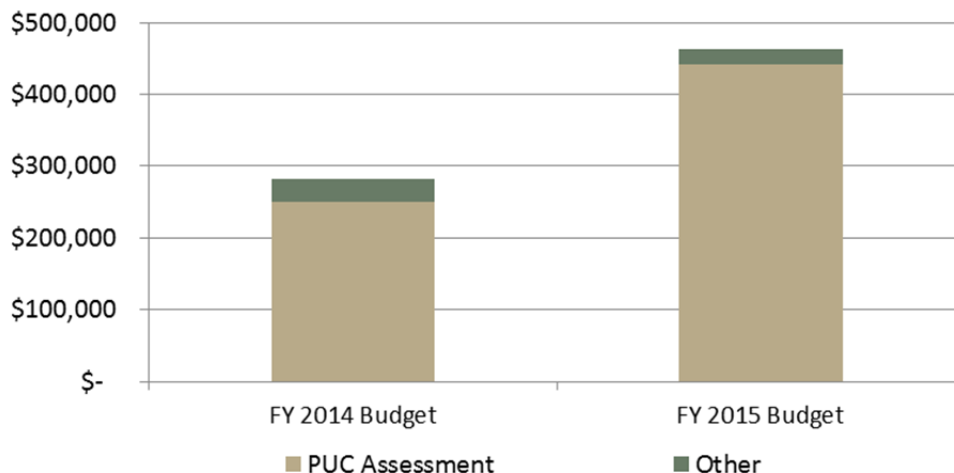
Fields Point Chemicals



Professional Services

The FY 2015 Professional Services budget represents approximately 7.7% of the total O & M expenses. The majority of this expense is for the Bucklin Point Management Contract, which is 88% of the total or approximately \$1.95 million. In accordance with the terms of the contract, the base contract amount was adjusted for the contracted CPI increase of 1.94% or approximately \$20,852. The Bucklin Point Management Contract also includes an annual allowance for chemicals. Budgeted Regulatory expense is \$181,400 higher and the majority of this expense is for the PUC Regulatory Assessment. Below is a comparison of FY 2014 vs. FY 2015 Regulatory Expense.

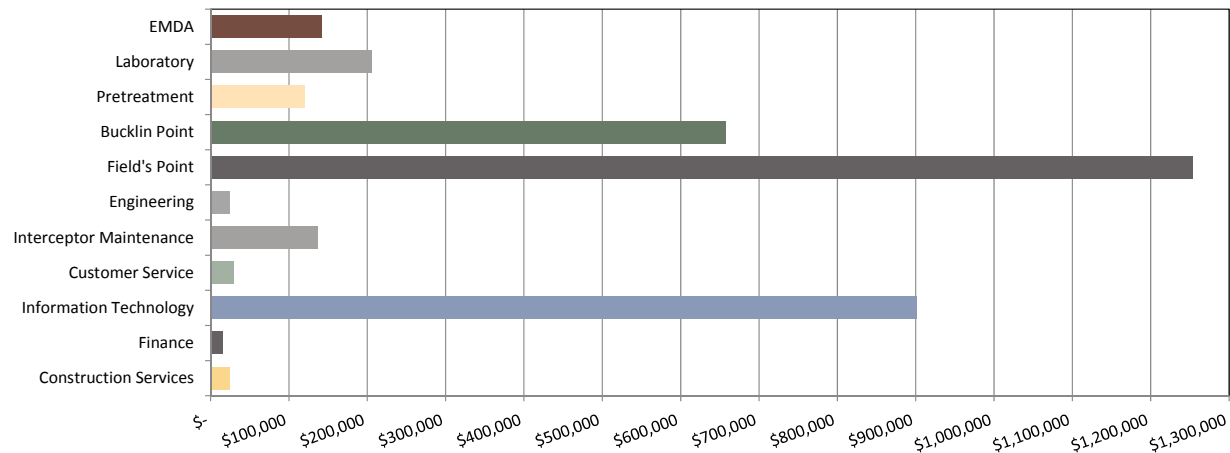
Regulatory Expense



Operating Capital Outlays

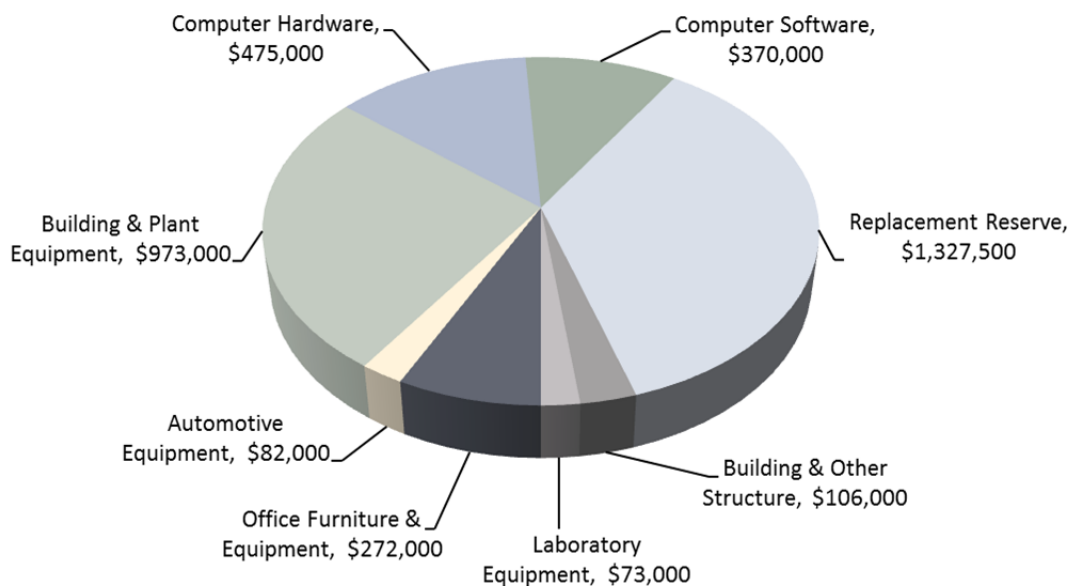
Operating capital outlays make up 3.7% of the FY 2015 operating budget. On a year-to-year basis this element of expense shows a decrease of 5.5%, reducing from approximately \$3.9 million in FY 2014 to approximately \$3.7 million in FY 2015. Major items include investments in information technology and 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



Field's Point represents the majority or 34.1% of the total FY 2015 capital outlays budget. The majority of the expense includes, the rehabilitation of the scraper mechanisms and bridges on the final clarifiers, rebuilding the bar rack at the Ernest Street Pump Station (ESPS) and the purchase and replacement of sewage pumps at the ESPS for a total of \$550,000. 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 2015 Operating Capital Outlays budget by type of expenditure is illustrated in the chart below.

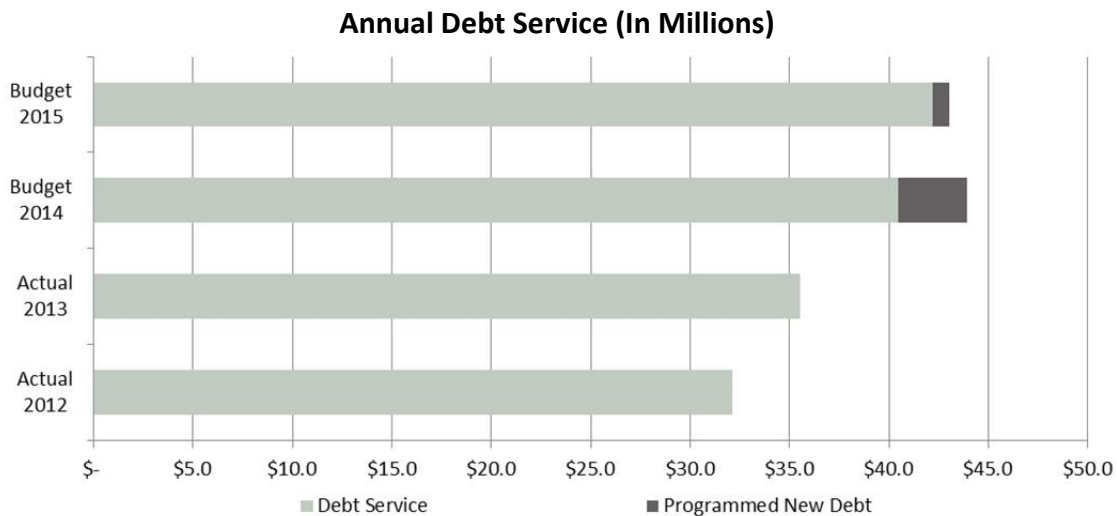
FY 2015 Operating Capital Expenditure Type



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 2015 Operating Capital Outlays and the Five-Year Operating Capital Outlays Plan schedules in the supporting schedules section.

Debt Service

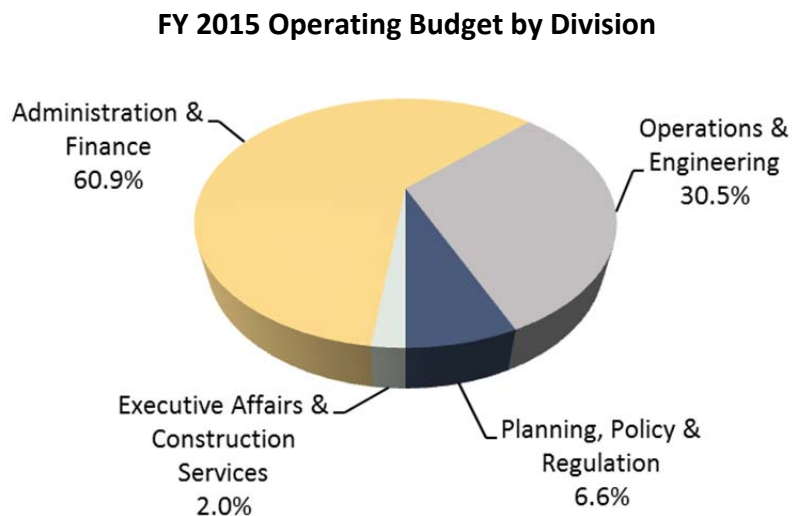
Debt service is the largest element of expense in NBC’s FY 2015 budget, representing 43.0% of the total budget. NBC’s budgeted debt service for FY 2015 is 2.1% lower than last year’s budget. Total debt service budgeted in FY 2015 is approximately \$43.0 million, which includes \$840,196 for programmed new debt. The graph below shows actual and budgeted existing and programmed new debt for the four-year period beginning FY 2012.



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 2015 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 2012	Actual 2013	Budget 2014	Budget 2015	FY14 - FY15 % Change	FY 2015 % of Budget
Executive Affairs & Construction Services	\$ 1,403,918	\$ 1,665,425	\$ 1,743,051	\$ 1,724,461	-1.1%	2.0%
Administration & Finance	40,582,683	44,309,630	53,597,717	53,452,316	-0.3%	60.9%
Operations & Engineering	22,044,332	22,399,697	25,264,862	26,725,840	5.8%	30.5%
Planning, Policy & Regulation	5,024,097	5,186,675	5,850,417	5,799,009	-0.9%	6.6%
Total	\$ 69,055,031	\$ 73,561,427	\$ 86,456,047	\$ 87,701,626	1.4%	100.0%

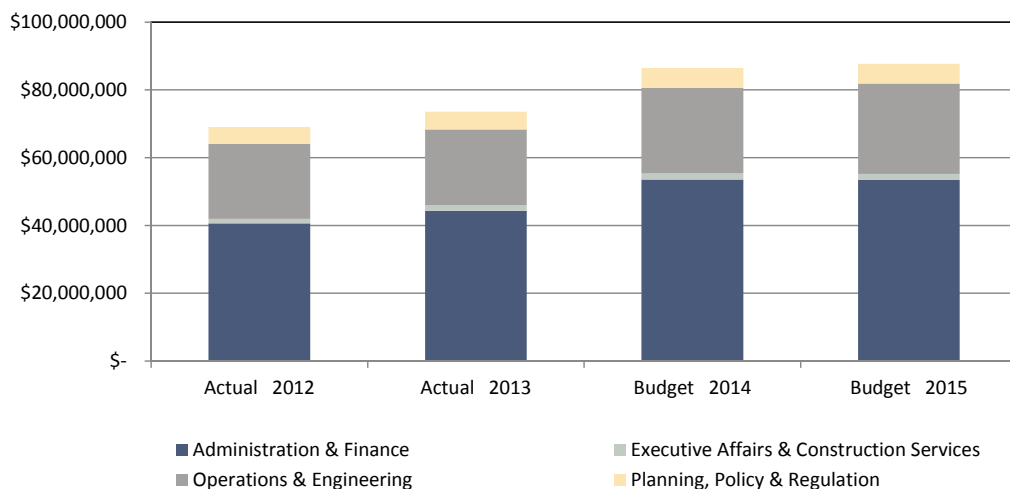
The Executive Affairs Division and Construction Services Division comprise 2.0% of the total budget and have decreased by 1.1% from the previous year.

The Administration and Finance Division represents 60.9% of the FY 2015 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 0.3% lower than last year.

The Operations and Engineering Division represents approximately 30.5% 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 5.8% higher in FY 2015 than the previous year. This increase is primarily due to the addition of three FTEs and higher operating costs for biosolids disposal and chemicals related to the treatment for nitrogen removal. The Operations and Engineering Division also has increased capital outlays as a result of needs 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 6.6% of the FY 2015 operating budget. The PP&R Division's FY 2015 budget is 0.9% or \$51,408 lower than the previous year.

Budget by Division



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 2015 to current fiscal year 2014 budget and actual fiscal year 2013.

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 realized or realizable, and earned by NBC regardless of timing of related cash flow.

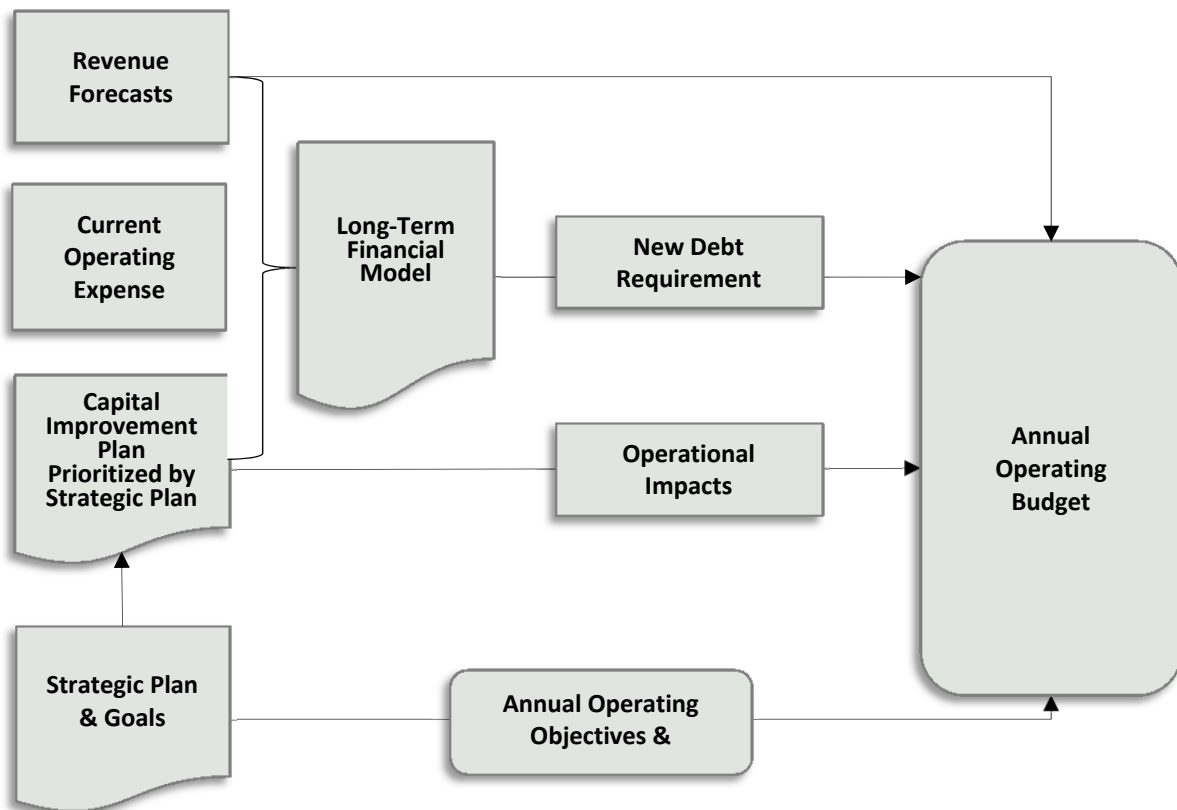
The Budget Process

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 July and August 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 application 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 July and August, Finance staff begins the process of forecasting the upcoming fiscal year expense and financial obligation. If it is determined that current user fee revenue is not sufficient to support the expense, then the NBC will prepare the required rate relief proposal.

On September 1st, if required, the rate relief proposal is filed for new rates effective the following July 1st.

Once filed, the application is assigned a docket number and a procedural schedule is set forth by the PUC. The public is notified within 10 days of the filed application and the docket is available for public review at the NBC, the PUC, online and the Office of the Attorney General of Rhode Island. The pending application is subject to discovery requests which include requests of data, studies, work papers, reports and other relevant requests of information. The filing undergoes review by all parties and a series of testimony is substantiated. Public comment hearings are scheduled in various locals within the NBC service area for ratepayer comment on the proposal. Finally, an evidentiary hearing is held with all parties present and the proposal undergoes final review and written decision is ordered by the PUC, which may approve rates that are different than that proposed by the NBC.

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 Construction, Engineering & Operations (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 2015 Budget Calendar

October	Administration and Finance Fiscal Year 2015 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.
November 1	Program Overview, Performance Objectives, Target Measures and Top Priorities due to Administration & Finance.
December 2	Five-Year Capital Outlay Plans due to Administration & Finance. Program Overview due to Administration & Finance.
January 15 & 16	Mid-Year FY 2014 Budget Reviews.
January 31	All Divisions required to electronically submit budget work-files.
February 19	All Divisions present budget requirements to Executive Director.
March	FY 2016-2020 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.
May 6	CIP Review Committee Review of FY 2016-2020 Capital Improvement Program.
May 28	CEO Committee and Board of Commissioners adoption of FY 2016-2020 CIP.
May 28	Finance Committee Review of Proposed Operating Budget.
June 24	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2015 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, 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).

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Review and Update of Strategic Plan	N/A	Annually
Long-term Financial Plan updated semi-annually	Semi-annually	Semi-annually

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.

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
File with PUC to maintain Sufficient Operating and Capital Funding	12/1/2013	10/1/2014
Update Capital Cash Flows	2 Updates	2 Updates
Update Long-Term Financial Plan	Semi-Annually	Semi-Annually
Prepare monthly financial statements within five business days of month-end	100%	100%
Prepare the restricted account reporting monthly	100%	100%
Complete trust transfers on the fourth business day before month-end	100%	100%
Perform monthly fund reconciliation	100%	100%
Prepare and transmit capital compliance reports to the PUC	2	2
Transmit restricted account reports to the PUC	4	4

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.

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Purchase requisitions completed within two weeks	97%	97%
Complete bid specifications within 30 days	30 days	30 days
Review utility and chemical contracts three months prior to expiration	100%	100%
Put out to bid non sole-source, non-emergency purchase requisitions over \$2,500	100%	100%
List non sole-source, non-emergency purchase requisitions over \$2,500 on the State of Rhode Island Vendor Program website	100%	100%
Train purchasing system users for maximum customer satisfaction	100%	100%

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.

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	13 Years	14 Years
Complete audit by September 30th	30-Sep-14	30-Sep-15
Complete audit with clean opinion and no management letter	Yes	Yes
Prepare monthly financial statements within five business days of month-end	Monthly	Monthly

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.

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Prepare and transmit monthly financial report to NBC's Finance Committee	Monthly	Monthly
Notification of Budget Issues within 3 days of month-end Report	3 Days	3 Days
Develop and administer a high quality annual Operating Budget and CIP	Yes	Yes
Receive GFOA Distinguished Budget Presentation Award	12 Years	13 Years
Operating Budget Receives a Proficient or Better Rating as a Communication Device	Yes	Yes

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.

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Update Capital Cash Flows Semi-Annually	2 Updates	2 Updates
Develop and administer a high quality annual Operating Budget and CIP	Yes	Yes

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.

Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Credit Rating with Standard & Poor’s	AA-	AA-
Update Long-Term Financial Plan Semi-Annually	Semi-Annually	Semi-Annually
Ensure compliance with federal tax laws and regulations to maintain tax exempt status of NBC’s bond issues	N/A	100%
Perform Post Issuance Compliance Monthly Reporting	N/A	Monthly
File with PUC to maintain Sufficient Operating and Capital Funding	12/1/2013	10/1/2014

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.

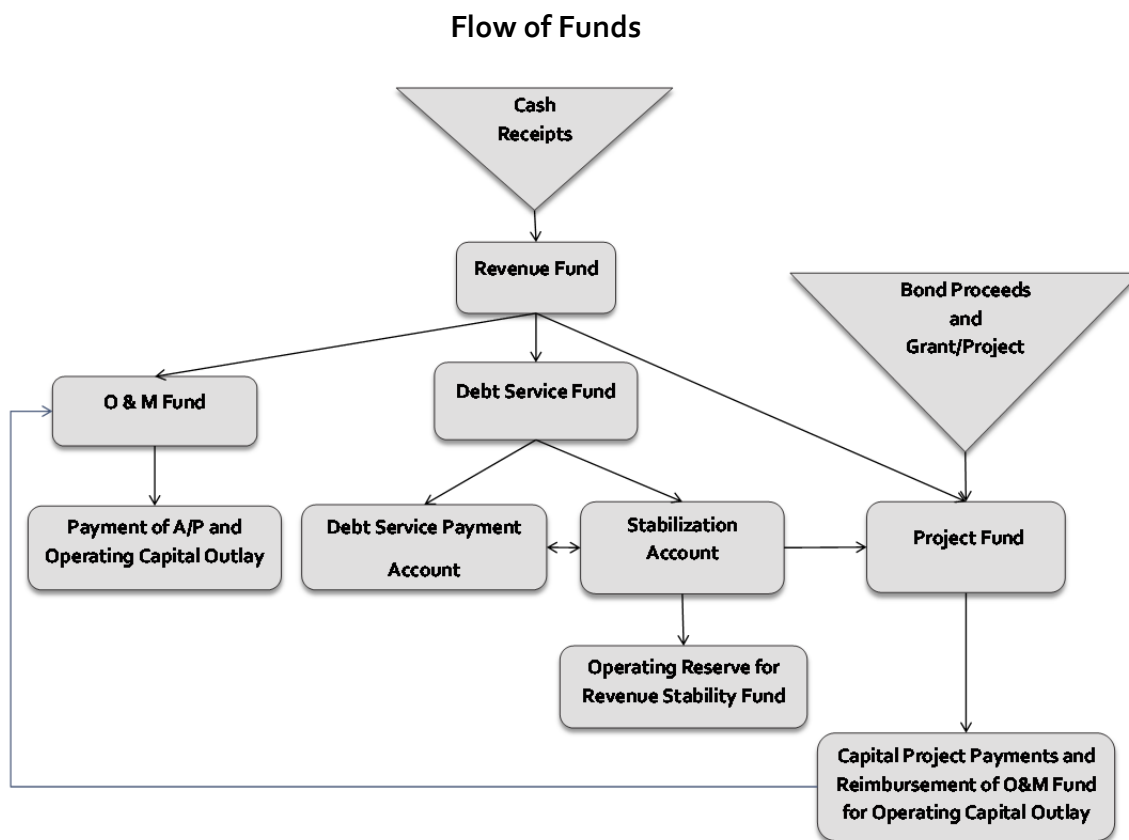
Measure of Compliance	FY 2014 Goal	FY 2015 Goal
Ensure compliance with federal tax laws and regulations to maintain tax exempt status of NBC’s bond issues	N/A	100%

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	12	February 12, 2010
3	August 4, 2005	13	June 24, 2010
4	December 15, 2005	14	March 29, 2011
5	December 21, 2006	15	June 28, 2012
6	February 8, 2007	16	November 28, 2012
7	October 15, 2007	17	March 21, 2013
8	December 12, 2007	18	June 6, 2013
9	July 1, 2008	19	December 12, 2013
10	November 1, 2008	20	March 6, 2014
11	October 6, 2009		

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



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

Revenue 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 Fund.

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.

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.

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.

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.

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.

Rebate Fund

The Rebate Fund is used should NBC's series of bonds or subordinated bonds issued, become subject to the rebate requirement of Section 148(f) of the Internal Revenue Code.

The Environmental Enforcement Fund (EEF) Fund 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.

Monthly Trust Transfers

The Trust Indenture establishes the flow of funds and all revenues, with minor exceptions, must be deposited into the Revenue Fund. On the third day prior to the last business day of each calendar month, the NBC must apply amounts from the Revenue Fund for certain purposes in a specific order. The first such amount applied, is the transfer from the Revenue Fund and deposit into the Operation and Maintenance Account in the Operation and Maintenance Fund. The NBC has calculated the FY 2015 monthly transfers for operating expenses amount in accordance with Section 504(2) (i) of the Trust Indenture. The table below shows the FY 2015 monthly transfers. The amounts are based on the actual operating expenses in FY 2014 multiplied by the percentage increase in the FY 2015 operating budget over the actual FY 2014 expenses, or 0.327%.

O&M Monthly Certified Trust Transfer		
Month		Amount
Jul-14	\$	4,331,972
Aug-14		3,847,325
Sep-14		2,938,001
Oct-14		3,406,771
Nov-14		3,215,792
Dec-14		3,810,772
Jan-15		3,410,732
Feb-15		3,307,986
Mar-15		2,903,596
Apr-15		3,251,862
May-15		3,132,018
Jun-15		3,414,138
Total	\$	40,970,965

The data in this budget has been used to project year-end fund balances for FY 2015, as shown in the table below.

	Fund Balance FY 2013	Net Change	Projected Fund Balance FY 2014	Net Change	Projected Fund Balance FY 2015
Revenue Fund	\$ 22,543,684	\$ 518,505	\$ 23,062,189	\$ 530,430	\$ 23,592,619
Operating and Maintenance Fund	1,549,829	30,997	1,580,826	(15,498)	1,565,327
Project Fund	340,419,370	21,350,070	361,769,440	20,837,765	382,607,204
Debt Service Fund	27,775,789	794,167	28,569,956	794,167	29,364,123
Revenue Stability Fund	4,503,238	400	4,503,638	400	4,504,038
Environmental Enforcement Fund	74,841	(10,000)	64,841	(10,000)	54,841
Net Assets	\$ 396,866,751	\$22,684,138	\$ 419,550,889	\$ 22,137,264	\$ 441,688,153

Significant changes in the fund balances are as follows:

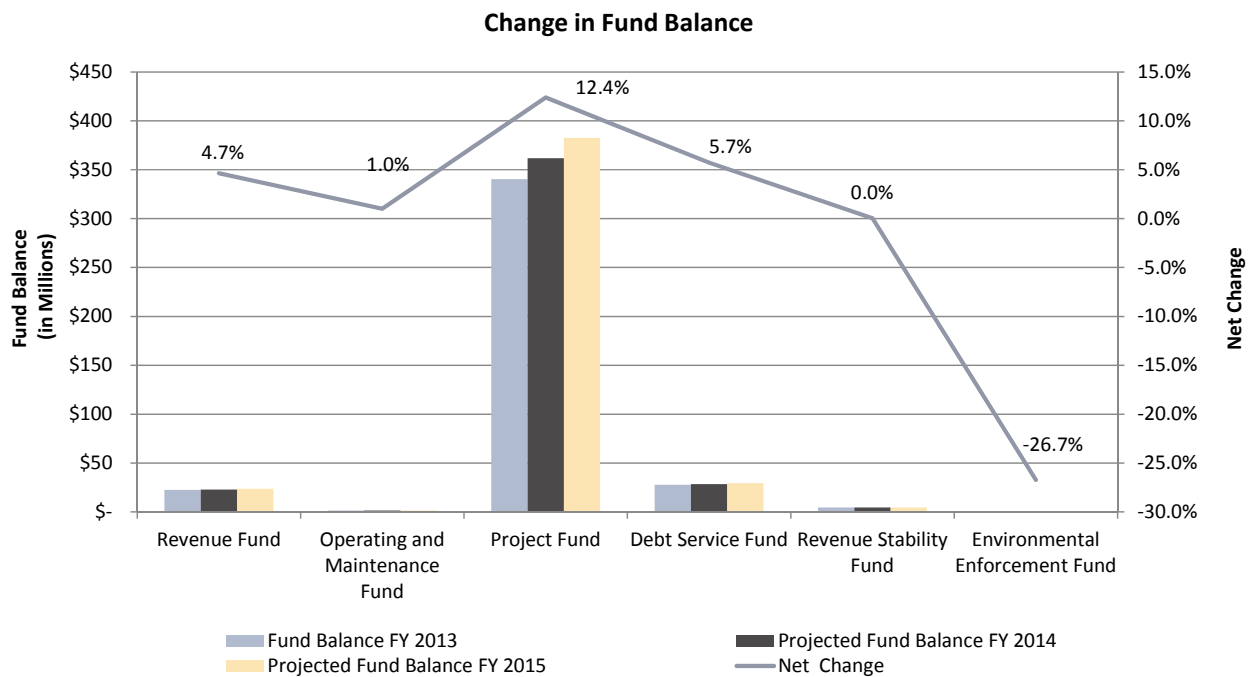
Revenue Fund: In FY 2014 the Revenue Fund is expected to increase \$0.52 million or 2.3% and in FY 2015 it is projected to increase by \$0.53 million or 2.3%. This fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts and funds are transferred to the other funds as required once a month.

Project Fund: In FY 2014 the Project Fund is expected to increase by 6.3% or \$21.3 million and in FY 2015 it is projected to increase by 5.8% or \$20.8 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 2.9% in FY 2014 by \$0.79 million and 2.8% in FY 2015 by \$0.79 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.

The change in the year-end project fund balances for FY 2013 through FY 2015 is shown in the chart below.



For an overview showing the relationship between major funds and Divisions / Sections please see the Fund – Organization Matrix in the Supporting Schedules section of this budget.



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 restricted the use of prior year debt service coverage allowance to fund only 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 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 Twenty Supplemental Indentures.
- NBC’s Operating Budget and CIP documents include planned capital funding and expenses for FY 2015 and in order to join together the State of Rhode Island’s capital budgeting process, NBC’s five-year CIP window is 2016-2020.

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
2014 Series A (SRF)	Unspent Proceeds from NBC 2014 Series A
2015 Series A (SRF)	Planned Borrowing from RICWFA in FY 15 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

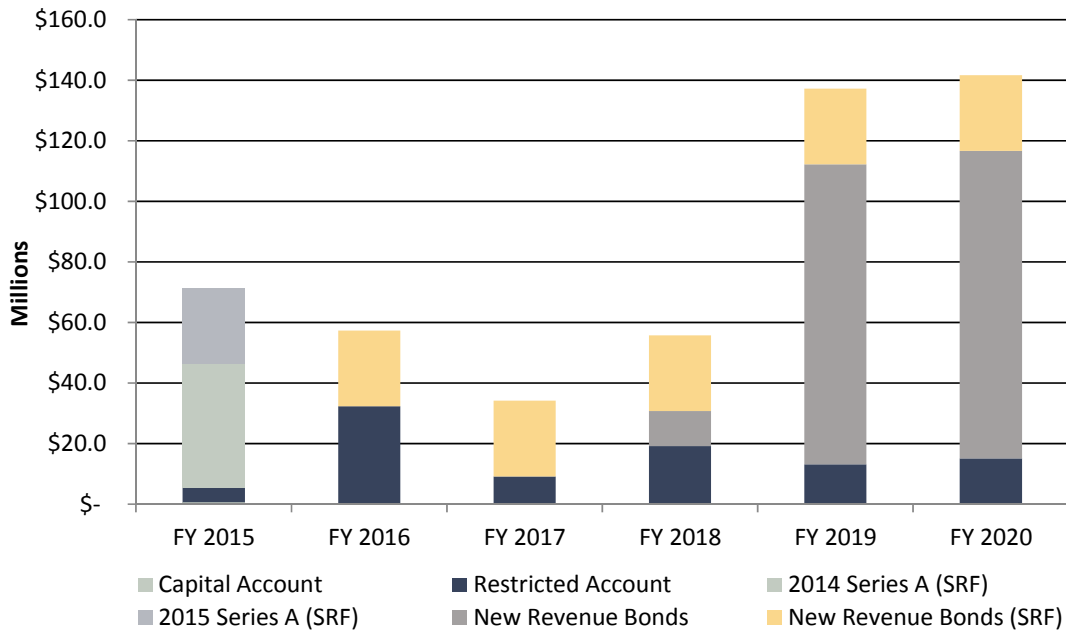
In FY 2015, NBC plans to fund its capital improvements with approximately \$41.0 million in existing SRF funds, \$4.8 million in restricted funds, and \$0.6 million in capital funds. In addition, NBC plans to borrow \$25.0 million from the RICWFA.

NBC’s long-term financing strategy includes funding as much as possible through the RICWFA. At the time this budget was prepared, the RICWFA’s loan capacity was estimated to be \$25.0 million per year for a total of \$125.0 million over the five-year CIP period. Because NBC’s capital needs exceed RICWFA capacity, the NBC plans on issuing \$212.0 million in revenue bonds during fiscal years 2015 through 2020, making it NBC’s largest source of capital. In addition, it is projected that \$93.4 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 2015-2020.

Sources of Funds (Thousands)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 2016-2020	Total FY 2015-2020
Capital Account	\$ 588	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ 588
Restricted Account	4,843	32,238	9,110	19,156	13,071	15,033	88,607	93,449
2014 Series A (SRF)	40,957	-	-	-	-	-	-	40,957
2015 Series A (SRF)	25,000	-	-	-	-	-	-	25,000
New Revenue Bonds	-	-	-	11,525	99,085	101,585	212,195	212,195
New Revenue Bonds (SRF)	-	25,000	25,000	25,000	25,000	25,000	125,000	125,000
Total	\$ 71,388	\$ 57,238	\$ 34,110	\$ 55,681	\$ 137,156	\$ 141,618	\$ 425,802	\$ 497,189

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 2015 through FY 2020. NBC plans on borrowing \$25.0 million from RICWFA in FY 2015 which will fund the costs associated with CSO Phase II Facilities, Bucklin Point Nitrogen Removal and the Regulatory Compliance Building projects in FY 2015. In future years, NBC will rely heavily on revenue bonds to finance the CIP, with the revenue bond issuance peaking in FY 2020 to nearly \$102.0 million.

Sources of Funds



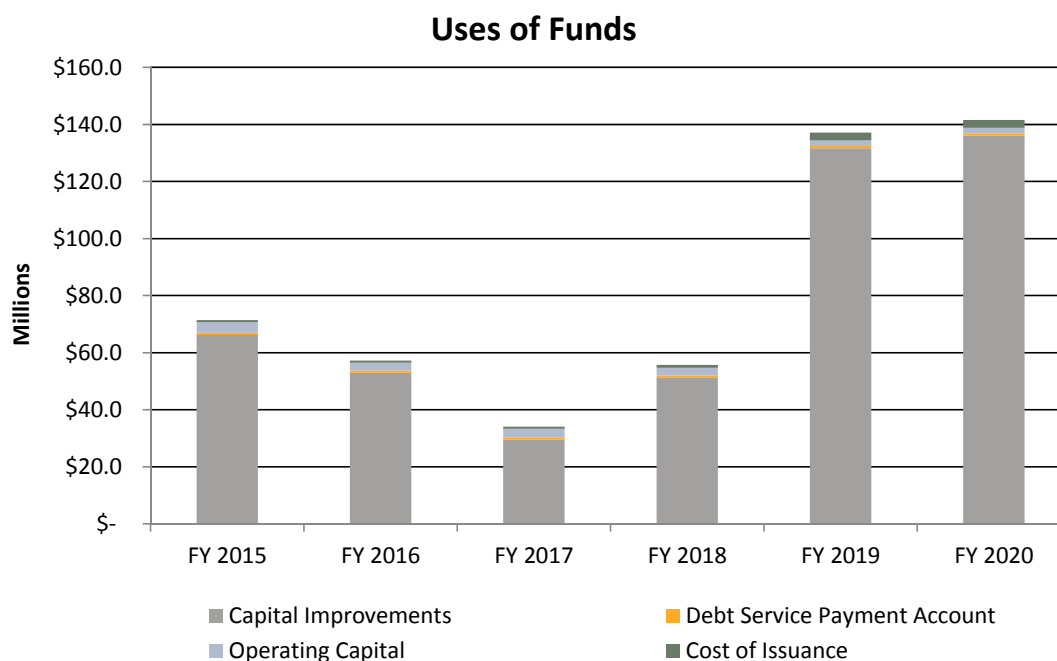
NBC must also take into consideration the uses of capital funds as part of the planning process. The following table lists the individual funding uses along with their descriptions. In addition to payments for capital projects, the table identifies operating capital expenses and incremental increases 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 94% of the total uses for the FY 2016-2020 CIP window.

Uses of Funds (Thousands)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total FY 2016-2020	Total FY 2015-2020
Operating Capital	\$ 3,684	\$ 2,793	\$ 3,191	\$ 2,786	\$ 2,000	\$ 2,000	\$ 12,771	\$ 16,454
Capital Improvements	66,204	52,945	29,419	51,164	131,674	136,086	401,287	467,491
Debt Service Payment Account	750	750	750	750	750	750	3,750	4,500
Cost of Issuance	750	750	750	981	2,732	2,782	7,994	8,744
Total	\$71,388	\$57,238	\$34,110	\$55,681	\$137,156	\$141,618	\$ 425,802	\$ 497,189

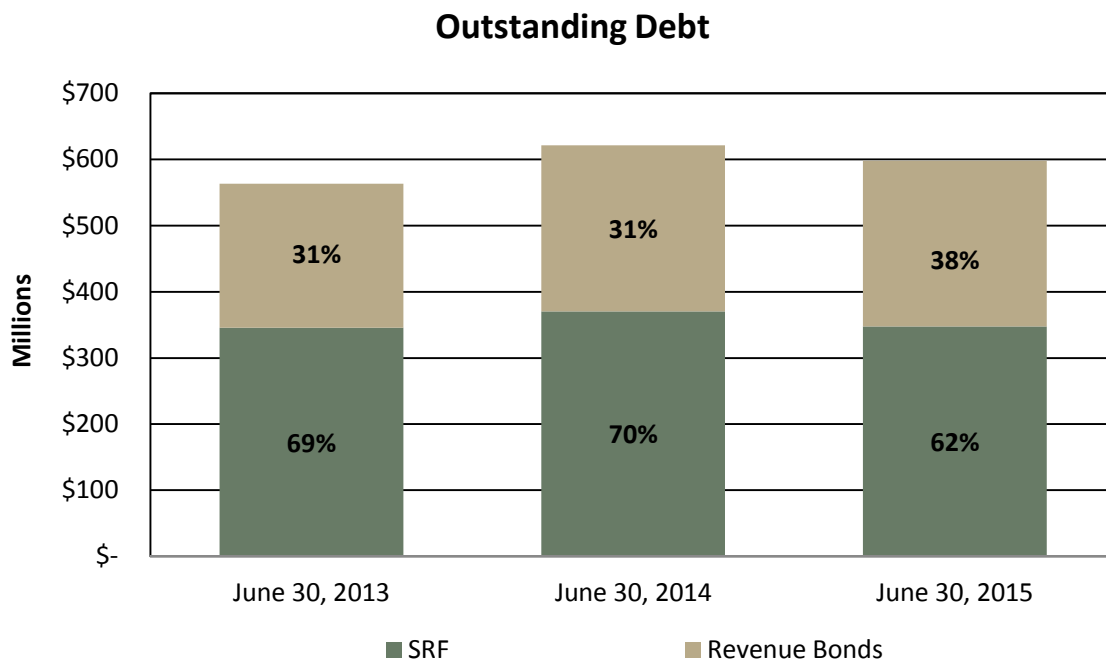
The chart below shows the uses of capital funds by fiscal year. Expenditures on capital improvements are \$66.2 million in FY 2015 and will decline in each of the three following fiscal years. FY 2019 shows higher programmed costs that reflect the construction of the CSO Phase III Facilities.



The table below shows the changes in outstanding debt at fiscal year-end for 2013, 2014 and 2015. 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 11% from FY 2013 to \$622.9 million in FY 2015.

Issuance	Outstanding Debt as of June 30, 2013	Additions/ Principal Payments	Outstanding Debt as of June 30, 2014	Additions/ Principal Payments	Outstanding Debt as of June 30, 2015
SRF Loans					
SRF Loans	\$ 320,786,985	\$ (20,192,959)	\$ 300,594,026	\$ (21,973,727)	\$ 278,620,299
2013 Series B	24,919,034	(997)	24,918,037	(1,054,545)	23,863,492
2014 Series A	-	45,000,000	45,000,000	-	45,000,000
2015 Series A	-	-	-	25,000,000	25,000,000
<i>Subtotal SRF</i>	345,706,019	24,806,044	370,512,063	1,971,727	372,483,790
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	58,255,000	(1,790,000)	56,465,000	-	56,465,000
2013 Series A	71,480,000	-	71,480,000	-	71,480,000
2013 Series C	-	34,970,000	34,970,000	-	34,970,000
<i>Subtotal Revenue</i>	217,235,000	33,180,000	250,415,000	-	250,415,000
Total	\$ 562,941,019	\$ 57,986,044	\$ 620,927,063	\$ 1,971,727	\$ 622,898,790

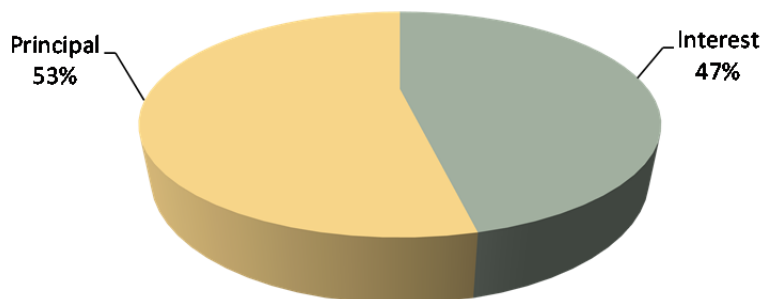
The table below reflects the outstanding debt for fiscal years 2013 and 2014 and the projected debt for fiscal year 2015.



The following table shows debt service payments for existing and new bond issues in Fiscal Year 2015.

Issue	Interest	Principal	Total
RICWFA (SRF Loans)			
1993 Series B - \$14.781M	\$ 55,482	\$ 983,750	\$ 1,039,232
1994 Series - \$17.279M	60,645	1,130,718	1,191,363
1997 Series - \$8.150M	103,870	468,955	572,825
1999 Series - \$23.955M	357,880	1,195,000	1,552,880
2001 Series - \$57M	672,014	3,205,000	3,877,014
2002 Series - \$57M	440,327	2,930,719	3,371,046
2003 Series - \$40M	475,646	1,953,000	2,428,646
2004 Series B - \$40M	543,962	2,045,000	2,588,962
2005 Series B - \$30M	371,044	1,444,000	1,815,044
2006 Series A - \$30M	360,489	1,427,000	1,787,489
2007 Series B - \$25M	417,876	1,236,000	1,653,876
2009 Series A - \$55M	1,282,076	849,052	2,131,128
2010 Series A - \$2M	37,065	71,320	108,385
2010 Series B - \$20M	523,676	831,000	1,354,676
2011 Series A - \$30M	824,058	1,136,510	1,960,568
2012 Series A - \$25.75M	590,163	1,066,703	1,656,866
2013 Series B - \$25M	558,907	1,054,545	1,613,453
2014 Series A - \$45M	423,475	-	423,475
2015 Series A - \$25M	840,196	-	840,196
Revenue Bonds			
2008 Series A \$66M Refunding	1,976,275	-	1,976,275
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	3,136,650	-	3,136,650
2013 Series C - \$34.97M	1,656,550	-	1,656,550
Total	\$ 20,023,889	\$ 23,028,273	\$ 43,052,161

FY 2015 Debt Service

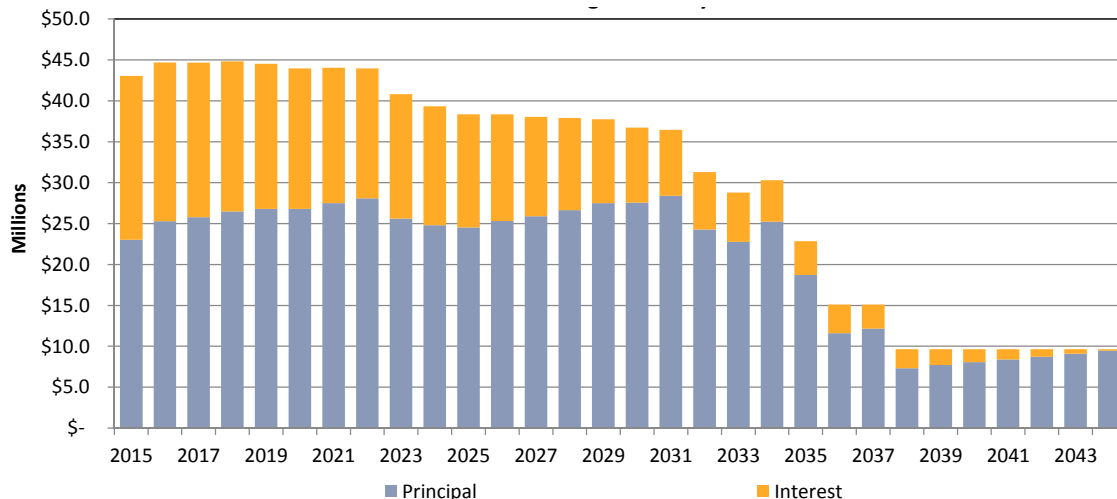


The following table shows debt service payments for existing bond issues through maturity.

Debt Service Payments through Maturity

Fiscal Year	Debt	Interest	Principal	Total Payment
2015	\$ 619,575,326	\$ 20,023,889	\$ 23,028,273	\$ 43,052,161
2016	596,547,053	19,395,991	25,284,371	44,680,362
2017	571,262,682	18,866,848	25,783,150	44,649,998
2018	545,479,532	18,318,713	26,495,360	44,814,073
2019	518,984,172	17,743,523	26,790,985	44,534,508
2020	492,193,187	17,156,509	26,812,719	43,969,228
2021	465,380,468	16,531,822	27,502,239	44,034,061
2022	437,878,229	15,873,523	28,088,055	43,961,578
2023	409,790,173	15,203,914	25,597,320	40,801,234
2024	384,192,854	14,525,771	24,798,601	39,324,372
2025	359,394,252	13,805,537	24,533,278	38,338,815
2026	334,860,975	13,026,514	25,312,240	38,338,754
2027	309,548,734	12,149,640	25,899,102	38,048,742
2028	283,649,632	11,263,729	26,650,063	37,913,792
2029	256,999,569	10,236,115	27,514,490	37,750,605
2030	229,485,079	9,175,442	27,567,156	36,742,598
2031	201,917,923	8,069,098	28,389,317	36,458,415
2032	173,528,606	7,009,082	24,263,675	31,272,757
2033	149,264,931	6,033,398	22,748,966	28,782,364
2034	126,515,965	5,040,159	25,243,965	30,284,124
2035	101,272,000	4,121,714	18,712,000	22,833,714
2036	82,560,000	3,499,338	11,605,000	15,104,338
2037	70,955,000	2,923,013	12,180,000	15,103,013
2038	58,775,000	2,318,150	7,330,000	9,648,150
2039	51,445,000	1,942,150	7,710,000	9,652,150
2040	43,735,000	1,588,200	8,060,000	9,648,200
2041	35,675,000	1,259,200	8,390,000	9,649,200
2042	27,285,000	916,700	8,735,000	9,651,700
2043	18,550,000	560,200	9,090,000	9,650,200
2044	9,460,000	189,200	9,460,000	9,649,200
Total	\$ 288,767,080	\$ 619,575,325	\$ 908,342,406	

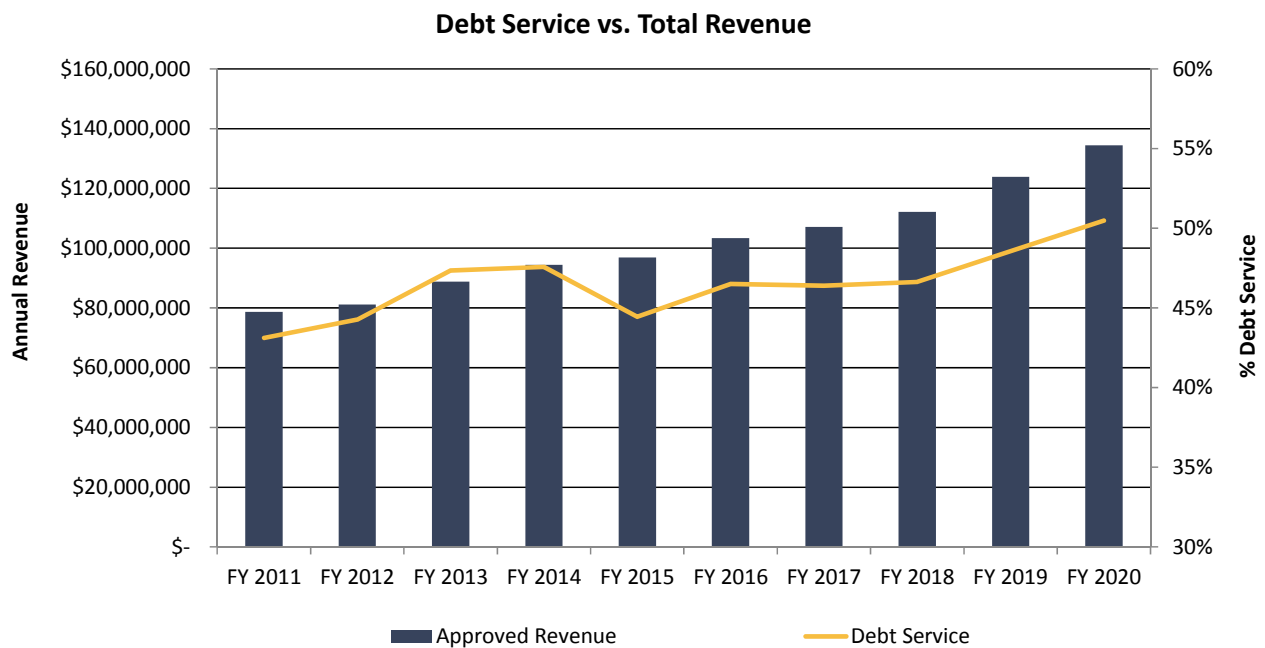
Debt Service Through Maturity



CIP Impact Overview

Impact of CIP on Debt Service

Since the CIP is financed primarily through the issuance of long-term debt, the capital program’s impact on the operating budget is the payment of the associated principal and interest. Overall, debt service is anticipated to increase from approximately \$43.1 million in FY 2015 to \$67.9 million in FY 2020. The chart below shows debt service as a percentage of the projected revenue requirement through FY 2020. Annual debt service as a percentage of total revenue will rise from 44.4% in FY 2015 and increase to 50.5% in FY 2020 as NBC finances 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

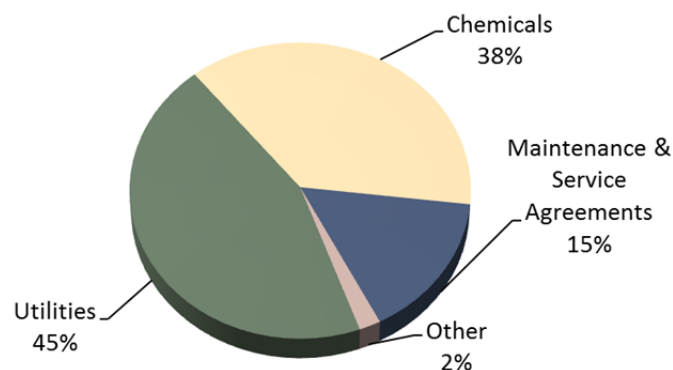
The primary impact of the CIP on the Operating Budget is the payment of debt service in the form of principal and interest as discussed above, however, some capital improvements also impact operating costs directly. The operation of completed capital improvements may result in additional costs or cost 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.

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 will increase utility and chemical use, resulting in increased operational costs of \$895,000 at Field’s Point and \$213,000 at Bucklin Point in FY 2015. In addition, the CSO Phase II facilities will also increase utility usage, biosolids disposal, chemical costs and require new maintenance agreements for a total increase of \$64,000 in FY 2015. Finally, the Floatables Control Facilities will have additional costs of \$19,000 in FY 2015 for nets and screening and grit disposal. The projected operational impact of all of the completed CIP projects is \$1.19 million in FY 2015, which will decrease to \$967,000 in FY 2020.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
FPWWTF Nitrogen Removal Facilities						
Utilities	\$ 651	\$ 670	\$ 691	\$ 711	\$ 733	\$ 755
Chemicals	240	247	254	262	270	278
Screenings & Grit Disposal	2	2	2	2	2	2
Water	2	2	2	2	3	3
<i>Subtotal</i>	895	922	949	978	1,007	1,037
Regulatory Compliance Building						
Utilities	-	84	86	89	91	94
<i>Subtotal</i>	-	84	86	89	91	94
BPWWTF Biogas Reuse						
Maintenance & Service Agreements	-	-	165	170	175	180
Utilities	-	-	(435)	(448)	(461)	(475)
<i>Subtotal</i>	-	-	(270)	(278)	(286)	(295)
BPWWTF Solar Energy						
Utilities	-	-	(249)	(249)	(249)	(249)
Maintenance & Service Agreements	-	-	16	16	16	16
<i>Subtotal</i>	-	-	(233)	(233)	(233)	(233)
CSO Phase II Facilities						
Utilities	16	31	34	37	40	43
Labor	1	1	1	1	1	1
Chemicals	39	39	39	39	39	39
Maintenance & Service Agreements	3	3	3	3	3	3
Other	6	6	6	6	6	6
<i>Subtotal</i>	64	80	83	86	89	92
Floatable Control Facilities						
Screenings & Grit Disposal	1	1	1	1	1	1
Labor	6	6	7	7	8	8
Other	12	13	13	13	14	14
<i>Subtotal</i>	19	20	20	21	22	23
BPWWTF Nitrogen Removal Facilities						
Utilities	150	154	159	164	169	174
Chemicals	63	65	67	69	71	73
<i>Subtotal</i>	213	219	226	233	240	247
Total	\$ 1,191	\$ 1,324	\$ 862	\$ 896	\$ 931	\$ 967

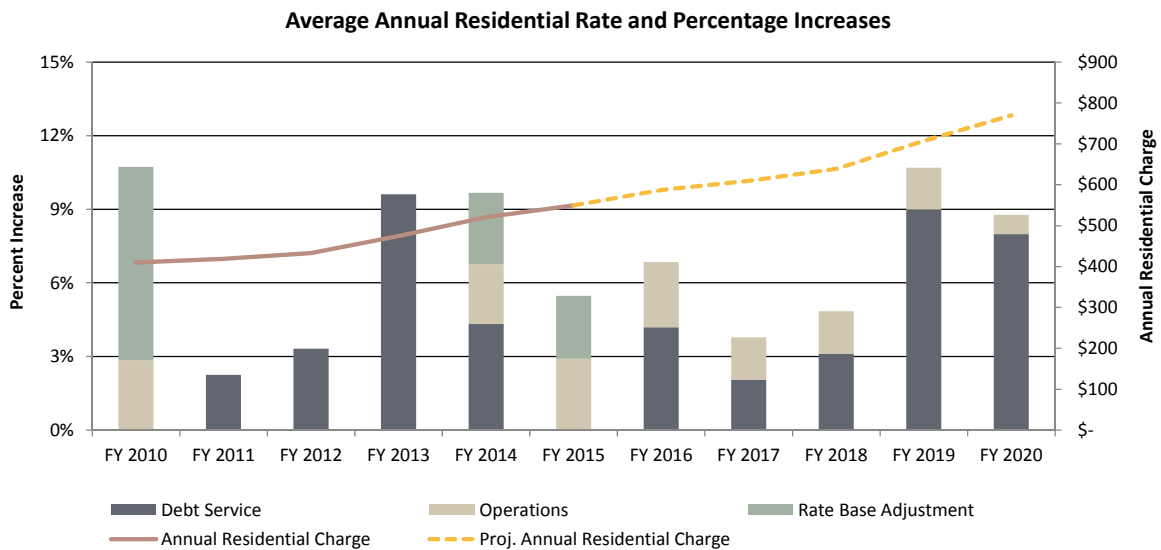
The following graph shows the percentage of CIP impacts by expense type during FY 2016-2020. The majority of the cost relate to the Field's Point and Bucklin Point Nitrogen Removal Facilities and the CSO Phase II Facilities. Approximately 45% of the costs or \$2.2 million is for increased utility use, while chemicals represent 38% or \$1.9 million, for these three projects. The cost for maintenance and service agreements represents \$0.8 million or 15% during the five-year period for the newly constructed CSO Phase II facilities and the Biogas Reuse and Solar Energy Projects at the Bucklin Point WWTF. Finally, 2% or \$0.2 million of the five-year impact relates to labor, screenings and grit disposal, water and biosolids disposal.

CIP Percentage Impact by Element of Operating Cost



Impact of CIP on Sewer User Rates

In FY 2015, 56% of the rate increase is for operation and maintenance costs associated with the newly constructed facilities required as part of NBC’s mandated CIP projects. These include the Nitrogen Removal Facilities at both Field’s Point and Bucklin Point. In addition, 44% of the rate increase is to address changes in NBC’s rate base. NBC has seen a decrease in both the size and number of billable non-residential meters as well as lower consumption. The chart below shows the projected impact of financing 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 \$547 at the beginning of FY 2015 to \$770 in FY 2020. The largest projected rate increase is in FY 2019 at 10.7%, as NBC enters the construction phase of the CSO Phase III Facilities. Debt service makes up 64%, 54% and 64% of the projected rate increases in FY 2016, 2017 and 2018 respectively and 84% in FY 2019.



Even with these increases, NBC’s sewer rates remain competitive. As can be seen in the chart, when NBC’s 2013 rate is calculated based on consumption of 120 HCF, it is approximately 8% below the national average of \$646 for major U.S. Cities.

2013 Annual Residential Sewer Charges for Major U.S. Cities			
Seattle, WA	\$ 1,398	Houston, TX	\$ 579
Honolulu, HI	1,072	Philadelphia, PA	552
San Francisco, CA	1,007	Saint Louis, MO	548
Portland, ME	1,002	Columbus, OH	527
MWRA Service Area	847	Dallas, TX	494
Austin, TX	814	New Orleans, LA	493
Washington, DC	775	Saint Paul, MN	424
Detroit, MI	769	Los Angeles, CA	407
Boston, MA	700	San Jose, CA	406
Jacksonville, FL	687	Fort Worth, TX	403
New York, NY	683	Milwaukee, WI	365
Indianapolis, IN	631	San Antonio, TX	358
San Diego, CA	615	Newark, NJ	294
Providence, RI	595		

Capital Improvement Program

The Capital Improvement Program

The Narragansett Bay Commission's (NBC) 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 with costs greater than \$75,000 and are for new facilities as well as the repair and replacement of existing infrastructure. The CIP shows programmed expenditures for fiscal year (FY) 2015 as well as the five-year period of fiscal years 2016-2020, 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 71 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 \$401.3 million with additional capital expenditures projected to be \$66.2 million in FY 2015 for a total of \$467.5 million during FY 2015-2020. The majority of the costs are related to the construction of the Combined Sewer Overflow (CSO) Phase II Facilities, the Nitrogen Removal at Bucklin Point, and the CSO Phase III Facilities. Design of the federally mandated CSO Phase III facilities began in FY 2014 in accordance with the consent agreement between NBC and the Rhode Island Department of Environmental Monitoring (RIDEM). Construction of the CSO Phase III facilities is programmed to begin in FY 2018. For planning purposes, the programmed expenditures are classified into cost categories, as shown in the following table.

FY 2016-2020 CIP Costs by Category

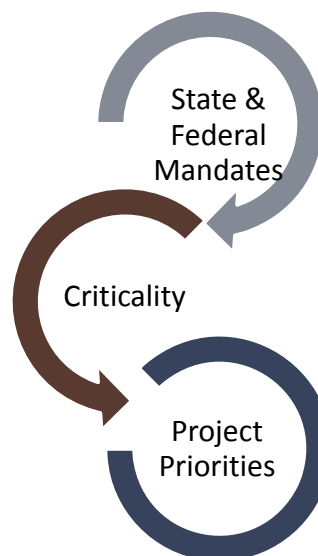
(In thousands)

Category	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	FY 16-20	FY 15-20
Administrative	\$ 3,543	\$ 1,558	\$ 1,057	\$ 1,508	\$ 1,977	\$ 1,711	\$ 7,810	\$ 11,354
Land	361	125	125	4,200	-	-	4,450	4,811
A/E Professional	6,803	15,686	15,369	8,302	14,553	14,442	68,352	75,154
Construction	48,206	23,418	6,651	29,713	100,434	104,816	265,032	313,238
Contingency	3,799	11,525	1,189	581	60	567	13,922	17,721
Other	3,490	635	5,029	6,860	14,650	14,550	41,724	45,214
Total	\$ 66,201	\$ 52,947	\$ 29,419	\$ 51,164	\$ 131,674	\$ 136,086	\$ 401,289	\$ 467,492

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 decline primarily due to the completion of construction of CSO Phase II contracts and the Biological Nutrient Removal (BNR) at Fields Point.

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 Appendix. 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 89% of the projects identified in the window are prioritized with an "A" ranking and total \$358.3 million.

In addition, 4% or \$17.8 million of projects are identified with a "B" ranking, which includes projects that are imperative to NBC's ongoing operations. Finally 6%, or approximately \$25.3 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 the three priority ranking throughout the CIP window.

Estimated Costs by Project Priority
(In thousands)

Project Priority	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Years 2016-2020	Ranking Percentage
A	\$ 32,269	\$ 19,956	\$ 45,499	\$ 126,480	\$ 134,061	\$ 358,265	89%
B	1,607	3,582	5,346	5,194	2,025	17,754	4%
C	19,069	5,881	320	-	-	25,270	6%
Total	\$ 52,946	\$ 29,419	\$ 51,164	\$ 131,674	\$ 136,086	\$ 401,289	100%

Capital Improvement Program Assumptions

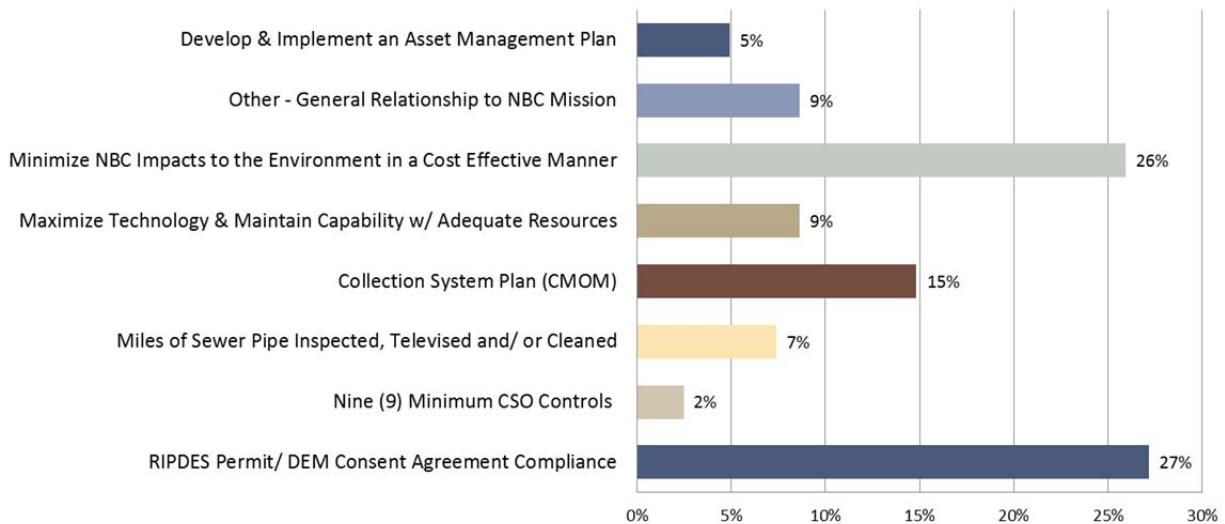
The cost estimates in this CIP are based on a number of assumptions as follows:

- 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 Projects by Strategic Objective

NBC’s Strategic Plan ensures NBC’s 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 71 CIP projects, 27% are related to the RIPDES Permit/DEM Consent Agreement Compliance Objective. This includes the CSO Facilities and Nitrogen Removal. While, 26% are to Minimize NBC’s Impacts to the Environment in a Cost Effective Manner such as Solar Energy at the BPWWTF. 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

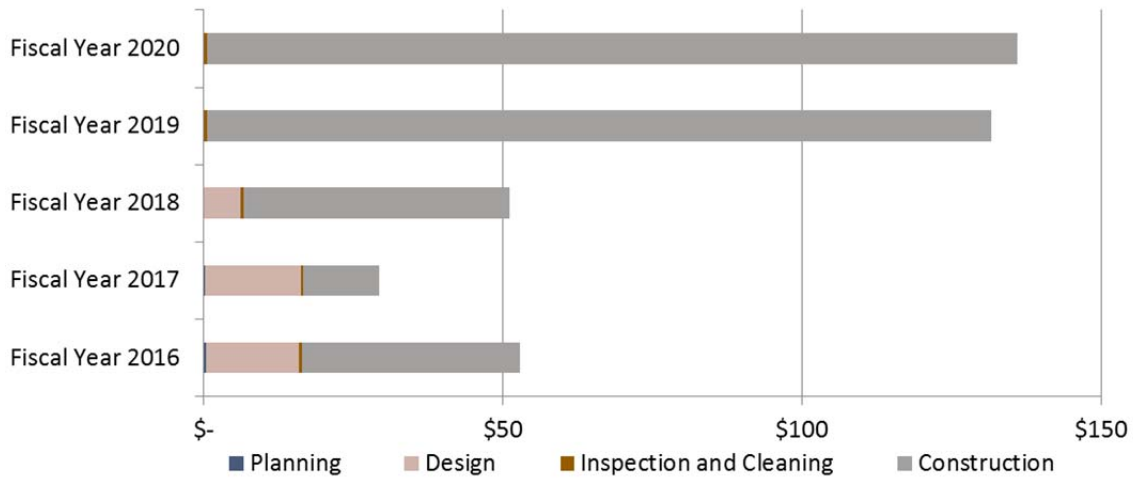


Capital Expenditure by Phase

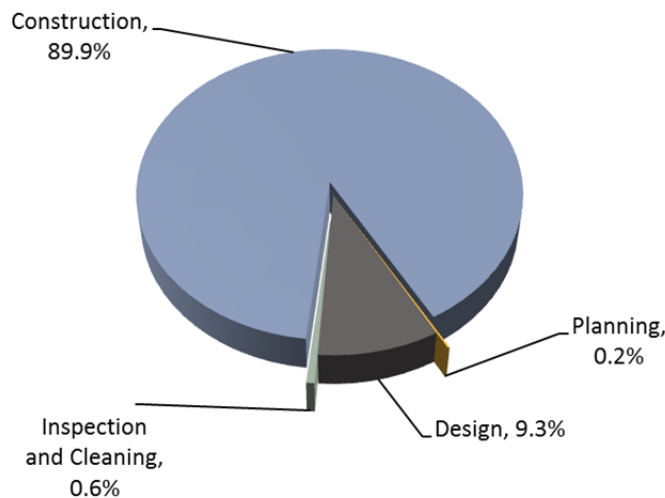
NBC's large construction projects are delineated by three phases: planning, design and construction. Planning consists of tasks such as feasibility studies and mapping. The design phase includes the determination of the intended technology as well as the development of all plans and specifications, acquisition of easements and permits. During the construction phase, facility improvements and infrastructure 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 treatment and collection system.

Expenditures by Project Phase

(In millions)



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 89.9% or \$360.5 million of the total expenditures. Design has the second largest amount of programmed expenditures with 9.3% or \$37.4 million of the total. Finally, Planning represents approximately 0.2% and Inspection and Cleaning represents 0.6%.



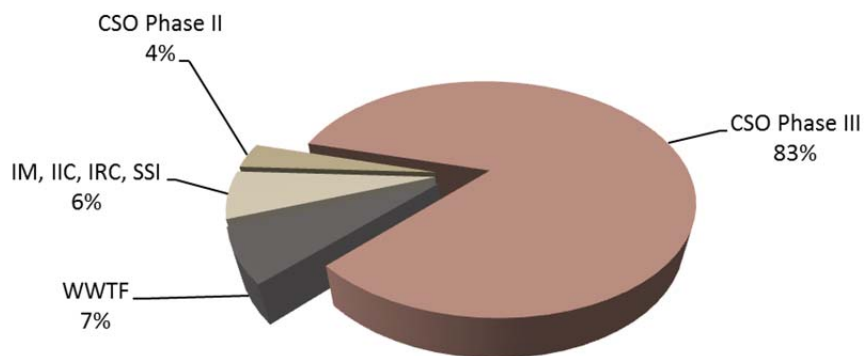
Capital Improvement Program Project Cost Allocation

NBC categorizes 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 \$401 million in capital expenditures scheduled over this year's CIP window, \$334.4 million, or 83%, is allocated to the design and construction of the CSO Phase III facilities. Approximately \$28.1 million or 7% is for Wastewater Treatment Facility Improvements, of which \$5 million will be spent on the construction of the new Regulatory Compliance Building located adjacent to Field's Point on Service Road. In addition, \$13.6 million or 4%, is for the completion of the CSO Phase II facilities. The remaining expenditures of \$25.1 million or 6% are for Infrastructure Management, Interceptor Inspection and Cleaning, Interceptor Repair and Construction, Sewer System Improvements, and Floatables Control Facilities.

CIP Costs by Functional Area



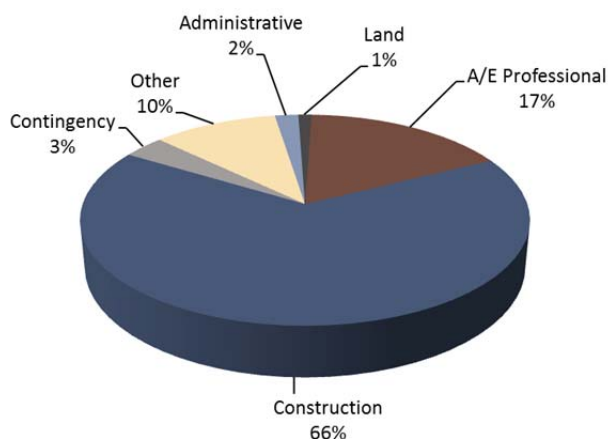
The following table shows a comparison of the capital expenditure costs by functional area from the prior CIP (FY 2015-2019) to the current CIP (FY 2016-2020). The most significant change is due to the CIP's window shift from year to year. The largest increase is 64.4% for the CSO Phase III Facilities related to the commencement of the design reevaluation in FY 2014 and construction in FY 2018. Another notable change is the inclusion of a Sewer System Improvement project at the Omega Pump Station, at a cost of \$651 thousand. In addition, there is an increase of 4.7% for Wastewater Treatment Facility Improvements. The CSO IIC remains unchanged from year to year at \$2.5 million. The remaining areas show decreases reflecting the completion of capital projects. The most significant decrease, 78%, is due to the completion and near completion of various CSO Phase II contracts. Overall, there is a 25.2% 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 2015-2019)	Current Year CIP (FY 2016-2020)	% Change
Wastewater Treatment Facility Improvements	\$ 26,856	\$ 28,128	4.7%
Infrastructure Management	7,693	3,847	(50%)
CSO Phase II Facilities	61,512	13,555	(78%)
CSO Phase III Facilities	203,425	334,412	64.4%
Sewer System Improvements	-	651	100.0%
CSO Interceptor Inspection and Cleaning	2,500	2,500	0.0%
CSO Interceptor Repair and Construction	18,468	18,197	(1%)
Total	\$ 320,454	\$ 401,289	25.2%

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 \$265 million, or approximately 66% of the total costs within the five-year period. Architectural and Engineering services represent approximately \$68.1 million or 17% of the costs during this same period.

CIP Costs by Type of Activity



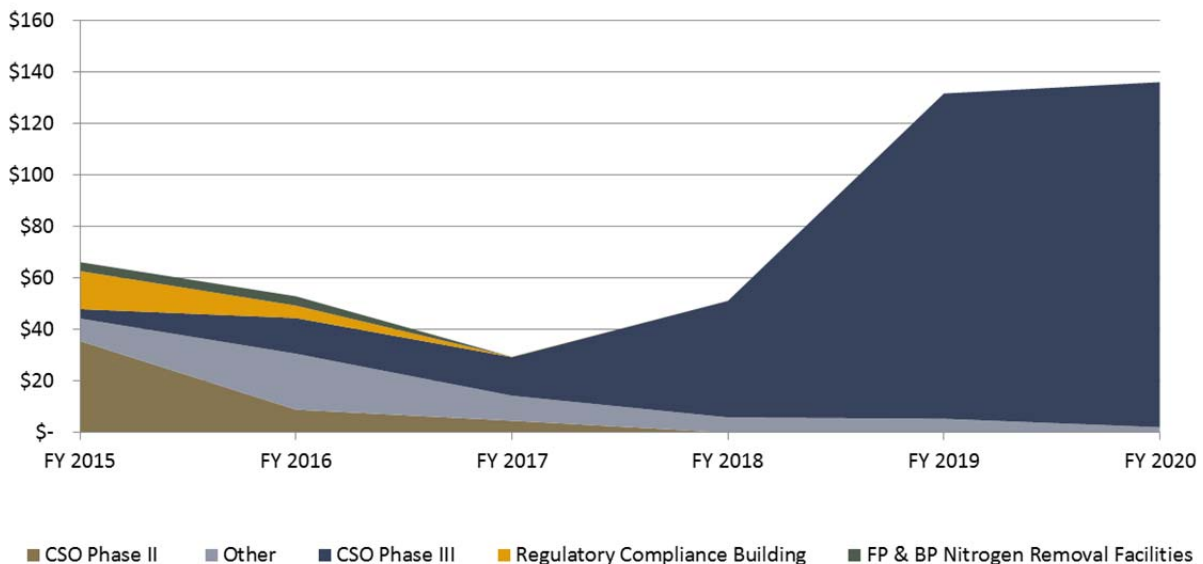
Significant Capital Improvement Projects

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 and Bucklin Point, the reevaluation, design and construction of the Phase III CSO Facilities, and the construction of the Regulatory Compliance Building. Costs for these five projects during the five-year period total \$356.5 million, or 89% of this year's CIP. Construction of the Field's Point Nutrient Removal Facilities is scheduled for completion in FY 2015 and the completion of the Bucklin Point Nitrogen Removal Facilities is scheduled for completion in FY 2017. Construction of the CSO Phase II Facilities is scheduled for completion in FY 2017. NBC's investment in its Other infrastructure projects is anticipated to increase in FY 2016 as NBC completes infrastructure repairs and construction and level off 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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2016 - FY 2020	Five-Year Window %
CSO Phase II Facilities	\$ 35,594	\$ 8,925	\$ 4,630	\$ -	\$ -	\$ -	\$ 13,555	3%
CSO Phase III Facilities	3,662	13,864	14,998	45,250	126,300	134,000	334,412	83%
Regulatory Compliance Building	14,770	4,828	90	-	-	-	4,918	1%
FP & BP Nitrogen Removal Facilities	3,478	3,628	-	-	-	-	3,628	1%
Other	8,701	21,701	9,701	5,915	5,374	2,086	44,777	11%
Total	\$ 66,205	\$ 52,946	\$ 29,419	\$ 51,164	\$ 131,674	\$ 136,086	\$ 401,289	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 construction contracts based upon the tasks to be completed. Phase II 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.

The most significant components of the Phase II Facilities are the construction of two interceptors in the Field's Point Service Area. The Seekonk Interceptor will run approximately 8,000 feet along the Seekonk River and the Woonasquatucket Interceptor will run approximately 18,200 feet along the Woonasquatucket River. These projects began in FY 2012 and are scheduled to be complete in FY 2016 and FY 2017 respectively. 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.

Currently, construction is approximately 82% complete and estimated at \$196.2 million. The construction costs for FY 2016-2020 are approximately \$13.6 million, or 3% of the total costs included in the five-year window.

Contract #	Project Name	Estimated/Actual Cost (In Thousands)	Percentage Complete
Contracts Completed:			
30309C	WCSOI Regulator	\$ 942	100%
30313C	WCSOI Site Demo	122	100%
<i>Subtotal - Contracts Completed</i>		1,063	100%
Contracts In-Process:			
30301RS	Program and Construction Management	\$ 19,932	78%
30302C	OF 106 Facilities	5,827	70%
30303C	WCSOI Main	78,448	70%
30304C	SCSOI Main	23,306	63%
30305C	OF027 Sewer Separations	12,390	99%
30306C	OF 037 West	10,919	91%
30307C	Sewer Separation/Flow Modification OF-037 South	11,490	38%
30308C	Sewer Separation/Flow Modification OF-037 North	10,835	63%
30310C	Woonasquatucket CSO Interceptor- North	9,277	99%
30311C	Woonasquatucket CSO Interceptor- West	10,259	99%
30312C	SCSOI Regulator	736	99%
30314C	WCSOI OF 054	2,825	99%
<i>Subtotal - Contracts In-Progress</i>		196,244	81%
Total - CSO Phase II Facilities		\$ 197,307	82%

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.

In January 2014, NBC initiated the design of Phase III with a reevaluation of the proposed CSO Phase III program. The reevaluation will determine the level of improvement in water quality as a result of the work completed in the first two phases and investigate the most cost effective approach for Phase III. The reevaluation is scheduled to be completed by December 2014. Design of the recommended facilities will begin after the reevaluation is complete and represents approximately \$34.4 million in this year's CIP window while pre-design cost estimates for construction represent approximately 75% or \$300 million. The total pre-design estimate for Phase III totals \$604.7 million.



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 \$63 million. The project was 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. Construction of the nitrogen removal facilities has been declared substantially complete with testing conducted during the last year. The facilities were transferred to NBC for operation effective May 31, 2013.

Bucklin Point

In FY 2012, NBC began the process of upgrading existing and constructing new Biological Nutrient Removal (BNR) facilities in order to achieve the required permit nitrogen limit. The construction cost estimate for the Bucklin Point nitrogen removal facilities and related upgrades (Project 809) is \$43 million and is approximately 91% complete. The plant is required to meet the RIDEM permit limit of 5mg/l in July 2014.

The existing two stage aeration tanks are being reconfigured into a four stage process with one additional anoxic zone and one additional aerobic zone in order to provide improved nitrogen removal and attain the permit nitrogen limit. Ceramic disks in each aeration tank were removed and replaced with membrane disks. The

existing diffuser lines were reset, and new saddle supports and air piping were installed to allow the necessary aeration for nitrogen removal.

Existing facilities are being modified to accommodate new equipment and technology. A number of mechanical improvements have been made throughout the facility, including modifications to the electrical distribution system, new electrical control panels and new air piping for the blowers. Ductwork and installation of plumbing, piping and HVAC were completed. New fire alarms and gas detectors were installed, along with odor control, new valves and new sump pumps.

Final clarifiers were redesigned to allow for the installation of center columns for new collector arms and scum baffles. Chamber walls received concrete extensions, new weir walls and were fabricated with new walkways and electrical conduit. The sludge collection drums were modified due to incorrect factory fabrication, while the retention tank mixers were removed to allow for the installation of new conduit for the polymer mixers. Construction is scheduled for completion in FY 2016.

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, one of which is a new solar panel project at Bucklin Point.

Bucklin Point Solar Energy

The NBC is currently investigating the feasibility of installing a 2,000 kW photo-voltaic solar energy cells at the Bucklin Point WWTF. Photovoltaic solar energy cells have semiconductors which are capable of converting sunlight directly into electrical energy. Solar photovoltaic energy is clean, reliable, and economical. Modern solar panels, if well maintained, can continue to produce energy for more than 25 years. This solar energy system operating in conjunction with the planned biogas Combined Heat and Power Project are estimated to provide more than 40% of Bucklin Point's annual energy needs from on-site generated renewable energy.



Photo: Example of Photovoltaic Solar Energy Cells

The proposed solar energy system would cover approximately 8.8 acres at Bucklin Point and is estimated to generate as much as 2.27 million kWh of clean renewable electricity annually or approximately 15.9% of Bucklin Point's electrical energy needs.

Bucklin Point Wastewater Treatment Facility Biogas Reuse

At Bucklin Point, NBC uses a process called anaerobic digestion to treat and stabilize biosolids from the wastewater treatment process. The biosolids are placed in large heated digester tanks 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 which began in FY 2014. Estimated construction costs are approximately \$5.6 million.

Collection System Infrastructure



Photo: Inverting of interceptor lining

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

NBC completed nine capital projects in FY 2014 at a total cost of \$25.8 million. Of the nine completed projects 28% of the expenditures are related to the design phases of various projects. The largest completed design contract was Project 80900D BPWWTF Nitrogen Removal Facilities at 13% or \$3.4 million. The remaining 72%, were construction related, with the largest completed contract, Project 12100C FPWWTF Wind Turbines, at 57% or \$14.8 million. The following table shows all completed project costs.

Project Number	Project Name	Total Cost (In thousands)	
80900D	BPWWTF Nitrogen Removal Facilities - Design	\$ 3,377	13%
11900D	Regulatory Compliance Building - Design	3,001	12%
30600D	Floatables Control Facilities - Design	473	2%
12000D	BPWWTF - Biogas Reuse - Design	470	2%
Subtotal		7,321	28%
12100C	FPWWTF Wind Turbines	\$ 14,757	57%
30455C	Improvements to Interceptors FY 2012	1,672	6%
12600C	FPWWTF Land Acquisition/Site Demolition	955	4%
30309C	Phase II WCSOI Regulator	942	4%
30313C	Phase II CSO WCSOI Site Demo	122	0%
Subtotal		18,448	72%
Completed Project Total		\$ 25,769	100%

New Projects

This year's CIP identifies thirteen new capital projects at a cost of \$13.8 million.

Project 12700 involves the design and construction of the main electrical substation replacement at the FPWWTF which upon inspection revealed it to be in poor condition from corrosion. The feasibility of installing a 2 MW solar array at the BPWWTF will be investigated under Project 12800. Project 12900 includes the planning, design, and construction of modifications to the vacated Laboratory Building and sections of the old Operations Building once the new Regulatory Compliance Building has been constructed and Laboratory and EMDA sections relocated. Project 81000 involves the evaluation of the upgrades to the existing Ultraviolet Disinfection system at BPWWTF and to assess if newer technologies available are more efficient. Project 81100 includes the purchase and installation one final effluent pump and rehabilitation of three existing pumps at the BPWWTF. Project 81200 evaluates the BPWWTF outfall pipe, which is over 50 years old, to determine necessary improvements in order to withstand pressure generated during a 100 year storm.

Project Number	Project Name	Estimated Cost (In thousands)
12700D	FPWWTF Electrical Substation No. 1 - Design	\$ 51
12700C	FPWWTF Electrical Substation No. 2 - Construction	922
12800P	BPWWTF Solar Energy - Planning	55
12800D	BPWWTF Solar Energy - Design	166
12800C	BPWWTF Solar Energy - Construction	7,275
12900P	FPWWTF- Operations and Lab Building Reuse - Planning	72
12900D	FPWWTF- Operations and Lab Building Reuse - Design	155
12900C	FPWWTF- Operations and Lab Building Reuse - Construction	952
1140300	Green House Gas Study	405
40100P	NBC Facility Electrical Improvements- Planning	131
40200D	NBC System-Wide Inflow Reduction-Design	331
40200C	NBC System-Wide Inflow Reduction-Construction	549
40300P	Municipal Lateral Sewer Acquisition Impact	296
70800P	Omega Pump Station Improvements - Planning	61
70800D	Omega Pump Station Improvements - Design	93
70800C	Omega Pump Station Improvements - Construction	615
81000P	BPWWTF - UV Disinfection Improvements	40
81100C	BPWWTF - Effluent Pumps Rehabilitation	395
81200P	BPWWTF - Outfall Improvements	66
30471M	Off Allens Ave 78" Interceptor Cleaning & Inspection	517
30459C	Improvements to Interceptors FY 2015	658
Total		\$ 13,805

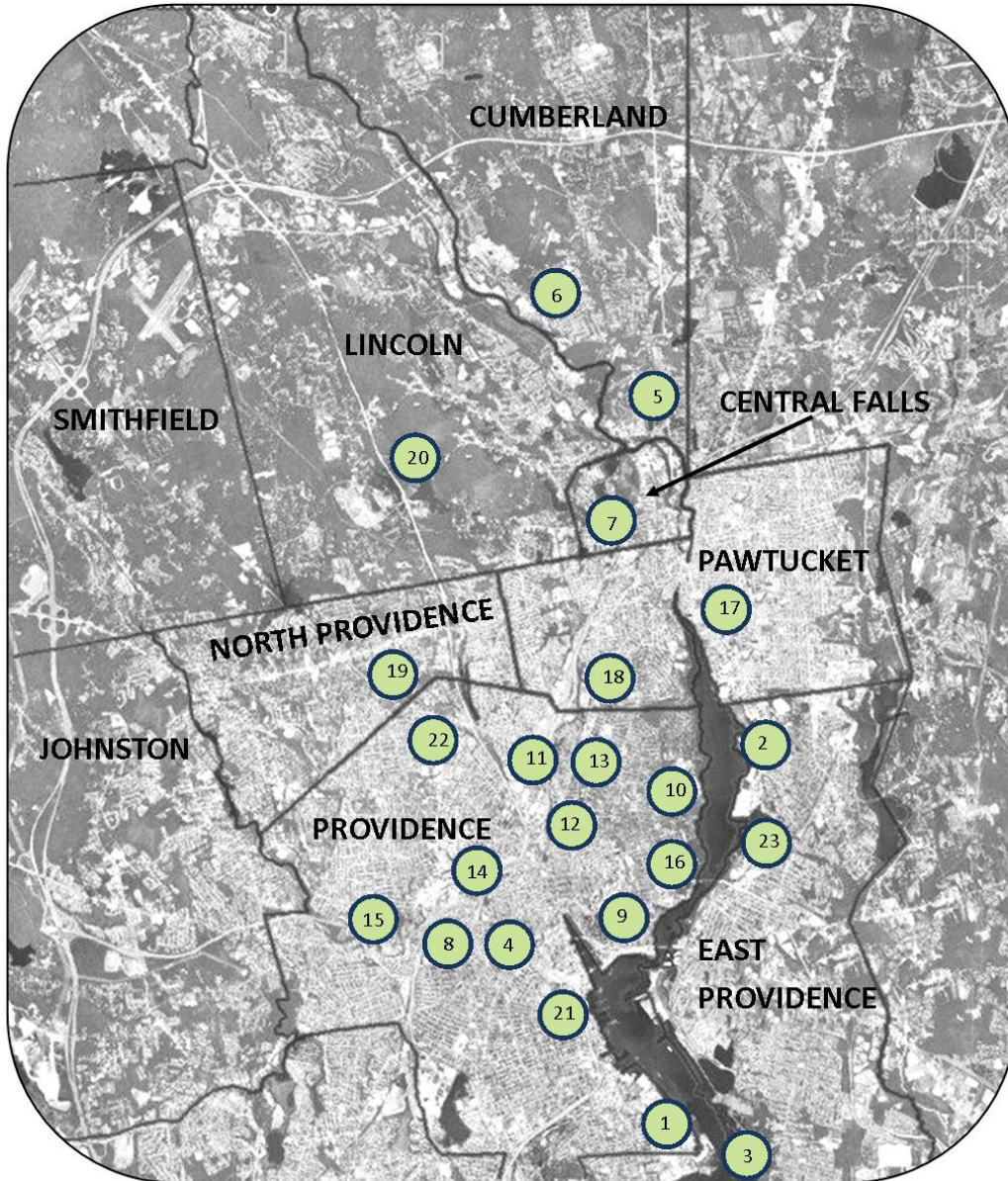
The Project 40100 gauges the safety of the existing electrical facilities at the FPWWTF and the evaluation improvements to the electrical facilities at other NBC locations. Project 40200 includes the evaluation, design and construction of facilities to eliminate sources of inflow in the separated sewer service areas since the NBC sewer system is susceptible to inflow from various sources and these sewers were not designed to accept this flow. Project 40300 is contingent upon legislation being passed by the General Assembly. The legislation would require NBC to conduct an evaluation of the impacts of the acquisition of municipal lateral sewers from NBC member communities. By measuring greenhouse gas emissions, Project 1140300 can help quantify NBC's carbon footprint should NBC face greenhouse gas regulatory requirements. Project 70800 is the evaluation and replacement of several pieces of necessary equipment at the Omega Pump Station as they are obsolete or no longer functioning. Under Project 30459, 4,100 linear feet of sewer pipe will be lined and numerous spot repairs will be conducted to various streets in Providence. Inspection of the 78" interceptor located downstream of the Siphon revealed a substantial amount of grit in the bottom of the pipe. Project 30471M includes the cleaning of the interceptor to allow for a thorough inspection of the interceptor.

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. Some projects are System Wide and noted as SW.

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	12400	NBC IM Facilities
1	12500	Utility Reliability Enhancement for the Field's Point Campus
1	12700	FPWWTF Electrical Substation No. 1
2	12800	BPWWTF Solar Energy
1	12900	FPWWTF Operations and Lab Building Reuse
2	80900	BPWWTF - Nitrogen Removal Facilities
2	81000	BPWWTF UV Disinfection Improvements
2	81100	BPWWTF Effluent Pumps Rehabilitation
2	81200	Outfall Improvements
Infrastructure Management		
3	1100000	Site Specific Study
3	1140100	River Model Development
3	1140200	Receiving Water Compliance Study
3	1140300	Green House Gas Study
4	30221	Hydraulic Systems Modeling
5	30438	Interceptor Easements - Construction
SW	30500	NBC Interceptor Easements
6	30501	Interceptor Easements - NBC BVI
SW	30700	NBC System-Wide Facilities Planning
1	40100	NBC Facility Electrical Improvements
10,11,12,13	40200	NBC System-Wide Inflow Reduction
SW	40300	Municipal Sewer Acquisition Impact
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
14	30310C	Phase II CSO Facilities - WCSOI North
15	30311C	Phase II CSO Facilities - WCSOI West
16	30312C	Phase II CSO Facilities - SCSOI Regulator
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
Sewer System Improvements		
23	70800	Omega Pump Station Improvements
CSO Interceptor Inspection and Cleaning		
19	30470M	North Providence Interceptor Inspection
21	30471M	Off Allens Ave 78" Interceptor Cleaning and Inspection
CSO Interceptor Repair and Construction		
20	30421	Louisquisset Pike Interceptor Replacement
7	30444	Moshassuck Valley Interceptor
10	30456C	NBC Interceptor Lining at Butler Hospital
21	30457C	Providence River Siphon Replacement
22	30458C	Douglas/Branch Avenue Interceptor Relief
SW	30459C	Improvements to Interceptors FY 2015

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 Twenty Supplemental Indentures.

Capital Improvement Projects



Capital Project Summary by Fiscal Year

(In Thousands)

Project Name		Project Priority	Pre-Fiscal Year 2015	Fiscal Year 2015	Fiscal Years 2016-2020	Post-Fiscal Year 2020	Total Estimated Project Cost
Wastewater Treatment Facility Improvements							
10901C	FPWWTF - Nitrogen Removal Facilities - Construction	A	\$ 62,213	\$ 476	\$ -	\$ -	\$ 62,689
11602D	FPWWTF Tunnel Pump Station Improvements - Design	B	23	45	-	-	68
11602C	FPWWTF Tunnel Pump Station Improvements - Construction	B	-	613	50	-	663
11900C	Regulatory Compliance Building Construction	A	1,114	14,770	4,918	-	20,801
12000C	BPWWTF - Biogas Reuse - Construction	C	2	1,184	4,431	-	5,617
12400D	New IM Facilities - Design	C	-	321	236	-	557
12400C	New IM Facilities - Construction	C	-	-	6,052	-	6,052
12500C	Utility Reliability Enhancement for FP Campus	B	652	51	-	-	703
12700D	FPWWTF Electrical Substation No. 1 - Design	B	48	3	-	-	51
12700C	FPWWTF Electrical Substation No. 1 - Construction	B	-	922	-	-	922
12800P	BPWWTF Solar Energy - Planning	C	35	20	-	-	55
12800D	BPWWTF Solar Energy - Design	C	-	166	-	-	166
12800C	BPWWTF Solar Energy - Construction	C	-	-	7,275	-	7,275
12900P	FPWWTF- Operations and Lab Building Reuse - Planning	C	-	72	-	-	72
12900D	FPWWTF- Operations and Lab Building Reuse - Design	C	-	-	155	-	155
12900C	FPWWTF- Operations and Lab Building Reuse - Construction	C	-	-	952	-	952
80900C	BPWWTF - Nitrogen Removal Facilities - Construction	A	36,117	3,002	3,628	-	42,747
81000P	BPWWTF - UV Disinfection Improvements - Planning	C	-	40	-	-	40
81000D	BPWWTF - UV Disinfection Improvements - Design	C	-	8	241	-	249
81100C	BPWWTF - Effluent Pumps Rehabilitation	A	-	231	164	-	395
81200P	BPWWTF - Outfall Improvements	B	-	40	26	-	66
Subtotal - Wastewater Treatment Facility Improvements			\$ 100,204	\$ 21,964	\$ 28,128	\$ -	\$ 150,295
Infrastructure Management							
1100000	Site Specific Study	A	\$ 211	\$ 245	\$ -	\$ -	\$ 456
1140100	River Model Development	C	398	40	30	-	468
1140200	Receiving Water Compliance Study	B	-	75	225	-	300
1140300	Green House Gas Study	C	-	287	118	-	405
30221D	Hydraulic Systems Modeling - Design	C	268	20	-	-	288
30438D	Interceptor Easements - Design	A	756	42	-	-	798
30438C	Interceptor Easements - Construction	A	-	585	25	-	610
30500D	NBC Interceptor Easements - Design	B	-	-	722	-	722
30500C	NBC Interceptor Easements - Construction	B	-	-	632	-	632
30501D	Interceptor Easements - NBC BVI Design	A	278	219	-	-	498
30501C	Interceptor Easements - NBC BVI Construction	A	-	2	728	-	730
30700	NBC System-wide Facilities Planning	C	-	60	451	-	511
40100P	NBC Facility Electrical Improvements- Planning	B	-	51	80	-	131
40200D	NBC System-Wide Inflow Reduction-Design	A	-	44	288	-	332
40200C	NBC System-Wide Inflow Reduction-Construction	A	-	-	549	-	549
40300P	Municipal Lateral Sewer Acquisition Impact	A	-	296	-	-	296
Subtotal - Infrastructure Management			\$ 1,911	\$ 1,966	\$ 3,847	\$ -	\$ 7,724
Phase II CSO Facilities							
30301D	Phase II CSO Facilities - Design	A	\$ 18,501	\$ 216	\$ -	\$ -	\$ 18,717
30301RS	Phase II CSO Facilities - Program & Construction Management	A	15,660	3,450	822	-	19,932
30302C	Phase II CSO Facilities - OF 106	A	4,802	1,024	-	-	5,826
30303C	Phase II CSO Facilities - WCSOI Main	A	58,631	14,226	5,590	-	78,448
30304C	Phase II CSO Facilities - SCSOI Main	A	15,634	3,808	3,864	-	23,306
30305C	Phase II CSO Facilities - OF 027	A	12,264	125	-	-	12,389
30306C	Phase II CSO Facilities - OF 037 West	A	10,110	809	-	-	10,919
30307C	Phase II CSO Facilities - OF 037 South	A	4,466	5,250	1,773	-	11,490
30308C	Phase II CSO Facilities - OF 037 North	A	6,314	3,017	1,504	-	10,835
30310C	Phase II CSO Facilities - WCSOI North	A	6,248	3,029	-	-	9,276
30311C	Phase II CSO Facilities - WCSOI West	A	10,209	50	-	-	10,259
30312C	Phase II CSO Facilities - SCSOI Regulator	A	659	77	-	-	736
30314C	Phase II CSO Facilities - WCSOI of 054	A	2,310	515	-	-	2,825
Subtotal - Phase II CSO Facilities			\$ 165,807	\$ 35,594	\$ 13,555	\$ -	\$ 214,956

Capital Project Summary by Fiscal Year

(In Thousands)

Project Name	Project Priority	Pre-Fiscal Year 2015	Fiscal Year 2015	Fiscal Years 2016-2020	Post-Fiscal Year 2020	Total Estimated Project Cost
Phase III CSO Facilities						
30800D Phase III CSO Facilities - Design	A	\$ 658	\$ 3,662	\$ 34,387	\$ -	\$ 38,706
30800C Phase III CSO Facilities - Construction	A	-	-	300,025	265,925	565,950
Subtotal - Phase III CSO Facilities		\$ 658	\$ 3,662	\$ 334,412	\$ 265,925	\$ 604,656
Floatables Control Facilities						
30600C Floatables Control Facilities - Construction	A	4,679	324	-	-	5,003
Subtotal - Floatables Control Facilities		\$ 4,679	\$ 324	\$ -	\$ -	\$ 5,003
Sewer System Improvements						
70800P Omega Pump Station Improvements - Planning	C	-	61	-	-	61
70800D Omega Pump Station Improvements - Design	C	-	57	36	-	93
70800C Omega Pump Station Improvements - Construction	C	-	-	615	-	615
Subtotal - Sewer System Improvements		\$ -	\$ 118	\$ 651	\$ -	\$ 769
CSO Interceptor Inspection & Cleaning						
30400M Inspection and Cleaning of CSO Interceptors	B	-	-	2,500	500	3,000
30470M North Providence Interceptor Inspection	B	32	48	-	-	80
30471M Off Allens Ave 78" Interceptor Cleaning & Inspection	B	2	515	-	-	517
Subtotal - CSO Interceptor Inspection & Cleaning		\$ 34	\$ 563	\$ 2,500	\$ 500	\$ 3,597
CSO Interceptor Repair & Construction						
30400C Repair and Construction of CSO Interceptors	B	-	-	153	1,500	1,653
30421C Louisquisset Pike Interceptor Replacement - Construction	C	-	-	2,382	-	2,382
30444D Moshassuck Valley Interceptor - Design	C	332	54	-	-	385
30444C Moshassuck Valley Interceptor - Construction	C	-	1,077	2,296	-	3,373
30456C NBC Interceptor Lining at Butler Hospital	B	341	4	-	-	345
30457P Providence River Siphon Replacement - Planning	B	101	88	-	-	189
30457D Providence River Siphon Replacement - Design	B	-	150	672	-	822
30457C Providence River Siphon Replacement - Construction	B	-	-	5,853	-	5,853
30458P Douglas/Branch Avenue Interceptor Relief - Planning	B	5	4	71	-	80
30458D Douglas/Branch Avenue Interceptor Relief - Design	B	-	-	565	-	565
30458C Douglas/Branch Avenue Interceptor Relief - Construction	B	-	-	6,202	-	6,202
30459C Improvements to Interceptors FY 2015	B	17	638	3	-	658
Subtotal - CSO Interceptor Repair & Construction		\$ 795	\$ 2,014	\$ 18,197	\$ 1,500	\$ 22,506
Total Capital Improvement Program		\$ 274,089	\$ 66,205	\$ 401,289	\$ 267,925	\$ 1,009,508

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

Project Manager: Rich Bernier, P.E.
 Contractor(s): Daniel O'Connell's Sons

Location: Service Road (Providence, RI)
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	April-01	May-07	75 Months	\$872
Design	January-07	September-11	57 Months	4,895
Construction	March-09	February-15	73 Months	62,689
Total Project	April-01	February-15	169 Months	\$68,456



Photo: Inspecting Primary Clairifiers

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 new nitrogen removal facilities began in FY 2014.

Projected Expenditures - 10901P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 392	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392
A/E Professional	413	-	-	-	-	-	-	-	413
Other	67	-	-	-	-	-	-	-	67
Total Project Costs	\$ 872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 872

Projected Expenditures - 10901D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 427	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 427
Land	20	-	-	-	-	-	-	-	20
A/E Professional	4,396	-	-	-	-	-	-	-	4,396
Other	52	-	-	-	-	-	-	-	52
Total Project Costs	\$ 4,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,895

Projected Expenditures - 10901C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 2,247	\$ 90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,337
Land	-	-	-	-	-	-	-	-	-
A/E	3,844	386	-	-	-	-	-	-	4,230
Construction	56,027	-	-	-	-	-	-	-	56,027
Contingency	-	-	-	-	-	-	-	-	-
Other	95	-	-	-	-	-	-	-	95
Total Project Costs	\$ 62,213	\$ 476	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,689

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	\$ 1,136	\$ 2,110	\$ 2,173	\$ 2,238	\$ 2,305	\$ 2,374	\$ 2,446	N/A	\$ 13,646

Note: Cash Flow Basis in Thousands

11602

FPWWTF Tunnel Pump Station Improvements

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

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

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-14	August-14	3 Months	\$68
Construction	September-14	July-16	23 Months	663
Total Project	April-14	July-16	26 Months	\$731



Photo: Tunnel Pump Station Pump Room

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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 11602D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 3	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8
Land	-	-	-	-	-	-	-	-	-
A/E Professional	20	40	-	-	-	-	-	-	60
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 23	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68

Projected Expenditures - 11602C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E	-	25	-	-	-	-	-	-	25
Construction	-	500	-	-	-	-	-	-	500
Contingency	-	-	50	-	-	-	-	-	50
Other	-	50	-	-	-	-	-	-	50
Total Project Costs	\$ -	\$ 613	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 663

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

11900

NBC Regulatory Compliance Building and Related Upgrades

Project Manager: Rich Bernier, P.E.
Contractor(s): CDM

Location: Service Road (Providence, RI)
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	September-08	June-09	9 Months	\$415
Design	September-10	June-14	46 Months	3,001
Construction	June-13	October-16	41 Months	20,801
Total Project	September-08	October-16	99 Months	\$24,217



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 the RIPDES 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.

Projected Expenditures - 11900P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206
A/E Professional	209	-	-	-	-	-	-	-	209
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 415	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 415

Projected Expenditures - 11900D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 224	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 224
Land	1,247	-	-	-	-	-	-	-	1,247
A/E Professional	1,472	-	-	-	-	-	-	-	1,472
Other	58	-	-	-	-	-	-	-	58
Total Project Costs	\$ 3,001	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,001

Projected Expenditures - 11900C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 104	\$ 310	\$ 149	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 563
Land	-	-	-	-	-	-	-	-	-
A/E Professional	310	960	326	-	-	-	-	-	1,596
Construction	700	13,500	3,705	90	-	-	-	-	17,995
Contingency	-	-	638	-	-	-	-	-	638
Other	-	-	10	-	-	-	-	-	10
Total Project Costs	\$ 1,114	\$ 14,770	\$ 4,828	\$ 90	\$ -	\$ -	\$ -	\$ -	\$ 20,801

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	\$ 84	\$ 86	\$ 89	\$ 91	\$ 94	N/A	\$ 444

Note: Cash Flow Basis in Thousands

12000

BPWWTF Biogas Reuse

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): Brown & Caldwell

Location: Bucklin Point WWTF (East Providence, RI)
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	June-07	December-09	31 Months	\$46
Design	April-10	June-14	52 Months	470
Construction	September-14	April-16	19 Months	5,617
Total Project	June-07	April-16	102 Months	\$6,133



Photo: Bucklin Point Boiler Stacks

This projects consists of the construction of 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.

Projected Expenditures - 12000P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	23	-	-	-	-	-	-	-	23
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46

Projected Expenditures - 12000D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 95	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95
Land	-	-	-	-	-	-	-	-	-
A/E Professional	342	-	-	-	-	-	-	-	342
Other	33	-	-	-	-	-	-	-	33
Total Project Costs	\$ 470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 470

Projected Expenditures - 12000C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 2	\$ 30	\$ 30	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 64
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	24	26	-	-	-	-	-	50
Construction	-	1,125	3,675	100	-	-	-	-	4,900
Contingency	-	-	588	-	-	-	-	-	588
Other	-	5	10	-	-	-	-	-	15
Total Project Costs	\$ 2	\$ 1,184	\$ 4,329	\$ 102	\$ -	\$ -	\$ -	\$ -	\$ 5,617

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	\$ (270)	\$ (278)	\$ (286)	\$ (295)	N/A	\$ (1,129)

Note: Cash Flow Basis in Thousands

12400

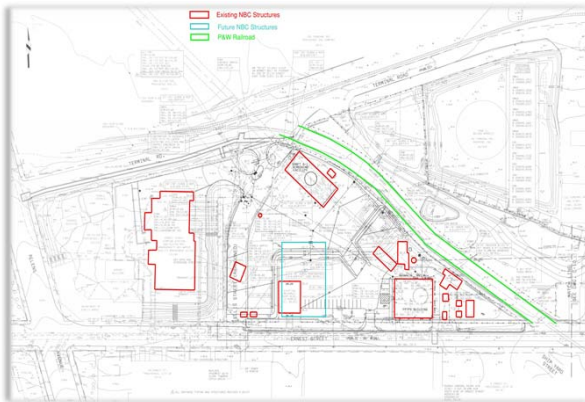
New IM Facilities

Project Manager: Rich Bernier, P.E.
Contractor(s): N/A

Location: Providence, RI
Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	February-14	December-15	22 Months	\$557
Construction	September-15	December-17	27 Months	6,052
Total Project	February-14	December-17	47 Months	\$6,609



This projects consists of the design and construction of a new building that would be needed if NBC is required by legislation to assume responsibility of system-wide laterals in addition to the larger interceptors. The building will include an administrative area along with a garage area and storage yard.

Photo: Proposed Site for New IM Building

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12400D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 21	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37
Land	-	-	-	-	-	-	-	-	-
A/E	-	300	200	-	-	-	-	-	500
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 321	\$ 236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 557

Projected Expenditures - 12400C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	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

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

12500C

Utility Reliability Enhancement for the Field's Point Campus

Project Manager: Rich Bernier, P.E.
Contractor(s): N/A

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	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	21 Months	\$703
Total Project	April-13	December-14	21 Months	\$703



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 involves the underground installation of the utilities.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12500C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 46	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 71
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	207	2	-	-	-	-	-	-	208
Contingency	-	-	-	-	-	-	-	-	-
Other	400	24	-	-	-	-	-	-	424
Total Project Costs	\$ 652	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 703

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

12700

FPWWTF Electrical Substation No. 1

Project Manager: Tom Brueckner
 Contractor(s): N/A

Location: Providence, RI
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	December-13	July-14	7 Months	\$51
Construction	July-14	April-15	9 Months	\$920
Total Project	December-13	April-15	16 Months	\$971



Photo: Field's Point Main Electrical Substation

This substation is one of the main electrical substations at the Field's Point WWTF. A recent inspection of the substation revealed that it was in poor condition due to corrosion of terminals and the cabinets. Also, replacement parts are not readily available. This project is to design and construct a replacement of the substation.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12700D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16
Land	-	-	-	-	-	-	-	-	-
A/E Professional	20	-	-	-	-	-	-	-	20
Other	12	3	-	-	-	-	-	-	15
Total Project Costs	\$ 48	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51

Projected Expenditures - 12700C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	20	-	-	-	-	-	-	20
Construction	-	800	-	-	-	-	-	-	800
Contingency	-	80	-	-	-	-	-	-	80
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 922	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 920

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

12800

Bucklin Point Solar Engery

Project Manager: Jim McCaughey
 Contractor: N/A

Location: Providence, RI
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	March-14	September-14	7 Months	\$55
Design	October-14	May-15	8 Months	\$166
Construction	July-15	December-15	6 Months	\$7,275
Total Project	March-14	December-15	21 Months	\$7,496



Photo: Solar Energy Panels

The NBC is investigating the feasibility of installing a 2 MW solar array at the Bucklin Point WWTF. This solar energy system will cover an approximate area of 8.8 acres over the closed Bucklin Point landfill and is estimated to generate about 2.27 million kWh of clean renewable electricity annually.

Projected Expenditures - 12800P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 7	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12
A/E Professional	15	15	-	-	-	-	-	-	30
Other	13	-	-	-	-	-	-	-	13
Total Project Costs	\$ 35	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55

Projected Expenditures - 12800D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	100	-	-	-	-	-	-	100
Other	-	15	-	-	-	-	-	-	15
Total Project Costs	\$ -	\$ 166	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 166

Projected Expenditures - 12800C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	7,000	-	-	-	-	-	7,000
Contingency	-	-	200	-	-	-	-	-	200
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 7,275	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,275

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	\$ 16	N/A	\$ 96

Note: Cash Flow Basis in Thousands

12900

FPWWTF Operations and Laboratory Building Reuse

Project Manager: Tom Brueckner
 Contractor(s): N/A

Location: Providence, RI
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	September-14	June-15	9 Months	\$72
Design	September-15	June-16	9 Months	\$156
Construction	September-16	August-17	11 Months	\$952
Total Project	September-14	August-17	29 Months	\$1,180



Photo: Existing Lab Building at FPWWTF

When construction of the new Regulatory Compliance Building (RCB) is completed, the existing Laboratory Building will be vacated and the EMDA section will move to the RCB freeing up space in the old Operations Building and Laboratory. This project will be to evaluate the best use of the vacated space and to design modifications to those buildings to accommodate its intended use.

Projected Expenditures - 12900P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	-	50	-	-	-	-	-	-	50
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72

Projected Expenditures -12900D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	100	-	-	-	-	-	100
Other	-	-	25	-	-	-	-	-	25
Total Project Costs	\$ -	\$ -	\$ 155	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 156

Projected Expenditures - 12900C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ 42	\$ 10	\$ -	\$ -	\$ -	\$ 52
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	40	10	-	-	-	50
Construction	-	-	-	580	170	-	-	-	750
Contingency	-	-	-	-	75	-	-	-	75
Other	-	-	-	25	-	-	-	-	25
Total Project Costs	\$ -	\$ -	\$ -	\$ 687	\$ 265	\$ -	\$ -	\$ -	\$ 952

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

80900

BPWWTF Nitrogen Removal Facilities

Project Manager: Rich Bernier, P.E.
 Contractor(s): Daniel O'Connell's Sons

Location: East Providence, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	July-07	September-09	26 Months	\$260
Design	April-10	October-13	43 Months	3,377
Construction	July-11	March-16	57 Months	42,747
Total Project	July-07	March-16	106 Months	\$46,384



Photo: Aerial view of the BPWWTF

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 level 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 involves the upgrade of the existing BNR process as well as rehabilitate other key treatment processes.

Projected Expenditures - 80900P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	57
A/E Professional	203	-	-	-	-	-	-	-	203
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260

Projected Expenditures - 80900D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 292	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 292
Land	-	-	-	-	-	-	-	-	-
A/E Professional	3,034	-	-	-	-	-	-	-	3,034
Other	51	-	-	-	-	-	-	-	51
Total Project Costs	\$ 3,377	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,377

Projected Expenditures - 80900C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 1,083	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,148
Land	-	-	-	-	-	-	-	-	-
A/E Professional	2,095	501	405	-	-	-	-	-	3,000
Construction	32,914	2,287	100	-	-	-	-	-	35,301
Contingency	-	-	3,123	-	-	-	-	-	3,123
Other	26	149	-	-	-	-	-	-	175
Total Project Costs	\$ 36,117	\$ 3,002	\$ 3,628	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,747

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	\$ 213	\$ 219	\$ 226	\$ 233	\$ 240	\$ 247	N/A	\$ 1,378

Note: Cash Flow Basis in Thousands

81000P

BPWWTF UV Disinfection Improvements

Project Manager: Tom Brueckner
 Contractor(s): N/A

Location: Providence, RI
 Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	July-14	January-15	6 Months	\$40
Design	June-15	November-16	17 Months	249
Construction	N/A	N/A	N/A	N/A
Total Project	July-14	November-16	28 Months	\$289



Photo: UV System at BPWWTF

The Ultraviolet Disinfection system at Bucklin Point is nearing the end of its useful life. In addition, the medium pressure, high intensity lamps are expensive and less efficient than newer technologies. This project will evaluate the cost of a system replacement/upgrade to determine if the maintenance costs can be reduced in the interim through the use of alternate technology.

Projected Expenditures - 81000P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8
A/E Professional	-	30	-	-	-	-	-	-	30
Other	-	2	-	-	-	-	-	-	2
Total Project Costs	\$ -	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40

Projected Expenditures -Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 8	\$ 36	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 59
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	105	75	-	-	-	-	180
Other	-	-	5	5	-	-	-	-	10
Total Project Costs	\$ -	\$ 8	\$ 146	\$ 95	\$ -	\$ -	\$ -	\$ -	\$ 249

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

81100C

BPWWTF Effluent Pumps Rehabilitation

Project Manager: Tom Brueckner
 Contractor(s): N/A

Location: Providence
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	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-14	October-15	15 Months	\$395
Total Project	July-14	October-15	15 Months	\$395



Photo: BPWWTF Effluent Pumps

The three final effluent pumps at the Bucklin Point WWTF are ten years old and need to be rebuilt. This project includes the purchase and installation of one new pump and rebuilding three pumps.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 81100C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	231	101	-	-	-	-	-	332
Contingency	-	-	63	-	-	-	-	-	63
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 231	\$ 164	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

81200

BPWWTF Outfall Improvements

Project Manager: Tom Brueckner
 Contractor(s): N/A

Location: Providence
 Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	October-14	October-15	12 Months	\$66
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	October-14	October-15	12 Months	\$66



Photo: BPWWTF Outfall

During reconstruction of the earthen berm at the Bucklin Point WWTF to bring it up to the 100 year design storm elevation, the design engineer indicated that the WWTF outfall pipe, which is over 50 years old, may not be able to withstand pressure on the pipe generated during the 100 year storm. This project involves the evaluation of the outfall pipe to determine if any improvements need to be made to the pipe and, if so, to recommend what the improvements should be.

Projected Expenditures - 81200P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 40	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 40	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

1100000

Site Specific Study

Project Manager: John Motta
Contractor(s): N/A

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	November-01	June-15	166 Months	\$456
Construction	N/A	N/A	N/A	N/A
Total Project	November-01	June-15	166 Months	\$456



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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1100000

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 16	\$ 234	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250
Land	-	-	-	-	-	-	-	-	-
A/E Professional	163	6	-	-	-	-	-	-	169
Other	33	5	-	-	-	-	-	-	38
Total Project Costs	\$ 211	\$ 245	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 456

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

1140100

River Model Development

Project Manager: Tom Uva
 Contractor(s): University of RI, Graduate School of Oceanography

Location: Providence, RI
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	March-05	December-15	131 Months	\$468
Construction	N/A	N/A	N/A	N/A
Total Project	March-05	December-15	131 Months	\$468

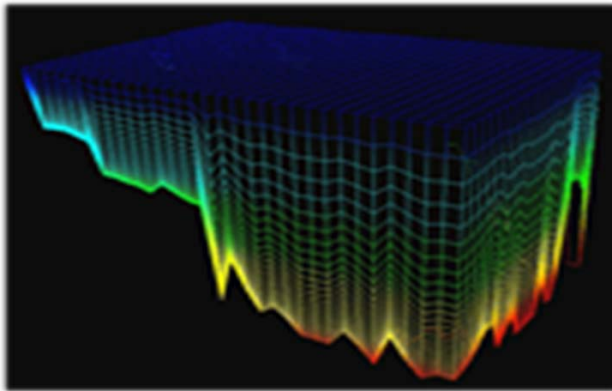


Photo: ROMS 3D grid boxes follow the shape of the coastline and represent the volume of Narragansett Bay

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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140100

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56
Land	-	-	-	-	-	-	-	-	-
A/E Professional	244	40	30	-	-	-	-	-	314
Other	98	-	-	-	-	-	-	-	98
Total Project Costs	\$ 398	\$ 40	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 468

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

1140200

Receiving Water Compliance Study

Project Manager: Thomas Uva
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	January-15	December-16	24 Months	\$300
Construction	N/A	N/A	N/A	N/A
Total Project	January-15	December-16	24 Months	\$300

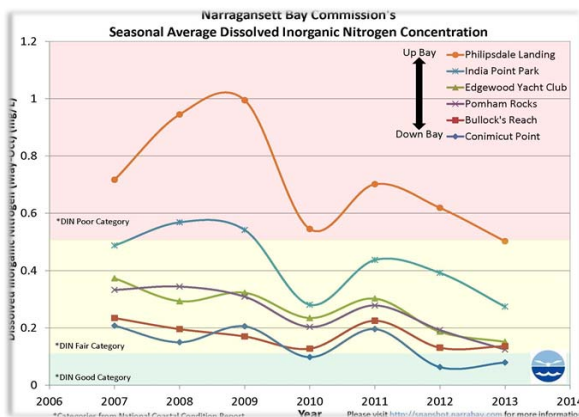


Photo: NBC Bay Nutrient Sampling Stations

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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -								
A/E Professional	-								
Other	-	-	-	-	-	-	-	-	\$ -
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140200

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 38	\$ 75	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ 150
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	38	75	38	-	-	-	-	\$ 150
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 75	\$ 150	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ 300

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

1140300

Green House Gas Study

Project Manager: Jim McCaughey
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	July-14	October-16	28 Months	\$405
Construction	N/A	N/A	N/A	N/A
Total Project	July-14	October-16	28 Months	\$405



Photo: Carbon Footprint Graphic

This project can help quantify NBC's overall carbon footprint by measuring greenhouse gas emissions from wastewater collection and treatment operations. NBC's Greenhouse Gas Study will position NBC favorably should it face additional/new regulatory requirements related to green house gas emissions.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140300

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 45	\$ 45	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 105
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	42	42	16	-	-	-	-	100
Other	-	200	-	-	-	-	-	-	200
Total Project Costs	\$ -	\$ 287	\$ 87	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ 405

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30221

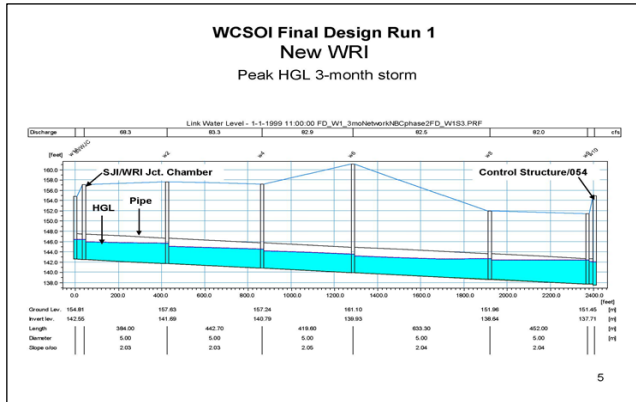
Hydraulic Systems Modeling

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): CH2M Hill

Location: NBC Service Area
 Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	June-06	December-11	68 Months	\$75
Design	July-11	December-14	41 Months	288
Construction	N/A	N/A	N/A	N/A
Total Project	June-06	December-14	104 Months	\$363



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.

Photo: A graphic depicting the output from the WCSOI model

Projected Expenditures - 30221P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13
A/E Professional	59	-	-	-	-	-	-	-	59
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75

Projected Expenditures - 30221D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65
Land	-	-	-	-	-	-	-	-	-
A/E Professional	203	20	-	-	-	-	-	-	223
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 268	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30438

Interceptor Easements

Project Manager: Tom Brueckner, P.E.
 Contractor(s): VHB

Location: Cumberland, RI
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	October-05	September-14	109 Months	\$798
Construction	September-14	July-15	16 Months	610
Total Project	October-05	July-15	119 Months	\$1,408



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 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.

Photo: Cumberland sewer system easement locations

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30438D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 203	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215
Land	123	30	-	-	-	-	-	-	153
A/E Professional	429	-	-	-	-	-	-	-	429
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 756	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 798

Projected Expenditures - 30438C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	475	25	-	-	-	-	-	500
Contingency	-	60	-	-	-	-	-	-	60
Other	-	20	-	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 585	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 610

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30500

NBC Interceptor Easements

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

Location: Narragansett Bay Commission Service Area
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	September-15	September-17	24 Months	\$722
Construction	March-18	September-19	18 Months	632
Total Project	September-15	September-19	49 Months	\$1,354

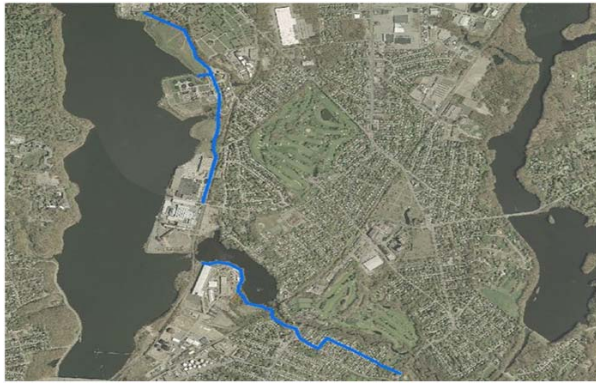


Photo: Proposed area for the East Providence easement investigation

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 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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30500D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ 20	\$ 45	\$ 37	\$ -	\$ -	\$ -	\$ 102
Land	-	-	-	-	100	-	-	-	100
A/E Professional	-	-	190	250	60	-	-	-	500
Other	-	-	-	10	10	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 210	\$ 305	\$ 207	\$ -	\$ -	\$ -	\$ 722

Projected Expenditures - 30500C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ 16	\$ 36	\$ -	\$ -	\$ 52
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	107	368	25	-	500
Contingency	-	-	-	-	-	60	-	-	60
Other	-	-	-	-	5	15	-	-	20
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 128	\$ 479	\$ 25	\$ -	\$ 632

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30501

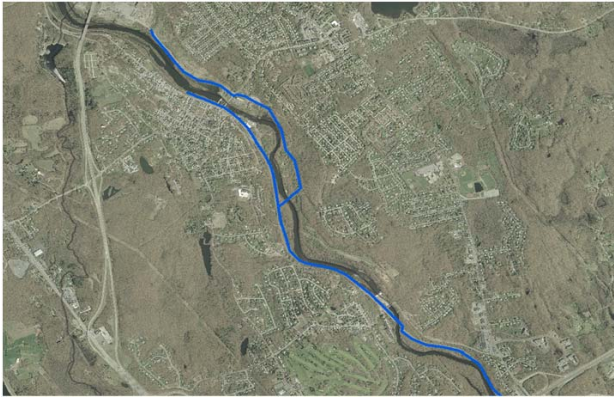
Interceptor Easements - NBC BVI

Project Manager: Tom Brueckner, P.E.
 Contractor(s): VHB

Location: Lincoln, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	July-09	January-15	55 Months	\$496
Construction	January-15	December-15	12 Months	730
Total Project	July-09	December-15	78 Months	\$1,226



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

Photo: Blackstone Valley Interceptor in Lincoln

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30501D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 45	\$ 93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139
Land	-	100	-	-	-	-	-	-	100
A/E Professional	227	20	-	-	-	-	-	-	246
Other	6	6	-	-	-	-	-	-	12
Total Project Costs	\$ 278	\$ 219	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 496

Projected Expenditures - 30501C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 2	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	600	-	-	-	-	-	600
Contingency	-	-	72	-	-	-	-	-	72
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 2	\$ 728	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 730

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30700D

NBC System-Wide Facilities Planning

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

Location: Narragansett Bay Commission Service Area
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-15	March-17	24 Months	\$511
Construction	N/A	N/A	N/A	N/A
Total Project	April-15	March-17	36 Months	\$511

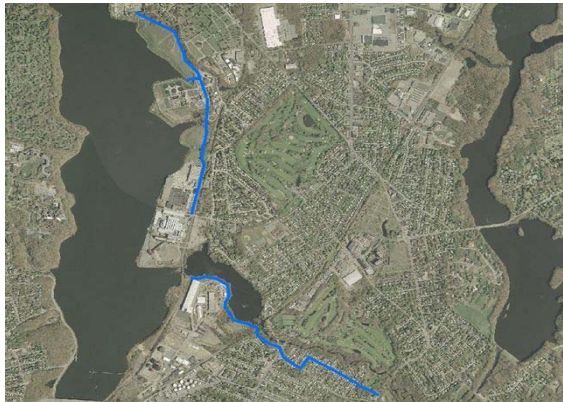


Photo: Proposed area for the East Providence capacity analysis

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

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30700

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 28	\$ 63	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ 111
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	32	206	162	-	-	-	-	400
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 60	\$ 269	\$ 182	\$ -	\$ -	\$ -	\$ -	\$ 511

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

40100P

NBC Facility Electrical Improvements

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

Location: Providence
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	January-15	January-16	12 Months	\$131
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	January-15	January-16	12 Months	\$131



Photo: Electric Panel at FPWWTF

Several NBC facilities are in need of improvements to their electrical facilities. This project includes a Power System Study to evaluate the safety of the existing electrical facilities at the FPWWTF and evaluate improvements to the electrical facilities at other NBC locations.

Projected Expenditures - 41000P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 11	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21
A/E Professional	-	40	60	-	-	-	-	-	100
Other	-	-	10	-	-	-	-	-	10
Total Project Costs	\$ -	\$ 51	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

40200

NBC Systemwide Inflow Reduction

Project Manager: Tom Bruckner, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	September-14	June-18	46 Months	\$332
Construction	March-16	September-19	43 Months	\$549
Total Project	September-14	September-19	61 Months	\$881



Photo: Downspouts at NBC COB

The NBC sewer system is susceptible to inflow from various sources. Inflow is storm water that enters the sewer system during rain events. For separate sewer systems, storm flow should not be entering the system as these sewers were not designed to accept this flow. This flow is typically from downspouts and sump pumps that are connected to the sanitary sewer. Specific areas where this inflow needs to be addressed are the OF 027 and OF 037 CSO overflow areas on the East Side of Providence which were recently separated and the Town of North Providence separate sewer system. Storm water inflow is suspected to occur in the separated systems in other communities within the district. This project will include evaluation, design and construction to eliminate sources of inflow in the separated sewer service areas.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 40200D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 12	\$ 27	\$ 17	\$ 29	\$ -	\$ -	\$ -	\$ 85
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	32	68	50	96	-	-	-	246
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 44	\$ 95	\$ 67	\$ 126	\$ -	\$ -	\$ -	\$ 332

Projected Expenditures - 40200C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ 7	\$ 43	\$ 32	\$ 47	\$ 12	\$ -	\$ 141
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	6	30	21	33	9	-	99
Construction	-	-	-	80	60	90	30	-	260
Contingency	-	-	-	8	6	-	10	-	24
Other	-	-	-	10	5	10	-	-	25
Total Project Costs	\$ -	\$ -	\$ 13	\$ 171	\$ 124	\$ 180	\$ 61	\$ -	\$ 549

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

40300P

Municipal Sewer Acquisition Impact

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

Location:
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	July-14	June-15	11 Months	\$296
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	July-14	June-15	11 Months	\$296



Photo: Municipal Sewer Manhole Cover

Legislation has been introduced in the General Assembly that would require NBC to conduct an evaluation of the impacts of the acquisition of municipal lateral sewers by NBC from its member communities. This evaluation would determine the feasibility, cost, regulatory requirements and other impacts on NBC and the municipalities. Upon completion of the study, a report will be prepared with a recommendation as to whether or not NBC should acquire local sewers in any of the municipalities. This project is contingent upon legislation being passed by the General Assembly.

Projected Expenditures - 40300P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36
A/E Professional	-	250	-	-	-	-	-	-	250
Other	-	10	-	-	-	-	-	-	10
Total Project Costs	\$ -	\$ 296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296

Projected Expenditures -Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30301D

CSO Phase II Facilities Design

Project Manager: Tom Brueckner, P.E.
 Contractor(s): Louis Berger Group

Location: Providence, RI; Central Falls, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	November-06	September-14	95 Months	\$18,717
Construction	N/A	N/A	N/A	N/A
Total Project	November-06	September-14	95 Months	\$18,717

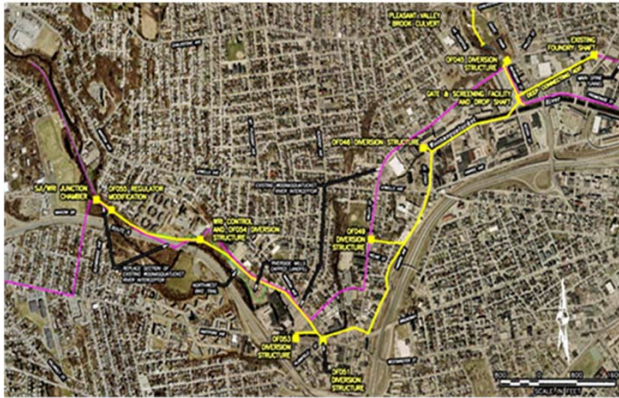


Photo: Proposed Woonasquatucket CSO Interceptor alignment

CSO Phase II Facilities design includes the design activities associated with 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. Phase II also includes two sewer separation projects in Providence, and a constructed wetlands treatment facility in Central Falls.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 1,417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,417
Land	6,284	216	-	-	-	-	-	-	6,500
A/E Professional	10,783	-	-	-	-	-	-	-	10,783
Other	17	-	-	-	-	-	-	-	17
Total Project Costs	\$ 18,501	\$ 216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,717

Projected Expenditures - Construction

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30301RS

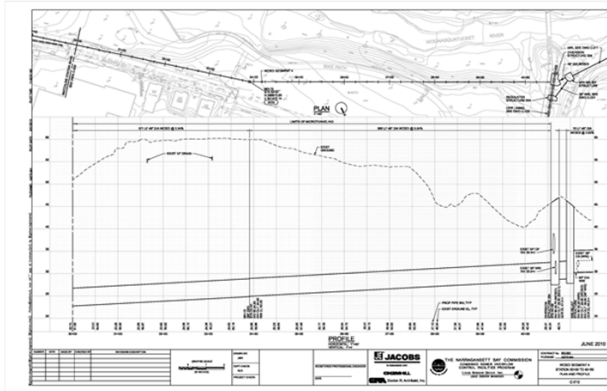
Phase II CSO Facilities Program & Construction Management

Project Manager: Rich Bernier, P.E.
 Contractor(s): Louis Berger Group

Location: N/A
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	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	\$19,932
Total Project	September-10	April-16	68 Months	\$19,932



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.

Photo: Plans of the proposed CSO Phase II WCSO alignment

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301RS

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	15,660	3,450	822	-	-	-	-	-	19,932
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 15,660	\$ 3,450	\$ 822	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,932

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30302C

Phase II CSO Facilities OF 106

Project Manager: Rich Bernier, P. E.
Contractor(s): JH Lynch & Sons, Inc.

Location: Central Falls, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-12	June-15	39 Months	\$5,826
Total Project	March-12	June-15	39 Months	\$5,826



Photo: Proposed Wetlands Facility in Central Falls

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 Rives 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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30302C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 176	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 203
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	4,626	474	-	-	-	-	-	-	5,100
Contingency	-	524	-	-	-	-	-	-	524
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 4,802	\$ 1,024	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,826

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	\$ 49,414	\$ 49,736	\$ 49,876	\$ 50,017	\$ 50,160	\$ 50,303	N/A	N/A

Note: Cash Flow Basis in Thousands

30303C

Phase II CSO Facilities WCSOI Main

Project Manager: Rich Bernier, P.E.
 Contractor(s): Barletta Heavy/Shank Balfour Beatty

Location: Providence, RI; Central Falls, RI
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	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	July-16	59 Months	\$78,448
Total Project	September-11	July-16	59 Months	\$78,448



Photo: Proposed Woonasquatucket CSO Interceptor Main alignment

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 the 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 along with a drop shaft and associated adit.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30303C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 2,306	\$ 835	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,251
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	56,323	13,331	850	-	-	-	-	-	70,504
Contingency	-	-	-	291	-	-	-	-	291
Other	2	61	-	4,339	-	-	-	-	4,402
Total Project Costs	\$ 58,631	\$ 14,226	\$ 960	\$ 4,630	\$ -	\$ -	\$ -	\$ -	\$ 78,448

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	\$ 10,000	\$ 20,000	\$ 22,000	\$ 24,000	\$ 26,000	\$ 28,000	N/A	N/A

Note: Cash Flow Basis in Thousands

30304C

Phase II CSO Facilities SCSOI MAIN

Project Manager: Rich Bernier, P.E.
Contractor(s): Northeast Remsco

Location: Providence, RI; Central Falls, RI
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	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	47 Months	\$23,306
Total Project	February-12	December-15	47 Months	\$23,306



Photo: Installation of waler supports

CSO Phase II is in 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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30304C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 536	\$ 338	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 973
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	15,098	3,471	93	-	-	-	-	-	18,661
Contingency	-	-	3,671	-	-	-	-	-	3,671
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 15,634	\$ 3,808	\$ 3,864	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,306

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	\$ 5,000	\$ 10,000	\$ 11,000	\$ 12,000	\$ 13,000	\$ 14,000	N/A	N/A

Note: Cash Flow Basis in Thousands

30305C

Phase II CSO Facilities OF 027

Project Manager: Rich Bernier, P.E.
 Contractor(s): John Rocchio Corporation

Location: Providence, RI; Central Falls, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
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	\$12,389
Total Project	March-11	September-14	42 Months	\$12,389



Photo: OF 027

CSO Phase II is the second phase of NBC's CSO Abatement Program. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Tunnel constructed in Phase I, two sewer separation projects in Providence, and a constructed wetlands treatment facility in Central Falls. This project (30305C) is for the separation of combined sewers in the Hope Street area of the East Side of Providence.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30305C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 1,270	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,291
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	9,228	105	-	-	-	-	-	-	9,333
Contingency	-	-	-	-	-	-	-	-	-
Other	1,765	-	-	-	-	-	-	-	1,765
Total Project Costs	\$ 12,264	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,389

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30306C

Phase II CSO Facilities OF 037 West

Project Manager: Rich Bernier, P.E.
Contractor(s): CB Utility

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	May-11	December-14	51 Months	\$10,919
Total Project	May-11	December-14	51 Months	\$10,919



Photo: CSO 037 at Cemetary Street

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

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30306C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 928	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 978
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	7,433	508	-	-	-	-	-	-	7,941
Contingency	-	-	-	-	-	-	-	-	-
Other	1,749	251	-	-	-	-	-	-	2,000
Total Project Costs	\$ 10,110	\$ 809	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,919

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30307C

Phase II CSO Facilities OF 037 South

Project Manager: Rich Bernier, P.E.
 Contractor(s): John Rocchio Corporation

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-13	January-16	36 Months	\$11,490
Total Project	January-13	January-16	36 Months	\$11,490

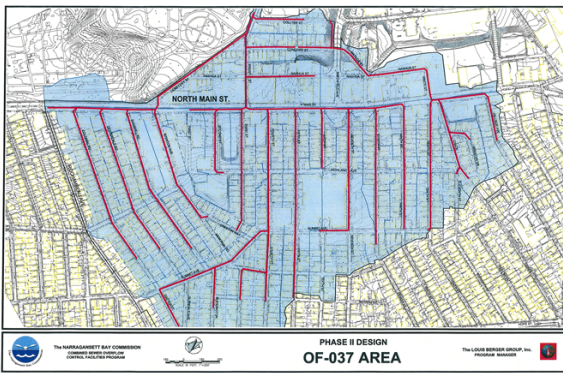


Photo: Proposed OF 037 Sewer Separation

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 fewer 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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30307C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 252	\$ 350	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 633
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	3,814	3,650	303	-	-	-	-	-	7,767
Contingency	-	-	1,440	-	-	-	-	-	1,440
Other	400	1,250	-	-	-	-	-	-	1,650
Total Project Costs	\$ 4,466	\$ 5,250	\$ 1,773	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,490

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30308C

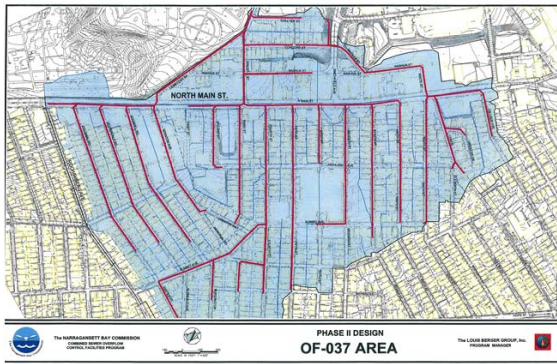
Phase II CSO Facilities OF 037 North

Project Manager: Rich Bernier, P.E.
 Contractor(s): DiGregorio Corporation

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	August-12	February-16	43 Months	\$10,835
Total Project	August-12	February-16	43 Months	\$10,835



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 fewer 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 Fifth to Hillside.

Photo: Proposed OF 037 Sewer Separation

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30308C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 424	\$ 281	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 729
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	5,179	2,148	40	-	-	-	-	-	7,368
Contingency	-	-	1,440	-	-	-	-	-	1,440
Other	711	588	-	-	-	-	-	-	1,298
Total Project Costs	\$ 6,314	\$ 3,017	\$ 1,504	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,835

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30310C

Phase II CSO Facilities WCSOI North

Project Manager: Rich Bernier, P.E.
Contractor(s): Cardi Corporation

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-11	February-14	34 Months	\$9,276
Total Project	April-11	February-14	34 Months	\$9,276



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

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30310C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 79	\$ 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	5,419	53	-	-	-	-	-	-	5,472
Contingency	-	2,296	-	-	-	-	-	-	2,296
Other	750	669	-	-	-	-	-	-	1,419
Total Project Costs	\$ 6,248	\$ 3,029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,276

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30311C

Phase II CSO Facilities WCSOI West

Project Manager: Rich Bernier, P.E.
 Contractor(s): DiGregorio, Inc.

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-11	August-14	40 Months	\$10,259
Total Project	April-11	August-14	40 Months	\$10,259



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 fewer sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30311C) is for the construction of a 2,400 foot long Woonasquatucket CSO Interceptor (WCSOI) along the bike path from Sheridan Street to Glenbridge Road.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30311C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	10,094	50	-	-	-	-	-	-	10,144
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 10,209	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,259

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30312C

Phase II CSO Facilities SCSOI Regulator

Project Manager: Rich Bernier, P.E.
 Contractor(s): RP Iannucillo & Sons

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	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	July-14	35 Months	\$736
Total Project	August-11	July-14	35 Months	\$736

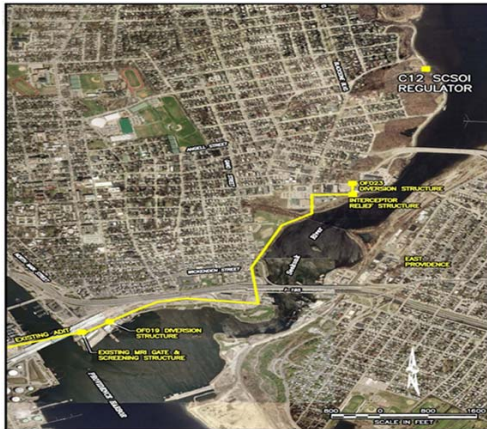


Photo: Proposed Seekonk CSO Interceptor Regulator

CSO Phase II is the second phase of NBC's CSO Abatement Program. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Tunnel constructed in Phase I, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30312C) is for the construction of the a new regulator at OF 025 in River Road along the Seekonk River.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30312C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	621	-	-	-	-	-	-	-	621
Contingency	-	77	-	-	-	-	-	-	77
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 659	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 736

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30314C

Phase II CSO Facilities WCSOI OF 054

Project Manager: Rich Bernier, P.E.
 Contractor(s): DiGregario, Inc.

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
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	\$2,825
Total Project	January-12	September-14	33 Months	\$2,825



Photo: CSO 054

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 fewer sewer separation projects in Providence and a constructed wetlands 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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30314C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 24	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	2,286	83	-	-	-	-	-	-	2,369
Contingency	-	431	-	-	-	-	-	-	431
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 2,310	\$ 515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,825

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30800

CSO Phase III Facilities

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

Location: Pawtucket, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	August-13	July-17	48 Months	\$38,706
Construction	July-17	August-22	62 Months	565,950
Total Project	August-13	August-22	110 Months	\$604,656



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 which includes a reevaluation to determine after the first two phases of the CSO Program. The reevaluation will determine the improvement in water quality as a result of that work completed, if Phase III needs to be completed and, if so, if the approach as originally designed is still the most cost effective.

Photo: Proposed alignment for the Pawtucket CSO Tunnel

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30800D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 122	\$ 124	\$ 144	\$ 378	\$ 185	\$ -	\$ -	\$ -	\$ 952
Land	-	-	-	-	4,000	-	-	-	4,000
A/E Professional	536	3,508	13,400	14,300	1,300	-	-	-	33,044
Other	-	30	320	320	40	-	-	-	710
Total Project Costs	\$ 658	\$ 3,662	\$ 13,864	\$ 14,998	\$ 5,525	\$ -	\$ -	\$ -	\$ 38,706

Projected Expenditures - 30800C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ 875	\$ 1,500	\$ 1,500	\$ 2,125	\$ 6,000
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	6,650	14,400	14,400	20,550	56,000
Construction	-	-	-	-	25,600	96,000	103,700	174,700	400,000
Contingency	-	-	-	-	-	-	-	48,000	48,000
Other	-	-	-	-	6,600	14,400	14,400	20,550	55,950
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 39,725	\$ 126,300	\$ 134,000	\$ 265,925	\$ 565,950

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30600

Floatables Control Facilities

Project Manager: Rich Bernier, P.E.
 Contractor(s): John Rocchio Corporation

Location: Pawtucket, RI; Central Falls, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	July-09	October-13	52 Months	\$473
Construction	October-11	September-14	35 Months	5,003
Total Project	July-09	September-14	63 Months	\$5,476



Photo: Trash Net Facility at OF 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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30600D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 197	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 197
Land	15	-	-	-	-	-	-	-	15
A/E Professional	211	-	-	-	-	-	-	-	211
Other	50	-	-	-	-	-	-	-	50
Total Project Costs	\$ 473	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 473

Projected Expenditures - 30600C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226
Land	-	-	-	-	-	-	-	-	-
A/E Professional	114	9	-	-	-	-	-	-	123
Construction	4,332	42	-	-	-	-	-	-	4,374
Contingency	-	272	-	-	-	-	-	-	272
Other	7	-	-	-	-	-	-	-	7
Total Project Costs	\$ 4,679	\$ 324	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,003

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	\$ 19	\$ 20	\$ 20	\$ 21	\$ 22	\$ 23	N/A	N/A

Note: Cash Flow Basis in Thousands

70800

Omega Pump Station Improvements

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

Location:
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	July-14	February-15	7 Months	\$61
Design	March-15	August-15	4 Months	93
Construction	September-15	January-17	16 Months	615
Total Project	July-14	January-17	31 Months	\$769



Photo: Pump at Omega Pump Station

Several pieces of equipment at the Omega Pump Station need to be replaced as they are obsolete or no longer functioning. This project will evaluate replacement of the pump motor control center, sewage pump 4 and the bar screen. The evaluation will also include a study to increase the operating efficiency of the station and piping changes to improve operating flexibility.

Projected Expenditures - 81200

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11
A/E Professional	-	50	-	-	-	-	-	-	50
Other	-	0	-	-	-	-	-	-	0
Total Project Costs	\$ -	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61

Projected Expenditures - 81200

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 12	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	45	30	-	-	-	-	-	75
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 57	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93

Projected Expenditures - 81200

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ 18	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 33
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	17	15	-	-	-	-	32
Construction	-	-	175	325	-	-	-	-	500
Contingency	-	-	-	50	-	-	-	-	50
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 210	\$ 405	\$ -	\$ -	\$ -	\$ -	\$ 615

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

Projects 304 M Summary

CSO Interceptor and Cleaning Projects

Project Manager: Meg Goulet, P.E.
Contractor(s): Various

Location: Narragansett Bay Commission Service Area
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-09	Ongoing	Ongoing	\$3,597
Total Project	July-09	Ongoing	Ongoing	\$3,597



Photo: Large Pipe Diameter Cleaning Nozzle

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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 304 M Summary

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 21	\$ 51	\$ 124	\$ 124	\$ 124	\$ 124	\$ 124	\$ 124	\$ 816
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Inspect/Cleaning	8	422	226	226	226	226	226	226	1,786
Contingency	-	-	-	-	-	-	-	-	-
Other	5	90	150	150	150	150	150	150	995
Total Project Costs	\$ 34	\$ 563	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,597

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30400C

Repair and Construction of CSO Interceptors

Project Manager: Rich Bernier, P.E.
 Contractor(s): Various

Location: Narragansett Bay Commission Service Area
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-01	Ongoing	Ongoing	\$1,653
Total Project	July-01	Ongoing	Ongoing	\$1,653



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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30400C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8	\$ 75	\$ 83
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	3	-	3
Construction	-	-	-	-	-	-	85	1,250	1,335
Contingency	-	-	-	-	-	-	57	150	207
Other	-	-	-	-	-	-	-	25	25
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153	\$ 1,500	\$ 1,653

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30421

Louisquisset Pike Interceptor Replacement

Project Manager: Terry Cote, P.E.
Contractor(s): Beta Engineering

Location: Lincoln, RI
Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	May-07	July-09	26 Months	\$241
Construction	July-15	October-16	21 Months	2,382
Total Project	May-07	October-16	47 Months	\$2,623



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.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30421D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40
Land	-	-	-	-	-	-	-	-	-
A/E Professional	155	-	-	-	-	-	-	-	155
Other	46	-	-	-	-	-	-	-	46
Total Project Costs	\$ 241	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 241

Projected Expenditures - 30421C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ 61	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ 92
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	32	18	-	-	-	-	50
Construction	-	-	1,500	500	-	-	-	-	2,000
Contingency	-	-	-	240	-	-	-	-	240
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 1,593	\$ 789	\$ -	\$ -	\$ -	\$ -	\$ 2,382

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30444

Mosshassuck Valley Interceptor

Project Manager: Terry Cote, P.E.
 Contractor(s): Louis Berger Group

Location: Providence, RI
 Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	May-06	October-06	6 Months	\$22
Design	January-12	March-15	39 Months	385
Construction	September-14	February-16	17 Months	3,373
Total Project	May-06	February-16	119 Months	\$3,780



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

Photo: Portion of the Moshassuck Valley Interceptor to be replaced

Projected Expenditures - 30444P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22

Projected Expenditures - 30444D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82
Land	60	15	-	-	-	-	-	-	75
A/E Professional	183	39	-	-	-	-	-	-	221
Other	7	-	-	-	-	-	-	-	7
Total Project Costs	\$ 332	\$ 54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 385

Projected Expenditures - 30444C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 44	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	23	12	-	-	-	-	-	35
Construction	-	1,000	2,000	-	-	-	-	-	3,000
Contingency	-	-	240	-	-	-	-	-	240
Other	-	10	10	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 1,077	\$ 2,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,373

Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30456C

NBC Interceptor Lining at Butler Hospital

Project Manager: Rich Bernier, P.E.
 Contractor: N/A

Location: Providence, RI
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-13	January-15	20 Months	\$345
Total Project	April-13	January-15	20 Months	\$345



Project 30456C involves the lining of 2,435 linear feet of 15" NBC sewer pipe and rehabilitate 15 NBC manholes on Butler Hospital property in Providence.

Photo: Lining at an interceptor improvement location

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30456C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	265	4	-	-	-	-	-	-	269
Contingency	30	-	-	-	-	-	-	-	30
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 341	\$ 4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 345

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30457

Providence River Siphon Replacement

Project Manager: Tom Brueckner, P.E.
 Contractor: N/A

Location: Providence, RI
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	March-13	December-14	22 Months	\$189
Design	February-15	July-16	17 Months	822
Construction	July-16	September-18	26 Months	5,853
Total Project	March-13	September-18	62 Months	\$6,864



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. This project will evaluate if replacing or rehabilitating this siphon is necessary to ensure continuous uninterrupted service for the future.

Projected Expenditures - 30457P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 31	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46
A/E Professional	68	55	-	-	-	-	-	-	123
Other	2	18	-	-	-	-	-	-	20
Total Project Costs	\$ 101	\$ 88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189

Projected Expenditures - 30457D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ 20	\$ 67	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ 97
Land	-	-	125	125	-	-	-	-	250
A/E Professional	-	105	275	20	-	-	-	-	400
Other	-	25	50	-	-	-	-	-	75
Total Project Costs	\$ -	\$ 150	\$ 517	\$ 155	\$ -	\$ -	\$ -	\$ -	\$ 822

Projected Expenditures - 30457C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ 53	\$ 50	\$ -	\$ -	\$ -	\$ 103
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	50	50	-	-	-	100
Construction	-	-	-	2,000	2,750	250	-	-	5,000
Contingency	-	-	-	-	500	-	-	-	500
Other	-	-	-	100	50	-	-	-	150
Total Project Costs	\$ -	\$ -	\$ -	\$ 2,203	\$ 3,400	\$ 250	\$ -	\$ -	\$ 5,853

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30458

Douglas / Branch Avenue Interceptor Relief

Project Manager: Tom Brueckner, P.E.
 Contractor: N/A

Location: Providence, RI
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	September-14	March-16	6 Months	\$80
Design	July-16	December-17	18 Months	565
Construction	September-17	September-19	24 Months	6,202
Total Project	September-17	September-19	49 Months	\$6,847



The Branch Avenue Interceptor is subject to surcharging in wet weather which may result in Sanitary Sewer Overflows. The planning phase of this project will evaluate the necessary improvements to be made to the Interceptor to eliminate the surcharging. Subsequent phases will design and construct the necessary improvements.

Photo: Lining at an interceptor improvement location

Projected Expenditures - 30458P

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 5	\$ 4	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25
A/E Professional	-	-	50	-	-	-	-	-	50
Other	-	-	5	-	-	-	-	-	5
Total Project Costs	\$ 5	\$ 4	\$ 71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80

Projected Expenditures - 30458D

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ 39	\$ 56	\$ -	\$ -	\$ -	\$ 95
Land	-	-	-	-	100	-	-	-	100
A/E Professional	-	-	-	285	65	-	-	-	350
Other	-	-	-	20	-	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ -	\$ 344	\$ 221	\$ -	\$ -	\$ -	\$ 565

Projected Expenditures - 30458C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ 90	\$ 270	\$ 67	\$ -	\$ 427
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	50	120	30	-	200
Construction	-	-	-	-	750	3,500	750	-	5,000
Contingency	-	-	-	-	-	-	500	-	500
Other	-	-	-	-	-	75	-	-	75
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 890	\$ 3,965	\$ 1,347	\$ -	\$ 6,202

Operating Impact

	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

30459C

Improvements to Interceptors FY 2015

Project Manager: Mark Thomas
 Contractor: N/A

Location: Providence, RI
 Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	May-14	October-15	17 Months	\$658
Total Project	N/A	October-15	18 Months	\$658



Photo: Lining at an interceptor improvement location

This project consists of the lining 4,100 linear feet of sewer pipe and do various spot repairs to interceptors on Mineral Spring Avenue and Smith Street in North Providence as well as miscellaneous streets in Providence.

Projected Expenditures - Planning

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30459C

Cost Category	Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
Administrative	\$ 17	\$ 71	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	498	3	-	-	-	-	-	500
Contingency	-	60	-	-	-	-	-	-	60
Other	-	10	-	-	-	-	-	-	10
Total Project Costs	\$ 17	\$ 638	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 658

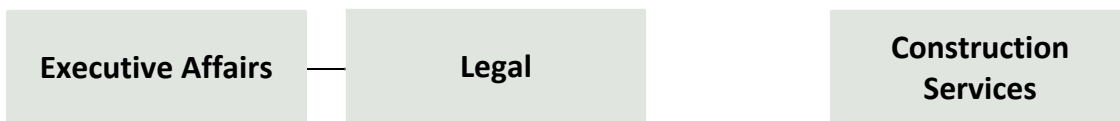
Operating Impact

Pre FY 15	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20	Post FY 20	Total
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

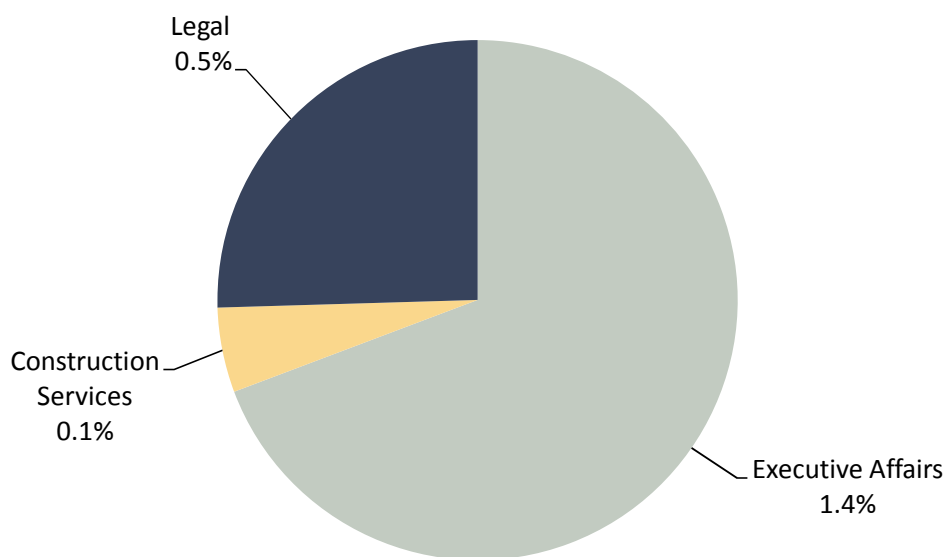
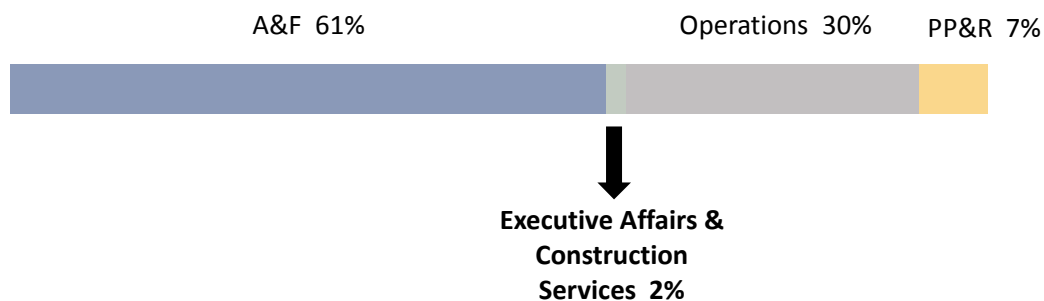
Note: Cash Flow Basis in Thousands

Executive Affairs & Construction Services

Division Summary



NBC Division Budgets



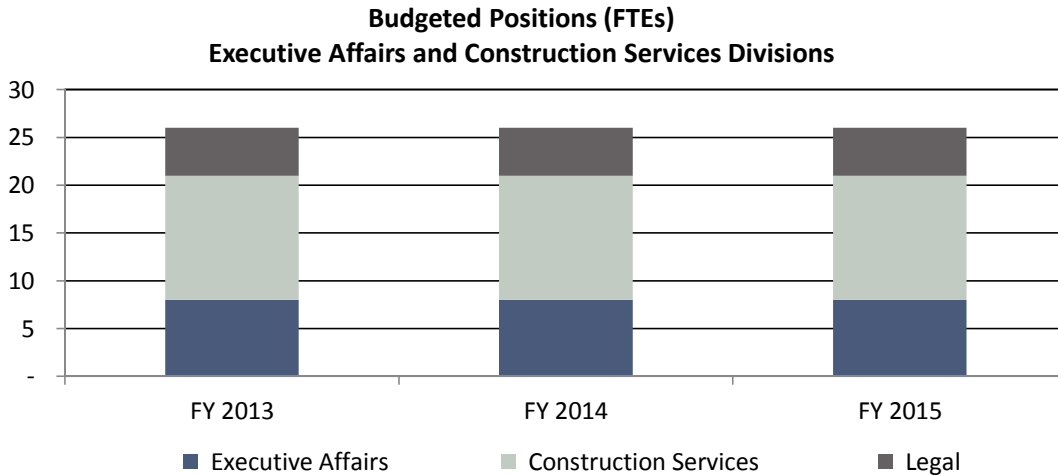
Division Program

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.

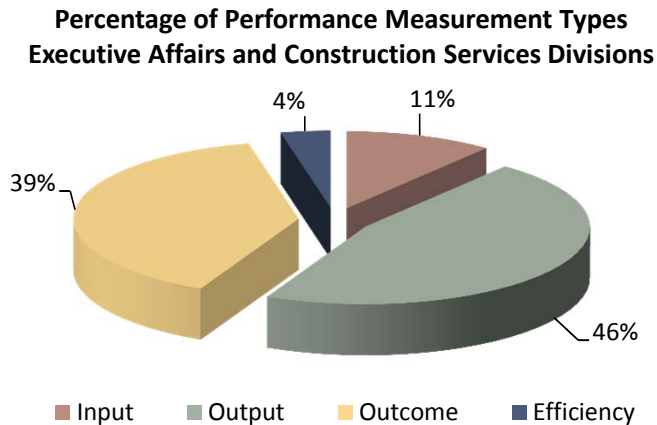


Significant Budget Modifications:

The FY 2015 Executive Affairs and Construction Services budgets are a total of \$12,678 or 0.7% lower than the FY 2014 budget. This is net result of lower personnel costs and operating supplies and expense of \$17,178 and increased professional services of \$4,500 compared to 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 43% of the performance measures.

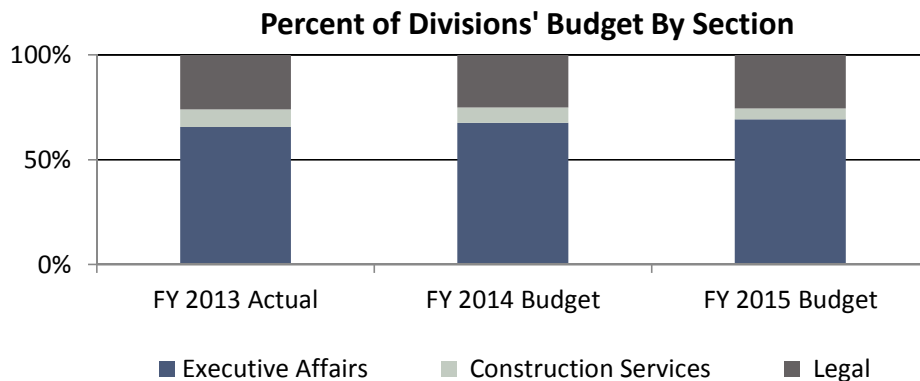
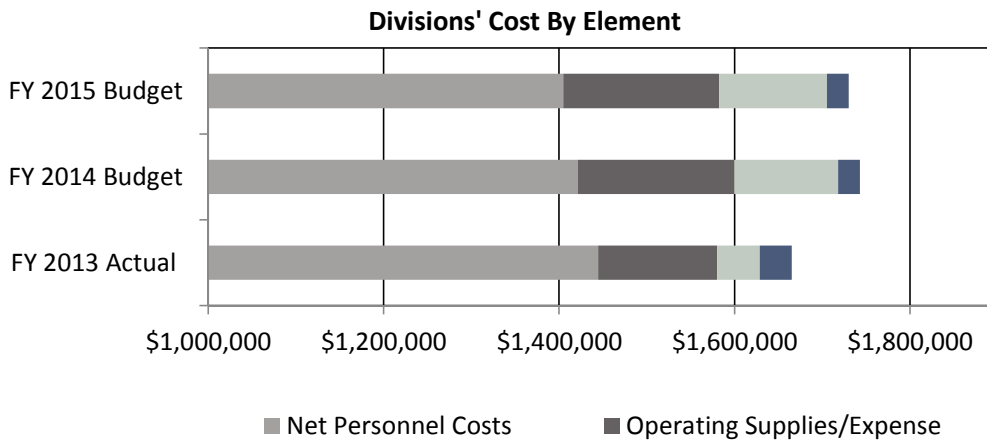


Division Budget

Executive Affairs & Construction Services Division

Division Summary

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 2,831,566	\$ 2,853,058	\$ 2,880,792
Less Capital Reimbursements	(1,387,152)	(1,432,057)	(1,476,219)
<i>Net Personnel Costs</i>	1,444,414	1,421,001	1,404,573
Operating Supplies/Expense	135,997	178,550	177,800
Professional Services	48,341	118,500	123,000
Capital Outlays	36,673	25,000	25,000
Debt Service	-	-	-
Total Expenditures	\$ 1,665,425	\$ 1,743,051	\$ 1,730,373
Expenditures by Funding Source			
Revenue	\$ 1,628,752	\$ 1,718,051	\$ 1,705,373
Operating Capital Transfer	36,673	25,000	25,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,665,425	\$ 1,743,051	\$ 1,730,373



Executive Affairs - The Program

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 2014 by Key Code:

- CB 1** Continued oversight of the CSO Phase II Construction
- CB 1** Maximized Wind Turbine energy production
- CF 2** Coordinated and convened neighborhood meetings in areas impacted by CSO Phase II construction work
- CB 11** Relocated utilities underground to ensure facility resilience
- OP 4** Completed and submitted compliance filings
- OP 4** Submitted public records requests and regulatory agendas in a suitable and timely manner
- OP 5** Completed and submitted all disclosures and consultant disclosures promptly
- FM 2** Completed Lien Sales to minimize outstanding accounts receivable and bad debt
- FM 4** Successfully negotiated collective bargaining agreements with NBC's two unions

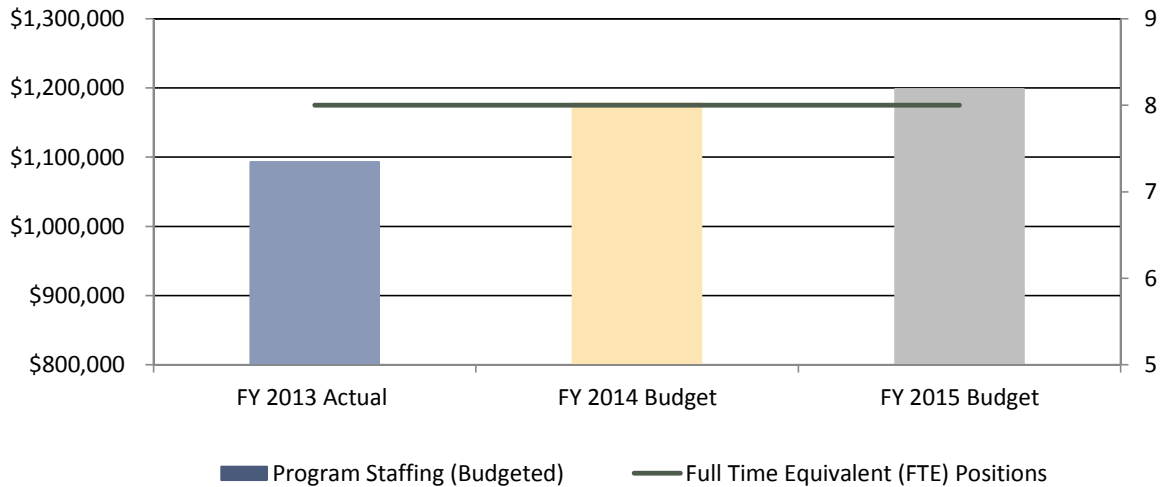
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 1** Effectively manage the Phase II CSO Projects from a construction, financial and public relations perspective as well as the Bucklin Point nutrient removal upgrade contract
- CB 1** Reevaluation of Phase III CSO to determine improvement in water quality, necessity of completion, and if so, the affordability of the designed approach
- CB 9** Host the 2015 NACWA conference

Executive Affairs - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 987,938	\$ 997,409	\$ 1,020,348
Less Capital Reimbursements	(53,942)	(58,960)	(61,690)
<i>Net Personnel Costs</i>	933,996	938,449	958,658
Operating Supplies/Expense	95,550	127,500	123,300
Professional Services	50,990	112,000	116,500
Capital Outlays	12,853	-	-
Debt Service	-	-	-
Total Expenditures	\$ 1,093,389	\$ 1,177,949	\$ 1,198,458
Expenditures by Funding Source			
Revenue	\$ 1,080,536	\$ 1,177,949	\$ 1,198,458
Operating Capital Transfer	12,853	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 1,093,389	\$ 1,177,949	\$ 1,198,458

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			

Executive Affairs - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
12	9	12	9

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 meetings/correspondence

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
4	6	4	4

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
40	59	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
3	8	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2	2	2	2

Target Measure:

Conduct corporate office retreat training

Unit of Measure:

Number of retreat trainings

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1	0	1	1

Target Measure:

Apply for and receive the Best Places to Work in RI Award

Unit of Measure:

Due date

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
N/A	6/30/2013	6/30/2014	6/30/2015

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100	110	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1/31/2013	1/31/2013	1/31/2014	1/31/2015

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
4	4	4	4

Organizational Performance:

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

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 September 15th deadline

Unit of Measure:

Due date

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
7/15/2012	9/13/2013	9/15/2014	9/15/2015

Construction Services - The Program

Mission and Overview:

The NBC Construction Services Division is responsible for overseeing construction of capital improvement projects related to the NBC's system of interceptors, pump stations and wastewater treatment facilities. These improvements to the sewer system's infrastructure are necessary to ensure proper collection and treatment of wastewater and stormwater flows that enter the NBC system. This section is currently responsible for approximately \$235.7 million of ongoing construction projects.

Major Accomplishments FY 2014 by Key Code:

- CB 1** Managed a total of 25 capital projects totaling \$235.7 million
- CB 1** Managed/negotiated 15 change orders
- CB 1** Reviewed and awarded bids for the Regulatory Compliance Building and Biogas Project

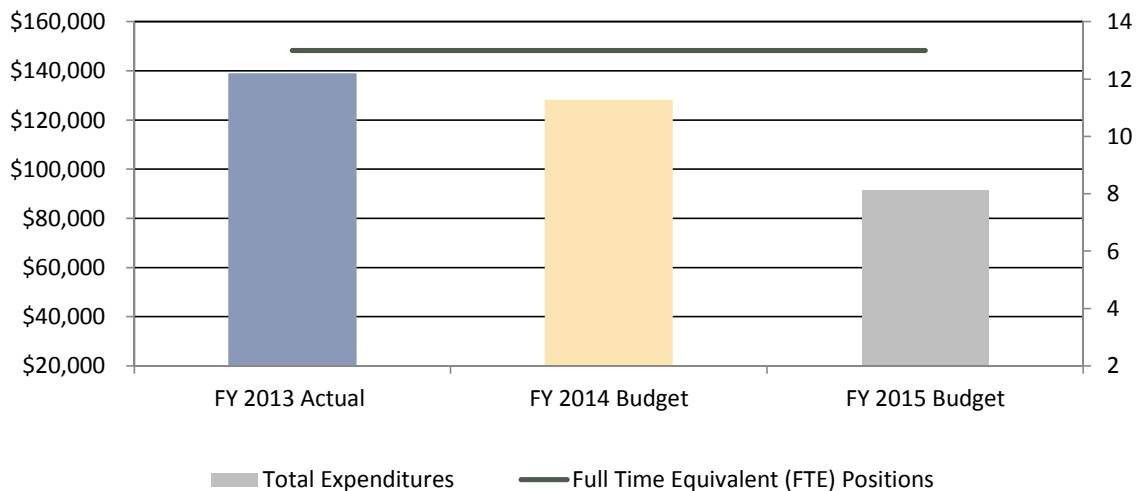
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- 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

Construction Services - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,408,383	\$ 1,437,037	\$ 1,438,413
Less Capital Reimbursements	(1,321,019)	(1,369,222)	(1,411,152)
<i>Net Personnel Costs</i>	87,364	67,815	27,261
Operating Supplies/Expense	27,568	35,125	39,025
Professional Services	-	-	-
Capital Outlays	23,820	25,000	25,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 138,752</u>	<u>\$ 127,940</u>	<u>\$ 91,286</u>
Expenditures by Funding Source			
Revenue	\$ 114,932	\$ 102,940	\$ 66,286
Operating Capital Transfer	23,820	25,000	25,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 138,752</u>	<u>\$ 127,940</u>	<u>\$ 91,286</u>

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			

Construction Services - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	15%	10%	15%	15%

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

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	8%	9%	8%	8%

Target Measure:
 Percent of CIP contract completed within six months of master schedule

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	85%	73%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of meetings	4	4	4	4

Legal - The Program

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 2014 by Key Code:

- CB 1** Assisted with legal aspects of the utility interconnection of the Wind Turbine Project
- FM 2** Conducted two Lien sales collecting approximately \$1M
- FM 2** Streamlined and revised the lien sale registration procedures
- C 3** Reviewed, analyzed and opined on pending legislation
- CB 1** Assisted Construction and Engineering with all legal aspects of Field's Point BNR and CSO Phase II Projects
- CF 9** Responded to all public records request within statutory timeframe to the appropriate agencies in Rhode Island
- OP 4** Filed all compliance filings (ethics, disclosure of government consultants, regulatory agenda, and public records training compliance) within the required timeframe

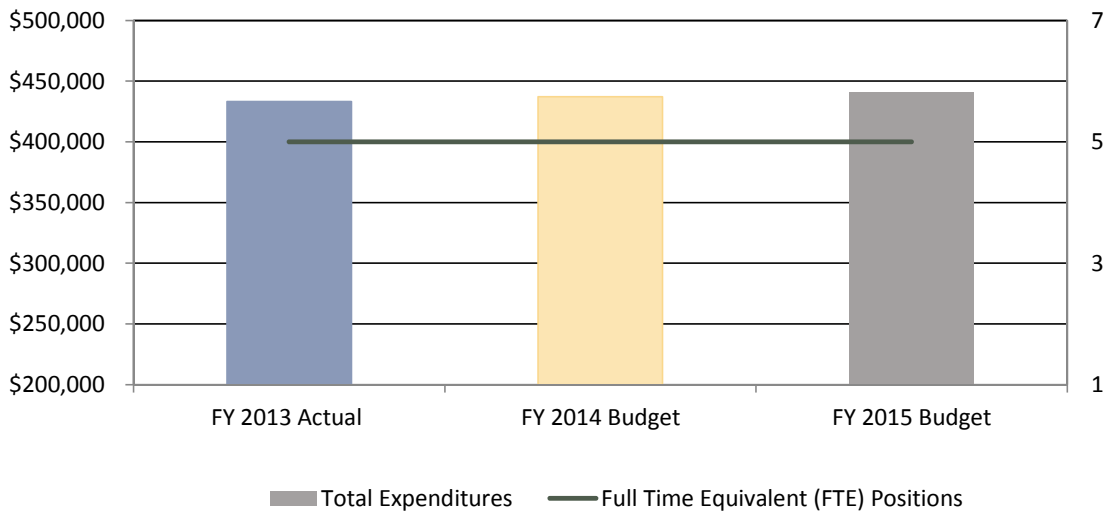
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 2** Continue collection efforts through the Lien Sale process
- FM 3** Monitor customer accounts subject to the US Bankruptcy Code/RI Receivership Petitions, including filing proof of claims within the required timeframes
- CB 1** Continue to assist Construction and Engineering with legal aspects of Field's Point, Bucklin Point & CSO Phase II Projects, and provide additional aid in the preliminary stages of Phase III

Legal - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 435,245	\$ 418,613	\$ 422,031
Less Capital Reimbursements	(12,191)	(3,875)	(3,377)
<i>Net Personnel Costs</i>	<u>423,054</u>	<u>414,738</u>	<u>418,654</u>
Operating Supplies/Expense	12,879	15,925	15,475
Professional Services	(2,649)	6,500	6,500
Capital Outlays	-	-	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 433,284</u>	<u>\$ 437,163</u>	<u>\$ 440,629</u>
Expenditures by Funding Source			
Revenue	\$ 433,284	\$ 437,163	\$ 440,629
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	<u>\$ 433,284</u>	<u>\$ 437,163</u>	<u>\$ 440,629</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		

Legal - Performance Data

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 ensure compliance with NBC requirements • CB 2

Target Measure:

Issue Enforcement Actions within two weeks of request submittal

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage issued	100%	n/a (0/0)	100%	100%

Goal Action for Achievement by Key Code:

To provide legal assistance on regulatory compliance matters • CB 3

Target Measure:

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

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	100%	100% (8/8)	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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of lien sales per year	2	2	2	2

Target Measure:

Accounts paid and removed prior to lien sale

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage paid and removed prior to	65%	81% (494/603)	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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of proof claims filed	100%	100% (73/73)	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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Legal timeframe	Within 10 days	Within 10 days (7/7)	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
30	41	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

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2	4	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100% (4/4)	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Quarterly	Quarterly	Quarterly	Quarterly

Administration & Finance

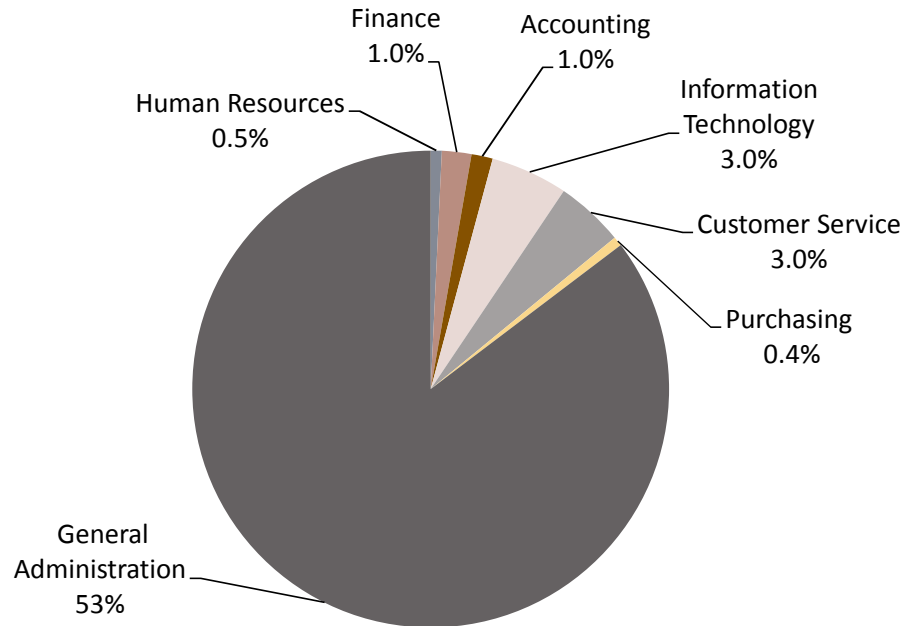
Division Summary



NBC Division Budgets



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A&F 61%



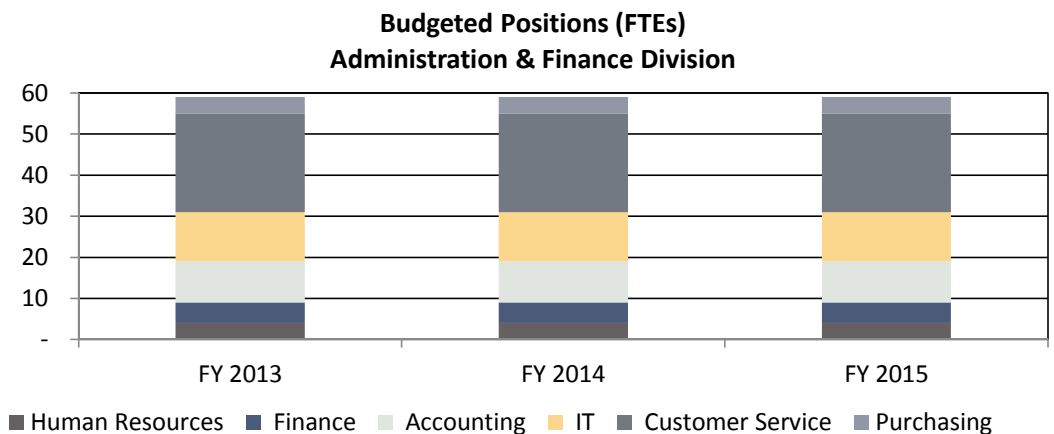
Division Program

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.

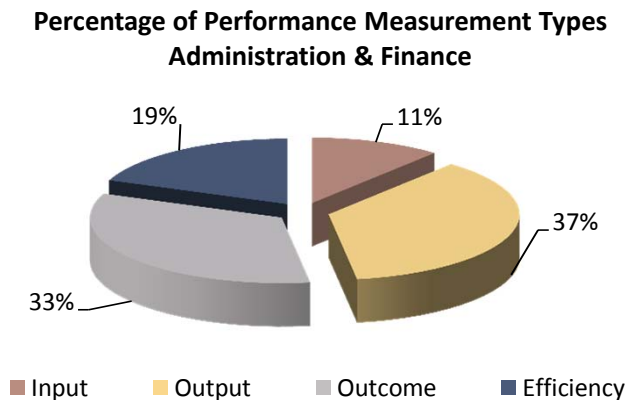


Significant Budget Modifications:

The FY 2015 Administration and Finance budget decreased by \$164,821 from the prior FY 2014 budget. This is the net result of increased personnel services, operating supplies and expense and professional services of \$750,594 and decreased operating capital and debt service of \$915,415 from the prior year. Increases reflect the annual PUC assessment, insurance, postage and budgeted compensated absences compared to last year.

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.

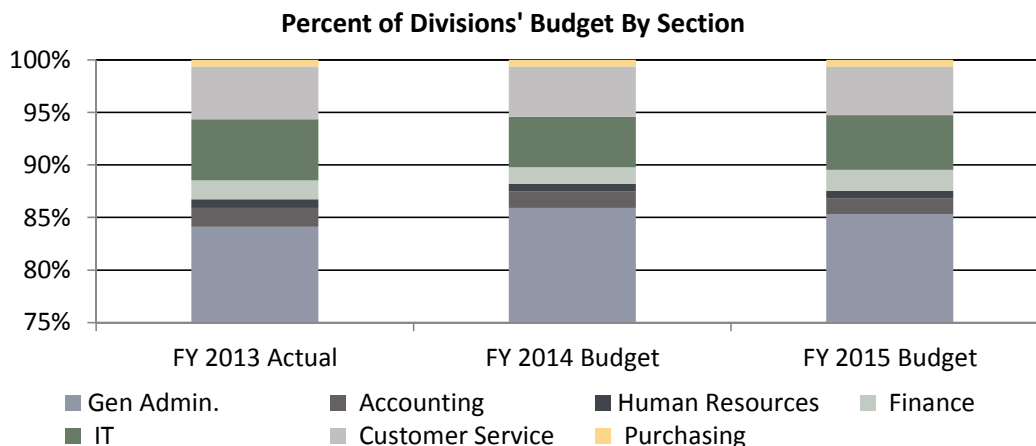
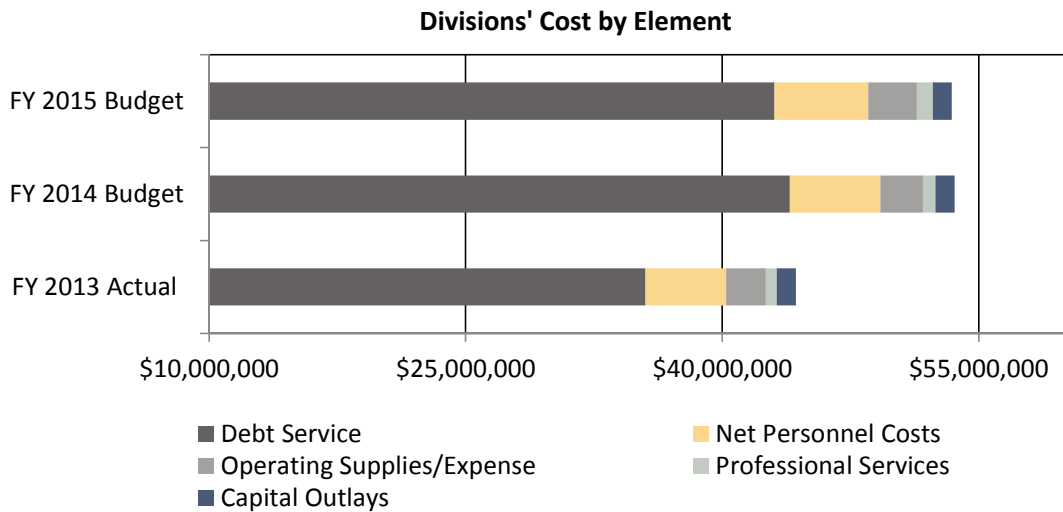


Division Budget

Administration & Finance Division

Division Summary

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 4,814,935	\$ 5,382,279	\$ 5,613,414
Less Capital Reimbursements	(84,904)	(87,278)	(119,318)
<i>Net Personnel Costs</i>	4,730,031	5,295,001	5,494,096
Operating Supplies/Expense	2,312,772	2,489,737	2,831,835
Professional Services	627,928	734,400	943,800
Capital Outlays	1,126,623	1,125,000	1,112,000
Debt Service	35,512,278	43,954,576	43,052,161
<i>Total Expenditures</i>	<u>\$ 44,309,631</u>	<u>\$ 53,598,714</u>	<u>\$ 53,433,893</u>
Expenditures by Funding Source			
Revenue	\$ 43,183,008	\$ 52,473,714	\$ 52,321,893
Operating Capital Transfer	1,126,623	1,125,000	1,112,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 44,309,631</u>	<u>\$ 53,598,714</u>	<u>\$ 53,433,893</u>



Finance - The Program

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 2014 by Key Code:

- FM 4** Merged NBC's non-union retirement plans and the 457 Plan onto single platform
- FM 5** Filed a General Rate Case with the PUC for a 5.28% rate increase
- FM 6** Issued a RFQ/P for Rate Case Consultant
- FM 6** Adopted Post Issuance Tax Compliance Procedures
- FM 6** Received a reaffirmation of the AA- credit rating from Standard & Poor's
- FM 6** Issued \$34.97 million in open market revenue bonds
- FM 6** Executed a \$45.0 million loan from Rhode Island Clean Water Finance Agency (RICWFA)
- FM 6** Assisted with Increasing the FY14 RICWFA Loan from \$20M to \$45M
- FM 7** Developed the five-year Capital Improvement Program and managed capital funding
- FM 5** Developed and administered the annual operating budget and finished the year under budget for the 22nd consecutive year
- OP 4** Completed timely reporting of Continuous Disclosure, arbitrage, and other post-issuance compliance
- C 6** Received the Government Finance Officers' Association (GFOA) Distinguished Budget Award with Special Capital Recognition and Special Performance Measures Recognition

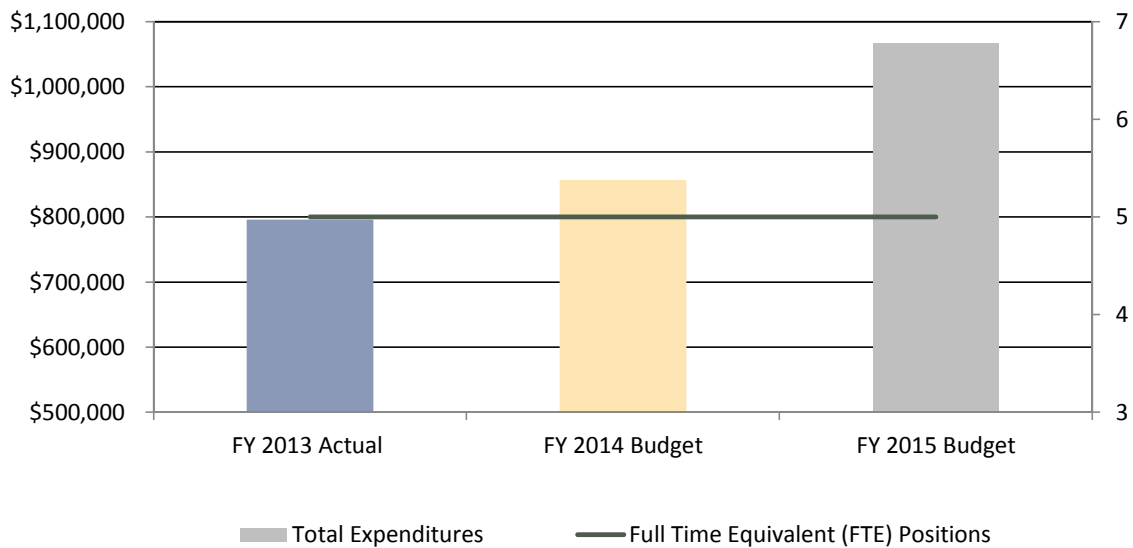
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

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

Finance - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 430,191	\$ 481,061	\$ 490,674
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	430,191	481,061	490,674
Operating Supplies/Expense	16,992	24,227	25,400
Professional Services	327,750	335,000	535,000
Capital Outlays	19,669	15,000	15,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 794,602</u>	<u>\$ 855,288</u>	<u>\$ 1,066,074</u>
Expenditures by Funding Source			
Revenue	\$ 774,933	\$ 840,288	\$ 1,051,074
Operating Capital Transfer	19,669	15,000	15,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 794,602</u>	<u>\$ 855,288</u>	<u>\$ 1,066,074</u>

Finance - Historical Data



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

Finance - Performance Data

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:

Monitor retirement plan fees and expenses

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Annually	1/year	1	1/year	1/year

Target Measure:

Review retirement plan fund selections to ensure performance is meeting expectations

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Quarterly	4/year	4	4/year	4/year

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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Due Date	12/1/2012	8/27/12 10/5/2012	12/1/2013	10/1/2014

Target Measure:

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

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	0.5%	0.16% / \$7,640,892 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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Credit Rating for Standard & Poor's	AA-	Reaffirmed AA-	AA-	AA-

Target Measure:

Update Long-Term Financial Plan

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Frequency	Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually

Target Measure:

File Continuous Disclosure Annually

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Date	Period Ending 6/30/13	Filed 10/11/12	Period Ending 6/30/14	Period Ending 6/30/15

Target Measure:

Ensure compliance with federal tax laws and regulations to maintain tax exempt status of NBC's bond issues

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Complete Tax Due Diligence prior to Issuance	N/A	100% (2/2)	100%	100%

Target Measure:

Perform Post Issuance Compliance monthly reporting

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion	N/A	N/A	100%	100%

Target Measure:

Update of Capital Cash Flows

Unit of Measure

Frequency

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2 Updates	7 Updates	2 Updates	2 Updates

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
11 Years	11 Years w/ Special Capital Recognition & Performance Measures	12 Years	13 Years

Target Measure:

Notification of budget issues within three business days of month-end

Unit of Measure

Days

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
3 Days	Within 7 Days	3 Days	3 Days

Target Measure:

Prepare and transmit monthly finance report to Finance Committee

Unit of Measure

Frequency

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
N/A	Monthly (12/12)	Monthly	Monthly

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

Hours

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
25 hours	52 hours	30 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

Received

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Yes	Proficient Rating	Yes	Yes

Target Measure:

Complete MWRA and NACWA User Fee Survey Annually

Unit of Measure

Completion

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Yes	Yes	Yes	Yes

Target Measure:

Transmit compliance reports on capital projects to the Public Utilities Commission

Unit of Measure

Number of Reports

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2	2 (Semi-Annually)	2	2

Target Measure:

Transmit restricted account reports to the Public Utilities Commission

Unit of Measure

Number of Reports

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
4	4 (Quarterly)	4	4

Human Resources - The Program

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 2014 by Key Code:

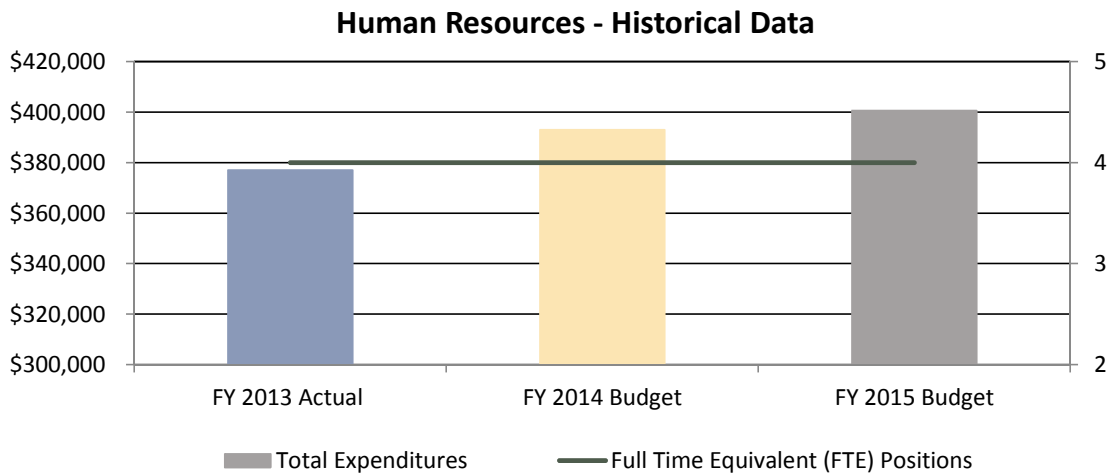
- FM 4** Evaluated and renewed a multi-year contract with VSP
- FM 4** Implemented the conversion of the NBC's two non-union retirement plans and the 457 Plan to a single platform
- S 1** Received the Best Places to Work in RI Award
- S 7** Provided workplace wellness and training programs to staff
- S 3** Submitted the EEO report by the due date
- S 3** Completed timely reporting of all state and federal required disclosures to staff and government agencies

Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 4** Effectively manage NBC's employee benefits programs
- S 7** Continue the workplace wellness initiative
- S 3** Ensure timely administration of NBC hiring procedures in accordance with Federal & State Labor laws

Human Resources - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 347,786	\$ 361,236	\$ 368,559
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	<u>347,786</u>	<u>361,236</u>	<u>368,559</u>
Operating Supplies/Expense	15,702	21,350	21,550
Professional Services	7,000	10,500	10,500
Capital Outlays	6,537	-	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 377,025</u>	<u>\$ 393,086</u>	<u>\$ 400,609</u>
Expenditures by Funding Source			
Revenue	\$ 370,488	\$ 393,086	\$ 400,609
Operating Capital Transfer	6,537	-	-
Grant	-	-	-
Total Expenditures by Source	<u>\$ 377,025</u>	<u>\$ 393,086</u>	<u>\$ 400,609</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			

Human Resources - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	100%	100%	100%	100%

Target Measure:

Complete year-end Defined Benefit Retirement Plan Census by due date

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Due Date	02/28/13	02/28/13	02/28/14	02/28/15

Target Measure:

Complete year-end Defined Compensation Retirement Plan Census by due date

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Due Date	07/30/12	07/30/12	07/30/13	07/30/14

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of employment postings	100%	100%	100%	100%

Target Measure:

Implement "Good Health" programs

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of programs	2	5	2	2

Target Measure:

Implement employee training programs

Unit of Measure:

Number of programs

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1	3	1	1

Target Measure:

Apply for and receive the Best Places to Work in RI Award

Unit of Measure:

Due date

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
N/A	6/30/2013	6/30/2014	6/30/2015

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
8/1/2012	8/1/2013	8/1/2013	8/1/2015

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%

Target Measure:

Provide financial planning workshops or individual meetings with a financial planner to assist NBC employees in building a secure retirement

Unit of Measure:

Number of workshops

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2	4	2	2

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 recurrence

Unit of Measure:

Number of investigations

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
3	10	3	3

Target Measure:

Implement a Wellness Incentive Program for employees to receive incentives for preventative care

Unit of Measure:

Percentage of employees participating

Percentage of employees who reach the wellness

Number of Programs

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
30%	85%	30%	30%
30%	40%	30%	30%
2	4	2	2

Accounting - The Program

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 2014 by Key Code:

- FM 8** Processed and submitted approximately \$101.9 million in capital invoices
- FM 9** Completed the FY 2013 audit by the statutory deadline
- FM 9** Received a clean audit opinion and no management letter for the fifteenth consecutive year
- FM 10** Accurately calculated the monthly transfers as required by the Trust Indenture
- FM 12** Accurately completed the PUC's monthly restricted account reporting
- FM 8** Processed all operating invoices, capital invoices and biweekly payrolls in a timely manner. In addition, took advantage of \$3,158 in discounts for the last twelve months
- FM 9** Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the eleventh consecutive year
- FM 9** Issued a RFP for a term year auditing firm

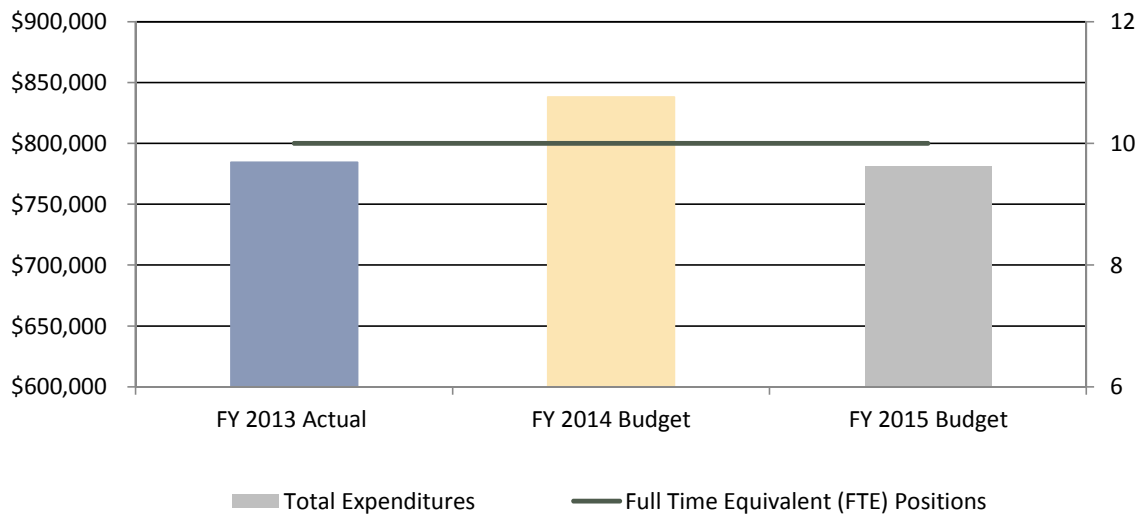
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 8** Process all operating invoices, capital invoices and bi-weekly payroll in a timely manner
- FM 9** Complete the FY 2014 audit on a timely basis and receive a clean audit opinion and no management letter
- FM 10** Ensure proper calculation and process of the monthly transfers as required by the Trust Indenture

Accounting - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 834,348	\$ 878,151	\$ 858,138
Less Capital Reimbursements	(84,904)	(87,278)	(119,318)
<i>Net Personnel Costs</i>	749,444	790,873	738,820
Operating Supplies/Expense	7,087	8,285	10,125
Professional Services	28,041	29,000	32,000
Capital Outlays	-	10,000	-
Debt Service	-	-	-
Total Expenditures	\$ 784,572	\$ 838,158	\$ 780,945
Expenditures by Funding Source			
Revenue	\$ 784,572	\$ 828,158	\$ 780,945
Operating Capital Transfer	-	10,000	-
Grant	-	-	-
Total Expenditures by Source	\$ 784,572	\$ 838,158	\$ 780,945

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			

Accounting - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of consecutive years	12	12	13	14

Target Measure:

Audit completed by September 30th

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion by due date	30-Sep-13	30-Sep-13	30-Sep-14	30-Sep-15

Target Measure:

Complete audit with clean opinion and no management letter

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion	Yes	Yes	Yes	Yes

Target Measure:

Prepare monthly financial statements within five business days of month-end

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion	100%	100%	100%	100%

Target Measure:

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

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion	100%	100%	100%	100%

Target Measure:

Perform a monthly fund reconciliation

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion of W-2s	100%	100%	100%	100%
Completion of 1099s	100%	100%	100%	100%
Completion of 941s	100%	100%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 accountant and payroll administrator staff attends one outside accounting/payroll seminar

Unit of Measure:

Percentage of staff members attending seminar

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%

Information Technology - The Program

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 2014 by Key Code:

- CB 6** Configured and installed a state of the art backup/restore solution
- CB 6** Implemented a new and improved Oracle Grid Server to control the database environment
- CB 6** Installed a new high capacity Oracle Production Server
- CB 6** Completed a full campus wide data Security Assessment with positive results
- CB 6** Implemented a Thin-Client based computer system for Customer Service
- CB 6** Upgraded our Oracle database from 11g to 12c taking advantage of the latest technology
- CB 6** Replaced all of the obsolete networking switches to provide enhanced performance and stability
- CB 6** Virtualized a number of Servers to increase efficiency and control future costs
- CB 6** Replaced the Customer Services Point of Sale hardware and application software

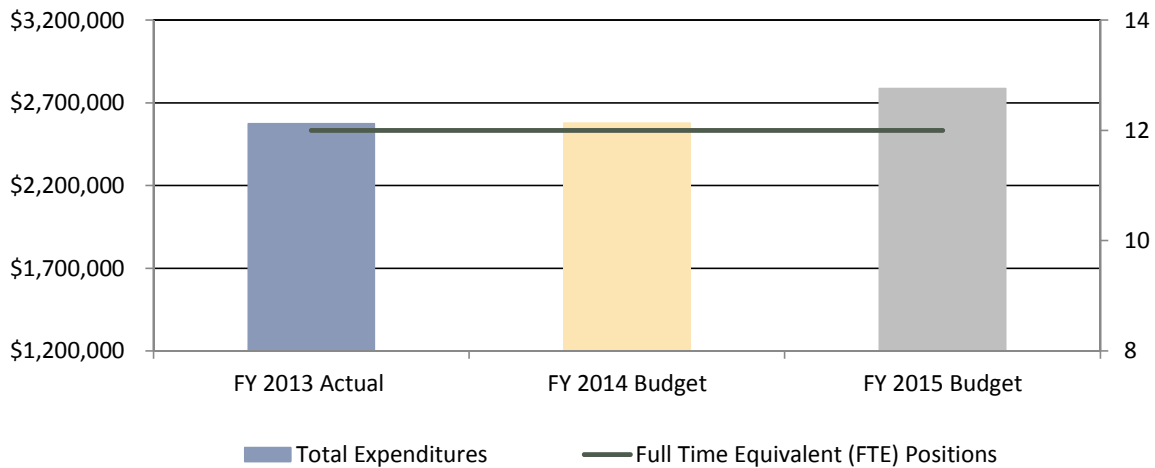
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 6** Refresh NBC's Disaster Recovery site utilizing virtualization technology
- CB 6** Implement a new TV control system for various sites around the NBC campus
- CB 6** Reevaluate current Antivirus and Spam control systems/software solutions

Information Technology - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,172,473	\$ 1,258,028	\$ 1,293,948
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	1,172,473	1,258,028	1,293,948
Operating Supplies/Expense	507,591	554,612	590,364
Professional Services	-	-	-
Capital Outlays	892,795	765,000	902,000
Debt Service	-	-	-
Total Expenditures	\$ 2,572,859	\$ 2,577,640	\$ 2,786,312
Expenditures by Funding Source			
Revenue	\$ 1,680,064	\$ 1,812,640	\$ 1,884,312
Operating Capital Transfer	892,795	765,000	902,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,572,859	\$ 2,577,640	\$ 2,786,312

Information Technology - Historical Data



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

Information Technology - Performance Data

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

Percentage

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	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

Percentage of systems migrated

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
39%	72%	68%	79%

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

Number of breaches

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
0	0	0	0

Target Measure:

Complete IT budgeted projects

Unit of Measure

Number of completed projects

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
5	4	5	4

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

Number of sessions

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
185	182	185	185

Target Measure:

Respond to help desk requests within two hours

Unit of Measure

Percentage

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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

Participation percentage

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
70%	60%	65%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Annually	Annually	Annually	Annually

Target Measure:

Maintain current systems and applications

Unit of Measure

Percent of current

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
98%	95%	95%	95%

Customer Service - The Program

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 2014 by Key Code:

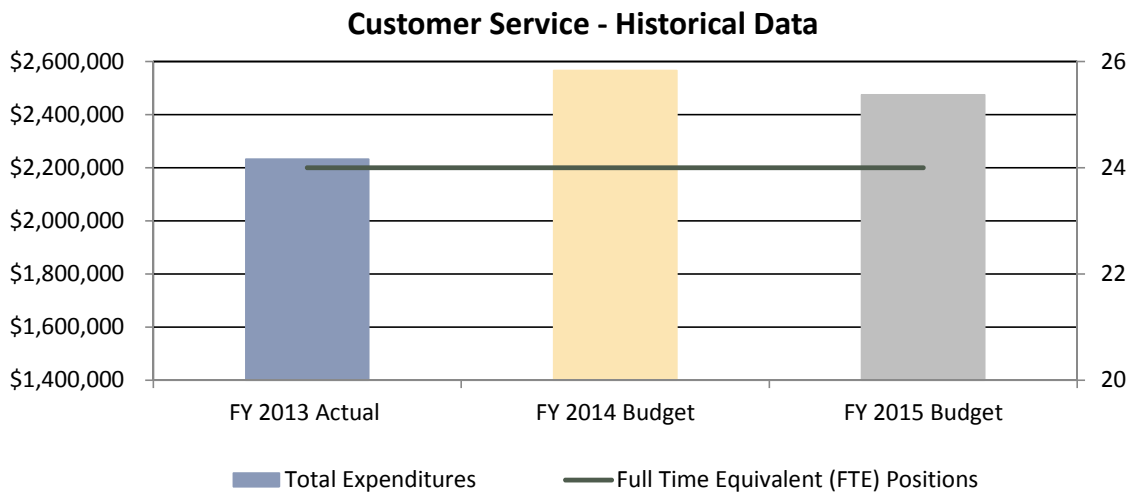
- FM 3** Completed timely and accurate monthly billings for NBC's 83,000 accounts
- FM 13** Billed more than \$80 million in user fees
- FM 14** Continued to focus on collection of past due accounts averaging 2,000 collection calls per month
- FM 14** Collected approximately \$400,000 per month through the Water Shut-Off program
- CF 4** Continued to refine and expand Customer Service applications to more efficiently service NBC customers
- CF 6** Obtained site readings for more than 450 customers per month on average
- CF 6** Received and responded to an average of 3,800 customer calls per month

Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 13** Ensure complete and accurate billings and streamline collection strategies to maximize results
- CF 12** Provide excellent Customer Service
- S 4** Continue to provide training on the Customer Service application

Customer Service - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,675,242	\$ 1,850,997	\$ 1,831,624
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	1,675,242	1,850,997	1,831,624
Operating Supplies/Expense	500,972	535,320	578,740
Professional Services	53,011	34,200	34,300
Capital Outlays	3,155	145,000	30,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 2,232,380</u>	<u>\$ 2,565,517</u>	<u>\$ 2,474,664</u>
Expenditures by Funding Source			
Revenue	\$ 2,229,225	\$ 2,420,517	\$ 2,444,664
Operating Capital Transfer	3,155	145,000	30,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 2,232,380</u>	<u>\$ 2,565,517</u>	<u>\$ 2,474,664</u>



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	Customer Service Rep- Fiscal Clerk	1.0
Field Investigator	3.0	Fiscal Clerk- Customer Service Rep	1.0
Customer Service Representative	11.0	Billing Supervisor	1.0
		Collections Supervisor	1.0
	24.0 FTEs		

Customer Service - Performance Data

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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of accounts with actual reading	98%	98%	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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage called	90%	90%	90%	90%

Target Measure:

Select accounts for Water Shut Off

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of accounts selected	3,500	3,500	3,500	3,500

Target Measure:

Late fees as a percentage of billing

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage	<2%	<2%	<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 and obtain quarterly meter reads

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of large user accounts reviewed	15	15	15	15
Number of meter reads	500	650	500	500

Goal Action for Achievement by Key Code:

To maximize customer focus attitude • CF 6

Target Measure:

Provide customer focus training sessions

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of sessions	8	8	8	8

Target Measure:

Calls abandoned

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage abandoned	<4%	<3%	<4%	<4%

Target Measure:

Investigate new sewer connection permits

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage investigated	100%	100%	100%	100%

Target Measure:

Resolution of disputes within 30 days

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage resolved	96%	96%	96%	96%

Purchasing - The Program

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 2014 by Key Code:

- CB 5** Continued to add bid specifications to SharePoint
- CB 5** Continued to add sole source documentation to SharePoint
- FM 15** Prepared 41 bid proposals and specifications within 30 days
- CF 7** Maintained on-line access to bid requests and awards
- CB 5** Continued to scan all NBC standard and blanket purchase orders
- FM 12** Ensured that all purchases were in conformance with State of RI Purchasing Regulations and NBC Purchasing Regulations

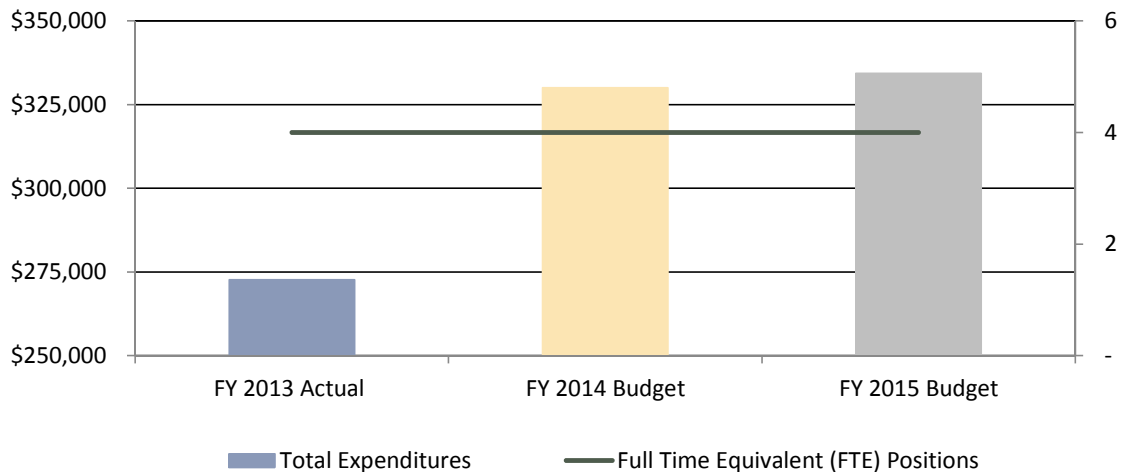
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CF 7** Ensure compliance with Federal and State purchasing laws
- FM 15** 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

Purchasing - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 271,259	\$ 325,921	\$ 330,525
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	<u>271,259</u>	<u>325,921</u>	<u>330,525</u>
Operating Supplies/Expense	1,389	4,100	3,800
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 272,648</u>	<u>\$ 330,021</u>	<u>\$ 334,325</u>
Expenditures by Funding Source			
Revenue	\$ 272,648	\$ 330,021	\$ 334,325
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	<u>\$ 272,648</u>	<u>\$ 330,021</u>	<u>\$ 334,325</u>

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			

Purchasing - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
97%	95%	97%	97%

Target Measure:

Complete bid specifications within 30 days

Unit of Measure

Number of days

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
12/employee	12/employee	12/employee	12/employee

General Administration - The Program

Mission and Overview:

The budget for the General Administration section includes overhead items such as insurance, unemployment, workers' compensation, and 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 2014 by Key Code:

- CB 9** Ensured proper preventive and corrective maintenance of the COB
- CB 11** Maintained the inventory spreadsheet of HVAC parts and components
- CB 8** Coordinated with other NBC sections to ensure the continuous update and enhancement of security
- CB 18** Completed monthly analysis of COB maintenance expenses to ensure expense was at or below budget

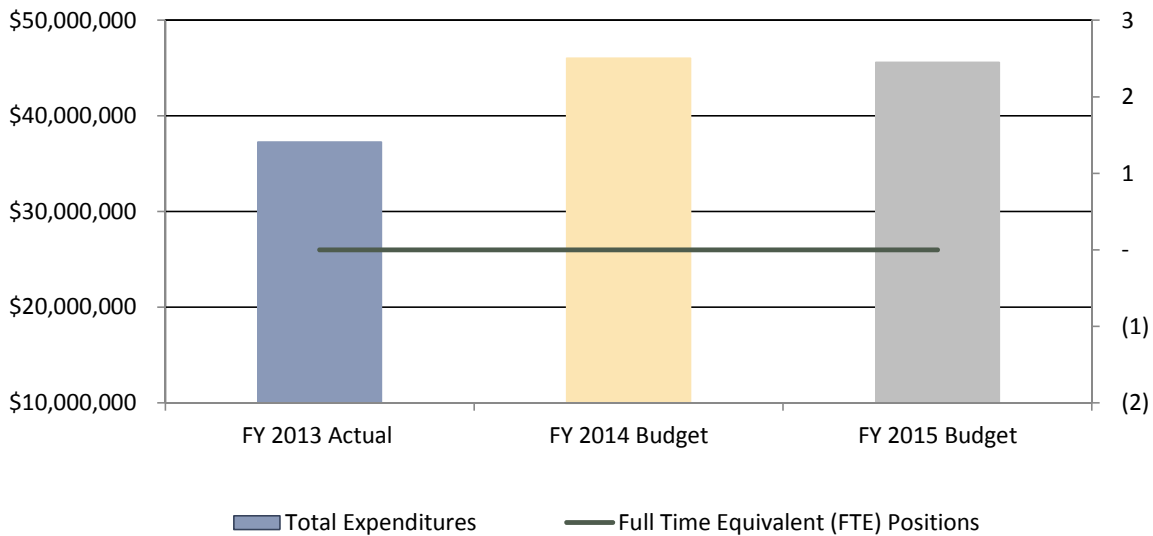
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 8** Provide facility inspections and correct any deficiencies
- CB 18** Provide cost-effective administration of the Corporate Office Building
- CB 18** Develop and track budget for overhead expenses to ensure expense is at or below budget

General Administration - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 83,636	\$ 226,885	\$ 439,946
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	83,636	226,885	439,946
Operating Supplies/Expense	1,263,039	1,341,843	1,601,856
Professional Services	212,126	325,700	332,000
Capital Outlays	204,467	190,000	165,000
Debt Service	35,512,278	43,954,576	43,052,161
Total Expenditures	\$ 37,275,546	\$ 46,039,004	\$ 45,590,964
Expenditures by Funding Source			
Revenue	\$ 37,071,079	\$ 45,849,004	\$ 45,425,964
Operating Capital Transfer	204,467	190,000	165,000
Grant	-	-	-
Total Expenditures by Source	\$ 37,275,546	\$ 46,039,004	\$ 45,590,964

General Administration - Historical Data



Program Staffing (Budgeted)
Responsibilities are executed by Purchasing Staff

General Administration - Performance Data

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

Target Measure:

Perform facility inspections

Unit of Measure

Number of inspections

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
9	9	9	9

Goal Action for Achievement by Key Code:

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

Target Measure:

Complete budgeted operating capital projects

Unit of Measure

Percentage completed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
85%	83%	85%	85%

Target Measure:

Cost per square foot maintained

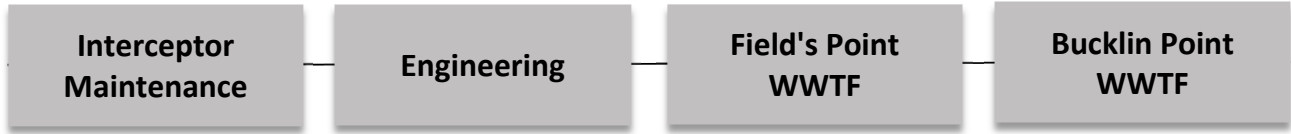
Unit of Measure

Dollars/square foot

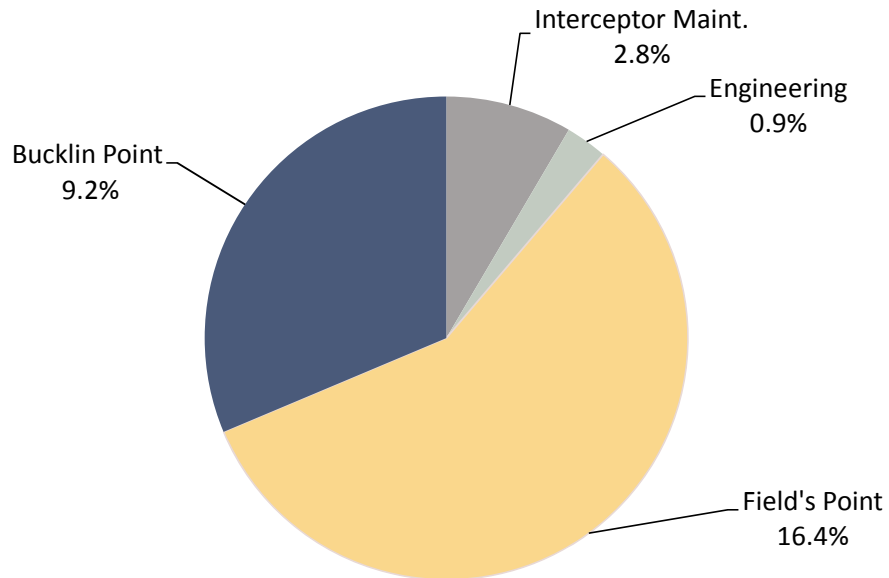
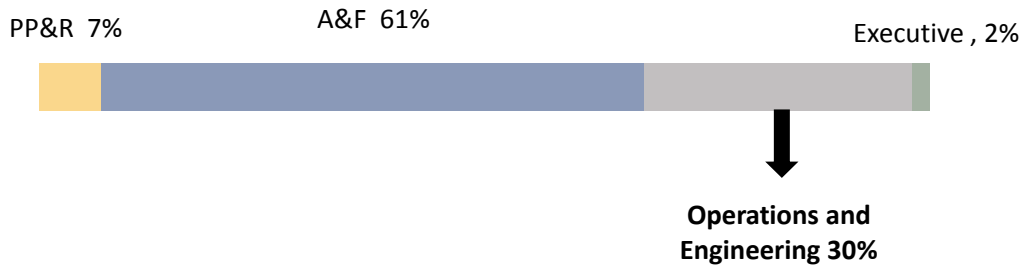
FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
\$16.00	\$12.17	\$18.00	\$18.00

Operations & Engineering

Division Summary



NBC Division Budgets



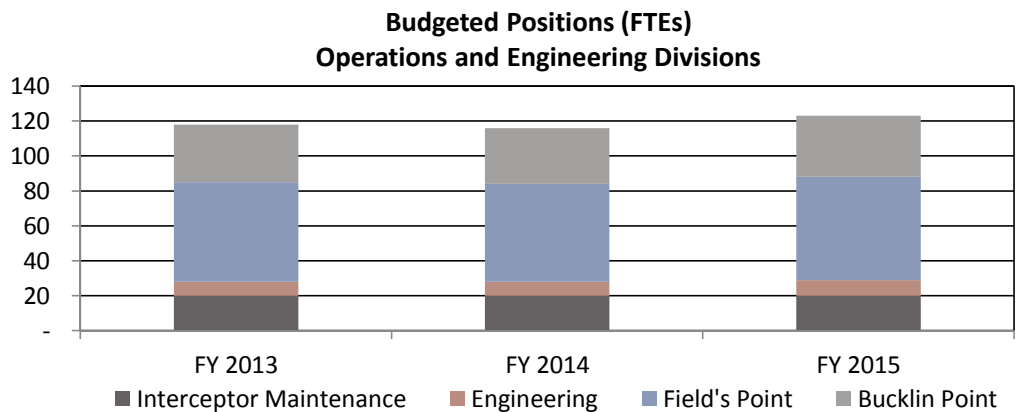
Division Program

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 stormwater flows.

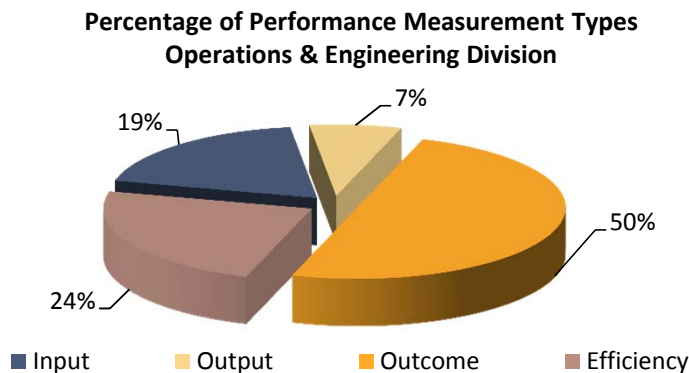


Significant Budget Modifications:

The FY 2015 Operations and Engineering Divisions budget increased by 5.8% or \$1.47 million from the FY 2014 budget. This is the net result of increased personnel services, operating supplies and expense and professional services of \$1.64 million and decreased operating capital expense of \$0.17 million from the prior year. Increases reflect the addition of 3 FTEs and increased costs of biosolids disposal, utilities and the Bucklin Point Management contract compared to last year.

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 74% of the performance measures.



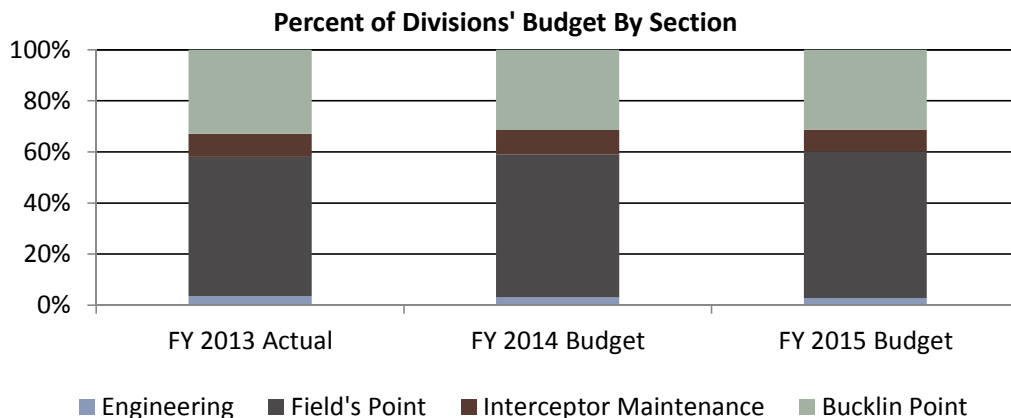
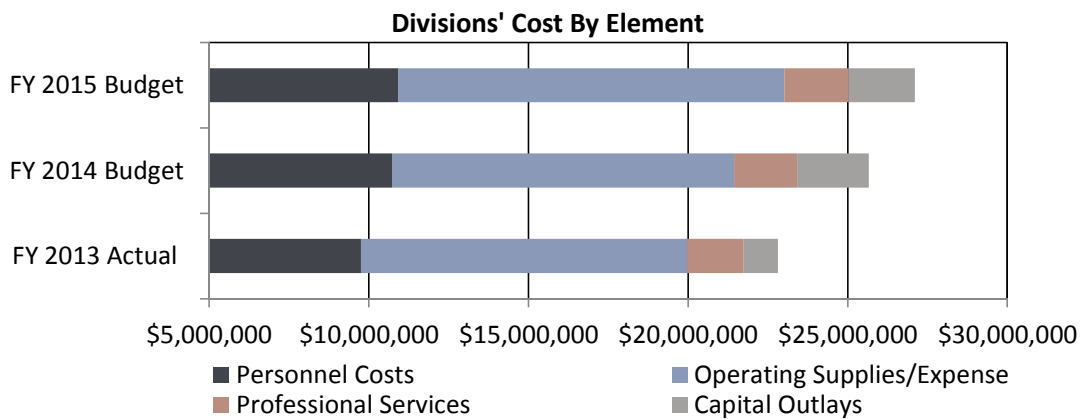
Division Budget

Operations & Engineering Division

Division Summary

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 9,753,721	\$ 10,726,279	\$ 10,917,546
Less Capital Reimbursements	(411,797)	(401,350)	(374,033)
<i>Net Personnel Costs</i>	9,341,924	10,324,929	10,543,512
Operating Supplies/Expense	10,218,550	10,720,682	12,102,335
Professional Services	1,768,613	1,971,250	2,012,875
Capital Outlays	1,070,610	2,248,000	2,073,500
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 22,399,697</u>	<u>\$ 25,264,862</u>	<u>\$ 26,732,223</u>

Expenditures by Funding Source			
Revenue	\$ 21,329,087	\$ 23,016,862	\$ 24,658,723
Operating Capital Transfer	1,070,610	2,248,000	2,073,500
Grant	-	-	-
Total Expenditures by Source	<u>\$ 22,399,697</u>	<u>\$ 25,264,862</u>	<u>\$ 26,732,223</u>



Interceptor Maintenance - The Program

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 and transport of flows to the treatment facilities and compliance with applicable State and Federal requirements.

Major Accomplishments FY 2014 by Key Code:

- EP 2** No dry weather overflow events for eight months and counting
- CB 11** Installed approximately 2,500 feet of cured in place liner in NBC pipes through Butler Hospital property
- CB 11** Inspected approximately 4.1 miles of NBC sewers in North Providence
- CB 11** Repaired a broken catch basin connector pipe and a collapsed catch basin on Pitman St, Prov.
- CB 11** Replaced numerous manhole frames and covers in conjunction with the City of Providence "City-Wide Paving Project"
- CB 11** Installed a masonry seal in a pipe on Valley St, Providence to prevent river water from entering the sewerage system
- CB 11** Repaired a failed expansion joint at the Omega Pump Station Wet Well
- CB 11** Added condition ratings in the Asset Management System for approximately 40% of NBC's sewer pipes
- CF 1** Assisted Providence DPW with cleaning up contaminants due to a dry weather overflow on Branch Ave.
- S 7** Replaced a corroded ladder with a fiberglass ladder at the Elm St. Wet Weather Diversion Structure

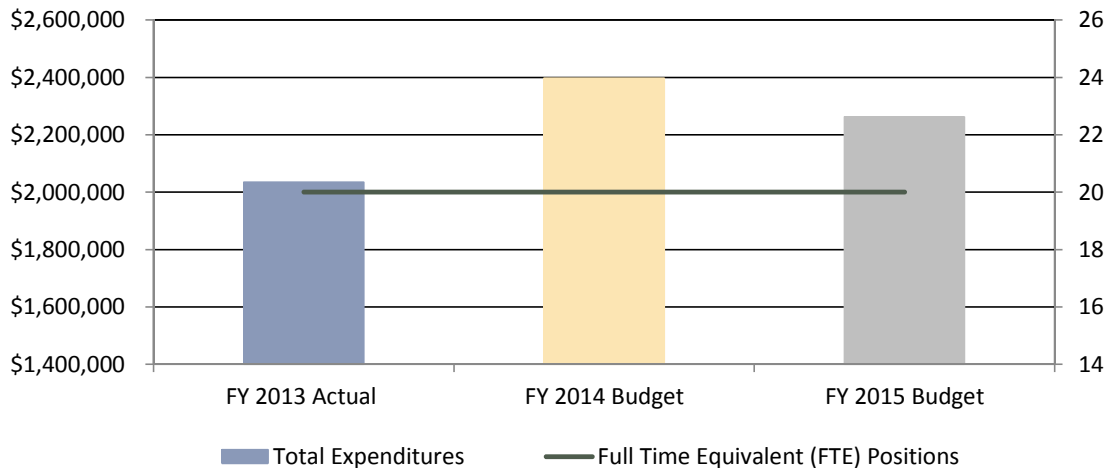
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- S 4** Provide comprehensive and flexible training programs to develop staff knowledge. Provide at least 250 hours of various training opportunities pertaining to NBC's objective
- CB 12** Comply with 100% of RIPDES Permit requirements for collection systems
- CF 1** Provide assistance to communities within the NBC District to aid in proper maintenance of the collection systems

Interceptor Maintenance - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,510,420	\$ 1,612,926	\$ 1,615,812
Less Capital Reimbursements	(48,600)	(36,293)	(26,003)
<i>Net Personnel Costs</i>	1,461,820	1,576,632	1,589,809
Operating Supplies/Expense	471,482	444,283	518,871
Professional Services	13,141	18,800	16,800
Capital Outlays	87,995	357,100	137,000
Debt Service	-	-	-
Total Expenditures	\$ 2,034,438	\$ 2,396,815	\$ 2,262,479
Expenditures by Funding Source			
Revenue	\$ 1,946,443	\$ 2,039,715	\$ 2,125,479
Operating Capital Transfer	87,995	357,100	137,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,034,438	\$ 2,396,815	\$ 2,262,479

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			

Interceptor Maintenance - Performance Data

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

Hours/Employee

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2/employee	18/employee	2/employee	2/employee

Target Measure:

Address emergency situations within 24 hours of notification

Unit of Measure

Number addressed within 24

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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

Percentage of events reported

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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

Frequency

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
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

Hours

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
6 hours or less	5.6 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

Tons of material removed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
60 tons	55 tons	50 tons	50 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	30%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
4/year	10/year	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
10 hours	317 hours	300 hours	100 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

Unit of Measure

Hours of training

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
250 hours	564 hours	250 hours	250 hours

Engineering - The Program

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 2014 by Key Code:

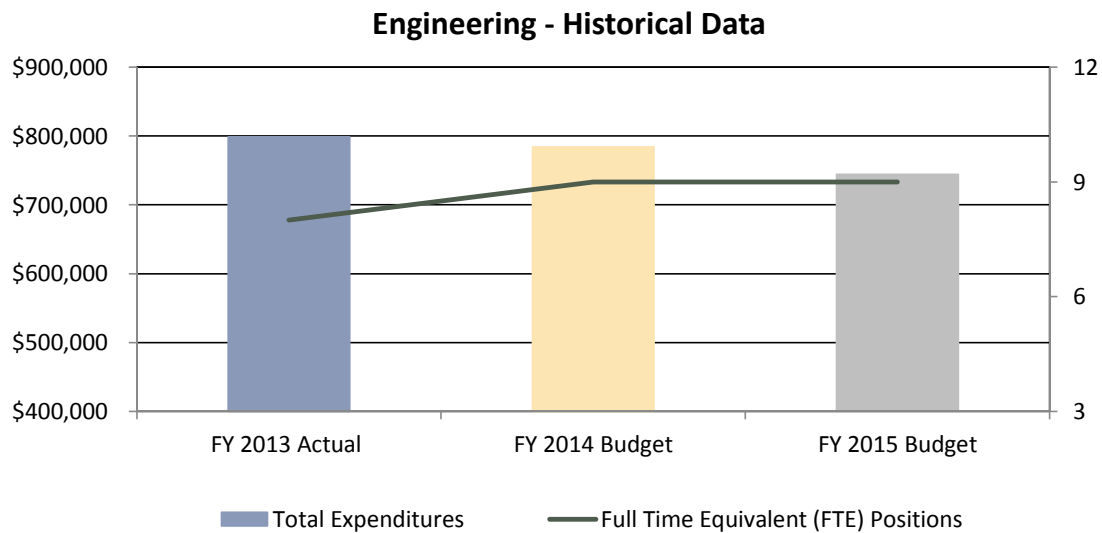
- CB 1** Completed final design of the biogas generator project for the BPWWTF
- CB 1** Completed evaluation of the Providence River Siphon
- CB 1** Completed evaluation of repairs needed for the Tunnel Pump Station roof
- CB 1** Obtained revised easements for the Abbott Valley Interceptor
- CB 1** Completed RFQ/Procurement Process and signed the contract for CSO Phase III Reevaluation

Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 1** Conduct downspout disconnection program for OF 027 service area
- CB 1** Conduct reevaluation of the CSO Phase III Program
- CB 1** Evaluate replacement of pumps and piping for the Omega Pump Station

Engineering - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 966,228	\$ 958,393	\$ 975,974
Less Capital Reimbursements	(347,647)	(345,452)	(332,273)
<i>Net Personnel Costs</i>	618,581	612,941	643,701
Operating Supplies/Expense	91,480	95,350	57,550
Professional Services	7,982	4,000	18,000
Capital Outlays	80,796	72,000	25,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 798,839</u>	<u>\$ 784,291</u>	<u>\$ 744,251</u>
Expenditures by Funding Source			
Revenue	\$ 718,043	\$ 712,291	\$ 719,251
Operating Capital Transfer	80,796	72,000	25,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 798,839</u>	<u>\$ 784,291</u>	<u>\$ 744,251</u>



Program Staffing (Budgeted)		
Director of Operations & Engineering	1.0	Instrumentation 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		

Engineering - Performance Data

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

Number of tasks completed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1	1	1	N/A

Target Measure:

Complete project tasks related to the sewer collection system

Unit of Measure

Number of tasks completed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
7	3	4	1

Target Measure:

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

Unit of Measure

Number of tasks completed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1	1	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

Number of tasks completed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2	1	2	N/A

Target Measure:

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

Unit of Measure

Number of tasks completed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
N/A	N/A	2	6

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

Number of models developed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1	1	1	N/A

Field's Point - The Program

Mission and Overview:

The Field's Point WWTF is the largest wastewater treatment facility in Rhode Island and treats an average of 43 MGD. The Operations Staff efficiently and effectively operates the facility to produce the highest quality effluent and to meet or exceed RIPDES permit requirements. In FY 2015, the RIPDES permit requires a total nitrogen limit of 5 mg/l from May through October. Operations must ensure that all process functions are optimized at all times. In addition to the dry weather flow capacity of 65 MGD (or 77 MGD in wet weather) the facility provides primary treatment and disinfection for an additional 123 MGD of wet weather flow for a total 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 2014 by Key Code:

CB 12 No permit violations

CB 12 Met the permit limit for total seasonal nitrogen (5 mg/l) in May and June 2014

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

FM 20 Reduced the number of corrective work orders with 96% of all work orders for preventative maintenance tasks

Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

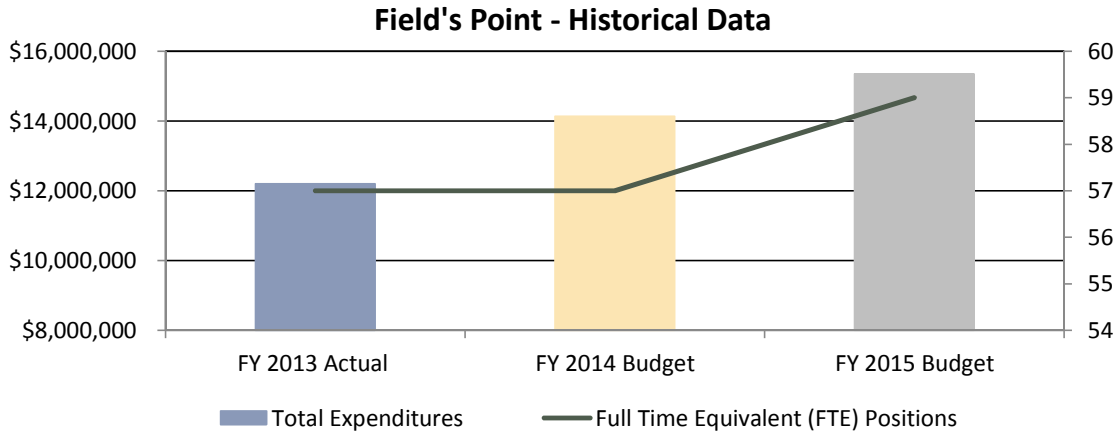
CB 12 Meet the seasonal permit limit for total nitrogen (5 mg/l) in July, August, September and October 2014

FM 26 Conduct condition assessments on equipment scheduled for replacement in the FY 2016 Capital Plan. Adjust planned purchases based upon those assessments

CB 11 Integrate the use of hand-held wireless tablets for Maintenance and Operations staff to use in the field to update assets and work orders in Asset Management System

Field's Point - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 4,531,162	\$ 5,155,785	\$ 5,264,277
Less Capital Reimbursements	(15,550)	(19,604)	(15,757)
<i>Net Personnel Costs</i>	4,515,612	5,136,181	5,248,520
Operating Supplies/Expense	7,089,482	7,713,018	8,829,609
Professional Services	13,191	18,500	16,700
Capital Outlays	587,102	1,264,300	1,253,500
Debt Service	-	-	-
Total Expenditures	\$ 12,205,387	\$ 14,131,999	\$ 15,348,329
Expenditures by Funding Source			
Revenue	\$ 11,618,285	\$ 12,867,699	\$ 14,094,829
Operating Capital Transfer	587,102	1,264,300	1,253,500
Grant	-	-	-
Total Expenditures by Source	\$ 12,205,387	\$ 14,131,999	\$ 15,348,329



Program Staffing (Budgeted)			
Operations Manager FP	1.0	Assistant Operations Manager	1.0
Control Systems Administrator	1.0	Assistant Control Systems Administrator	1.0
Asset Management Administrator	1.0	O & M Coordinator	1.0
Maintenance Manager	1.0	Fleet Mechanic	1.0
O & M Technician	1.0	O & M Supervisor	5.0
Process Monitor	9.0	Inventory Control Clerk	2.0
Control Systems Associate	1.0	Operator	11.0
Mechanic	11.0	Carpenter	1.0
E and I Technician	1.0	Electrician	2.0
Senior Electrician	1.0	FP Clerk	1.0
Maintenance Supervisor	1.0	Assistant E and I Technician	1.0
Senior Maintenance Supervisor	1.0	Master Electrician	1.0
Senior E&I Technician	1.0		
59.0 FTEs			

Field's Point - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	N/A	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
0	0	0	0

Target Measure:

Achieve total seasonal nitrogen permit limit of 5 mg/l

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
<5 mg/l	4.21 mg/l	<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 30 mg/l • CB 13

Target Measure:

Yearly average TSS

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
15 mg/l	6.83 mg/l	8 mg/l	4 mg/l

Target Measure:

Yearly average BOD

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
15 mg/l	6.11 mg/l	8 mg/l	4 mg/l

Target Measure:

Yearly average fecal coliforms

Unit of Measure:

MPN/100mls

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2 MPN	2.19 MPN	2 MPN	2 MPN

Target Measure:

Permit levels for TSS and BOD

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
30 mg/l	30 mg/l	30 mg/l	30 mg/l

Target Measure:

Permit levels fecal coliforms

Unit of Measure:

MPN/100mls

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2 MPN	2 MPN	2 MPN	2 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	99.7%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
1,300 GPD	1,187 GPD	1,000 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
<21 DT/day	23.09/day	<21 DT/day	N/A

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
88%	89%	90%	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	N/A	100%

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 taken

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
30	22	30	30

Bucklin Point - The Program

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 2014 by Key Code:

- CB 18** Collaborated across NBC sections to ensure cost-effective repairs and safety
- CB 13** Continued successful Biological Nutrient Removal treatment during construction despite partially constructed process units
- CB 11** Optimized asset management by integrating a structured inventory control system for repair and replacement parts
- CB 13** Ensured stormwater permit compliance and effluent compliance by exceeding permit requirements
- S 5** Continued the integrated employee training program to increase safety awareness and provide training in additional specialty areas
- C 8** Continued employee awareness of construction coordination and communication with changing process efficiencies

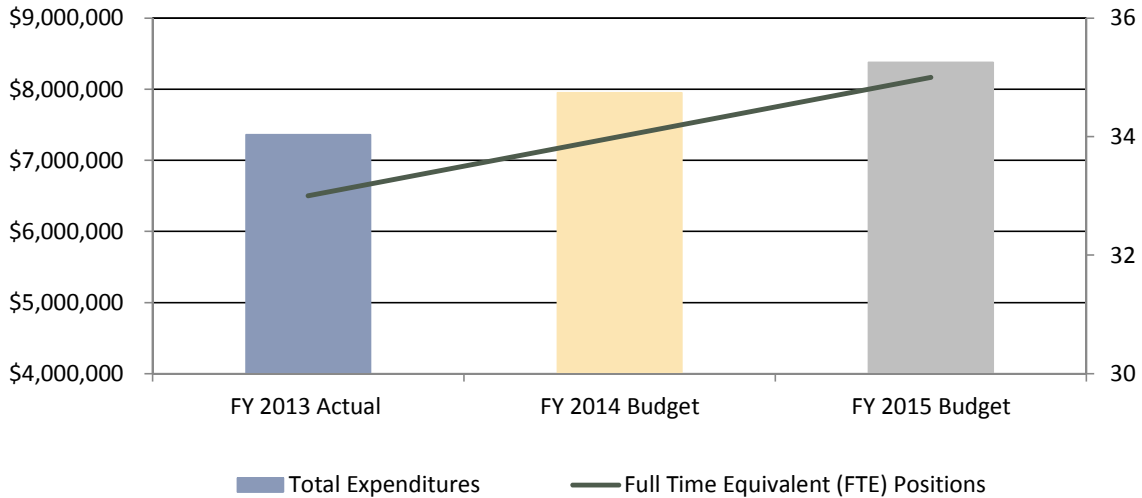
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 11** Integrate new equipment into operations to maximize treatment capability
- CB 14** Continue effective operations during construction and maintain compliance
- S 6** Continue employee training to achieve full understanding of process operations and maintenance impacts during construction and to maintain that understanding once construction is complete

Bucklin Point - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 2,745,911	\$ 2,999,175	\$ 3,061,483
Less Capital Reimbursements	-	-	-
Net Personnel Costs	2,745,911	2,999,175	3,061,483
Operating Supplies/Expense	2,566,106	2,468,031	2,696,306
Professional Services	1,734,299	1,929,950	1,961,375
Capital Outlays	314,717	554,600	658,000
Debt Service	-	-	-
Total Expenditures	\$ 7,361,033	\$ 7,951,756	\$ 8,377,164
Expenditures by Funding Source			
Revenue	\$ 7,046,316	\$ 7,397,156	\$ 7,719,164
Operating Capital Transfer	314,717	554,600	658,000
Grant	-	-	-
Total Expenditures by Source	\$ 7,361,033	\$ 7,951,756	\$ 8,377,164

Bucklin Point - Historical Data



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

Bucklin Point - Performance Data

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

Target Measure:

Monthly total nitrogen average May - October

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
8.5 mg/l	5.9 mg/l	5.0 mg/l	5.0 mg/l

Target Measure:

Yearly average TSS

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
10 mg/l	10 mg/l	10 mg/l	10 mg/l

Target Measure:

Yearly average BOD

Unit of Measure:

mg/l

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
10 mg/l	5.8 mg/l	10 mg/l	10 mg/l

Target Measure:

Yearly average fecal coliforms

Unit of Measure:

MPN/100mls

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
3 MPN	4.6 MPN	3 MPN	3 MPN

Target Measure:

Permit levels fecal coliforms

Unit of Measure:

MPN/100mls

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2 MPN	4.6 MPN	2 MPN	<2 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%

Target Measure:

Comply with all new equipment warranties

Unit of Measure:

Percent of warranties in compliance

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%

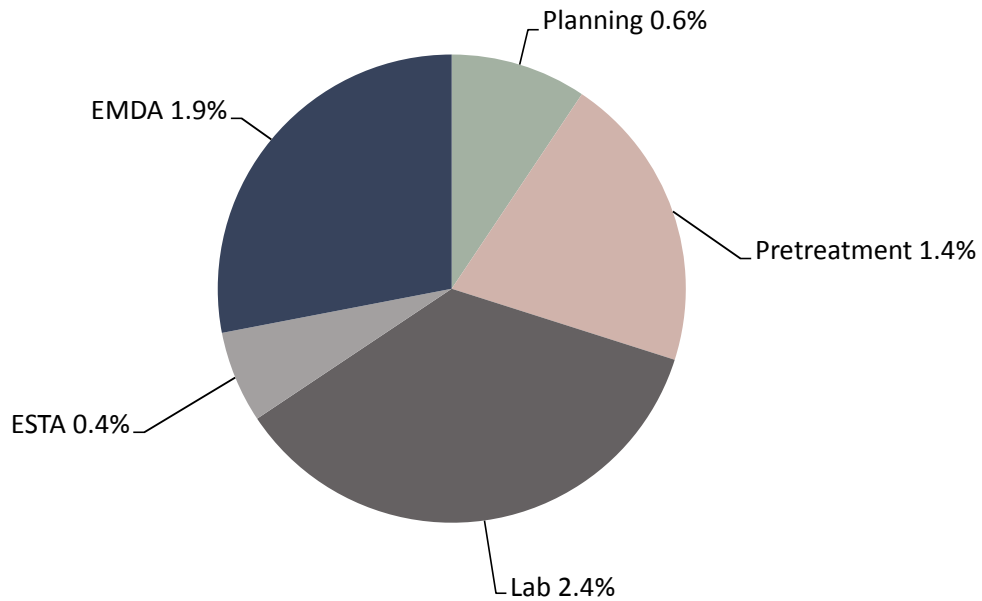
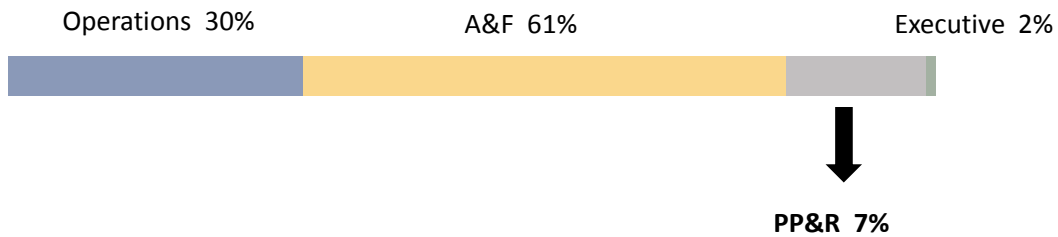


Planning, Policy & Regulation

Division Summary



NBC Division Budgets



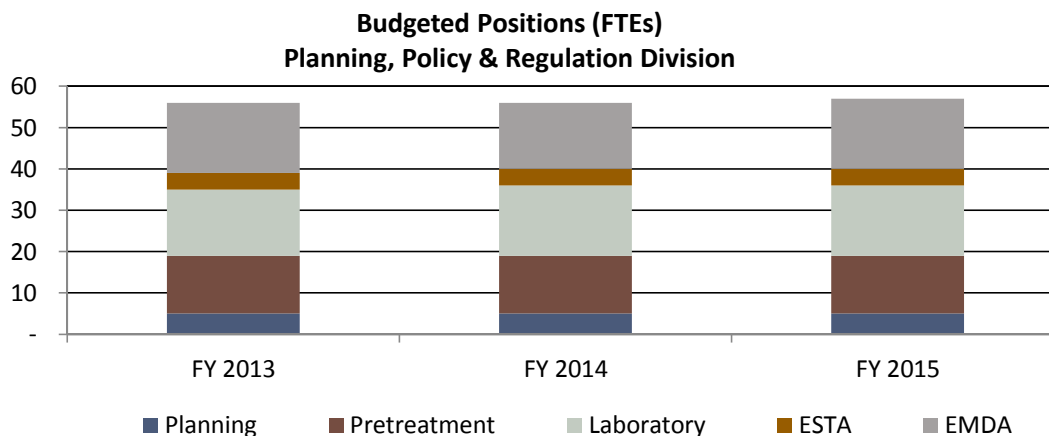
Division Program

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.

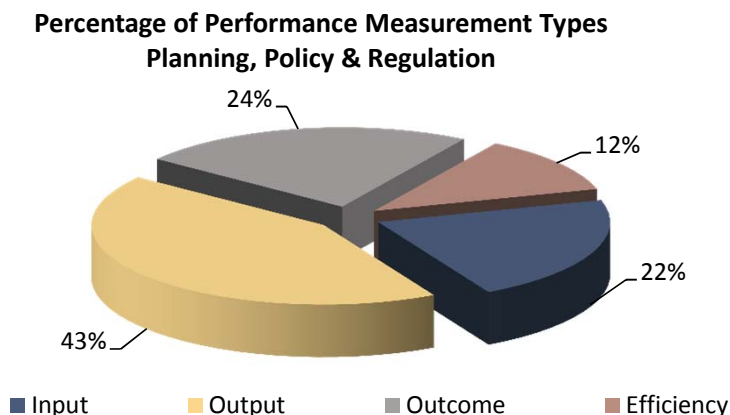


Significant Budget Modifications:

The FY 2015 Planning, Policy & Regulation Division's budget has decreased by 0.8% or \$45,280 from the FY 2014 budget. This is the net result of decreased operating capital costs and personnel costs of \$54,647 and increased operating supplies and expense and professional service costs of \$9,367. This budget reflects the addition of one FTE, costs of arsenic testing and bioassays compared to last year.

Planning, Policy and Regulation Divisions Performance Data Summary:

The chart below illustrates the Planning, Policy & Regulation Divisions' Performance Data by type of measure. The measures can be found in the individual sections following this division summary. In this Division, Outcome and Efficiency make up 36% of the performance measures.



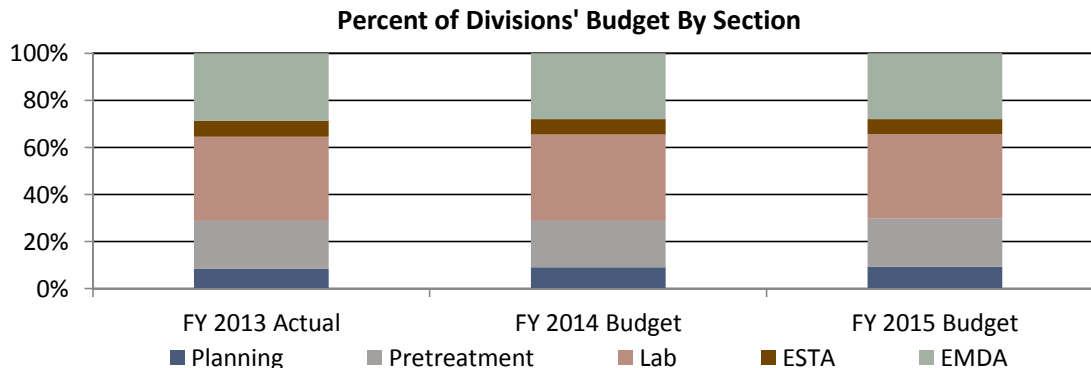
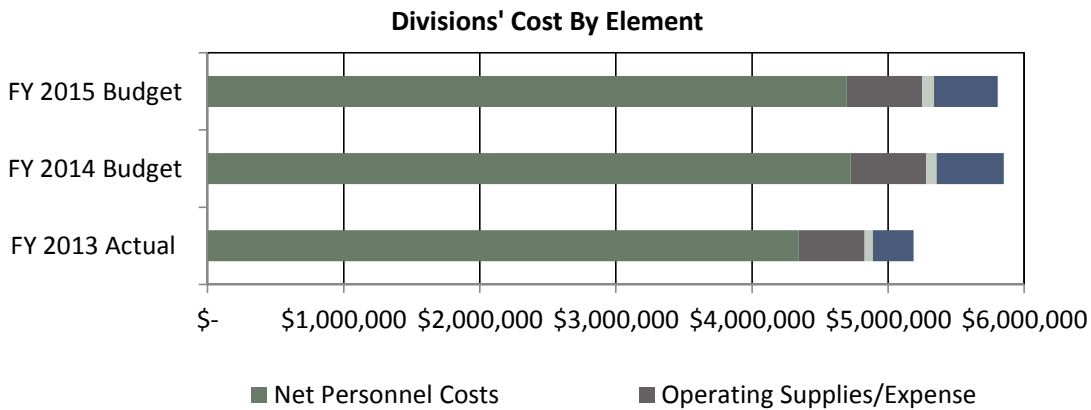
Division Budget

Planning, Policy & Regulation Division

Division Summary

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 4,364,807	\$ 4,727,193	\$ 4,706,046
Less Capital Reimbursements	(22,718)	(3,875)	(11,076)
<i>Net Personnel Costs</i>	<u>4,342,089</u>	<u>4,723,318</u>	<u>4,694,970</u>
Operating Supplies/Expense	485,450	555,049	555,316
Professional Services	60,352	77,750	86,850
Capital Outlays	298,783	494,300	468,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 5,186,675</u>	<u>\$ 5,850,417</u>	<u>\$ 5,805,137</u>

Expenditures by Funding Source			
Revenue	\$ 4,887,892	\$ 5,331,117	\$ 5,337,137
Operating Capital Transfer	298,783	494,300	468,000
Grant	-	25,000	-
Total Expenditures by Source	<u>\$ 5,186,675</u>	<u>\$ 5,850,417</u>	<u>\$ 5,805,137</u>



Planning - The Program

Mission and Overview:

The Planning and Permits section issues sewer connection, stormwater and sewer alteration permits. The section 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 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 2014 by Key Code:

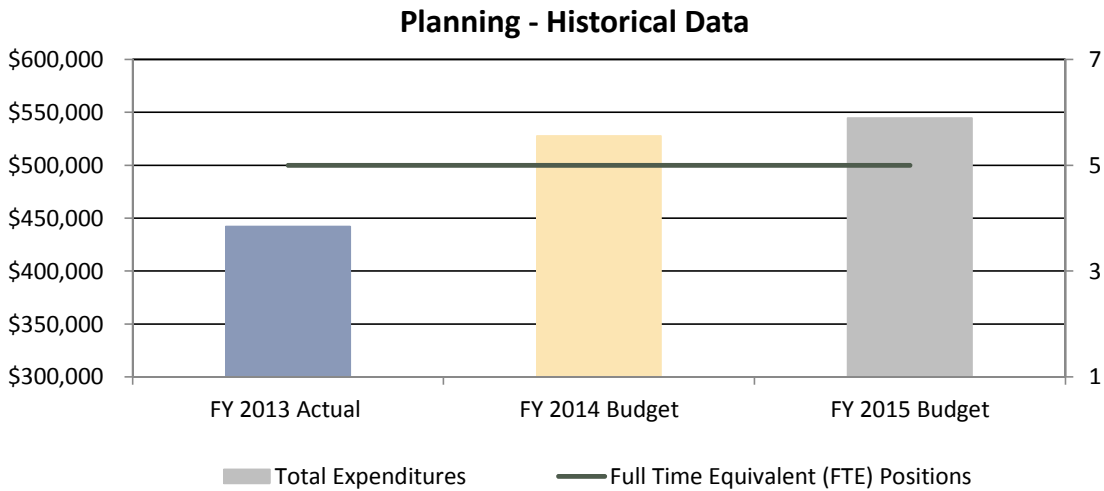
- CF 10** Issued 215 sewer connection permits
- CF 11** Encouraged developers to use Low Impact Design (LID) techniques for stormwater disposal as part of the Stormwater Mitigation Program and reviewed eight Projects that employed LID techniques
- CF 11** Established NBC Earth Day River Cleanup Grant Program and provided financial assistance to 19 non-profit organizations to support various river cleanups throughout the NBC service district

Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 5** Continue to implement an on-line sewer permit file system application for sewer connection and stormwater permits
- CF 11** 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 12** Develop informational fact sheets, case studies and Best Management Practices documents detailing LID methods, LID technologies and other Permit information documents

Planning - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 429,520	\$ 509,364	\$ 521,497
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	429,520	509,364	521,497
Operating Supplies/Expense	12,516	13,400	13,125
Professional Services	-	-	10,000
Capital Outlays	-	5,000	-
Debt Service	-	-	-
Total Expenditures	\$ 442,036	\$ 527,764	\$ 544,622
Expenditures by Funding Source			
Revenue	\$ 442,036	\$ 522,764	\$ 544,622
Operating Capital Transfer	-	5,000	-
Grant	-	-	-
Total Expenditures by Source	\$ 442,036	\$ 527,764	\$ 544,622



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			

Planning - Performance Data

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:

		FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Due Date	Field's Point	12/30/2012	10/15/2012	12/30/2013	12/30/2014
Due Date	Bucklin Point	12/30/2012	12/4/2012	12/30/2013	12/30/2014

Target Measure:

Renewal of RIPDES storm water permits Per RIDEM requirements within 30 Days of notice

Unit of Measure:

	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of days	Within 30 days	Within 15 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:

	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage (of Permit Fees Collected)	100%	100%	100%	100%

Target Measure:

Review and Update of Strategic Plan

Unit of Measure:

	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Frequency	N/A	N/A	Annually	Annually

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:

	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Business days	8 business days	3 business days	8 business days	8 business days

Target Measure:

Meet the time limits for issuance of Sewer Alteration Permits

Unit of Measure:

	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Business days	8 business days	7 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/Grant Program in NBC service area

Unit of Measure:

	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Date held	4/20/2013	5/18/2013	4/30/2014	4/30/2015

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2/Year	2/Year	2/Year	2/Year

Target Measure:

Provide staff with professional training

Unit of Measure:

Hours/Employee

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
4/Employee	4/Employee	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%

Pretreatment - The Program

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, 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 2014 by Key Code:

CB 12 Issued Notices of Violation for 100% of incidents of non-compliance (Average of 2,000/year)

CB 12 Issued 10 educational form letters to users

C 8 Participated in 5 public presentations and workshops

CB 17 Inspected all significant industrial users multiple times within the 12 month period, achieving 100% of the goal

CB 12 Submitted the Pretreatment Annual Report to DEM by 3/15/2014 as required by the RIPDES permit

CB 17 All SIUs were continuously permitted in accordance with federal regulations, achieving 100% of the goal

Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

CB 12 Complete and submit the Pretreatment Annual Report by March 15th in accordance with the RIPDES permits

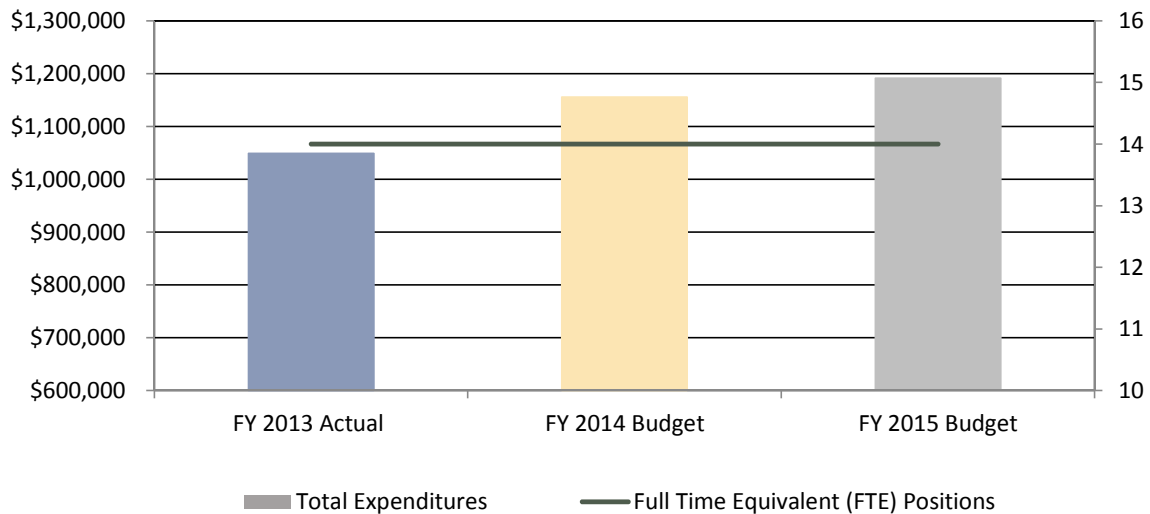
CB 17 Ensure all SIUs are continuously permitted and inspected in accordance with State and Federal requirements as well as goals established by the NBC

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 into Narragansett Bay

Pretreatment - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 997,575	\$ 1,037,899	\$ 1,039,569
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	997,575	1,037,899	1,039,569
Operating Supplies/Expense	25,353	37,720	32,120
Professional Services	-	-	-
Capital Outlays	25,999	80,000	120,000
Debt Service	-	-	-
Total Expenditures	\$ 1,048,928	\$ 1,155,619	\$ 1,191,689
Expenditures by Funding Source			
Revenue	\$ 1,022,929	\$ 1,075,619	\$ 1,071,689
Operating Capital Transfer	25,999	80,000	120,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,048,928	\$ 1,155,619	\$ 1,191,689

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

Pretreatment - Performance Data

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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of inspections conducted	100%	100% (91 SIUs)	100%	100%

Target Measure:

Complete and Submit Annual Pretreatment Report to DEM

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Completion date	3/15/2013	3/14/2013	3/15/2014	3/15/2015

Target Measure:

Issue Notices of Violations (NOVs) for 100% of Incidents of Non-Compliance

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of NOVs issued	100%	100% (1,757 NOVs)	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	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Presentation date	6/30/2013	4/10/2013	6/30/2014	6/30/2015

Target Measure:

Compile the List of Companies in Significant Non-Compliance to be Published in Newspaper

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Date	2/28/2013	2/27/2013	2/28/2014	2/28/2015

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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of letters issued	8	11	8	8

Target Measure:

Participate in public presentations/workshops

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of presentations/workshops	3	5	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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Date uploaded	4/15/2013	3/28/2013	4/15/2014	4/15/2015

Laboratory - The Program

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 2014 by Key Code:

- CB 5** Initiated the use of Electronic Notebooks as the second phase of the LIMs system
- CB 11** Assisted with the installation of backup power for critical laboratory equipment and the server
- CB 15** Conducted internal audits for all analytical procedures to ensure compliance with EPA and DOH rules and regulations
- CB 16** 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 20, 2013
- S 6** Laboratory staff averaged 40 hours of chemistry training and 51 hours of cross training with other NBC departments

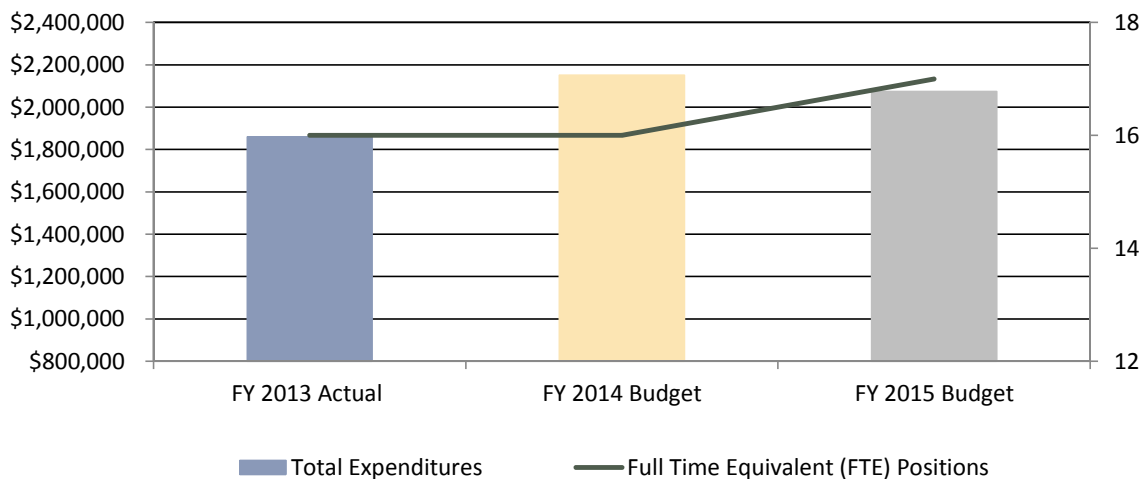
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 15** Perform high quality of NBC Laboratory analyses of samples required to ensure the proper operation of the NBC wastewater treatment facilities
- CB 16** Maintain NBC Laboratory requirements for Rhode Island State Licensing and EPA permit reporting
- EP 4** Perform quality and expedient analytical service for all studies and samples collected

Laboratory - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,344,655	\$ 1,475,550	\$ 1,453,486
Less Capital Reimbursements	(17,483)	-	-
<i>Net Personnel Costs</i>	<u>1,327,172</u>	<u>1,475,550</u>	<u>1,453,486</u>
Operating Supplies/Expense	317,423	352,014	361,906
Professional Services	22,665	29,250	51,850
Capital Outlays	192,373	294,300	206,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 1,859,633</u>	<u>\$ 2,151,115</u>	<u>\$ 2,073,242</u>
Expenditures by Funding Source			
Revenue	\$ 1,667,260	\$ 1,856,815	\$ 1,867,242
Operating Capital Transfer	192,373	294,300	206,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 1,859,633</u>	<u>\$ 2,151,115</u>	<u>\$ 2,073,242</u>

Laboratory - Historical Data



Program Staffing (Budgeted)			
Laboratory Manager	1.0	Assistant Laboratory Manager	1.0
Senior Organic Chemist	1.0	Senior Environmental Chemist	1.0
Biologist	1.0	Environmental Chemist	2.0
Lab Sample Compliance Coordinator	1.0	Chemist	2.0
Laboratory Clerk	1.0	Laboratory Technician	5.0
Quality Chemist	1.0		
17.0 FTEs			

Laboratory - Performance Data

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

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

Accuracy percentage

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%

Target Measure:

Monthly audits of at least two procedures per month

Unit of Measure

Number of audits/year

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
24	24	24	24

Target Measure:

Complete and submit the Department of Health renewal application to ensure the laboratory license is received

Unit of Measure

Date submitted

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
12/1/2012	11/27/2012	12/1/2013	12/1/2014

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

Unit of Measure

Number of fume hoods calibrated
Number of small instruments

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	100%	100%
100%	100%	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

Percentage of parameters analyzed

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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

Number of analyses

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%	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:

Number of instruments

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
2	2	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

Unit of Measure:

Hours/Employee

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
15/Employee	15/Employee	15/Employee	15/Employee

Target Measure:

Provide a minimum of 10 hours of training, cross-training for each employee

Unit of Measure:

Hours/Employee

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
10/Employee	10/Employee	10/Employee	10/Employee

Environmental Safety & Technical Assistance - The Program

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 2014 by Key Code:

- FM 22** Applied for grant funding through the State of Rhode Island Science and Technology Advisory Council – October 2013
- FM 24** Issued five NBC FOG (Fats, Oils and Grease) Environmental Results Program certificates
- EP 2** Provided technical assistance throughout NBC, including the investigation of auto fluff impacts at Field's Point, procedure audits at the laboratory, and GHG measurements at BP and FP
- EP 5** Evaluated potential energy efficiency improvements at the treatment facilities and pump stations including installation of solar panels and provided technical support for the evaluation of wind turbine performance and the sale of renewable energy credits
- C 8** Conducted eight Pollution Prevention Technical Assistant Assessments
- CF 13** Represented RIWARN at the Annual National WARN Chairs Conference in Itasca, IL

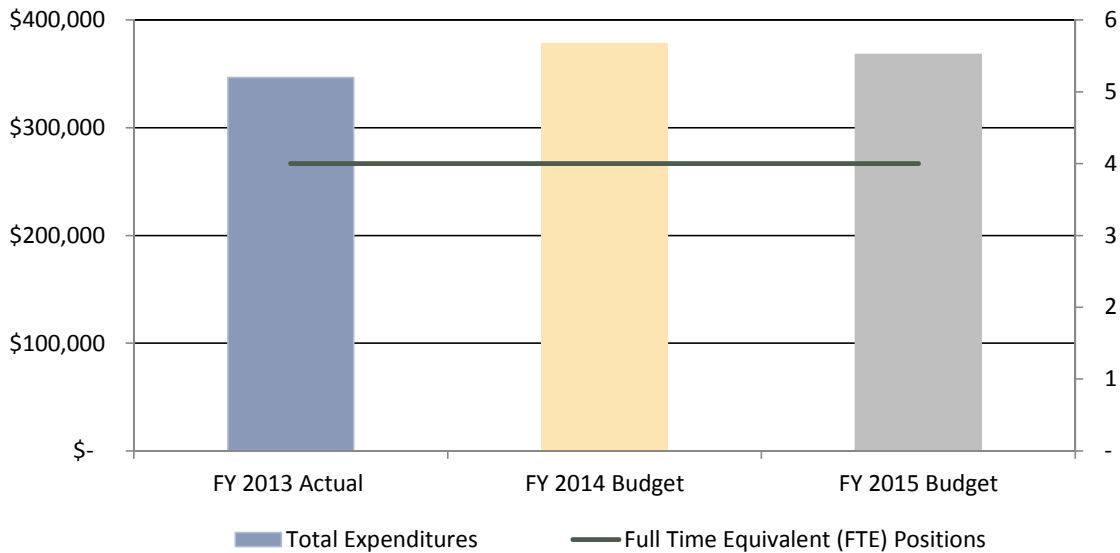
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 22** Research and apply for new grant funding opportunities
- FM 24** 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
- S 3** Conduct/Coordinate and track all OSHA required training sessions for NBC employees assuring full demonstrated compliance with all applicable OSHA requirements

Environmental Safety & Technical Assistance - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 328,668	\$ 348,773	\$ 351,950
Less Capital Reimbursements	(2,973)	(3,875)	(7,345)
<i>Net Personnel Costs</i>	325,695	344,898	344,605
Operating Supplies/Expense	19,478	23,365	23,365
Professional Services	1,500	10,000	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 346,673	\$ 378,263	\$ 367,970
Expenditures by Funding Source			
Revenue	\$ 346,673	\$ 353,263	\$ 367,970
Operating Capital Transfer	-	-	-
Grant	-	25,000	-
Total Expenditures by Source	\$ 346,673	\$ 378,263	\$ 367,970

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			

Environmental Safety & Technical Assistance - Performance Data

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:

Ensure compliance with regulations such as the Clean Air Act, Clean Water Act, Occupational Safety Health Act (OSHA), Resource Conservation Recovery Act (RCRA), Emergency Planning and Community Right-to-Know Act (EPCRA), 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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Date of completion				
OSHA 300 logs	1/21/2013	1/21/2013	1/24/2014	1/24/2015
Tier II reports	2/25/2013	2/28/2013	2/21/2014	2/21/2015

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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of audits performed	8	8	8	8

Target Measure:

Submit grant applications for grant funds

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Applications submitted	1	2	1	1
Amount received	\$13,200	\$10,000	\$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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of meters updated	100%	100% (26 of 26)	100%	100%

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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number conducted	3	5	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 •

Target Measure:

Complete energy conservation and renewable energy assessment recommendation reports

Unit of Measure	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of completed reports	2	5	2	3

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:

Respond to pollution prevention technical assistance site-visits

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of site-visits conducted	100%	100% (25 of 25)	100%	100%

Target Measure:

Issue food service establishments (FSE) fats oils and grease (FOG) certificates

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of certificates issued	N/A	5	5	5

Target Measure:

Hold presentations at colleges/schools and/or public/business/trade association meetings

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of presentations	2	3	2	2

Target Measure:

Offer and train employees in accordance with OSHA requirements

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Percentage of employees trained annually	100%	100%	100%	100%
Number of training sessions offered	36-48	56	36-48	36-48

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 training and Certify employees

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of classes	4	2	2	2
Employees/Year	50/Year	28/Year	25/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 quarterly staff meetings to identify and provide professional educational opportunities for training classes/seminars

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Meetings/year	4/year	4/Year	4/year	4/Year
Hours/Employee	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:

Strengthen and expand NBC's support base for its programs through continued positive relationships with key stakeholders (customers, Board, elected officials, regulators and the public) to ensure 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:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Date of presentation	6/13/2013	4/11/2013	6/30/2014	6/30/2015

Target Measure:

Submit technical papers for publication and articles for publication in the 'NBC Pipeline'

Unit of Measure:	FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
Number of papers submitted	4	4	4	4
Number of articles submitted	8	10	8	8

Environmental Monitoring & Data Analysis - The Program

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 2014 by Key Code:

- CB 17** Collected 28,497 samples and ensured compliance with all Federal and State mandates
- CB 17** Collected samples from all significant users that discharge process wastewater
- CB 17** Sampled the Bucklin Point and Field's Point Wastewater Treatment Facilities daily to ensure compliance with RIPDES permit requirements
- CB 17** Monitored the urban rivers twice per week for bacteria in support of the nine minimum controls program to ensure any dry weather overflow events discovered be promptly corrected.
- C 8** Conducted monthly informational meetings to discuss environmental monitoring data, as well as plant data and operational issues

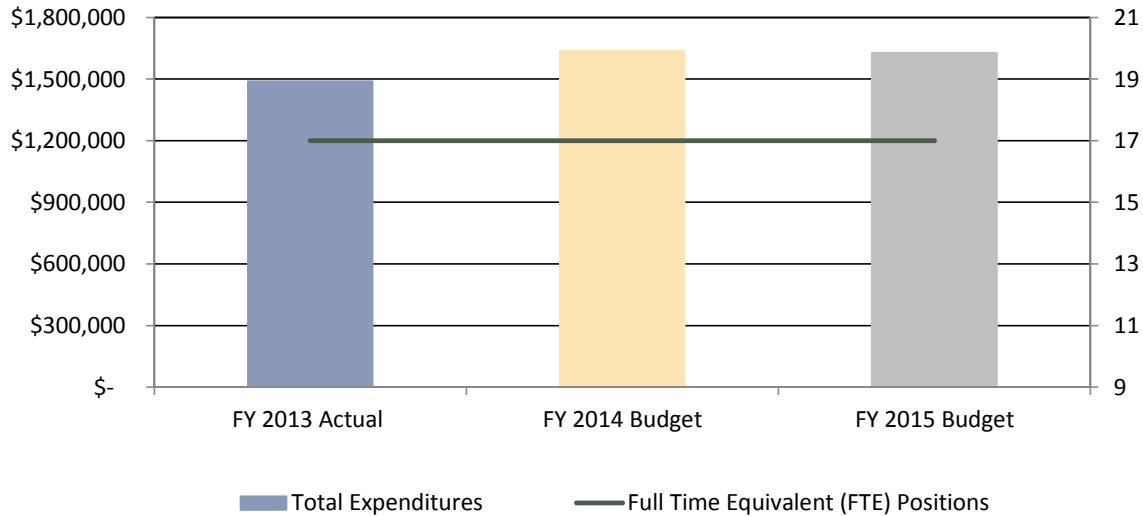
Top Priorities for FY 2015 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 17** Sample all discharging Significant Industrial Users twice to meet established Pretreatment goals
- CB 12** Sample at both treatment facilities every day of the year to comply with RIPDES permit requirements
- CB 15** Sample WWTF's processes and provide data and assistance to Operations to evaluate plant performance, optimize treatment plant processes and resolve operational issues

Environmental Monitoring & Data Analysis - The Budget

	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,264,389	\$ 1,355,606	\$ 1,339,545
Less Capital Reimbursements	(2,262)	-	(3,731)
<i>Net Personnel Costs</i>	<u>1,262,127</u>	<u>1,355,606</u>	<u>1,335,814</u>
Operating Supplies/Expense	110,680	128,550	124,800
Professional Services	36,187	38,500	25,000
Capital Outlays	80,411	115,000	142,000
Debt Service	-	-	-
<i>Total Expenditures</i>	<u>\$ 1,489,405</u>	<u>\$ 1,637,656</u>	<u>\$ 1,627,614</u>
Expenditures by Funding Source			
Revenue	\$ 1,408,994	\$ 1,522,656	\$ 1,485,614
Operating Capital Transfer	80,411	115,000	142,000
Grant	-	-	-
Total Expenditures by Source	<u>\$ 1,489,405</u>	<u>\$ 1,637,656</u>	<u>\$ 1,627,614</u>

Environmental Monitoring & Data Analysis - Historical Data



Program Staffing (Budgeted)			
Environmental Monitoring Manager	1.0	Asst. Environmental Monitoring Manager	1.0
Environmental Monitor	8.0	Environmental Scientist	2.0
EMDA Data Assistant	1.0	EMDA Clerk	1.0
Monitoring Field Supervisor	3.0		
17.0 FTEs			

Environmental Monitoring & Data Analysis - Performance Data

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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%(91/91)	100%	100%

Target Measure:

Sample treatment plant daily

Unit of Measure

Number of samples/day

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%(366/366)	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
4/30/2013	4/1/2013	4/30/2014	4/30/2015

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

Unit of Measure

Samples collected

FY 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
100%	100%(6,134/6,134)	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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
8/Employee	24/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 2013 Goal	FY 2013 Actual	FY 2014 Goal	FY 2015 Goal
12	12	12	12



RESOLUTION 2014:18

FISCAL YEAR 2015 OPERATING BUDGET

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

	Revenue
Operating Revenue:	
User Fees	\$ 92,966,128
Pretreatment Fees	1,200,000
Septage	300,000
Connection Permit Fees	150,000
<i>Sub-total Operating Revenue</i>	<u>94,616,128</u>
Non-Operating Revenue:	
Investment Income	5,000
Late Charges	1,069,517
Transfer from Operating Capital	3,678,500
Revenue Fund Balance	200,000
Miscellaneous	550,000
<i>Sub-total Non-Operating Revenue</i>	<u>5,503,017</u>
Total Revenue	<u>\$ 100,119,146</u>

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

	Expense
O & M Expense:	
Personnel	\$ 22,137,153
Operating Supplies/Expense	15,667,287
Professional Services	3,166,525
<i>Sub-total Operating Expense</i>	<u>40,970,964</u>
Debt Service:	
Debt Service	42,211,965
Programmed New Debt	840,196
<i>Sub-total Debt Service</i>	<u>43,052,161</u>
Debt Service Coverage	12,417,520
Operating Capital Outlays	3,678,500
Total Expense	<u>\$ 100,119,146</u>

3. The number of full-time equivalent positions funded in this budget is 265. 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 \$87,701,626 for the period July 1, 2014 to June 30, 2015.
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 2015 Operating Capital Outlays and capital projects included in the NBC's 2016 - 2020 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, 2014 to June 30, 2015:
 - 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 as well as changes as outlined in this item 8b.
 - 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. Budgeted personnel funds unspent at the end of the fiscal year may be used to increase the employer contribution to the non-union defined benefit plan as long the action does not preclude NBC from meeting its coverage requirements.
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: _____

Resolution 2014:18
FY 2015 Budgeted Positions

Attachment 1

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	CHIEF ENVIRONMENTAL ENGINEER	1	NON-UNION
22	CONSTRUCTION MANAGER	1	NON-UNION
22	CONSTRUCTION OFFICE COORDINATOR	1	NON-UNION
22	DIRECTOR OF CONSTRUCTION SERVICES	1	NON-UNION
22	ENGINEERING AND CONSTRUCTION COORDINATOR	1	NON-UNION
22	MECHANICAL INSPECTOR	1	NON-UNION
22	RESIDENT REPRESENTATIVE	4	NON-UNION
22	SENIOR CONSTRUCTION COORDINATOR	2	NON-UNION
22	SENIOR RESIDENT REPRESENTATIVE	1	NON-UNION
		<u>13</u>	
23	HUMAN RESOURCES CLERK	1	UNION
23	HUMAN RESOURCES MANAGER	1	NON-UNION
23	HUMAN RESOURCES REP./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	ACCOUNTING MANAGER	1	NON-UNION
32	CAPITAL ACCOUNTING ASSISTANT	1	NON-UNION
32	CAPITAL PRINCIPAL ACCOUNTANT	1	NON-UNION
32	FISCAL CLERK - ACCOUNTING	1	UNION
32	PAYROLL ADMINISTRATOR	1	NON-UNION
32	PAYROLL SUPERVISOR	1	NON-UNION
32	PRINCIPAL ACCOUNTANT	1	NON-UNION
32	SENIOR FISCAL CLERK	1	UNION
32	STAFF ACCOUNTANT	2	NON-UNION
		<u>10</u>	
33	APPLICATIONS SYSTEMS SUPERVISOR	1	NON-UNION
33	COMPUTER TRAINING APPLICATIONS SPECIALIST	1	NON-UNION
33	IT MANAGER	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	1	NON-UNION
33	SENIOR SYSTEMS DEVELOPMENT PROGRAMMER	1	NON-UNION
33	SOLUTIONS ARCHITECT	1	NON-UNION
33	SR. SYSTEMS PROGRAMMER/SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SYSTEMS DEVELOPMENT PROGRAMMER	1	NON-UNION
		<u>12</u>	

Resolution 2014:18
FY 2015 Budgeted Positions

Attachment 1

SECTION	TITLE	FTE's	UNION/NON-UNION
34	BILLING SUPERVISOR	1	NON-UNION
34	COLLECTIONS SUPERVISOR	1	NON-UNION
34	CUSTOMER SERVICE REP.-FISCAL CLERK	1	UNION
34	FISCAL CLERK- CUSTOMER SERVICE REP	1	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	SENIOR FISCAL CLERK	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	ASST. IM MANAGER	1	NON-UNION
43	ENVIRONMENTAL ENGINEER	1	NON-UNION
43	IM CLERK	1	UNION
43	IM HEAVY EQUIPMENT OPERATOR	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	ADMINISTRATIVE ASSISTANT	1	NON-UNION
44	DIRECTOR OF OPERATIONS AND ENGINEERING	1	NON-UNION
44	ENGINEERING AND OPERATIONS FISCAL ADMINISTRATOR	1	NON-UNION
44	ENGINEERING MANAGER	1	NON-UNION
44	ENVIRONMENTAL ENGINEER	1	NON-UNION
44	FACILITIES ENGINEER	1	NON-UNION
44	INSTRUMENTATION ENGINEER	1	NON-UNION
44	PRINCIPAL ENVIRONMENTAL ENGINEER	2	NON-UNION
		9	
46	ASSET MANAGEMENT ADMINISTRATOR	1	NON-UNION
46	ASST. CONTROL SYSTEMS ADMINISTRATOR	1	NON-UNION
46	ASST. E AND I TECHNICIAN	1	UNION
46	ASST. 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 AND I TECHNICIAN	1	UNION
46	ELECTRICIAN	2	UNION
46	FLEET MECHANIC	1	UNION
46	FP CLERK	1	UNION
46	INVENTORY CONTROL CLERK	2	UNION
46	MAINTENANCE MANAGER	1	NON-UNION
46	MAINTENANCE SUPERVISOR	1	NON-UNION
46	MASTER ELECTRICIAN (FP)	1	UNION
46	MECHANIC I	11	UNION
46	O AND M COORDINATOR	1	NON-UNION
46	O AND M SUPERVISOR	5	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 E&I TECHNICIAN	1	UNION
46	SENIOR MAINTENANCE SUPERVISOR	1	NON-UNION
46	SR. ELECTRICIAN	1	UNION
		59	

Resolution 2014:18
FY 2015 Budgeted Positions

Attachment 1

SECTION	TITLE	FTE's	UNION/NON-UNION
47	ASSISTANT E&I TECHNICIAN	1	UNION
47	BP CONTRACT COORDINATOR	1	UNION
47	E AND I TECHNICIAN	1	UNION
47	ELECTRICAL FOREMAN (BP)	1	UNION
47	ELECTRICIAN	2	UNION
47	HEAVY EQUIPMENT OPERATOR (BP)	1	UNION
47	INVENTORY CONTROL CLERK	1	UNION
47	MAINTENANCE FOREMAN	1	UNION
47	MAINTENANCE SCHEDULER/PLANNER (BP)	1	UNION
47	MECHANIC	5	UNION
47	OPERATIONS FOREMAN (BP)	1	UNION
47	OPERATOR	12	UNION
47	PROCESS MONITOR	5	UNION
47	ASSISTANT PLANNER/SCHEDULER	1	UNION
47	UTILITY CREW FOREMAN	1	UNION
		35	
51	ADMINISTRATIVE ASSISTANT	1	NON-UNION
51	PERMITS COORDINATOR	1	NON-UNION
51	ENVIRONMENTAL SCIENTIST	1	NON-UNION
51	DIRECTOR OF PLANNING, POLICY AND REGULATION	1	NON-UNION
51	PERMITS AND PLANNING MANAGER	1	NON-UNION
		5	
52	ASST. 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	ASST. LABORATORY MANAGER	1	NON-UNION
53	BIOLOGIST	1	UNION
53	CHEMIST	2	UNION
53	ENVIRONMENTAL CHEMIST	2	NON-UNION
53	LAB SAMPLE COMPLIANCE COORDINATOR	1	NON-UNION
53	LABORATORY CLERK	1	UNION
53	LABORATORY MANAGER	1	NON-UNION
53	LABORATORY TECHNICIAN	5	UNION
53	QUALITY CHEMIST	1	NON-UNION
53	SENIOR ENVIRONMENTAL CHEMIST	1	NON-UNION
53	SENIOR ORGANIC CHEMIST	1	NON-UNION
		17	
54	ENVIRONMENTAL COMPLIANCE TECHNICAL ASSISTANT	1	NON-UNION
54	ENVIRONMENTAL SAFETY & TECHNICAL ASSISTANT MANAGER	1	NON-UNION
54	POLLUTION PREVENTION ENGINEER	1	NON-UNION
54	SAFETY COMPLIANCE COORDINATOR	1	NON-UNION
		4	
55	ASST. 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 265	

Budgeted Benefits Comparison

The FY 2015 budget reflects a decrease in health insurance as a result of the conversion from a traditional health insurance plan to a High Deductible Health Plan (HDHP) with partial employer funding of a Health Savings Account (HSA) or Health Reimbursement Arrangement (HRA). This results in a net reduction of 5.1% to the health insurance budgeted line item on a year-to-year basis. Dental premiums increased by 8.7% and vision premiums remained unchanged from the prior year. The table below shows the budgeted family health, dental and visions premiums.

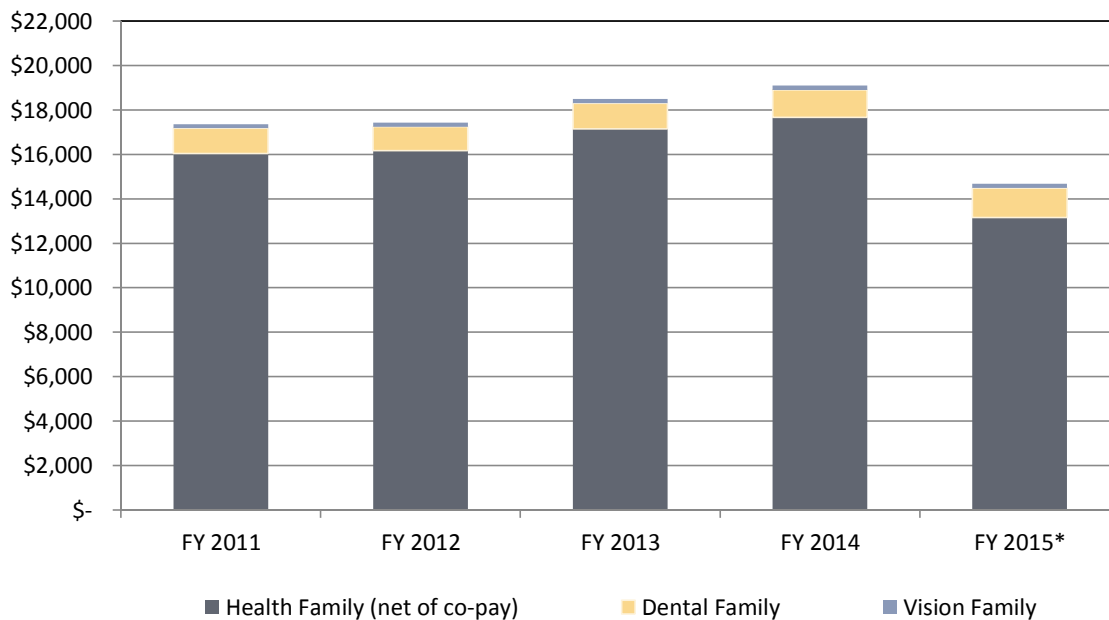
Expense Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015*
Health Family (net of co-pay)	\$16,036	\$16,169	\$17,149	\$17,673	\$ 13,156
Dental Family	1,148	1,078	1,159	1,228	1,335
Vision Family	181	181	181	195	195
Total	\$ 17,365	\$ 17,428	\$ 18,489	\$ 19,097	\$ 14,686

Other Benefits:

State Retirement (Union)	21.64%	22.98%	22.18%	24.33%	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)	6.74%	6.74%	6.86%	7.80%	6.75%

*FICA is 6.2% on wages up to \$117,000

Total Budgeted Health Insurance per Employee

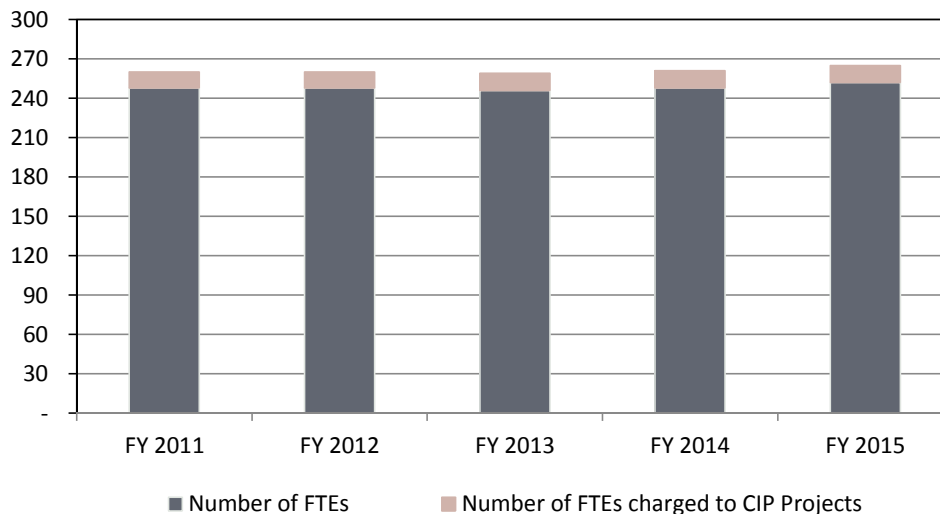


Historical Position Summary

The total number of FTEs funded in FY 2015 is 265.0 positions, which is four more than the prior year. There are three new positions in the Operations and Engineering Division. Two positions have been included at Field's Point, an Electrician and an Operations and Maintenance (O&M) Supervisor to support the additional electrical work in the CSO Abatement Tunnel and manage the new BNR facilities and related equipment. An Electronics and Instrumentation (E&I) Technician position is included at Bucklin Point to support the operation of plant instrumentation related to the new BNR facilities. The last position is a Quality Chemist in the Planning, Policy & Regulation Division, which is required to improve the efficiency of the Laboratory's ability to analyze, validate, and oversee EPA required quality control of NBC permit related testing.

Program	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Executive Affairs	8.0	8.0	8.0	8.0	8.0
Construction Services	12.0	12.0	13.0	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	12.0	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	21.0	20.0	20.0	20.0
Engineering	10.0	9.0	8.0	9.0	9.0
Field's Point	56.0	58.0	57.0	57.0	59.0
Bucklin Point	32.0	33.0	33.0	34.0	35.0
Planning	5.0	5.0	5.0	5.0	5.0
Pretreatment	15.0	14.0	14.0	14.0	14.0
Laboratory	16.0	16.0	16.0	16.0	17.0
ESTA	4.0	4.0	4.0	4.0	4.0
EMDA	17.0	17.0	17.0	17.0	17.0
Total	260.0	260.0	259.0	261.0	265.0

**Historical Number of Positions (FTEs)
Budgeted by Fiscal Year**



FY 2015 Operating Capital Outlays

Section	Budget Account	Description	Cost
Construction Services			
Construction Services	16600	Replace Vehicle - Unit 424	\$ 25,000
		<i>Subtotal Construction Services</i>	<u>25,000</u>
		Subtotal Construction Services	25,000
Administration & Finance			
Finance	16580	Office Furniture Configuration	15,000
		<i>Subtotal Finance</i>	<u>15,000</u>
Information Technology	16580	Office Reconfiguration	107,000
Information Technology	16583	LIMS Upgrades	40,000
Information Technology	16583	Hansen Upgrades	40,000
Information Technology	16583	Data Warehousing	40,000
Information Technology	16583	Document Imaging Upgrades	25,000
Information Technology	16583	Project Tracking Software	45,000
Information Technology	16583	Software Licensing Updates	65,000
Information Technology	16583	Oracle ERP/Database Upgrades	50,000
Information Technology	16583	Training Application	65,000
Information Technology	16585	Computer Room Enhancements	35,000
Information Technology	16585	Presentation System	70,000
Information Technology	16585	Server Infrastructure	75,000
Information Technology	16585	Annual PC Refresh Program	135,000
Information Technology	16585	Wi-Fi Mesh Network Upgrade	110,000
		<i>Subtotal Information Technology</i>	<u>902,000</u>
Customer Service	16580	Office Equipment	5,000
Customer Service	16600	Replace Vehicle - Unit 474	25,000
		<i>Subtotal Customer Service</i>	<u>30,000</u>
General Administration	16520	Phone system upgrade	10,000
General Administration	16580	Office Reconfiguration	50,000
General Administration	16600	HVAC Replacements	85,000
General Administration	16600	Replace Electric Water Heater	10,000
General Administration	16600	Replace Copier	10,000
		<i>Subtotal General Administration</i>	<u>165,000</u>
		Subtotal Administration & Finance	1,112,000
Operations & Engineering			
Interceptor Maintenance	16510	Five ton trailer	7,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 426	30,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 441	45,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 488/salt spreader	55,000
		<i>Subtotal Interceptor Maintenance</i>	<u>137,000</u>
Engineering	16510	GPS Rover	25,000
		<i>Subtotal Engineering</i>	<u>25,000</u>
Field's Point	16600	Replacement of Flow Meters	55,000
Field's Point	16520	Rehab of Scraper Mechanisms and Bridges for FC's #1, #2 & #3	180,000
Field's Point	16520	ESPS - Rebuild Complete Bar Rack # 3	125,000
Field's Point	16520	ESPS - Gould Pump (20 MGD)	125,000
Field's Point	16600	ESPS Sewage Pump 2 Motor	120,000
Field's Point	16600	Replacement of hypo storage tank (disinfection)	70,000
Field's Point	16610	Masonry Improvements of Maintenance Shop	50,000
Field's Point	16520	IFAS Tank Flt Mixer w/ Crane	36,000
Field's Point	16520	IFAS Tank IMLR Pump	32,000
Field's Point	16600	Replace Sparling w/ Flexim Meter - 6 Meters	30,000
Field's Point	16600	Replace Primary Sludge Pump Station Roof Top Mammoth Unit	30,000
Field's Point	16600	Replace EZ Go Carts (Maint. 8, 9)	26,000
Field's Point	16600	Replace Vehicle - Unit 443	25,000

FY 2015 Operating Capital Outlays

Section	Budget Account	Description	Cost
Field's Point	16600	Replace ESPS Sew. Pump 1 (Knife Gate 9)	25,000
Field's Point	16600	Replace Motor RAS Pump 4 (125 HP)	25,000
Field's Point	16600	Replace ESPS Sew. Pump 3 (Knife Gate 11)	25,000
Field's Point	16600	Replace ESPS Sew. Pump 4 (Knife Gate 12)	25,000
Field's Point	16520	Tunnel Pump Sets - Compressor	20,000
Field's Point	16520	Gravity Thickener Meters (Tanks 1, 2 & 4)	20,000
Field's Point	16600	Replace Chlor Cont. tank dewater pump 1	18,000
Field's Point	16520	CCT Ammonia probe	18,000
Field's Point	16520	Dechlor - Energy Recover System	18,000
Field's Point	16600	Replace - Unit 448	15,000
Field's Point	16600	Replace Maintenance Bldg. Boiler	15,000
Field's Point	16520	Hydraulic Crimping Machine with Hydraulic Hoses and Fittings	15,000
Field's Point	16520	Level Indicating Equip (Vega Radar Level) 4 Units	15,000
Field's Point	16600	Replace M&V Chamber Limort. Actuators	15,000
Field's Point	16520	Grit Influent Nitrate Meter	14,000
Field's Point	16600	Replace Butterfly Chamber #2-Butterfly Valve 2-Actuator & Motor	12,000
Field's Point	16600	Replace VFD's at WPPS and RPS	12,000
Field's Point	16600	Replace Grit - Seal water system (1 tank & 2 pumps)	6,500
Field's Point	16520	Grit Influent Ammonia Meter	6,000
Field's Point	16520	Level Sensor Vega Radar (Reservoir Ave. PS)	5,000
Field's Point	16520	Level Sensor Vega Radar (Washington Park PS)	5,000
Field's Point	16520	Camera Pointing at New Property	5,000
Field's Point	16600	Replace Splitter Box 1 - Gate 411A Actuator	4,000
Field's Point	16600	Replace Splitter Box 1 - Gate 411B Actuator	4,000
Field's Point	16600	Replace Splitter Box 1 - Gate 411C Actuator	4,000
Field's Point	16520	Mag Meter for Sludge Pump #4	3,000
<i>Subtotal Field's Point</i>			<u>1,253,500</u>
Bucklin Point	16520	Rebuild Digester Recirculation Pump	21,000
Bucklin Point	16600	Replace EZ Go Carts (3) E0035, E0037	36,000
Bucklin Point	16600	Replace Ford F350 PU w/ Dump Body - V 453	40,000
Bucklin Point	16520	Gas Control Bldg.-Replace Piping & Valves	25,000
Bucklin Point	16510	Skid-Steer Loader w/ Attachments	50,000
Bucklin Point	16520	Primary Sludge PS - Suction Side Screenings Grinder	36,000
Bucklin Point	16600	Replace Copier in S & G	8,000
Bucklin Point	16520	Hydraulic Piston Assembly	20,000
Bucklin Point	16520	Hach UVT Probe in Channel	20,000
Bucklin Point	16600	Replace Hypochlorite Tanks 1 & 2	55,000
Bucklin Point	16520	Aeration - Internal Recycle Pump	30,000
Bucklin Point	16520	Digester Gas Detection Meter System	48,000
Bucklin Point	16520	Heat Exchange Bldg. - Reline Boiler 1-3	15,000
Bucklin Point	16520	Gas Control Bldg. - New Exhaust Fan System	8,000
Bucklin Point	16585	New Programmable Logic Controller	50,000
Bucklin Point	16520	S & G Personnel Lockers	20,000
Bucklin Point	16610	Utility Vehicle Storage	6,000
Bucklin Point	16600	Replace Copier in O&M	8,000
Bucklin Point	16520	Outdoor Storage/Heavy Duty Racks	15,000
Bucklin Point	16600	Replace Road Salt Building Cover	50,000
Bucklin Point	16600	Replace Fence & Gate Perimeter Fencing	15,000
Bucklin Point	16520	BP Security System Upgrade	3,000
Bucklin Point	16600	Replace S&G Explosion Proof Hoist	9,000
Bucklin Point	16610	Upgrade communication system	50,000
Bucklin Point	16600	Replace Server Cabinets	20,000
<i>Subtotal Bucklin Point</i>			<u>658,000</u>
<i>Subtotal Operations & Engineering</i>			<u>2,073,500</u>

FY 2015 Operating Capital Outlays

Section	Budget Account	Description	Cost
Planning, Policy & Regulation			
Pretreatment	16580	Office Reconfiguration	95,000
Pretreatment	16600	Replace Vehicle - Unit 483	25,000
		<i>Subtotal Pretreatment</i>	<u>120,000</u>
Laboratory	16520	HVAC Upgrades	25,000
Laboratory	16520	HVAC Replacements	25,000
Laboratory	16600	Replace Hach Spectrophotometer DR2800	5,000
Laboratory	16600	Replace Hach Spectrophotometer DR5000	9,000
Laboratory	16600	Replace Incubators (3)	24,000
Laboratory	16600	Replace Micro Distillation Unit	5,000
Laboratory	16570	Robotic BOD Skalar Analyzer	73,000
Laboratory	16600	Replace Auto Titration System	40,000
		<i>Subtotal Laboratory</i>	<u>206,000</u>
EMDA	16600	Replace 2 Deionizer units in FP Lab	15,000
EMDA	16600	Replace Vehicle - Unit 490	28,000
EMDA	16600	Replace 2 SIU Autosamplers	7,000
EMDA	16600	Replace 1 Manhole Autosampler	3,500
EMDA	16600	Replace 4 YSI Sondes (4-6600s)	28,000
EMDA	16600	Replace YSI Probes, Solutions & Related Equipment	34,500
EMDA	16600	Replace 4 Refrigerated Autosamplers	26,000
		<i>Subtotal EMDA</i>	<u>142,000</u>
		<i>Subtotal Planning, Policy, & Regulations</i>	<u>468,000</u>
		Total Operating Capital Outlays FY 2015	<u>\$ 3,678,500</u>

Five-Year Operating Capital Outlays

Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total Cost
Construction Services						
Construction Services						
Replace Vehicle - Unit 424	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Replace Vehicle - Unit 400	-	25,000	-	-	-	25,000
Replace Vehicle - Unit 427	-	-	25,000	-	-	25,000
Replace Vehicle - Unit 479	-	-	-	25,000	-	25,000
Replace Vehicle - Unit 388	-	-	-	-	25,000	25,000
<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						
Office Furniture Configuration	15,000	-	-	-	-	15,000
<i>Subtotal Finance Services</i>	<u>15,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>15,000</u>
Information Technology						
Annual PC Refresh Program	135,000	135,000	135,000	135,000	135,000	675,000
Software Licensing Updates	65,000	65,000	65,000	75,000	-	270,000
Computer Room Enhancements	35,000	25,000	25,000	25,000	-	110,000
Project Tracking Software	45,000	-	25,000	-	-	70,000
Server Infrastructure	75,000	-	200,000	-	200,000	475,000
Training Application	65,000	-	20,000	-	-	85,000
Oracle ERP/Database Upgrades	50,000	-	60,000	-	30,000	140,000
Data Warehousing	40,000	-	40,000	-	25,000	105,000
LIMS Upgrades	40,000	-	35,000	-	20,000	95,000
Hansen Upgrades	40,000	-	20,000	-	20,000	80,000
Document Imaging Upgrades	25,000	-	40,000	-	25,000	90,000
Wi-Fi Mesh Network Upgrade	110,000	-	-	75,000	-	185,000
Presentation System	70,000	-	-	20,000	-	90,000
Office Reconfiguration	107,000	-	-	-	-	107,000
Security Assessment	-	-	100,000	-	100,000	200,000
NBC Campus Wide Security System Replacement	-	-	75,000	-	-	75,000
Remote Site Network Upgrades	-	-	50,000	-	50,000	100,000
Customer Service Enhancements	-	25,000	-	25,000	-	50,000
Backup Solution	-	-	-	100,000	-	100,000
<i>Subtotal Information Technology</i>	<u>902,000</u>	<u>250,000</u>	<u>890,000</u>	<u>455,000</u>	<u>605,000</u>	<u>3,102,000</u>
Customer Service						
Office Equipment	5,000	5,000	5,000	5,000	5,000	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
Replace Vehicle - Unit 404	-	-	-	-	25,000	25,000
<i>Subtotal Customer Service</i>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>150,000</u>
General Administration						
Phone system upgrade	10,000	10,000	10,000	10,000	10,000	50,000
Replace Copier	10,000	10,000	10,000	10,000	10,000	50,000
Office Reconfiguration	50,000	50,000	50,000	-	-	150,000
HVAC Replacements	85,000	-	-	-	-	85,000
Replace Electric Water Heater	10,000	-	-	-	-	10,000
Boardroom Furniture	-	50,000	-	-	-	50,000
Audio Visual Upgrade	-	-	-	-	-	-
<i>Subtotal General Administration</i>	<u>165,000</u>	<u>120,000</u>	<u>70,000</u>	<u>20,000</u>	<u>20,000</u>	<u>395,000</u>
Operations & Engineering						
Interceptor Maintenance						
Replace Vehicle - Unit 488/salt spreader	55,000	-	-	-	-	55,000
Replace Vehicle - Unit 441	45,000	-	-	-	-	45,000
Replace Vehicle - Unit 426	30,000	-	-	-	-	30,000
Five ton trailer	7,000	-	-	-	-	7,000
Replace Vehicle - Unit 420	-	300,000	-	-	-	300,000
Replace Vehicle - Unit 391	-	200,000	-	-	-	200,000
Replace Vehicle - Unit 493	-	65,000	-	-	-	65,000
Replace Vehicle - Unit 411	-	35,000	-	-	-	35,000
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

Five-Year Operating Capital Outlays

Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total Cost
Replace Vehicle - Unit 455	-	-	70,000	-	-	70,000
Replace pneumatic plugs	-	-	5,000	-	-	5,000
Replace Vehicle - Unit 494	-	-	-	300,000	-	300,000
Replace Vehicle - Unit 412	-	-	-	110,000	-	110,000
HVAC Upgrades at IM Building	-	-	-	40,000	-	40,000
Replace V459 - IM Compressor	-	-	-	16,000	-	16,000
Replace V376 Steco Catch Basin Cleaner	-	-	-	-	140,000	140,000
Update Software CCTV	-	-	-	-	50,000	50,000
Replace Dingo with Attachments	-	-	-	-	50,000	50,000
Replace V-376	-	-	-	-	35,000	35,000
Replace 12 ton Trailer	-	-	-	-	15,000	15,000
<i>Subtotal Interceptor Maintenance</i>	<i>137,000</i>	<i>614,000</i>	<i>75,000</i>	<i>466,000</i>	<i>290,000</i>	<i>1,582,000</i>
Engineering						
GPS Rover	25,000	-	-	-	-	25,000
Replace Vehicle - Unit 434	-	30,000	-	-	-	30,000
Replace Vehicle - Unit 380	-	-	30,000	-	-	30,000
<i>Subtotal Engineering</i>	<i>25,000</i>	<i>30,000</i>	<i>30,000</i>	<i>-</i>	<i>-</i>	<i>85,000</i>
Field's Point						
Replacement of Flow Meters	55,000	60,000	65,000	70,000	75,000	325,000
Rehab of Scraper Mechanisms and Bridges for FC's #1, #2 & #3	180,000	-	-	-	-	180,000
ESPS - Rebuild Complete Bar Rack # 3	125,000	-	-	-	-	125,000
ESPS - Gould Pump (20 MGD)	125,000	-	-	-	-	125,000
ESPS Sewage Pump 2 Motor	120,000	-	-	-	-	120,000
Replacement of hypo storage tank (disinfection)	70,000	-	-	-	-	70,000
Masonry Improvements of Maintenance Shop	50,000	-	-	-	-	50,000
IFAS Tank Fit Mixer w/ Crane	36,000	-	-	-	-	36,000
IFAS Tank IMLR Pump	32,000	-	-	-	-	32,000
Replace Sparling w/ Flexim Meter - 6 Meters	30,000	-	-	-	-	30,000
Replace Primary Sludge Pump Station Roof Top Mammoth Unit	30,000	-	-	-	-	30,000
Replace EZ Go Carts (Maint. 8, 9)	26,000	-	-	-	-	26,000
Replace Vehicle - Unit 443	25,000	-	-	-	-	25,000
Replace ESPS Sew. Pump 1 (Knife Gate 9)	25,000	-	-	-	-	25,000
Replace Motor RAS Pump 4 (125 HP)	25,000	-	-	-	-	25,000
Replace ESPS Sew. Pump 3 (Knife Gate 11)	25,000	-	-	-	-	25,000
Replace ESPS Sew. Pump 4 (Knife Gate 12)	25,000	-	-	-	-	25,000
Tunnel Pump Sets - Compressor	20,000	-	-	-	-	20,000
Gravity Thickener Meters (Tanks 1, 2 & 4)	20,000	-	-	-	-	20,000
Replace Chlor Cont. tank dewater pump 1	18,000	-	-	-	-	18,000
CCT Ammonia probe	18,000	-	-	-	-	18,000
Dechlor - Energy Recover System	18,000	-	-	-	-	18,000
Replace - Unit 448	15,000	-	-	-	-	15,000
Replace Maintenance Bldg. Boiler	15,000	-	-	-	-	15,000
Hydraulic Crimping Machine with Hydraulic Hoses and Fittings	15,000	-	-	-	-	15,000
Level Indicating Equip (Vega Radar Level) 4 Units	15,000	-	-	-	-	15,000
Replace M&V Chamber Limort. Actuators	15,000	-	-	-	-	15,000
Grit Influent Nitrate Meter	14,000	-	-	-	-	14,000
Replace Butterfly Chamber #2- Butterfly Valve 2 -Actuator & Motor	12,000	-	-	-	-	12,000
Replace VFD's at WPPS and RPS	12,000	-	-	-	-	12,000
Replace Grit - Seal water system (1 tank & 2 pumps)	6,500	-	-	-	-	6,500
Grit Influent Ammonia Meter	6,000	-	-	-	-	6,000
Level Sensor Vega Radar (Reservoir Ave. PS)	5,000	-	-	-	-	5,000
Level Sensor Vega Radar (Washington Park PS)	5,000	-	-	-	-	5,000
Camera Pointing at New Property	5,000	-	-	-	-	5,000
Replace Splitter Box 1 - Gate 411A Actuator	4,000	-	-	-	-	4,000
Replace Splitter Box 1 - Gate 411B Actuator	4,000	-	-	-	-	4,000
Replace Splitter Box 1 - Gate 411C Actuator	4,000	-	-	-	-	4,000
Mag Meter for Sludge Pump #4	3,000	-	-	-	-	3,000
Grit - Replace Grit Pump	-	20,000	-	-	25,000	45,000
Grit - Rebuild grit tank: chain & sprocket	-	60,000	70,000	-	-	130,000
Grit - Replace chain & flight mechanism	-	15,000	-	17,000	17,000	49,000
ESPS - Rebuild Bar Rack # 4	-	150,000	-	-	-	150,000
ESPS - Replace Screenings Washer Monster	-	105,000	-	-	-	105,000
Infor Bar Coding	-	78,000	-	-	-	78,000
Replace Sewage Pump 5, 20 MGD, Lg. Cartridge	-	75,000	-	-	-	75,000
Replace Sewage Pump 7, 20 MGD, Sm. Cartridge	-	60,000	-	-	-	60,000
Upgrade to Virtual Servers (HP Di380p G8)	-	60,000	-	-	-	60,000
VMWare software and licensing for Virtual Servers	-	40,000	-	-	-	40,000
WWTF - Replace Eff. Box sluice gates 1B - 4B	-	36,000	-	-	-	36,000
Replace ESPS Butterfly Valve 5 Hydraulic Cylinder	-	35,000	-	-	-	35,000
Replace Vehicle - Unit 437	-	30,000	-	-	-	30,000

Five-Year Operating Capital Outlays

Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total Cost
Wireless Tablets for Maintenance and Operations	-	28,000	-	-	-	28,000
ESPS BR4 Sl. Gate 7/Wet Well Hydraulic Cylinder	-	25,000	-	-	-	25,000
ESPS BR4 Sl. Gate 11 Effl. Hydraulic Cylinder	-	25,000	-	-	-	25,000
Replace ESPS Sew. Pump 5 (Knife Gate 5)	-	25,000	-	-	-	25,000
Replace ESPS Sew. Pump 5 (Knife Gate 13)	-	25,000	-	-	-	25,000
Replace EZ Go Cart (Maint. # 7)	-	13,000	-	-	-	13,000
FP - High mast light fixture	-	10,000	-	-	-	10,000
WWTF - Replace Eff. Box sluice gate 5 Dewater/Cylinder	-	9,000	-	-	-	9,000
WWTF - Seal water system (1 tank & 2 pumps)	-	5,800	-	-	-	5,800
WWTF - Replace sludge pump cartridge	-	-	17,000	-	19,000	36,000
Grit - Replace grit aeration blower	-	-	7,000	-	9,000	16,000
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 Butterfly Valve 6 Hydraulic Cylinder	-	-	35,000	-	-	35,000
Replace Vehicle - Unit 475	-	-	30,000	-	-	30,000
Replace Motor RAS Pump 5	-	-	30,000	-	-	30,000
Replace Yard Sweeper vehicle	-	-	27,000	-	-	27,000
Replace Vehicle - Unit 477	-	-	25,000	-	-	25,000
Disinfection - Pump and motor	-	-	25,000	-	-	25,000
Dechlor - Metering Pumps	-	-	25,000	-	-	25,000
Replace ESPS Sew. Pump 6 (Knife Gate 6)	-	-	25,000	-	-	25,000
Replace ESPS Sew. Pump 6 (Knife Gate 14)	-	-	25,000	-	-	25,000
Replace Vehicle - Unit 487 (Ford E250 Van)	-	-	23,000	-	-	23,000
Chlor. Cont.tank dewater pump 2	-	-	20,000	-	-	20,000
Cornell Pump 2	-	-	19,000	-	-	19,000
Splitters Box 1 - FC 1 Inf. Sl. Gate SG-411A	-	-	18,000	-	-	18,000
Splitters Box 1 - FC 2 Inf. Sl. Gate SG-411B	-	-	18,000	-	-	18,000
Splitters Box 1 - FC 3 Inf. Sl. Gate SG-411C	-	-	18,000	-	-	18,000
Replace ICC Vehicle	-	-	15,000	-	-	15,000
Splitters Box 2-FC4 Inf. Sl. Gate 4	-	-	15,000	-	-	15,000
Splitters Box 2-FC5 Inf. Sl. Gate 5	-	-	15,000	-	-	15,000
Splitters Box 2-FC6 Inf. Sl. Gate 6	-	-	15,000	-	-	15,000
Splitters Box 2-FC7 Inf. Sl. Gate 7	-	-	15,000	-	-	15,000
Splitters Box 2-FC8 Inf. Sl. Gate 8	-	-	15,000	-	-	15,000
Splitters Box 2-FC9 Inf. Sl. Gate 9	-	-	15,000	-	-	15,000
Replace Air Compressor	-	-	14,000	-	-	14,000
WWTF - Replace # 1 dewatering pump and motor	-	-	10,000	-	-	10,000
Replace Sod. Bisulfite Tanks	-	-	-	35,000	35,000	70,000
Turbo Blower 1-9	-	-	-	175,000	-	175,000
Replace Sewage Pump 6, 40 MGD, Lg. Cartridge	-	-	-	110,000	-	110,000
Sewage Pump 8, 40 MGD, Lg. Cartridge	-	-	-	110,000	-	110,000
Replace ESPS Butterfly Valve 7 Hydraulic Cylinder	-	-	-	35,000	-	35,000
Replace ESPS Butterfly Valve 8 Hydraulic Cylinder	-	-	-	35,000	-	35,000
Replace Copier Admin Bldg.	-	-	-	35,000	-	35,000
Replace Motor RAS Pump 6	-	-	-	30,000	-	30,000
Replace Secondary Treatment - RAS1 pump cartridge	-	-	-	27,500	-	27,500
FP Power guard Generator	-	-	-	25,000	-	25,000
Replace ESPS Sew. Pump 7 (Knife Gate 7)	-	-	-	25,000	-	25,000
Replace ESPS Sew. Pump 7 (Knife Gate 15)	-	-	-	25,000	-	25,000
Replace ESPS Sew. Pump 8 (Knife Gate 8)	-	-	-	25,000	-	25,000
Replace ESPS Sew. Pump 8 (Knife Gate 16)	-	-	-	25,000	-	25,000
Turbo Blower VFD 1-9	-	-	-	25,000	-	25,000
Replace EZ Gocart (O&M Support)	-	-	-	16,000	-	16,000
Replace EZ Gocart (Maint. 1)	-	-	-	16,000	-	16,000
Replace EZ Gocart (Maint. 2)	-	-	-	16,000	-	16,000
Replace EZ Gocart (Maint. 5)	-	-	-	15,000	-	15,000
Replace EZ Gocart (Maint. 6)	-	-	-	15,000	-	15,000
Hach Nitratax Probe, Sensors	-	-	-	15,000	-	15,000
Replace Secondary Treatment - WAS pump cartridge	-	-	-	13,000	-	13,000
M&V Chamb. FC1 Influent BF Valve	-	-	-	12,000	-	12,000
M&V Chamb. FC2 Influent BF Valve	-	-	-	12,000	-	12,000
M&V Chamb. FC3 Influent BF Valve	-	-	-	12,000	-	12,000
Hach Differential PH Analyzers, Sensors	-	-	-	11,000	-	11,000
Grit - Grit pump cartridge	-	-	-	10,000	-	10,000
Laser Distance System	-	-	-	10,000	-	10,000
Hach DO Probes, Sensors	-	-	-	8,000	-	8,000
Hach Nitratax Probe, Sensors	-	-	-	8,000	-	8,000
Replace Unit 396 - Cargo box Trailer	-	-	-	8,000	-	8,000
Replace Hypo Storage Tank #4	-	-	-	-	80,000	80,000
Tunnel S1 Crane Recoating	-	-	-	-	50,000	50,000
Replace Vehicle - 406 - Ford Maintenance Pickup	-	-	-	-	32,000	32,000

Five-Year Operating Capital Outlays

Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total Cost
Replace Vehicle - 405 - Ford Maintenance Van	-	-	-	-	28,000	28,000
Replace Secondary Treatment - RAS2 pump cartridge w/Impeller	-	-	-	-	28,000	28,000
Replace Vehicle - 442 - Ford F150 Pickup	-	-	-	-	25,000	25,000
Cornell Pump 3	-	-	-	-	20,000	20,000
M&V Chamb. FC3 Dew. Pump & Mot	-	-	-	-	17,000	17,000
Replace EZ Gocart (Ops 7-3)	-	-	-	-	15,000	15,000
Replace EZ Gocart (Ops 3-11)	-	-	-	-	15,000	15,000
Replace EZ Gocart (Ops 11-7)	-	-	-	-	15,000	15,000
Replace Genie Vertical Platform	-	-	-	-	10,000	10,000
Replace Unit 384 - Arc Welder	-	-	-	-	7,000	7,000
<i>Subtotal Field's Point</i>	1,253,500	989,800	886,000	1,026,500	522,000	4,677,800

Bucklin Point

Gas Control Bldg.-Replace Piping & Valves	25,000	25,000	25,000	25,000	-	100,000
Heat Exchange Bldg. - Reline Boiler 1-3	15,000	15,000	15,000	-	-	45,000
Hydraulic Piston Assembly	20,000	20,000	-	-	-	40,000
Replace Hypochlorite Tanks 1 & 2	55,000	60,000	-	-	-	115,000
Rebuild Digester Recirculation Pump	21,000	-	22,000	-	-	43,000
Skid-Steer Loader w/ Attachments	50,000	-	-	-	-	50,000
New Programmable Logic Controller	50,000	-	-	-	-	50,000
Replace Road Salt Building Cover	50,000	-	-	-	-	50,000
Upgrade communication system	50,000	-	-	-	-	50,000
Digester Gas Detection Meter System	48,000	-	-	-	-	48,000
Replace Vehicle - Unit 453	40,000	-	-	-	-	40,000
Replace EZ Go Carts (3) E0035, E0037	36,000	-	-	-	-	36,000
Primary Sludge PS - Suction Side Screenings Grinder	36,000	-	-	-	-	36,000
Aeration - Internal Recycle Pump	30,000	-	-	-	-	30,000
Hach UVT Probe in Channel	20,000	-	-	-	-	20,000
S & G Personnel Lockers	20,000	-	-	-	-	20,000
Replace Server Cabinets	20,000	-	-	-	-	20,000
Outdoor Storage/Heavy Duty Racks	15,000	-	-	-	-	15,000
Replace Fence & Gate Perimeter Fencing	15,000	-	-	-	-	15,000
Replace S&G Explosion Proof Hoist	9,000	-	-	-	-	9,000
Replace Copier in S & G	8,000	-	-	-	-	8,000
Gas Control Bldg. - New Exhaust Fan System	8,000	-	-	-	-	8,000
Replace Copier in O&M	8,000	-	-	-	-	8,000
Utility Vehicle Storage	6,000	-	-	-	-	6,000
BP Security System Upgrade	3,000	-	-	-	-	3,000
Rebuild Heat Exchanger Element	-	50,000	50,000	-	-	100,000
Replace Vehicle - Unit 418	-	35,000	-	-	-	35,000
Rebuild Primary Sludge Pump #2	-	25,000	-	-	-	25,000
Blower Building - Intake Air Cartridge	-	25,000	-	-	-	25,000
Gas Boosters Digester	-	20,000	-	-	-	20,000
East Providence Parshall Flume - Meters	-	15,000	-	-	-	15,000
Blackstone Valley Parshall Flume - Meters	-	15,000	-	-	-	15,000
Rebuild BP Digester #1	-	-	225,000	-	-	225,000
Influent Pump Station - Screw Pumps	-	-	100,000	-	-	100,000
Replace DAF Building Roof	-	-	85,000	-	-	85,000
Rebuild Dry Weather Effluent Pump #3	-	-	70,000	-	-	70,000
Electrical Shop Reconfiguration	-	-	50,000	-	-	50,000
Preliminary Treatment - Screenings & Grit Bldg.	-	-	50,000	-	-	50,000
Replace Vehicle - Unit 444	-	-	32,000	-	-	32,000
Replace Vehicle - Unit 378	-	-	27,000	-	-	27,000
Rebuild Screenings Grinder	-	-	25,000	-	-	25,000
Lunchroom Rebuild	-	-	20,000	-	-	20,000
Hydraulic Gate System	-	-	20,000	-	-	20,000
Preliminary Treatment One Grit Pump	-	-	-	15,000	15,000	30,000
Bisulfite Pump 1 & 2	-	-	-	5,000	5,000	10,000
Hypochlorite Pumps	-	-	-	5,000	5,000	10,000
Replace Screenings Grinder	-	-	-	35,000	35,000	70,000
Influent Pump Station - Screw Pump Bearings 1-4	-	-	-	60,000	-	60,000
Rehabilitate Mechanical Garage	-	-	-	50,000	-	50,000
Preliminary Treatment - Overhaul 3 Grit Pumps	-	-	-	42,000	-	42,000
6" Godwin Pump Set - Unit 390	-	-	-	32,000	-	32,000
Truck Mounted Salt/Sander	-	-	-	25,000	-	25,000
Replace Screenings Grinder Auger	-	-	-	25,000	-	25,000
Rebuild Primary Sludge Pump #1	-	-	-	25,000	-	25,000
Methane Gas Media Filter Assembly	-	-	-	10,000	-	10,000
Service Bldg. Office Reconfiguration	-	-	-	-	20,000	20,000
Replace Digester Gas Trap (10)	-	-	-	-	10,000	10,000
(300) Gate & Controller	-	-	-	-	10,000	10,000
Replace Walk Behind Brush Mower Hog	-	-	-	-	4,500	4,500

Five-Year Operating Capital Outlays

Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total Cost
Blackstone River Siphon #9 Plasticair Fan	-	-	-	-	10,000	10,000
Rebuild BP Digester #2	-	-	-	-	-	-
Rebuild Dry Weather Effluent Pump #2	-	-	-	-	-	-
Miller Dura Hoist Package (Confined Space)	-	-	-	-	-	-
Rebuild Dry Weather Effluent Pump #1	-	-	-	-	-	-
<i>Subtotal Bucklin Point</i>	658,000	305,000	816,000	354,000	114,500	2,247,500
Policy, Planning & Regulation						
Pretreatment						
Office Reconfiguration	95,000	-	-	-	-	95,000
Replace Vehicle - Unit 483	25,000	-	-	-	-	25,000
Replacement of IKON RICOH MP8000SP Copier	-	20,000	-	-	-	20,000
Replace Vehicle - Unit 492	-	-	25,000	-	-	25,000
Replace Vehicle - Unit 423	-	-	-	-	25,000	25,000
<i>Subtotal Pretreatment</i>	120,000	20,000	25,000	-	25,000	190,000
Laboratory						
HVAC Upgrades	25,000	25,000	-	-	-	50,000
HVAC Replacements	25,000	25,000	-	-	-	50,000
Robotic BOD Skalar Analyzer	73,000	-	-	-	-	73,000
Replace Auto Titration System	40,000	-	-	-	-	40,000
Replace Incubators (3)	24,000	-	-	-	-	24,000
Replace Hach Spectrophotometer DR5000	9,000	-	-	-	-	9,000
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
Replace Refrigerators (2)	-	16,000	-	-	-	16,000
Replace Salt Water Nutrient Analyzer	-	-	50,000	-	-	50,000
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 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 Cyanide Analyzer	-	-	-	79,000	-	79,000
Replace Autoclave (A)	-	-	-	60,000	-	60,000
Replace Auto digestion System for ICP-IND	-	-	-	33,000	-	33,000
TKN Digestor block for TKN analyses (2)	-	-	-	13,000	-	13,000
Replace ICP for Industrial metal analyses	-	-	-	80,000	-	80,000
Replace DI Unit with RO for pure water (3)	-	-	-	44,000	-	44,000
Replace ICP-Trace	-	-	-	-	80,000	80,000
Replace (Fresh Water) Nutrient Analyzer	-	-	-	-	65,000	65,000
Replace Oil and Grease Analyzer	-	-	-	-	45,000	45,000
Replace Mercury Analyzer	-	-	-	-	50,000	50,000
<i>Subtotal Laboratory</i>	206,000	266,000	298,500	309,000	240,000	1,319,500

Five-Year Operating Capital Outlays

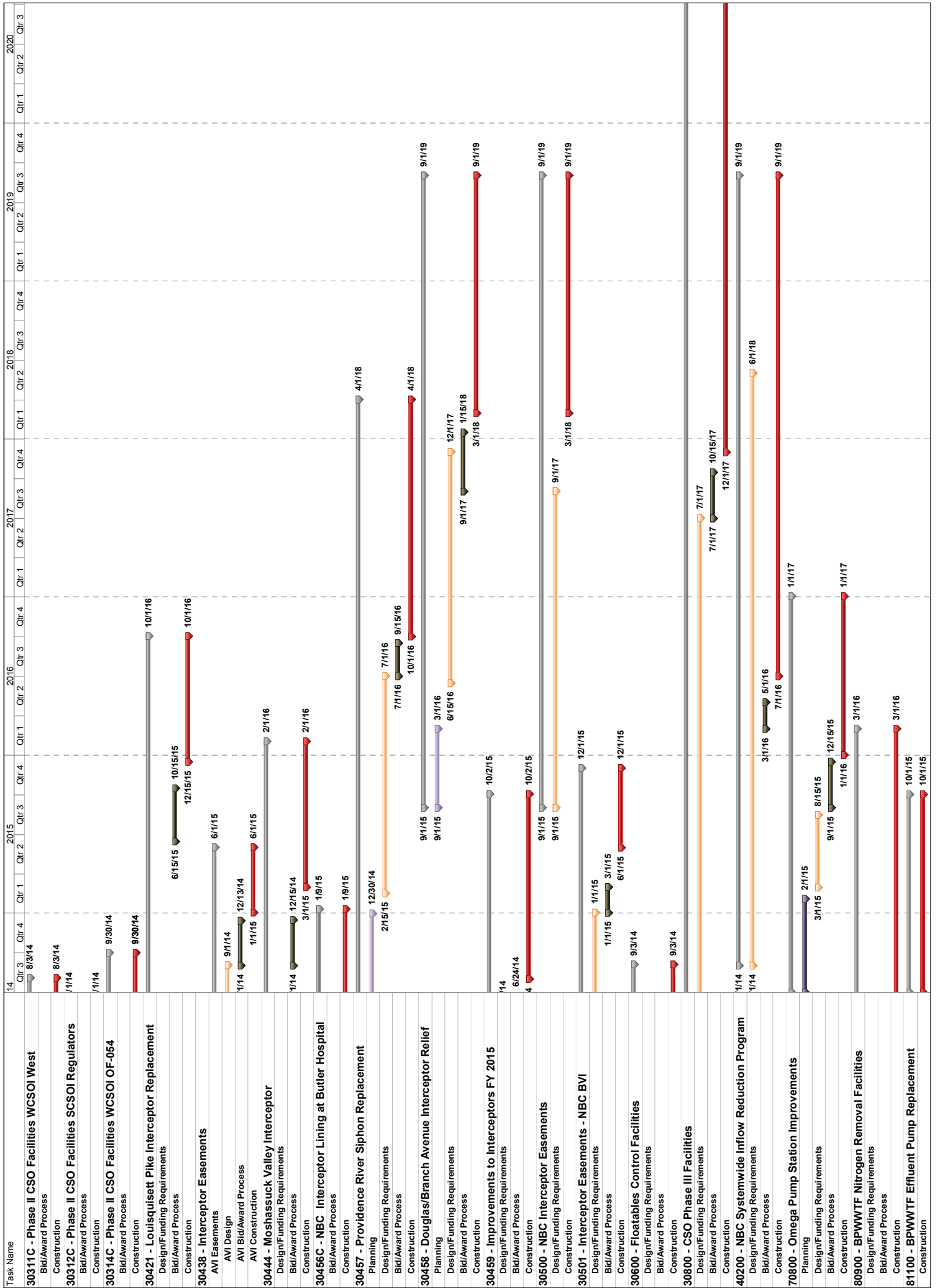
Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total Cost
EMDA						
Replace YSI Probes, Solutions & Related Equipment	34,500	-	-	-	-	34,500
Replace Vehicle - Unit 490	28,000	-	-	-	-	28,000
Replace 4 YSI Sondes (4-6600s)	28,000	-	-	-	-	28,000
Replace 4 Refrigerated Autosamplers	26,000	-	-	-	-	26,000
Replace 2 Deionizer units in FP Lab	15,000	-	-	-	-	15,000
Replace 2 SIU 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 Caribe Boat and Motor	-	9,300	-	-	-	9,300
Replace YSI Probes, 650 Handheld Meter, Solutions & Related Equipment	-	-	29,000	-	-	29,000
Replace Vehicle Unit 413 (2007 Ford Escape)	-	-	28,000	-	-	28,000
Replace 4 Refrigerated Autosamplers	-	-	26,000	-	-	26,000
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 & Related Equipment	-	-	-	30,000	-	30,000
Replace Vehicle - Unit 432 (2008 Ford E150 Van)	-	-	-	28,000	-	28,000
Replace 3 6712 Refrigerated Autosamplers	-	-	-	19,500	-	19,500
Replace 2 YSI Sondes (1-6600, 1-600XL)	-	-	-	11,500	-	11,500
Replace 1 SIU 3700 Autosampler	-	-	-	3,500	-	3,500
Replace YSI Probes, 650 Handheld Meter, Solutions & Related Equipment	-	-	-	-	32,000	32,000
Replace Vehicle Unit 383 (2009 Edge Caravan)	-	-	-	-	30,000	30,000
Replace 2 Refrigerated Autosamplers	-	-	-	-	13,000	13,000
Replace 2 YSI Sondes (1-6600, 1-600XL)	-	-	-	-	12,000	12,000
Replace 1 SIU Sampler	-	-	-	-	3,500	3,500
Subtotal EMDA	142,000	148,600	115,800	92,500	90,500	589,400
Total	\$ 3,678,500	\$ 2,798,400	\$ 3,261,300	\$ 2,778,000	\$ 1,962,000	\$ 14,463,200



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	\$ -	\$ 1,198,458	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,198,458
Legal		440,629	-	-	-	-	-	-	-	-	-	-	440,629
<i>Subtotal</i>		1,639,088	-	-	-	-	-	-	-	-	-	-	1,639,088
Construction Services Division:													
Construction Services		66,286	25,000	-	-	-	-	-	-	-	-	-	91,286
<i>Subtotal</i>		66,286	25,000	-	-	-	-	-	-	-	-	-	91,286
Administration & Finance Division:													
Human Resources		400,609	-	-	-	-	-	-	-	-	-	-	400,609
Finance		1,051,074	15,000	-	-	-	-	-	-	-	-	-	1,066,074
Accounting		780,945	-	-	-	-	-	-	-	-	-	-	780,945
IT		1,884,312	902,000	-	-	-	-	-	-	-	-	-	2,786,312
Customer Service		2,444,664	30,000	-	-	-	-	-	-	-	-	-	2,474,664
Purchasing		334,325	-	-	-	-	-	-	-	-	-	-	334,325
Administration		2,373,802	165,000	43,052,161	-	-	-	-	-	-	-	-	45,590,964
<i>Subtotal</i>		9,269,732	1,112,000	43,052,161	-	-	-	-	-	-	-	-	53,433,893
Operations / Engineering Division:													
IM		2,125,479	137,000	-	-	-	-	-	-	-	-	-	2,262,479
Engineering		719,251	25,000	-	-	-	-	-	-	-	-	-	744,251
Fields Point		14,094,829	1,253,500	-	-	-	-	-	-	-	-	-	15,348,329
Bucklin Point		7,719,164	658,000	-	-	-	-	-	-	-	-	-	8,377,164
<i>Subtotal</i>		24,658,723	2,073,500	-	-	-	-	-	-	-	-	-	26,732,223
Planning, Policy & Regulation Division:													
Planning		544,622	-	-	-	-	-	-	-	-	-	-	544,622
Pretreatment		1,071,689	120,000	-	-	-	-	-	-	-	-	-	1,191,689
Lab		1,867,242	206,000	-	-	-	-	-	-	-	-	-	2,073,242
ESTA		367,970	-	-	-	-	-	-	-	-	-	-	367,970
EMDA		1,485,614	142,000	-	-	-	-	-	-	-	-	-	1,627,614
<i>Subtotal</i>		5,337,137	468,000	-	-	-	-	-	-	-	-	-	5,805,137
Non-Departmental													
Direct CIP Funding		-	-	12,417,520	-	-	-	-	-	-	-	-	12,417,520
Debt Service Coverage		-	-	12,417,520	-	-	-	-	-	-	-	-	12,417,520
<i>Subtotal</i>		-	-	24,835,040	-	-	-	-	-	-	-	-	24,835,040
TOTAL	\$ -	\$ 40,970,964	\$ 3,678,500	\$ 55,469,681	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,119,146

Task Name	2015				2016				2017				2018				2019				2020			
	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		
14 10901 - FPWWTF Nitrogen Removal Facilities Construction				2/28/15	2/28/15																			
11602 FPWWTF Tunnel Pump Station Improvements Design				8/1/14																				
Bid/Award Process				1/14																				
Construction				11/1/14																				
11900 - NBC Regulatory Compliance Building and Related Upgrades Design/Funding Requirements				6/1/15																				
Bid/Award Process				10/28/16																				
Construction				10/28/16																				
12000 - BPWWTF Biogas Reuse Design				4/1/16																				
Bid/Award Process				7/1/14																				
Construction				10/5/14																				
12400 - New IM Facilities Design				12/1/15																				
Bid/Award Process				9/15/15																				
Construction				10/15/15																				
12500 - Utility Reliability Enhancement for the FP Campus Design				12/18/14																				
Bid/Award Process				12/18/14																				
Construction				4/1/15																				
12700 - FPWWTF Electrical Substation No. 1 Design				1/14																				
Bid/Award Process				1/14																				
Construction				4/1/15																				
12800 - BPWWTF Solar Energy Planning				9/30/14																				
Design/Funding Requirements				10/1/14																				
Bid/Award Process				5/31/15																				
Construction				6/1/15																				
12900 - Operations and Lab Building Reuse Planning				1/14																				
Design/Funding Requirements				1/14																				
Bid/Award Process				6/1/15																				
Construction				9/15/15																				
30301D - CSO Phase II Facilities Design Design/Funding Requirements				9/1/14																				
Bid/Award Process				9/1/14																				
Construction				4/1/16																				
30301RS - Phase II CSO Facilities Program & Construction Management Construction				4/1/16																				
Bid/Award Process				6/1/15																				
Construction				6/1/15																				
30302C - Phase II CSO Facilities OF 106 Bid/Award Process				6/6/16																				
Construction				6/6/16																				
30303C - Phase II CSO Facilities WCSOI Main Bid/Award Process				6/6/16																				
Construction				6/6/16																				
30304C - Phase II CSO Facilities SC SOI Main Bid/Award Process				12/28/15																				
Construction				12/28/15																				
30305C - Phase II CSO Facilities OF 027 Bid/Award Process				9/1/14																				
Construction				9/1/14																				
30306C - Phase II CSO Facilities OF 037 West Bid/Award Process				7/16/15																				
Construction				7/16/15																				
30307C - Phase II CSO Facilities OF 037 South Bid/Award Process				1/1/16																				
Construction				1/1/16																				
30308C - Phase II CSO Facilities OF 037 North Bid/Award Process				1/1/16																				
Construction				2/14/16																				
30310C - Phase II CSO Facilities WCSOI North Bid/Award Process				2/14/16																				
Construction				2/14/16																				





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 Driver’s 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

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.



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 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.



FY 2015 Operating Budget Detail

ACT. BUDGET NUMBER ACCOUNT	FY 2014 BUDGET	FY 2015 PROPOSED	CHANGE FROM FY 2014	EXECUTIVE AFFAIRS			LEGAL	ADMINISTRATION & FINANCE				GEN. ADM. CC 80		
				EXEC. AFFAIRS CC 21	CONSTR. SERV. CC 22	CC 24		H/R CC 23	FINANCE CC 31	ACCT. CC 32	IT CC 33		CUST SVC CC 34	PURCH. CC 36
PERSONNEL SERVICES														
52100 UNION - REGULAR	\$ 6,153,418	\$ 6,194,039	\$ 40,621	\$ -	\$ -	\$ -		43,301	\$ -	\$ 89,661	\$ -	\$ 713,908	\$ 47,898	\$ 50,000
52150 UNION OVERTIME	478,498	510,400	31,902	-	-	-		-	-	-	-	10,000	-	-
52300 NON-UNION REGULAR	8,767,823	9,276,180	508,357	755,688	1,003,421	300,871		207,787	360,996	493,545	934,761	431,711	192,034	235,499
52350 NON-UNION OVERTIME	93,600	81,900	(11,700)	-	20,000	-		-	-	100	-	2,000	-	-
52400 NON-UNION LIMITED	29,300	32,100	2,800	3,000	5,000	-		-	-	3,000	-	2,500	-	-
52800 UNION PENSION	1,482,529	1,494,847	12,318	1,482,529	1,494,847	12,318		10,535	-	21,815	-	173,694	11,654	-
52810 FICA	1,187,484	1,231,238	43,754	58,040	78,674	23,017		19,208	27,616	44,852	71,509	88,749	18,355	21,841
52820 UNEEMPLOYMENT	35,000	40,000	5,000	-	-	-		-	-	-	-	-	-	40,000
52920 NON UNION PENSION	886,073	935,809	49,736	75,569	102,342	30,087		20,779	36,100	49,365	93,476	43,371	19,203	23,550
52940 UNION RETIREMENT HEALTH	475,286	414,723	(60,563)	-	-	-		2,923	-	6,052	-	48,189	3,233	-
52950 HEALTH INSURANCE	3,697,622	3,507,641	(189,981)	117,766	210,328	61,383		58,883	61,383	137,522	178,316	288,745	33,985	-
52970 DENTAL INSURANCE	262,755	284,398	21,643	8,931	16,233	5,801		4,466	3,811	10,376	13,562	24,693	3,591	-
52980 VISION INSURANCE	44,421	45,468	1,047	1,355	2,415	873		677	768	1,850	2,324	4,064	573	-
52990 DISABILITY INSURANCE	75,000	39,056	(35,944)	-	-	-		-	-	-	-	-	-	39,056
53000 SUPP PENSION RETIREES	-	-	-	-	-	-		-	-	-	-	-	-	-
53690 WORK. COMP. - OLD CLAIMS	20,000	30,000	10,000	-	-	-		-	-	-	-	-	-	30,000
TOTAL PERSONNEL SERVICES														
59000 SALARY REIMBURSEMENT	23,688,809	24,117,799	428,989	1,020,348	1,438,413	422,031		368,559	490,674	858,138	1,293,948	1,831,624	330,525	439,946
59001 FRINGE REIMBURSEMENT	(1,241,652)	(1,277,837)	(36,184)	(39,800)	(910,421)	(2,179)		-	-	(76,979)	-	-	-	-
	(682,908)	(702,809)	(19,902)	(21,890)	(500,731)	(1,198)		-	-	(42,339)	-	-	-	-
NET PERSONNEL SERVICES														
	21,764,249	22,137,153	372,903	958,658	27,261	418,654		368,559	490,674	738,820	1,293,948	1,831,624	330,525	439,946
OPERATING SUPPLIES/EXPENSES														
52610 MEDICAL SVCS.	11,390	11,390	-	-	125	-		7,000	-	-	-	-	-	-
53210 POSTAGE	396,745	473,105	76,360	-	100	-		-	-	50	25	408,000	-	64,880
53240 DUES & SUBSCRIPTIONS	57,600	58,280	680	26,000	1,200	7,500		4,700	2,800	1,000	5,500	500	700	-
53250 FREIGHT	35,900	34,900	(1,000)	600	200	200		250	250	100	2,000	200	100	9,000
53310 PRINTING & BINDING	148,300	148,390	90	6,000	100	100		50	8,000	50	-	127,140	1,000	3,000
53320 ADVERTISING	12,900	20,900	8,000	2,500	2,000	1,500		-	2,000	-	2,500	-	100	5,000
53330 RENTAL- EQUIPMENT	18,820	18,320	(500)	7,500	-	-		-	-	-	-	-	-	5,820
53340 RENTAL- CLOTHING	31,400	32,500	1,100	4,000	-	-		-	-	-	-	-	-	-
53350 RENTAL-OUTSIDE PROPERTY	10,500	10,500	-	4,000	-	-		-	-	-	-	-	-	-
53360 MISCELLANEOUS EXPENSE	3,600	3,600	-	18,000	600	-		3,000	-	-	-	-	-	-
53370 PUBLIC OUTREACH ED.	18,000	18,000	-	18,000	-	-		-	-	-	-	-	-	-
53410 LOCAL TRAVEL	5,100	4,700	(400)	500	100	350		100	150	100	500	-	100	-
53420 LONG DISTANCE TRAVEL	64,100	60,700	(3,400)	22,000	1,500	3,500		1,500	3,000	-	12,000	1,000	-	-
53470 BLDG. & GRND. MAINT.	129,802	126,482	(3,320)	-	7,800	-		-	-	-	-	-	-	50,000
53480 SLUDGE DISPOSAL	4,511,289	5,640,023	1,128,734	-	-	-		-	-	-	-	-	-	-
53490 SCREENING & GRIT DISPOSAL	133,034	135,755	2,721	3,000	8,500	-		-	-	-	-	-	-	-
53510 VEHICLE FUEL & MAINTENANCE	206,750	207,250	500	-	-	-		100	-	-	300	12,750	-	65,000
53610 REPAIRS BLDG, STRUCT, EQUIP.	512,000	492,500	(19,500)	-	-	-		-	-	-	-	400	-	10,000
53620 REPAIR-HIGHWAY & WALKS	17,000	17,000	-	-	-	-		100	-	-	-	-	-	-
53630 MAINTENANCE CONTRACTS	972,834	978,004	5,170	100	2,000	75		100	-	75	439,839	7,100	100	47,550
53640 SERVICE AGREEMENTS	164,774	164,774	-	-	-	-		-	-	-	-	-	-	-
53650 HIGHWAY & LANDSCAPE	7,500	9,000	1,500	-	-	-		-	-	-	-	-	-	-
53660 INSURANCE	500,000	640,000	140,000	-	-	-		-	-	-	-	-	-	640,000
53680 WORK. COMP. INSURANCE	395,000	410,000	15,000	-	-	-		-	-	-	-	-	-	410,000
53900 CENTRAL PHONE SVCS.	4,500	4,500	-	-	-	-		-	-	-	-	-	-	4,500
54000 TELEPHONE	158,634	177,720	19,086	5,000	8,000	-		-	-	-	50,000	12,300	400	22,000
54020 FUEL OIL #2 - DIESEL	8,000	18,000	10,000	-	-	-		-	-	-	-	-	-	-
54060 FUEL-GAS	360,971	470,234	109,263	-	-	-		-	-	-	-	-	-	32,943
54090 ELECTRICITY	3,477,527	3,535,694	58,166	-	-	-		-	-	-	-	-	-	153,663

FY 2015 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2014 BUDGET	FY 2015 PROPOSED	CHANGE FROM FY 2014	EXECUTIVE AFFAIRS				ADMINISTRATION & FINANCE				GEN. ADM. CC 80			
					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		
54110	WATER	36,250	36,500	250	-	-	-	-	-	-	-	-	-	4,000		
54200	CLOTHING	30,400	28,500	(1,900)	2,000	2,000	-	-	-	-	-	-	2,100	-		
54332	CHLORINE/HYPOCHLORITE	275,004	320,177	45,173	-	-	-	-	-	-	-	-	-	-		
54333	CARBON FEED	105,447	71,235	(34,211)	-	-	-	-	-	-	-	-	-	-		
54336	SODIUM HYDROXIDE	216,125	162,458	(53,667)	-	-	-	-	-	-	-	-	-	-		
54337	SODIUM BISULFITE	263,610	243,770	(19,840)	-	-	-	-	-	-	-	-	-	-		
54340	LAB SUPPLIES	298,300	296,300	(2,000)	-	-	-	-	-	-	-	-	-	-		
54370	SUPPLIES BUILDING & MAINT.	232,450	287,650	55,200	100	500	-	-	-	50	800	450	-	25,000		
54410	EDUCATIONAL SUPP. & EXP.	62,450	65,350	2,900	7,500	500	1,500	-	1,750	2,500	10,000	1,500	300	10,000		
54420	COMPUTER SUPPLIES	81,850	85,200	3,350	500	1,000	150	-	-	200	65,000	300	200	6,000		
54430	OTHER OP. SUPPLIES & EXP.	9,850	20,550	10,700	500	-	-	-	-	-	1,600	-	-	3,000		
54440	SAFETY EQUIPMENT	23,450	25,900	2,450	-	200	-	-	-	-	-	1,000	-	500		
54500	OFFICE EXPENSE	84,637	86,475	1,838	17,500	2,600	600	-	3,000	4,200	6,000	300	4,000	15,000		
57913	LEASE INTEREST EXPENSE	15,000	15,000	-	-	-	-	-	-	-	-	-	-	15,000		
TOTAL OPERATING SUPP. & EXP.		13,944,019	15,667,287	1,723,268	123,300	39,025	15,475	-	21,550	25,400	10,125	590,364	578,740	3,800	1,601,856	
PROFESSIONAL SERVICES																
52600	REGULATORY EXPENSE	281,450	472,850	191,400	-	-	-	-	-	450,000	-	-	-	-	2,000	
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52630	LECTURES/ED./PROF. SVCS.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52650	SECURITY SERVICES	40,400	47,600	7,200	1,500	-	-	-	-	-	-	-	7,800	-	5,000	
52660	LEGAL SERVICES	206,000	201,000	(5,000)	50,000	-	5,000	-	-	30,000	-	-	1,000	-	115,000	
52670	MGMT/AUDIT SERVICES	2,145,350	2,214,375	69,025	60,000	-	-	-	8,000	55,000	32,000	-	-	-	110,000	
52680	CLERICAL SERVICES	32,500	16,500	(16,000)	5,000	-	1,500	-	-	-	-	-	-	-	-	
52690	OTHER SERVICES	196,200	214,200	18,000	-	-	-	-	2,500	-	-	-	25,500	-	100,000	
TOTAL PROFESSIONAL SERVICES		2,901,900	3,166,525	264,625	116,500	-	6,500	-	10,500	535,000	32,000	-	34,300	-	332,000	
TOTAL OPERATIONS & MAINTENANCE		38,610,168	40,970,964	2,360,796	1,198,458	66,286	440,629	-	400,609	1,051,074	780,945	1,884,312	2,444,664	334,325	2,373,802	
CAPITAL OUTLAYS																
16510	AUTOMOTIVE EQUIP.	317,000	82,000	(235,000)	-	-	-	-	-	-	-	-	-	-	-	
16520	BLDG. & PLANT EQUIP.	677,600	973,000	295,400	-	-	-	-	-	-	-	-	-	-	20,000	
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16570	LABORATORY EQUIP.	-	73,000	73,000	-	-	-	-	-	-	-	-	-	-	-	
16580	OFFICE FURN&EQUIP.	308,000	272,000	(36,000)	-	-	-	-	-	15,000	-	107,000	5,000	-	50,000	
16583	COMPUTER SOFTWARE	390,000	370,000	(20,000)	-	-	-	-	-	-	-	370,000	-	-	-	
16585	COMPUTER HARDWARE	459,500	475,000	15,500	-	-	-	-	-	-	-	425,000	-	-	-	
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16600	REPLACEMENT RESERVE	1,722,200	1,327,500	(394,700)	-	25,000	-	-	-	-	-	-	25,000	-	95,000	
16610	BUILDING & OTHER STRUCT.	18,000	106,000	88,000	-	-	-	-	-	-	-	-	-	-	-	
16630	IMP.-NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAYS		3,892,300	3,678,500	(213,800)	-	25,000	-	-	-	15,000	-	902,000	30,000	-	165,000	
DEBT SERVICE																
PROGRAMMED NEW DEBT																
PRINCIPAL		3,483,294	840,196	(2,643,098)	-	-	-	-	-	-	-	-	-	-	840,196	
INTEREST		23,334,698	23,028,273	(306,425)	-	-	-	-	-	-	-	-	-	-	23,028,273	
TOTAL DEBT SERVICE		17,135,586	19,183,692	2,048,106	-	-	-	-	-	-	-	-	-	-	19,183,692	
TOTAL		86,456,046	87,701,626	1,245,579	1,198,458	91,286	440,629	-	400,609	1,066,074	780,945	2,786,312	2,474,664	334,325	45,590,964	
					EXECUTIVE AFFAIRS				ADMINISTRATION & FINANCE							
					\$1,730,373	\$53,433,893										

FY 2015 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2014 BUDGET	FY 2015 PROPOSED	CHANGE FROM FY 2014	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	\$ 6,153,418	\$ 6,194,039	\$ 40,621	\$ 570,500	\$ -	\$ 2,043,640	\$ 1,702,367	\$ -	\$ 119,511	\$ 414,377	\$ -	\$ 398,876
52150	UNION OVERTIME	478,498	510,400	31,902	40,000	-	200,000	200,000	-	400	25,000	-	35,000
52300	NON-UNION REGULAR	8,767,823	9,276,180	508,357	370,338	721,498	1,132,308	-	-	576,226	507,044	243,729	427,251
52350	NON-UNION OVERTIME	93,600	81,900	(11,700)	6,000	-	44,000	-	-	200	4,000	1,000	4,000
52400	NON-UNION LIMITED	29,300	32,100	2,800	-	-	-	-	-	5,000	6,000	-	5,600
52800	UNION PENSION	1,482,529	1,494,847	12,318	138,803	-	497,218	414,186	-	29,077	100,818	-	97,047
52810	FICA	1,187,484	1,231,238	43,754	75,493	55,195	261,626	145,531	-	53,453	73,166	18,722	66,611
52820	UNEMPLOYMENT	35,000	40,000	5,000	-	-	-	-	-	-	-	-	-
52920	NON UNION PENSION	886,073	935,809	49,736	37,634	72,150	117,631	-	-	57,683	51,104	24,473	43,125
52940	UNION RETIREMENT HEALTH	475,286	414,723	(60,563)	38,509	-	137,946	114,910	-	8,067	27,970	-	26,924
52950	HEALTH INSURANCE	3,697,622	3,507,641	(189,981)	310,899	115,651	755,866	443,056	-	175,516	224,030	58,883	214,046
52970	DENTAL INSURANCE	262,755	284,398	21,643	24,063	9,916	64,209	35,731	-	14,279	17,199	4,466	18,147
52980	VISION INSURANCE	44,421	45,468	1,047	3,573	1,564	9,833	5,702	-	2,756	2,778	677	2,918
52990	DISABILITY INSURANCE	75,000	39,056	(35,944)	-	-	-	-	-	-	-	-	-
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-
53690	WORK COMP. - OLD CLAIMS	20,000	30,000	10,000	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES													
59000	SALARY REIMBURSEMENT	23,688,809	24,117,799	428,989	1,615,812	975,974	5,264,277	3,061,483	-	1,039,569	1,453,486	351,950	1,339,545
59001	FRINGE REIMBURSEMENT	(1,241,652)	(1,277,837)	(36,184)	(16,776)	(214,370)	(10,166)	-	-	-	-	(4,739)	(2,407)
		(682,908)	(702,809)	(19,902)	(9,227)	(117,903)	(5,591)	-	-	-	-	(2,606)	(1,324)
NET PERSONNEL SERVICES													
		21,764,249	22,137,153	372,903	1,589,809	643,701	5,248,520	3,061,483	-	1,039,569	1,453,486	344,605	1,335,814
OPERATING SUPPLIES/EXPENSES													
52610	MEDICAL SVCS.	11,390	11,390	-	-	-	-	-	-	-	-	4,265	-
53210	POSTAGE	396,745	473,105	76,360	-	50	-	-	-	-	-	-	-
53240	DUES & SUBSCRIPTIONS	57,600	58,280	680	680	2,000	2,800	-	-	500	100	1,500	300
53250	FREIGHT	35,900	34,900	(1,000)	3,000	300	10,500	500	-	200	5,500	100	1,500
53310	PRINTING & BINDING	148,300	148,390	90	100	-	50	-	-	100	1,500	1,000	200
53320	ADVERTISING	12,900	20,900	8,000	500	-	2,000	1,000	-	-	800	1,000	-
53330	RENTAL-EQUIPMENT	18,820	18,320	(500)	1,500	-	3,500	-	-	-	-	-	-
53340	RENTAL-CLOTHING	31,400	32,500	1,100	5,000	-	14,000	13,500	-	-	-	2,500	2,800
53350	RENTAL-OUTSIDE PROPERTY	10,500	10,500	-	-	-	-	-	-	1,200	-	-	-
53360	MISCELLANEOUS EXPENSE	3,600	3,600	-	-	-	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	18,000	18,000	-	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	5,100	4,700	(400)	400	200	50	250	-	600	50	100	750
53420	LONG DISTANCE TRAVEL	64,100	60,700	(3,400)	5,000	2,500	-	-	-	2,000	2,000	2,500	200
53470	BLDG. & GRND. MAINT.	129,802	126,482	(3,320)	6,982	-	45,000	-	-	-	200	-	-
53480	SLUDGE DISPOSAL	4,511,289	5,640,023	1,128,734	-	-	4,762,087	877,936	-	-	16,500	-	-
53490	SCREENING & GRIT DISPOSAL	133,034	135,755	2,721	34,513	-	75,496	25,747	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	206,750	207,250	500	81,500	3,500	65,000	-	-	8,000	-	-	25,000
53610	REPAIRS BLDG, STRUCT,EQUIP.	512,000	492,500	(19,500)	64,000	-	325,000	-	-	200	30,000	-	7,500
53620	REPAIR-HIGHWAY & WALKS	17,000	17,000	-	7,000	-	-	-	-	-	-	-	-
53630	MAINTENANCE CONTRACTS	972,834	978,004	5,170	14,000	35,100	265,471	120,144	-	1,200	44,000	-	1,100
53640	SERVICE AGREEMENTS	7,500	9,000	1,500	6,000	-	162,774	2,000	-	-	-	-	-
53650	HIGHWAY & LANDSCAPE	500,000	640,000	140,000	-	-	-	-	-	-	-	-	-
53660	INSURANCE	395,000	410,000	15,000	-	-	-	-	-	-	-	-	-
53680	WORK COMP. INSURANCE	4,500	4,500	-	-	-	-	-	-	-	-	-	-
53900	CENTRAL PHONE SVCS.	158,634	177,720	19,086	27,000	10,000	17,500	8,000	-	700	1,300	800	7,500
54020	FUEL OIL #2 - DIESEL	8,000	18,000	10,000	-	-	18,000	-	-	-	-	-	-
54060	FUEL-GAS	360,971	470,234	109,263	33,331	-	257,294	120,409	-	-	26,256	-	-
54090	ELECTRICITY	3,477,527	3,535,694	58,166	127,864	-	1,729,948	1,524,219	-	-	-	-	-

FY 2015 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2014 BUDGET	FY 2015 PROPOSED	CHANGE FROM FY 2014	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	36,250	36,500	250	4,000	-	25,000	-	-	-	3,500	-	-	-
54200	CLOTHING	30,400	28,500	(1,900)	5,000	300	7,500	2,000	-	300	800	1,000	500	5,000
54332	CHLORINE/HYPOCHLORITE	275,004	320,177	45,173	-	-	320,177	-	-	-	-	-	-	-
54333	CARBON FEED	105,447	71,235	(34,211)	-	-	71,235	-	-	-	-	-	-	-
54336	SODIUM HYDROXIDE	216,125	162,458	(53,667)	-	-	162,458	-	-	-	-	-	-	-
54337	SODIUM BISULFITE	263,610	243,770	(19,840)	-	-	243,770	-	-	-	-	-	-	-
54340	LAB SUPPLIES	298,300	296,300	(2,000)	-	-	18,000	-	-	-	1,000	225,000	500	51,800
54370	SUPPLIES BUILDING & MAINT.	232,450	287,650	55,200	66,700	-	190,000	4,000	-	100	500	550	400	2,500
54410	EDUCATIONAL SUPP. & EXP.	62,450	65,350	2,900	3,000	2,000	4,000	-	-	1,800	2,500	1,000	6,500	4,000
54420	COMPUTER SUPPLIES	81,850	85,200	3,350	300	100	6,000	-	-	50	1,200	500	3,700	-
54430	OTHER OP. SUPPLIES & EXP.	9,850	20,550	10,700	12,000	-	1,000	-	-	2,200	50	-	200	-
54440	SAFETY EQUIPMENT	23,450	25,900	2,450	5,000	-	10,000	600	-	100	1,000	500	6,500	-
54500	OFFICE EXPENSE	84,637	86,475	1,838	4,500	1,500	11,000	-	-	3,225	3,000	3,100	1,550	4,600
57913	LEASE INTEREST EXPENSE	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-
	TOTAL OPERATING SUPP. & EXP.	13,944,019	15,667,287	1,723,268	518,871	57,550	8,829,609	2,696,306	13,125	32,120	361,906	23,365	124,800	-
	PROFESSIONAL SERVICES													
52600	REGULATORY EXPENSE	281,450	472,850	191,400	300	-	10,000	10,000	-	-	550	-	-	-
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-
52630	LECTURES/ED./PROF. SVCS.	-	-	-	-	-	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	40,400	47,600	7,200	16,000	8,000	6,000	2,000	-	-	1,300	-	-	-
52660	LEGAL SERVICES	206,000	201,000	(5,000)	-	-	-	-	-	-	-	-	-	-
52670	MGMT/AUDIT SERVICES	2,145,350	2,214,375	69,025	-	-	-	1,949,375	-	-	-	-	-	-
52680	CLERICAL SERVICES	32,500	16,500	(16,000)	-	-	-	-	-	10,000	-	-	-	-
52690	OTHER SERVICES	196,200	214,200	18,000	500	10,000	700	-	-	-	50,000	-	25,000	-
	TOTAL PROFESSIONAL SERVICES	2,901,900	3,166,525	264,625	16,800	18,000	16,700	1,961,375	10,000	-	51,850	-	25,000	-
	TOTAL OPERATIONS & MAINTENANCE	38,610,168	40,970,964	2,360,796	2,125,479	719,251	14,094,829	7,719,164	544,622	1,071,689	1,867,242	367,970	1,485,614	-
	CAPITAL OUTLAYS													
16510	AUTOMOTIVE EQUIP.	317,000	82,000	(235,000)	7,000	25,000	-	50,000	-	-	-	-	-	-
16520	BLDG. & PLANT EQUIP.	677,600	973,000	295,400	-	-	642,000	261,000	-	-	50,000	-	-	-
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-
16570	LABORATORY EQUIP.	-	73,000	73,000	-	-	-	-	-	-	73,000	-	-	-
16580	OFFICE FURN&EQUIP.	308,000	272,000	(36,000)	-	-	-	-	-	-	95,000	-	-	-
16583	COMPUTER SOFTWARE	390,000	370,000	(20,000)	-	-	-	-	-	-	-	-	-	-
16585	COMPUTER HARDWARE	459,500	475,000	15,500	-	-	-	50,000	-	-	-	-	-	-
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
16600	REPLACEMENT RESERVE	1,722,200	1,327,500	(394,700)	130,000	-	561,500	241,000	-	-	25,000	83,000	-	142,000
16610	BUILDING & OTHER STRUCT.	18,000	106,000	88,000	-	-	50,000	56,000	-	-	-	-	-	-
16630	IMP.- NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAYS	3,892,300	3,678,500	(213,800)	137,000	25,000	1,253,500	658,000	-	120,000	206,000	-	142,000	-
	DEBT SERVICE													
	PROGRAMMED NEW DEBT	3,483,294	840,196	(2,643,098)	-	-	-	-	-	-	-	-	-	-
	PRINCIPAL	23,334,698	23,028,273	(306,425)	-	-	-	-	-	-	-	-	-	-
	INTEREST	17,135,586	19,183,692	2,048,106	-	-	-	-	-	-	-	-	-	-
	TOTAL DEBT SERVICE	43,953,578	43,052,161	(901,417)	-	-	-	-	-	-	-	-	-	-
	TOTAL	\$ 86,456,046	\$ 87,701,626	\$ 1,245,579	\$ 2,262,479	\$ 744,251	\$ 15,348,329	\$ 8,377,164	\$ 544,622	\$ 1,191,689	\$ 2,073,242	\$ 367,970	\$ 1,627,614	\$ 5,805,137
							\$26,732,223							

