

NARRAGANSETT BAY COMMISSION

FISCAL
YEAR
2016

Operating
Budget

Vincent J. Mesolella, Chairman

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Narragansett Bay Commission
Rhode Island**

For the Fiscal Year Beginning

July 1, 2014

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, 2014. 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 2016 Budget

BOARD OF COMMISSIONERS

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

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

James S. Bennett
Dr. Richard Burroughs
Dr. Bruce Campbell
Mario G. Carlino
Michelle R. DeRoche
Michael DiChiro, Esq.
Jonathan K. Farnum
Seth K. Handy, Esq.

Joseph Kimball
Paul E. Lemont, Esq.
Ronald Leone
John MacQueen
Joan P. Milas
Alessandro Montanari
Alan Nathan
Richard D. Worrell

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



Photo: Old Pier Piles at India Point Park, Seekonk River

Narragansett Bay Commission

Fiscal Year 2016 Budget

CITIZENS ADVISORY COMMITTEE

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

Harold Gadon, Chairman
Howard Schachter, Vice Chairman

Lou Blais
Topher Hamblett
Chris Hannifan

Phillip Holmes
Jean Lynch
Chandrasekhar Mohanty

Nilesh Patel
Michael Quinn
Jane Sherman



Photo: Swan on Narragansett Bay, near Rhode Island Yacht Club

Narragansett Bay Commission

Table of Contents

	Page No.
I. Executive Director’s Message	
Executive Director’s Message.....	1
NBC Outlook.....	2
Fiscal Year 2015 in Review	9
II. About the Narragansett Bay Commission.....	13
III. Budget Summary Information	
Budget Overview	33
Historical Overview	35
FY 2016 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.....	55
The Budget Process	56
Budget Monitoring and Amendment Procedures	58
FY 2016 Budget Calendar	59
Financial Policies.....	61
Fund Definitions and Financial Data.....	65
V. Long-Term Debt and Capital Improvement Program	
Long-Term Debt Overview	69
CIP Impact Overview	75
Capital Improvement Program	78
Capital Project Cost Summary.....	92
Capital Projects Detail	94
VI. Division Summaries	
Executive Affairs and Construction Services Divisions	137
Administration and Finance Division.....	151
Operations and Engineering Division	179
Planning, Policy and Regulation Division.....	197
VII. Supporting Schedules	
Budget Resolution and Attachment	221
Budgeted Benefits Comparison.....	228
Historical Position Summary	229
FY 2016 Operating Capital Outlays.....	230
Five-Year Operating Capital Plan.....	233
Fund Organization Matrix.....	239
CIP Master Project Schedule	240
VIII. Appendix	
Acronyms Glossary	243
Glossary of Terms.....	249
Operating Budget Detail for FY 2016.....	256



Executive Director's Message

Fiscal Year 2016 Budget Summary

The Narragansett Bay Commission's FY 2016 Operating Budget demonstrates NBC's continued commitment to provide excellent service at the lowest possible cost. Overall, the FY 2016 Operating Budget is 3.4% higher than the prior year primarily driven by increased costs associated with debt service related to mandated capital improvements and higher operating capital outlays related to investments at NBC's two wastewater treatment facilities.

The FY 2016 budget reflects an increase in Operating Revenue of 2.0% from a projected 2.37% increase in sewer user fees effective July 1, 2015. Non-Operating Revenue is 28.2% higher on a year-to-year basis primarily as a result of increases in the Transfer from Operating Capital and the Revenue Fund Balance. In addition, the FY 2016 Non-Operating Revenues include \$160,000 from the "Special Master" restricted account.

With respect to expense, budgeted Operating and Maintenance Expense is 0.8% or \$324,330 thousand less than the prior year. Of this decrease, 62.6% is related to professional services expense which is lower due to the transfer of Bucklin Point Wastewater Treatment Facility (WWTF) management responsibilities from a private contractor to NBC. Budgeted Debt Service is 4.8% higher than the prior year as the result of higher existing and programmed new debt in FY 2016. Debt Service Coverage shows a year-to-year increase of 5.9%, while Operating Capital Outlays are 26.2% higher on a year to year basis. The net effect of these changes is a 3.4% increase in total expense compared to FY 2015.

Year-to-Year Operating Budget Comparison

	FY 2015 Budget	FY 2016 Budget	Percent Change
Revenue			
Operating Revenue	\$ 94,616,128	\$ 96,487,944	2.0%
Non-Operating Revenue	5,503,017	7,056,060	28.2%
Total Revenue	100,119,146	103,544,004	3.4%
Expense			
Operating and Maintenance Expense	40,970,965	40,646,635	(0.8%)
Debt Service	43,052,161	45,111,364	4.8%
Debt Service Coverage	12,417,520	13,144,946	5.9%
Operating Capital Outlays	3,678,500	4,641,060	26.2%
Total Expense	\$ 100,119,146	\$ 103,544,004	3.4%

“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: Cloudy day over Narragansett Bay

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its FY 2016 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

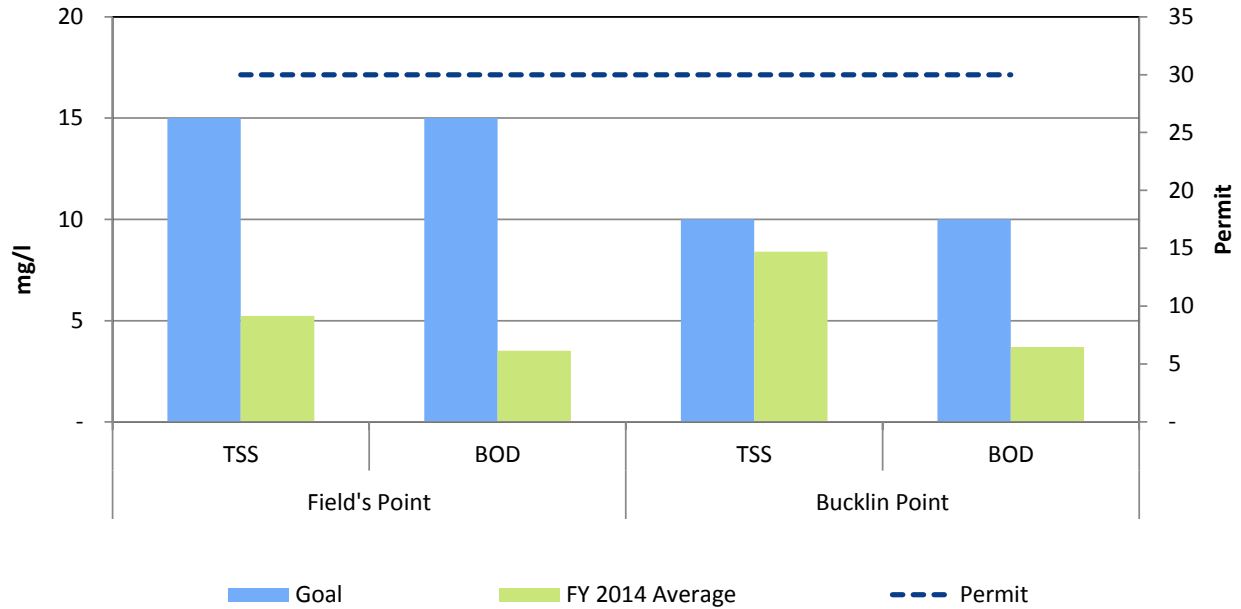
NBC's operating and capital budgets are based on the objectives and priorities outlined in NBC's Strategic Plan. The Strategic Plan provides the framework of NBC's long-term priorities over the next ten years. This narrative serves to link the allocation of resources in the FY 2016 budget to the relationship 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 2016 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 2016 clean water goals of achieving treatment levels superior to the permitted levels at both the Field's Point WWTF and Bucklin Point WWTF.

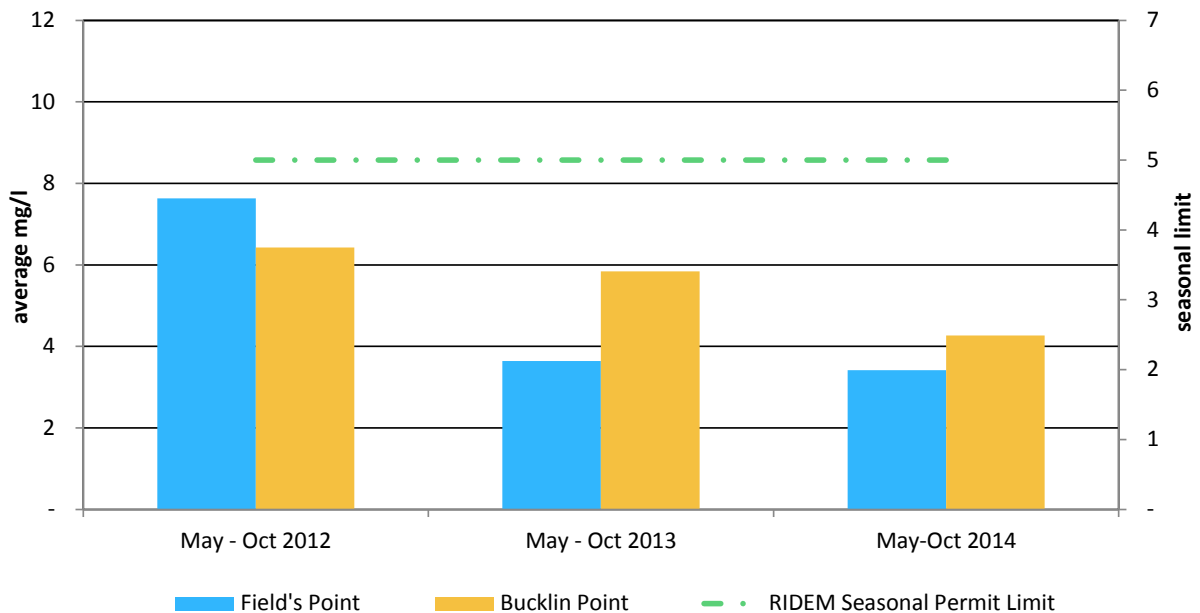


Wastewater Treatment Permit Requirements vs. Goals



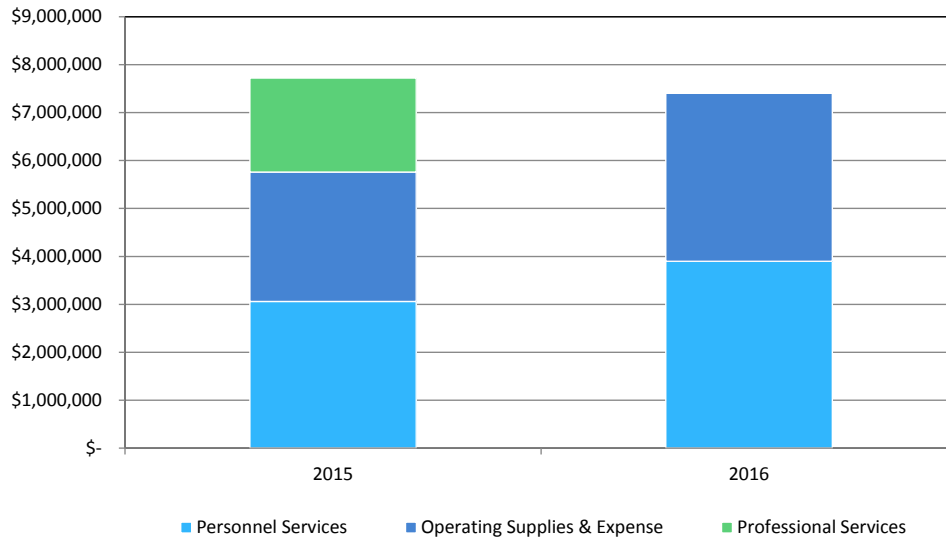
NBC is required to attain a seasonal total nitrogen permit limit of 5 mg/l from May to October at both the Field's Point and Bucklin Point WWTFs in accordance with the RIDEM seasonal permit limits that became effective in July 2014. Newly constructed Biological Nutrient Removal (BNR) facilities became operational in May 2013 at Field's Point and in August 2014 at Bucklin Point. NBC is achieving excellent treatment results at both facilities and Operations staff has been optimizing the treatment process during the past year. The BNR process has stabilized at Field's Point and as a result of endogenous respiration, biosolids dry ton production has declined significantly over the past year. This year's budget includes \$4.8 million for biosolids disposal which is approximately \$826 thousand or 14.6% less than the prior year's budgeted amount.

Wastewater Treatment Nitrogen Seasonal Permit vs. Seasonal Average



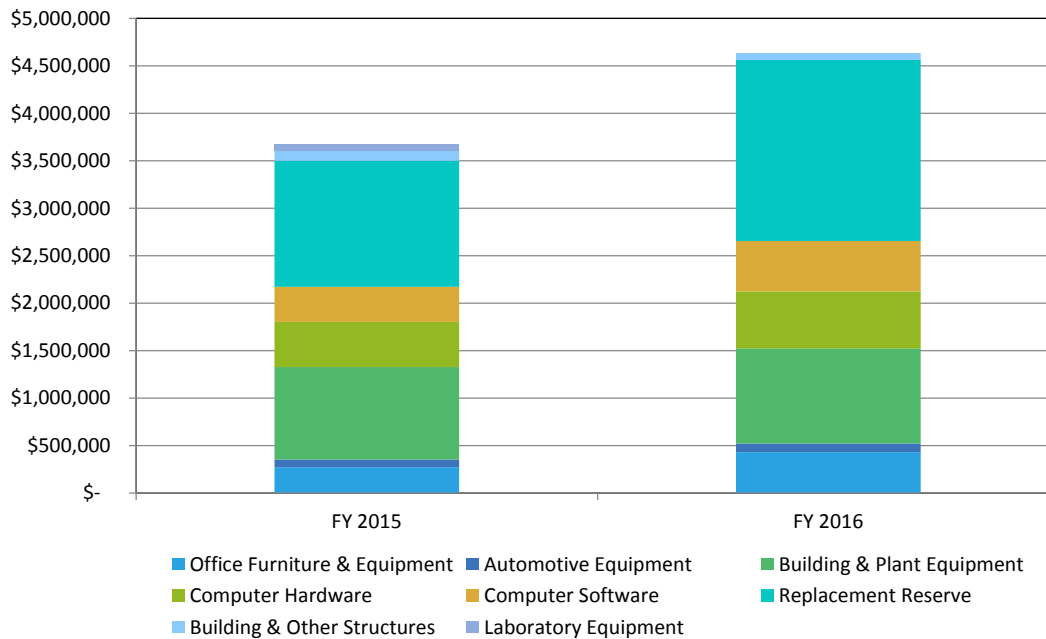
The FY 2016 budget is also aligned with NBC's core business and financial management functions and reflects the decision to transition to NBC management of the Bucklin Point WWTF. A private contractor had been providing the management function since 1999 and although NBC has achieved significant cost savings over the years, it was determined that NBC is in a position to more efficiently manage the facility. The transition to NBC management involves the creation and funding of seven non-union positions and one union position. Net savings of more than \$300 thousand in Operations and Maintenance expense is reflected in the FY 2016 budget.

Comparison of Bucklin Point WWTF Operating Costs



Support of core business functions in the FY 2016 budget is also evident in the increased allocation of resources to replacement reserve and other operating capital outlay needs identified through the asset management process. Overall, there is an increase of 26.2% in operating capital outlays programmed for FY 2016 for items identified through NBC's asset management program as well as investments in technology.

Capital Outlays

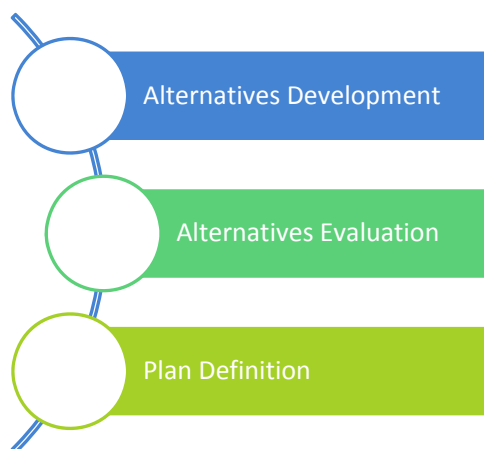


This year’s budget reflects NBC’s continued investment in capital projects required to meet current and future federal and state mandates. Funding is included to complete construction of the Phase II Combined Sewer Overflow (CSO) Abatement Facilities. Required as part of a Consent Agreement with RIDEM, this project is currently estimated to cost \$190.7 million with \$9.1 million programmed in FY 2016 primarily related to retainage. Construction was separated into fourteen separate contracts based upon the tasks to be completed and is approximately 99% complete and scheduled for completion in 2015.



Photo: Seekonk Interceptor Installation

Funds are also included in this year’s budget for preliminary design costs associated with the CSO Phase III Facilities. This project is the third and final phase of the federally mandated CSO Abatement Program required as part of a Consent Agreement between NBC and RIDEM and is required to comply with federal law. The Consent Agreement requires that NBC complete preliminary design of the CSO Phase III Facilities within one year following the completion of Phase II and final design within one year of RIDEM’s approval of the preliminary design. NBC initiated the reevaluation of the Phase III Facilities in January 2014 with a focus on affordability issues, an evaluation of the significant improvements 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, remained to be the most cost effective approach.



Several alternatives were developed through this process and a series of Stakeholder meetings were held to evaluate the alternatives and financial impacts. The affordability analysis based upon EPA criteria was thoroughly conducted to evaluate ratepayer impact on the various communities and census tracts in NBC’s service area. The NBC Board of Commissioners (Board) selected an alternative at their April 28, 2015 Board meeting. The pre-design cost projection for this alternative is \$815 million in 2018 dollars.

NBC will submit the final reevaluation report to RIDEM in July 2015 and RIDEM review and approval is expected within six months. The existing Consent Agreement between NBC and RIDEM will be renegotiated establishing new milestones for the program’s completion. Subsequent to approval, NBC will initiate preliminary design, which is projected to take eighteen months. Additional information related to this project is included in the Long-Term Debt and CIP section of this document.

NBC has allocated resources in FY 2016 to its environmental performance strategic objective with investment in renewable energy projects. These projects will minimize greenhouse gases and reduce the need to purchase outside power supplies. Construction of a biogas reuse facility at Bucklin Point will continue in FY 2016. NBC will install a combined heat and power system and burn the biogas in a reciprocating engine to generate electricity and heat for reuse in the treatment facility. The estimated construction cost for the project is \$8.1 million which will be financed through a loan from the Rhode Island Clean Water Finance Agency. This project has qualified for \$512 thousand in “principal forgiveness” and additional grant funding may also be received.



Photo: Bucklin Point Digester building



Photo: Solar Photovoltaic Energy Array

The FY 2016 budget also includes funding to assess the feasibility of installing a 2 Mega Watt solar photovoltaic energy array at the Bucklin Point WWTF. Solar photovoltaic energy is clean, reliable, and economical. Photovoltaic energy cells have semiconductors and are capable of converting sunlight directly into electrical energy. The proposed solar energy array would cover approximately 8.8 acres at the closed Bucklin Point landfill and is estimated to generate approximately 2.3 million kWh of clean renewable electricity annually.

In further support of NBC's core business and environmental performance objectives, the FY 2016 budget includes funding for the construction of the Regulatory Compliance Building (RCB) which will contain a state of the art water quality laboratory. This project is currently estimated to cost \$21.2 million with \$11.8 million programmed expenditures in FY 2016. The RCB will contain the Environmental Monitoring Data Analysis (EMDA) and Laboratory sections of the NBC. These two groups work closely together to meet NBC's sampling and analytical requirements and will house the laboratory equipment and monitoring capability required by the RIPDES permit and EPA. Construction is approximately 26% complete and scheduled for completion in 2016.



Photo: Steel Construction at the Regulatory Compliance Building

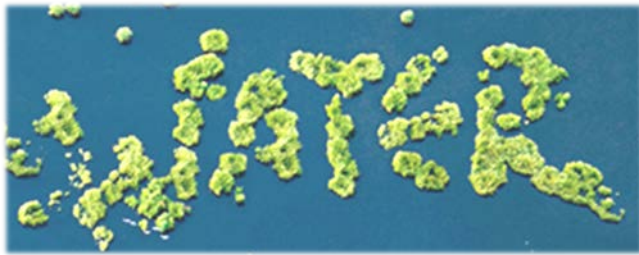
Overall, NBC's Capital Improvement Program (CIP) identifies 60 projects totaling approximately \$155.3 million that are either in progress, to be initiated or to be completed during fiscal years 2017-2021. In addition, capital expenditures of \$33.6 million are programmed for FY 2016 for a total of \$188.9 million during fiscal years 2016- 2021. The following graph shows NBC's CIP by fiscal year and reveals that 67% of the costs for the five year window are related to the CSO Phase III Facilities.

FY 2017-2021 Capital Improvement Program
(In Thousands)

Project	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Costs FY 2017 - 2021	% of Five-Year Window
CSO Phase III Facilities	\$ 2,179	\$ 12,152	\$ 9,408	\$ 12,002	\$ 5,311	\$ 65,440	\$ 104,312	67%
Other	31,463	28,041	4,964	7,637	5,450	4,864	50,954	33%
Total	\$ 33,641	\$ 40,193	\$ 14,371	\$ 19,639	\$ 10,760	\$ 70,304	\$ 155,267	100%

Environmental Performance

The FY 2016 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, monitor industrial pretreatment, significant industrial users (SIU's), interceptor system, manholes, and river and bay bacteria levels. NBC's Environmental Monitoring for Public Access and Community Tracking (EMPACT) project provides the means to evaluate the quality of the receiving water at certain buoy and fixed station sites from NBC's nutrient removal and CSO facilities.



The FY 2016 budget includes approximately \$57 thousand in maintenance contracts for nutrient analyzers, spectrophotometers and other 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 \$296 thousand in laboratory equipment which includes low level

metal analyzers, refrigeration units and incubators. In addition, this budget supports the additional testing required for nitrogen and arsenic as well as the additional testing expected with the new RIPDES permit.

Financial Management

The most significant financial challenge facing NBC continues to be the financing of the CIP. NBC has increased rates four times in the last five years to support the capital program. This year's budget also includes a 2.37% increase in user fees effective July 1, 2015 for debt service and debt service coverage required to fund additional improvements. Non-operating revenues are budgeted 28.2% higher than last year primarily as a result of increased transfers from operating capital, a higher budgeted revenue fund balance and the \$160 thousand transfer from the PUC restricted "Special Master" account.



With respect to expense, budgeted Operating and Maintenance (O&M) Expense is 0.8% less than the prior year. Personnel costs represent 58.1% of the total O&M expense and are 6.8% higher on a year-to-year basis. The increase in Personnel costs is primarily driven by the funding of eight new positions required to support the transition to NBC management of the Bucklin Point WWTF. This budget includes contracted step and 2.5% cost of living increases for union employees and comparable level merit increases (3%) for non-union employees. Budgeted employer contributions to the non-union retirement plan are 18% or \$165 thousand higher than last year, a function of an increase in the number of non-union positions

and changes prompted by GASB 68. NBC's contribution rate on behalf of union employees to the State of Rhode Island Retirement System is 0.31% higher and retirement health is unchanged on a year-to-year basis. The budgeted premiums for health and dental insurance are 5.0% and 7.5% higher, respectively. The vision premium remains unchanged from the prior year.

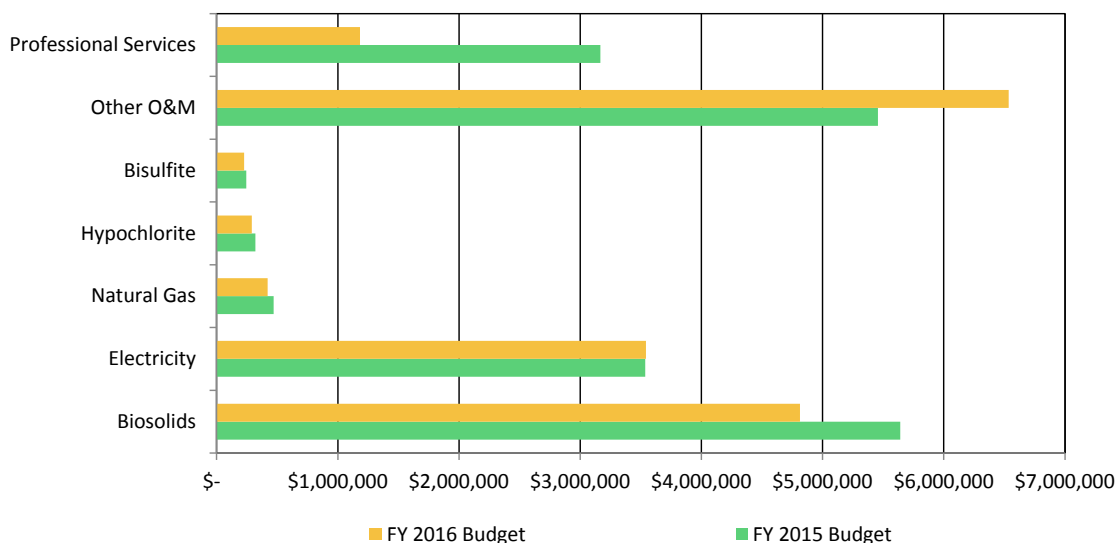
The FY 2016 budget for Operating Supplies and Expense is 1.0% or \$163,798 higher than the prior year. This reflects the incorporation of \$415 thousand for repairs, supplies and other building and maintenance expense line items and approximately \$138 thousand for chemicals as well as other expenses related to Bucklin Point. In prior years, these expenses were budgeted in the professional services line item as they were included in the third party management contract. Budgeted chemical expense at Field's Point is 22% lower on a year-to-year basis. The budget for utilities is relatively unchanged from the prior year, with projected 235 thousand kWh higher electricity use offset by a 41% increase in wind turbine production. The FY 2016 budget for natural gas is 11% lower than the prior year as the net result of slightly higher projected use at 12% lower supply rate. Increased expenses are mitigated by significantly lower biosolids disposal budgeted expense. Overall, the FY 2016 budget for biosolids is 14.6% or \$826 thousand lower in FY 2016 due to lower dry ton production at Field's Point as the biological processes related to the new nitrogen removal facilities have stabilized.

Professional Services comprise 3.0% of the total O&M expense and the FY 2016 budget is \$1,983,825 or 62.6% lower than the FY 2015 budget. This decrease is the result of the elimination of the use of a third party

for the management of the Bucklin Point WWTF. In anticipation of GASB 67 and GASB 68 requirements, this year's budget also includes funding for the independent audit of NBC's Non-Union Defined Benefit Plan.

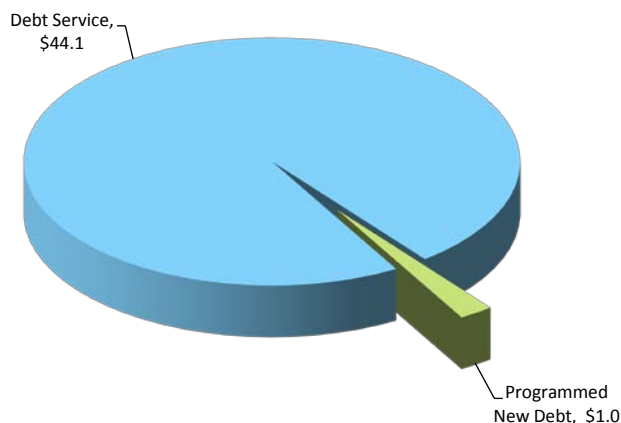
The following chart shows a year-to-year comparison of the large operating supply and expense accounts.

Large Operating Supply and Expense Accounts



Budgeted debt service in FY 2016 is 4.8% or \$2.1 million higher than the prior year. This is the net effect of three factors. First, debt service expense is approximately \$400 thousand lower as a result of the refunding of the 2005 Series A and 2007 Series A bonds during FY 2015. Second, there is a net increase in the debt service expense associated with the loans through the Rhode Island Clean Water Finance Agency (RICWFA) primarily related to a full year of interest expense associated with the 2014 Series A bonds. Lastly, the FY 2016 budget reflects programmed new debt service associated with the borrowing of \$76.3 million or 205% more than the prior fiscal year. This figure includes a \$41.8 million borrowing through RICWFA originally scheduled to close in FY 2015 along with a second, \$34.5 million loan. It is also worth noting that NBC worked with RICWFA to increase the maximum amortization of future RICWFA loans from 20 to 30 years, closer to the useful life of the financed assets and reducing annual debt service expense. Overall, the budgeted amount for debt service; programmed new debt and debt service coverage is \$2.8 million or 5.0% higher on a year-to-year. The following chart shows the existing and programmed debt service included in the FY 2016 budget.

FY 2016 Debt Service (In Millions)



Staffing

NBC's FY 2016 budget reflects organizational changes necessary for NBC to assume the management functions at Bucklin Point as well as to meet changing operational needs. In addition to the eight new positions at Bucklin Point, one additional position in Customer Service is funded to support monthly billing. Due to a reduction in construction activity, two FTEs in Construction Services are not funded and capital reimbursements are budgeted at a reduced level. The budget also reflects an increase in the turnover allowance from three to four positions. The cumulative effect of these changes on a year-to-year basis is 268 funded positions, which represents a net increase of six FTEs.

Another NBC strategic objective is to recruit, develop and retain highly qualified staff. To this end, NBC offers its employees comprehensive benefits and this year's budget reflects a 31% increase in funding for employee education and training. NBC has worked diligently to maintain a positive relationship with its employees and FY 2016 is the second year of the three-year union contract successfully negotiated last year. In FY 2016, NBC will continue to offer a strong benefits package including a High Deductible Health Plan (HDHP) in tandem with partial funding of a Health Savings Account (HSA) or Health Retirement Account (HRA). 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 2016 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 83,650 customer accounts. In terms of communication, the FY 2016 budget includes resources for the rebranding of the elementary education program that reaches out to schools in NBC's service area. The program takes place in the classroom and at various river locations, and culminates with an environmental education conference attended by all of the students.

Fiscal Year 2015 in Review

In FY 2015, the NBC organization achieved a remarkable 135 accomplishments. Approximately 40% or 54 accomplishments focused on NBC's Core Business, ensuring that all state and federal mandates were met or surpassed. In addition, 27% of the FY 2015 accomplishments related to Financial Management and ensured that ratepayer impacts were minimized. Furthermore, 13% 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 2015 Major Accomplishments

Strategic Plan Goals	Executive	Administration & Finance	Operations & Engineering	Planning, Policy & Regulation	Total	Percentage of Goals
Core Business	11	16	17	10	54	40%
Environmental	-	-	1	4	5	4%
Financial Management	7	26	2	1	36	27%
Customer Focus	1	7	2	8	18	13%
Staffing	5	-	4	1	10	7%
Communication	2	1	1	2	6	4%
Organizational	3	3	-	-	6	4%
	29	53	27	26	135	100%



In FY 2015, NBC received numerous awards acknowledging environmental performance and treatment facility management achievements. NBC received the Water Environment Federation 2014 Water Quality Improvement Award for water quality improvements resulting from the construction and operation of the CSO Phase I Facilities. This annual national award is presented to a single water quality

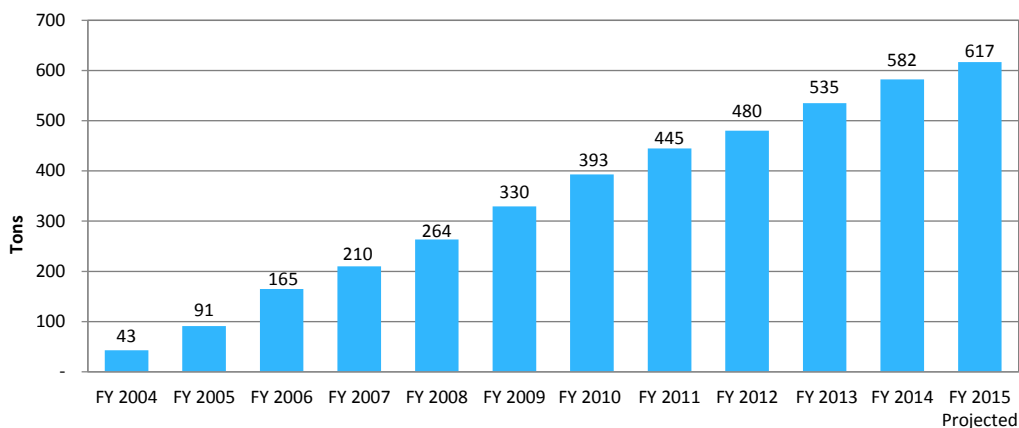
program that best demonstrates significant, lasting and measurable excellence in water quality improvement. In addition, NBC's Board recognized staff for the sampling and data analysis that was performed in order to receive this award.

For the sixth consecutive year, NBC received the Most Efficient Large Secondary Treatment Facility Award from the Narragansett Water Pollution Control Association (NWPCA) for the Field's Point WWTF. NBC also received the 2014 NWPCA Mattera Safety Award for demonstrating an outstanding commitment to safety. The National Association of Clean Water Agencies (NACWA) presented Field's Point with the Peak Performance Gold Award for Permit Compliance based upon zero permit violations and presented Bucklin Point with the Peak Performance Silver Award for consistent permit compliance. Additionally, NBC was recognized for its commitment and ongoing leadership efforts in Asset Management at both the Field's Point and Bucklin Point Wastewater Treatment Facilities and was the recipient of the 2015 New England Water Environment Association (NEWEA) Asset Management Award.

Throughout FY 2015, NBC's Interceptor Maintenance section inspected an estimated 7.4 miles of interceptors, numerous catch basins and connector pipes throughout the service area. In coordination with the paving project of the City of Providence, NBC replaced 48 manhole frames and covers.

FY 2015 marked the sixth year of operation of the CSO Phase I Facilities and since the project's completion, more than 6.4 billion gallons of combined stormwater and wastewater have been captured and treated. In addition, large amount of debris continue to be removed from the overflows each year. The annual amount of debris removed has increased from 43 tons in FY 2004 and is projected to reach more than 617 tons in FY 2015. The following graph shows the tons of material removed from the overflows.

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



NBC conducted daily sampling at both the Field's Point and Bucklin Point treatment facilities to ensure compliance with the RIPDES permit requirements and Federal and State mandates. In addition, manhole, industrial user, septage and river and bay monitoring were conducted to verify water quality. NBC continued to monitor the urban rivers twice per week for bacteria in support of the nine minimum controls program. Overall, the NBC staff collected a total of 29,206 samples, with the majority or 68% related to WWTF monitoring.

From a financial point of view, FY 2015 was a strong year for NBC. NBC's billable consumption levels appear to have stabilized although flat fee revenues from non-residential accounts were slightly below projected levels despite the rate base adjustment in the fall of 2014. Overall, total user fee revenues are projected to be near budgeted levels. With respect to operating expenses, NBC anticipates finishing FY 2015 well under budget. This is primarily the result of lower biosolids disposal costs and higher wind turbine electricity production.

NBC successfully refunded both the 2005 Series A and 2007 Series A Wastewater Revenue Bonds. The combined net present value savings of these two refundings was \$10.1 million. In addition, NBC's FY 2015 debt service expense was a net \$0.6 million lower on these related bond issues as a result. Due to timing issues, the FY 2015 planned borrowing through the RICWFA did not close during the fiscal year and therefore NBC did not incur any debt service expense related to programmed new debt. NBC continued to benefit from historic low short-term interest rates and is projected to realize interest savings of more than \$1.6 million on the Variable Rate Demand Bonds (VRDBs). The combination of these events resulted in debt service expense that was \$3.1 million less than the budgeted amount.

Standard and Poor's performed credit reviews as part of the bond refundings in September 2014 and March 2015. As a result of their review, they assigned NBC's refunding bonds an AA- credit rating and reaffirmed NBC's underlying rating on outstanding wastewater system revenue bonds is AA- with a stable outlook. Standard and Poor's also affirmed the AAA/A-1+ rating on the NBC's 2008 VRDBs, based on the application of joint criteria with NBC's AA- and the letter of credit provided by U.S. Bank N.A. This credit rating will ensure NBC's continued access to credit markets and is advantageous for the marketability of NBC's VRDBs.

The FY 2015 Operating budget was awarded the GFOA Distinguished Budget Presentation Award for the thirteenth consecutive year. The Operating Budget was also recognized by GFOA as Outstanding as a Financial Plan, Outstanding as an Operations Guide, Outstanding as a Communications Device along with Special Capital Recognition and Special Performance Measures Recognition. NBC also received the Certificate of Achievement for Excellence in Financial Reporting for Fiscal year 2014 for the thirteenth consecutive year. NBC's consistent sound financial performance is evident with 23 consecutive years of operating surpluses.

In FY 2015, the NBC's Customer Service department was reorganized to include an Assistant Billing Supervisor and an Assistant Collections Supervisor. These positions were identified as critical to succession planning and facilitating billing and collection activities. In FY 2015, Customer Service completed timely and accurate billings of NBC's 83,650 accounts, billing more than \$90 million in user fees. The department also received and responded to an average of 4,500 customer calls each month and collected approximately \$450,000 per month through the Water Shut-off Program.

NBC continued to protect its investments in technology with the upgrade of the Operating System of the Oracle Enterprise Resource Planning and Database systems to Oracle's Enterprise Linux. A new test environment was configured and installed using virtualization technology which will allow testing of application code changes and updates prior to implementation. A state of the art Wireless Mesh Network was deployed throughout the Field's Point Facility as well as a Mobile Solution to allow staff the capability to upload information from remote areas. In addition, Thin-Client technology was employed in both the Accounting and EMDA departments to enhance security and performance, as well as reduce cost.

From a human resources standpoint, NBC received the 2015 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 realized savings as a result of the implementation of a HDHP which included a HSA and a HRA component. In addition, NBC completed the transition to a single platform for NBC's three retirement plans and prepared for the reporting requirement changes that will result from the implementation of GASB 67, GASB 68 and the Affordable Care Act (ACA).

In FY 2015, NBC issued 212 new sewer connection permits and supported various Earth Day River Cleanup initiatives which involved 20 non-profit organizations throughout the NBC service area. NBC's technical staff also encouraged developers to use Low Impact Design (LID) techniques for storm water disposal as part of the storm water mitigation program and reviewed three Projects that employed LID techniques.



Photo: Students in NBC's WWE Program viewing macro invertebrates

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 nine elementary schools in NBC's service area received monthly lessons and learned about the health of their school's watershed. The students presented their macro invertebrate data projects at the May 22, 2015 annual NBC environmental conference held at Goddard Park.

In FY 2015, NBC devoted significant effort to ensure compliance with all of the requirements of the newly enacted Quasi-Public Corporations Accountability and Transparency Act. Resources were also dedicated to the reevaluation and Stakeholders process related to the third and final phase of the CSO Program. NBC's Board of Commissioners was actively involved in the review and analysis of alternatives for the CSO Phase III Facilities and the associated financial impacts prior to making their selection.

Summary

NBC continues to excel in wastewater treatment, 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 continuous 24 hour effective operation of its facilities, protection of public health, significant investment in new technologies and facilities and ongoing commitment to its ratepayers.

NBC's reputation in the environmental community continues to grow both regionally and nationally. I 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 addition, this July I will become Vice President of the National Association of Clean Water Agencies (NACWA) which is the leading advocate of the clean water industry on a national basis.

In conclusion, during FY 2016, 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

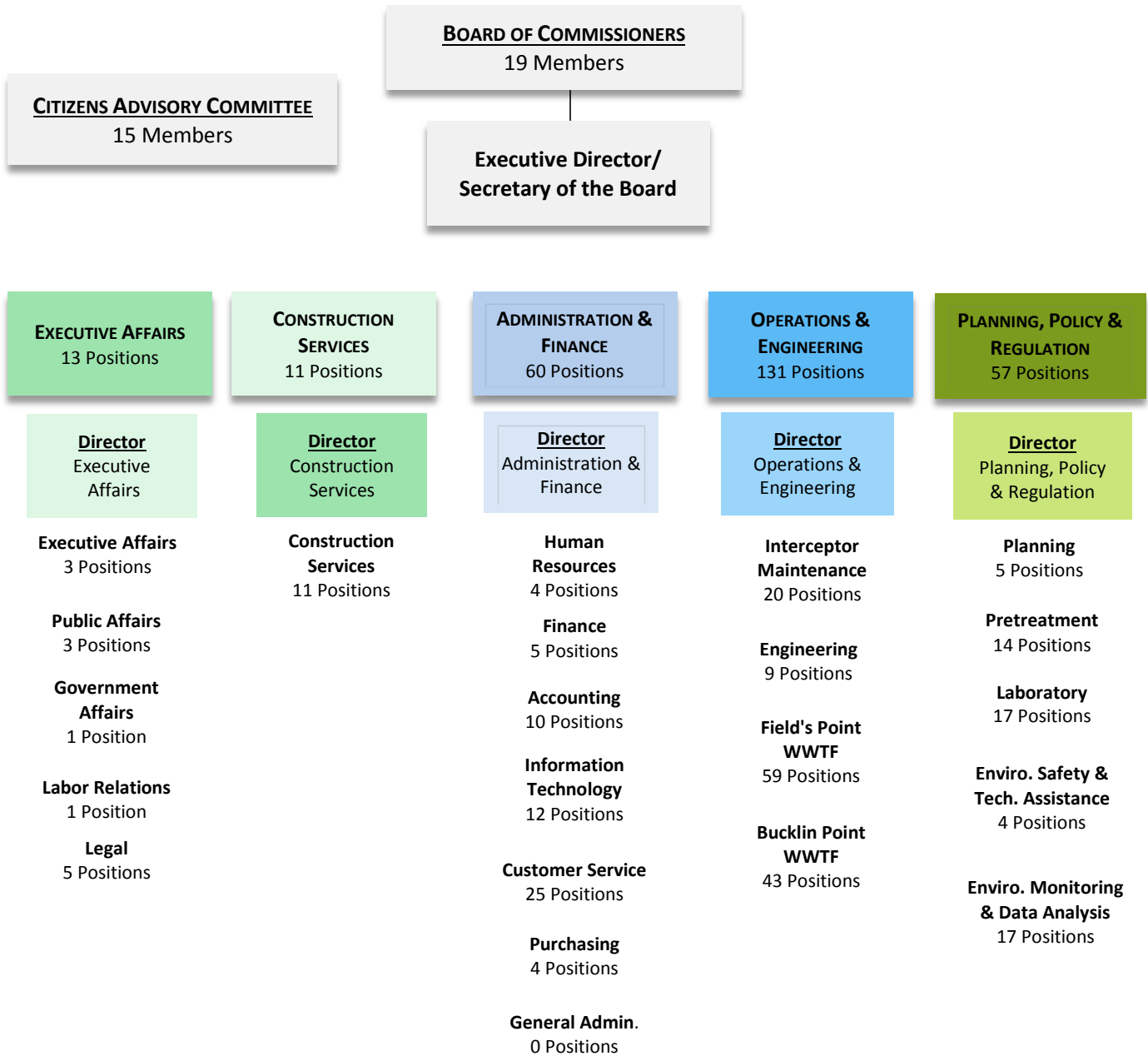
NBC is governed by a 19 member Board of Commissioners (Board). The Board consists of nine members representing the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates with a balanced budget, to approving contracts for improving and maintaining 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. Within each Division there are sections headed by Program Managers who report to the Division Director. In this budget document, after the following two pages, the Construction Services Division is combined with the Executive Affairs Division for financial planning purposes. An organizational chart of NBC, located on the following page, depicts 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 2016 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, customer service, purchasing, information technology, human resources, accounting, and general administration 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 operating budget, CIP, debt management, 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 reporting 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 83,650 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 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 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, issuance of sewer connection permits, pretreatment, environmental monitoring and analysis, safety and technical assistance and the 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. The CSO Phase II facilities went online in the December 2014. Additional CSO facilities must be constructed in Phase III of the CSO program to address the remaining CSO volume and NBC completed a reevaluation of the proposed facilities to determine if changes should be made to the plan. NBC will submit the final reevaluation report to RIDEM in July 2015 and RIDEM review and approval is expected within six months. The existing Consent Agreement between NBC and RIDEM will be renegotiated establishing new milestones for the program's completion.

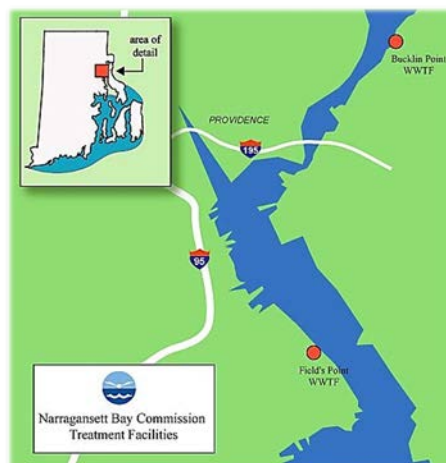
NBC has a second Consent Agreement with RIDEM for nitrogen limits at both the FPWWTF and BPWWTF. The Consent Agreement requires that NBC achieve a total seasonal nitrogen limit of 5mg/l from May to October at both facilities. In order to achieve this, NBC constructed new facilities at Field's Point which were completed in May 2013 and at Bucklin Point which were completed in August 2014.

Financial Obligations

As part of NBC's long-term debt issuance, the NBC must comply with Continuous Disclosure requirements including the timely filing of certain financial information, operating data, and certain material events. NBC is also subject to other post-issuance compliance requirements associated with its issuance of tax-exempt debt. NBC must also undergo an annual credit review with Standard & Poor's as part of the Variable Rate Demand Bonds and prior to the issuance of new debt.

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

The Field's Point WWTF provides secondary treatment and nitrogen removal for dry weather flow of up to 65 million gallons per day (MGD) and sustained wet weather flow of 77 MGD. The wet weather facilities at the plant provide primary treatment and disinfection for an additional 123 MGD of wet weather flows. Total wet weather treatment capacity at Field's Point is 200 MGD.



Photo: Aeration Tanks at the Field's Point Wastewater Treatment Facility

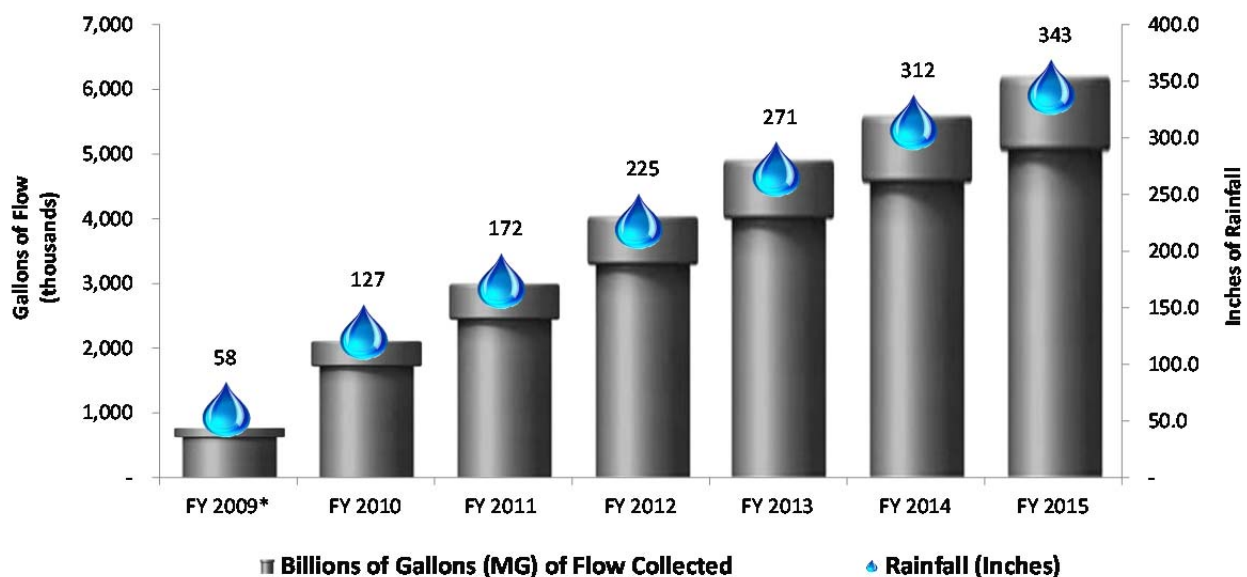
NBC also owns, operates and maintains three outlying pump stations in the Field's Point Service Area; the Washington Park and Reservoir Avenue Pump Stations located within the City of Providence and the Central Avenue Pump Station in Johnston. The Ernest Street Pump Station is located adjacent to the Field's Point WWTF and handles 98% of the flow to Field's Point. The Tunnel Pump Station, also adjacent to the Field's Point WWTF, pumps flow stored in the Phase I CSO Tunnel to the Field's Point WWTF.

NBC maintains 19 permanent flow metering stations that are used to measure flows at various points in the sewer system. In addition, NBC owns and is responsible for the maintenance and correction of 35 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 Phase I 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 6.2 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

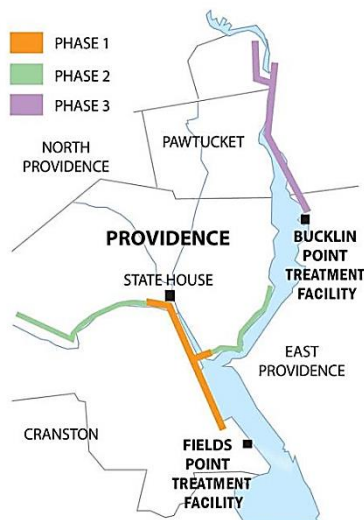
The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. The most significant components of the Phase II Facilities are the two interceptors in the Field's Point Service Area. The Seekonk Interceptor is approximately 7,000 feet along the Seekonk River and the Woonasquatucket Interceptor is approximately 17,200 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.



Photo: Digging on East Side of Providence

A constructed wetlands treatment facility consisting of a storage tank and created wetlands will provide treatment for one outfall. 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. The largest component of 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 flows from this tunnel will be conveyed to NBC's Bucklin Point WWTF for treatment.

A reevaluation of the plan began in January 2014 to determine if changes should be made to the CSO Phase III program plan as originally designed and several alternatives were evaluated. The NBC Board of Commissioners (Board) selected an alternative at their April 28th Board meeting. The pre-design cost projection for this alternative is \$815 million in 2018 dollars.

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 offset utility use at the facilities. To date, the turbines have generated over 14 million kWh of clean renewable energy and omitted 4,600 tons of carbon dioxide.



Photo: Field's Point Wind Turbines

Bucklin Point Service Area Facilities and Technology

The former Blackstone Valley District Commission (BVDC) was established by the Rhode Island General Assembly in 1947 to service the Blackstone Valley area. State legislation effectuated the merger of BVDC into NBC on January 1, 1992. Upgrades of the Bucklin Point WWTF were completed in 2006 and 2013 to provide nitrogen removal and other improvements. The facility provides secondary-treatment with nitrogen removal for flows up to 46 MGD and primary treatment for flows up to 116 MGD.



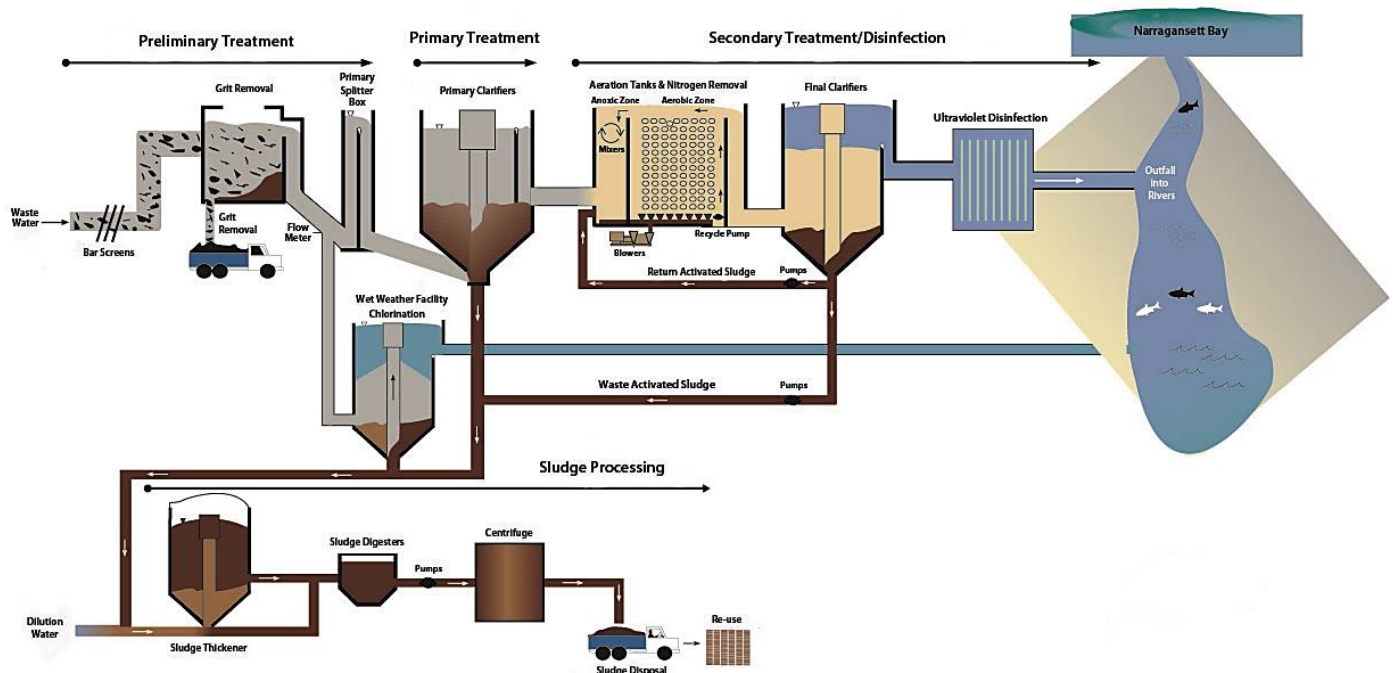
Photo: Bucklin Point Wastewater Treatment Facility

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 and 365 days per year.

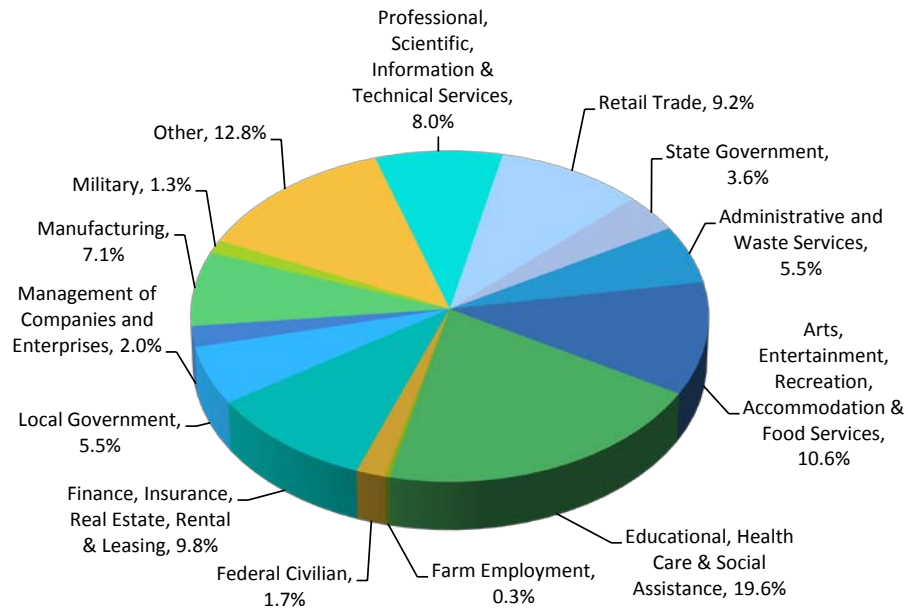
The schematic below shows the state-of-the-art treatment process at the Bucklin Point WWTF.



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 2013.

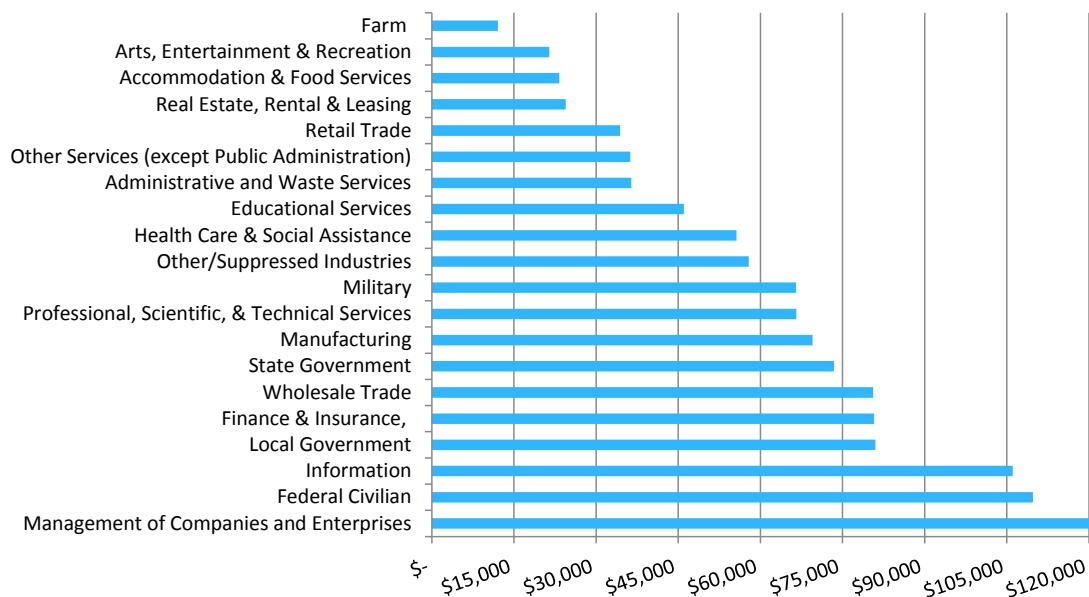
Estimated Employment by Industry



*Source: United States Regional Economic Analysis Project Industries by State 2013

Employment in Rhode Island reflects the national trend towards higher employment in the services sector. The chart below illustrates Rhode Island's average annual earnings per employee in each major industry for 2013.

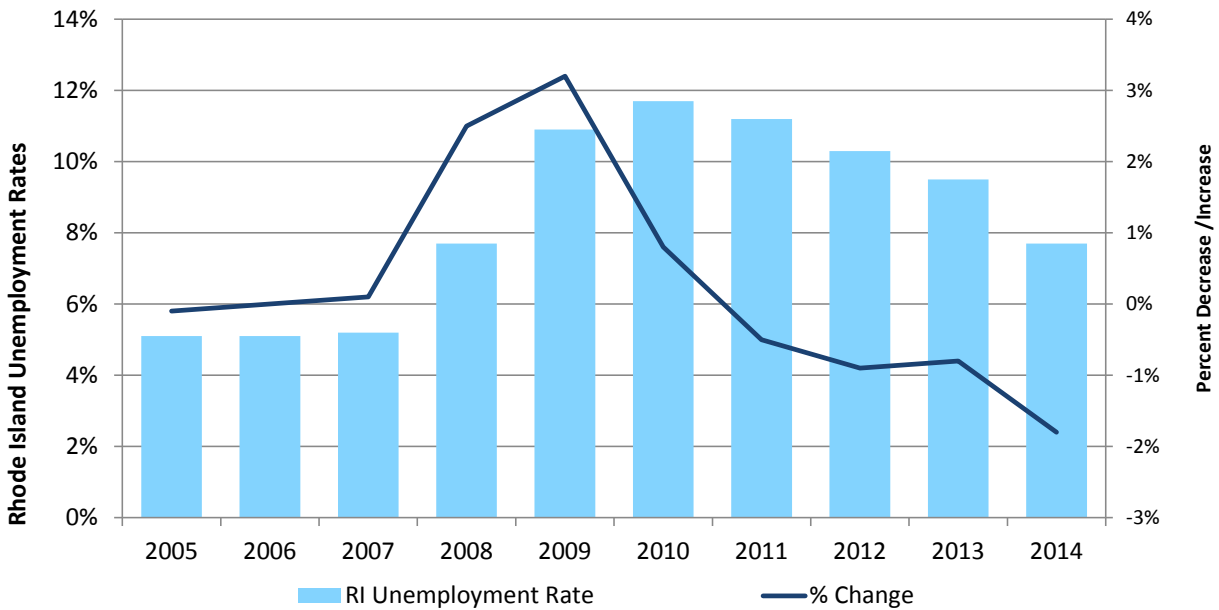
Rhode Island Average Annual Earnings per Employee by Major Industry



*Source: United States Regional Economic Analysis Project Industries by State 2013

The graph below, compiled from data from the Bureau of Labor Statistics, shows historical unemployment figures over the past ten years for Rhode Island. The Rhode Island unemployment rate has decreased each year of the last four years from a peak rate of 11.7% in 2010 to 7.7% in 2014.

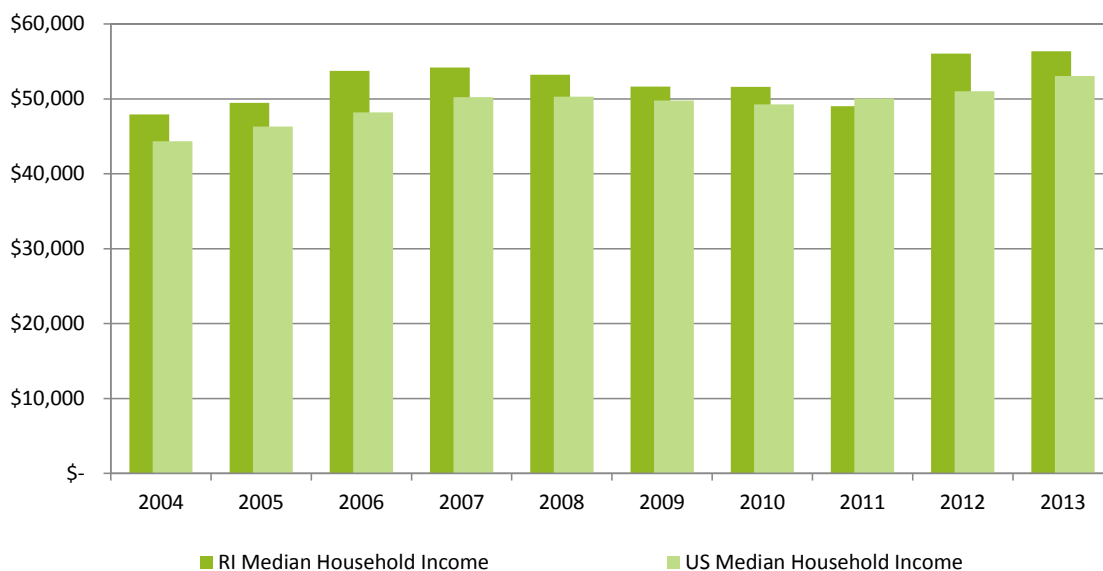
Rhode Island Average Annual Unemployment Rates



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

The graph below shows the average median household income in Rhode Island for the years 2004-2013 compared to national statistics. Rhode Island's average median household income remained above the national average from 2001-2010, and then dropped to approximately 2% below the national average in 2011. Since that time, the Rhode Island median household income remains above the national average by approximately 6% or \$3,315 in 2013, with an average median household income of \$56,361.

Median Household Income - Rhode Island vs. United States

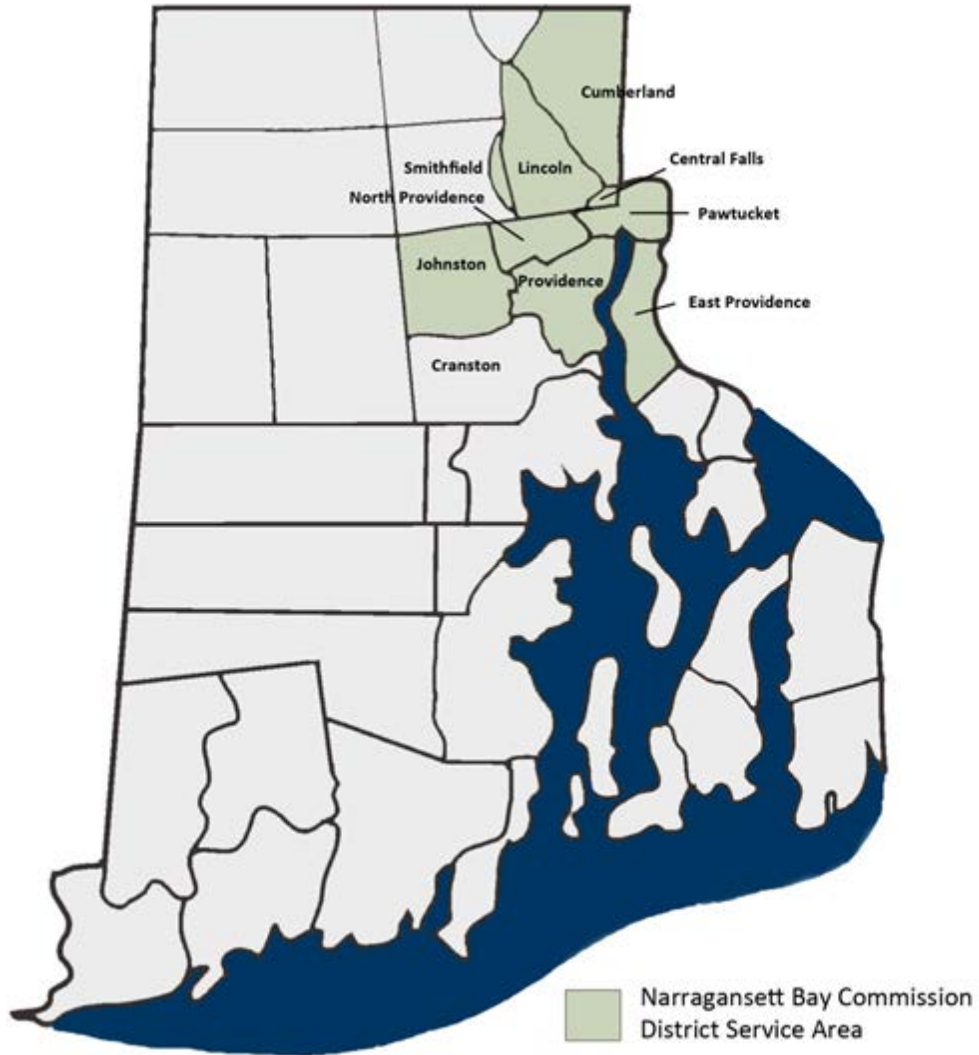


*Source: United States Census Bureau – American Community Survey 2009-2013

NBC Service Area

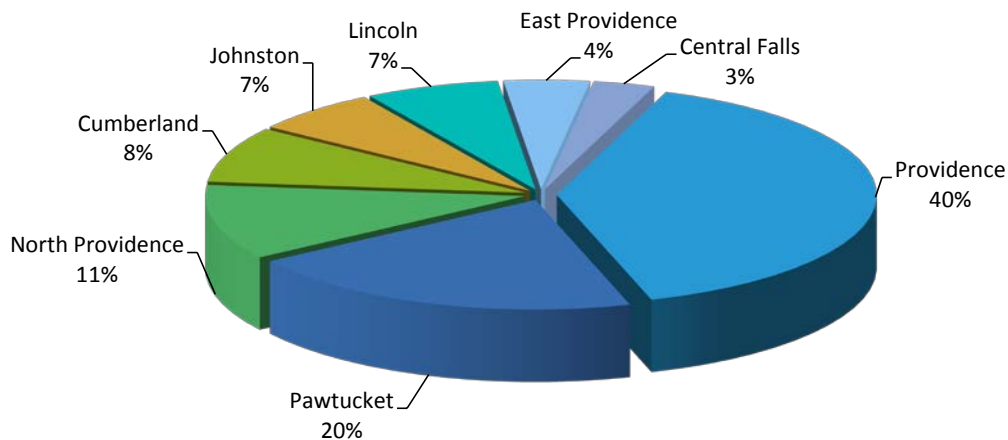
NBC provides reliable, cost-effective wastewater collection and treatment services to over 360,000 residents and approximately 7,800 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include: Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland,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

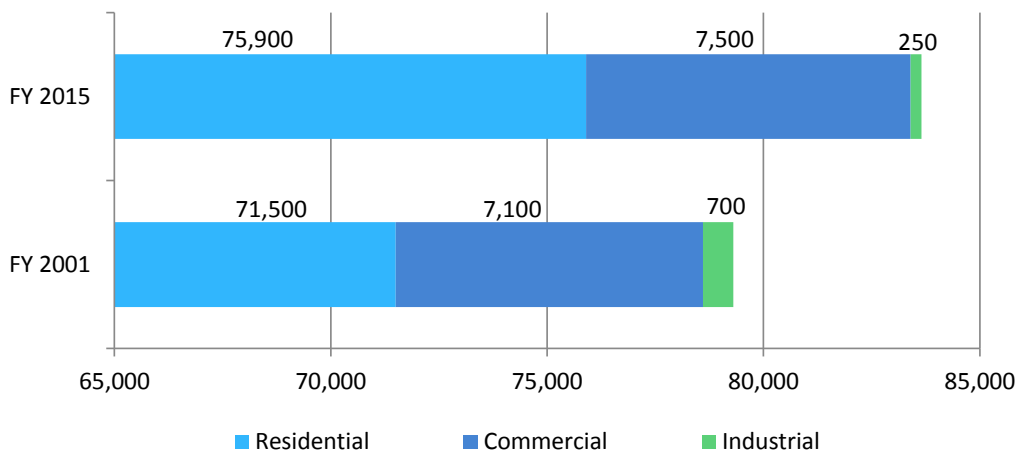


The residential customer class has approximately 75,900 accounts, while the non-residential class has approximately 7,750 accounts. The largest NBC customers are service and education providers and NBC's ten largest customers based on FY 2014 billings are listed in the table below:

	Customer	Total Annual Billing FY 2014	Percentage of Total Annual User Charges
1	 Providence Housing Authority	\$ 1,419,325	1.59%
2	 Brown University	1,407,084	1.58%
3	 Rhode Island Hospital	1,348,510	1.51%
4	 City of Providence	687,165	0.77%
5	 City of Pawtucket	644,123	0.72%
6	 Providence School Department	514,970	0.58%
7	 Johnson & Wales University	445,516	0.50%
8	 Providence College	436,807	0.49%
9	 State of Rhode Island	371,397	0.42%
10	 Rhode Island School of Design	299,078	0.34%

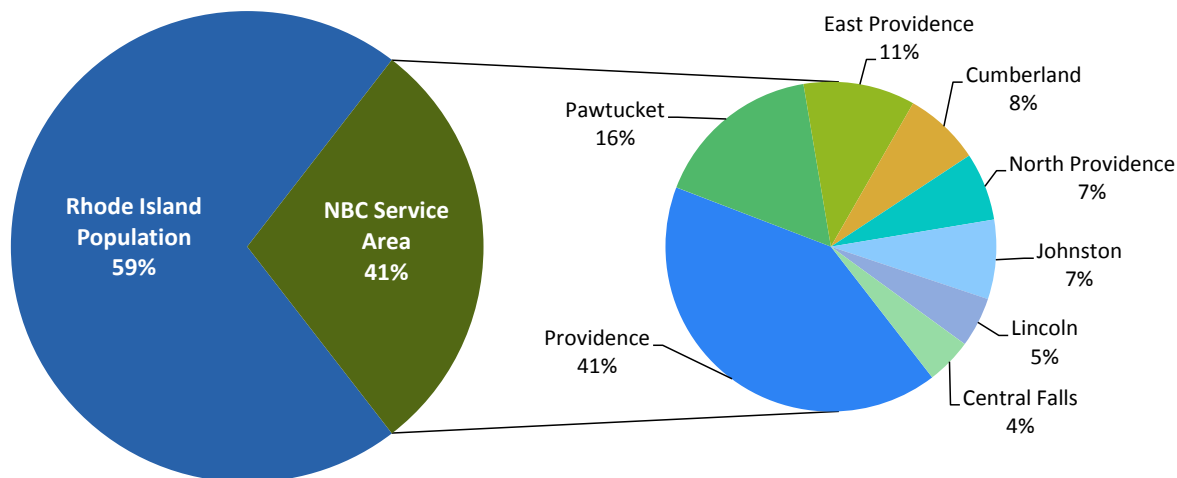
Over the last fourteen years there has been a 5.5% increase in the number of customer accounts. This is the net effect of a 64% decrease in the number of industrial accounts from 700 to 250 which has been offset by a 6.1% increase in the number of residential accounts and a 5.7% increase in the number of commercial accounts.

Number of Accounts by Customer Class



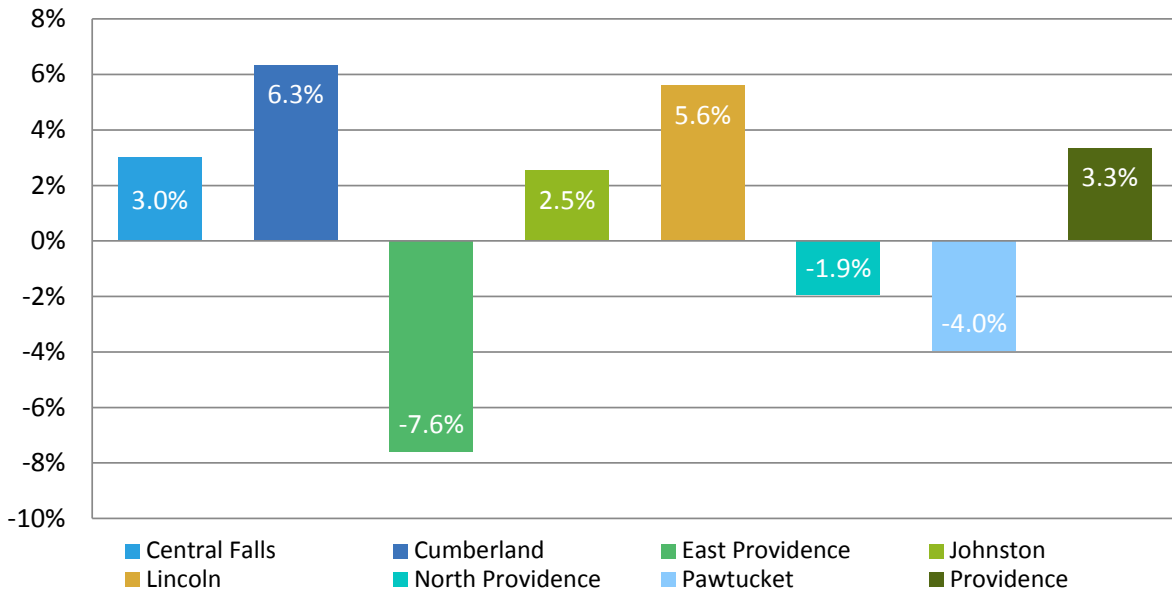
NBC Service Area Population and Statistical Information

The total population for Rhode Island based on the 2013 Estimated US Census is 1,051,511. 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 16%.



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 2025 to 2040. The most significant percentage increase in population over the fifteen years is projected to be in the towns of Cumberland and Lincoln, in which the populations are projected to grow by 6.3% and 5.6% respectively. The population in East Providence is projected to decline by 7.6% over this period.

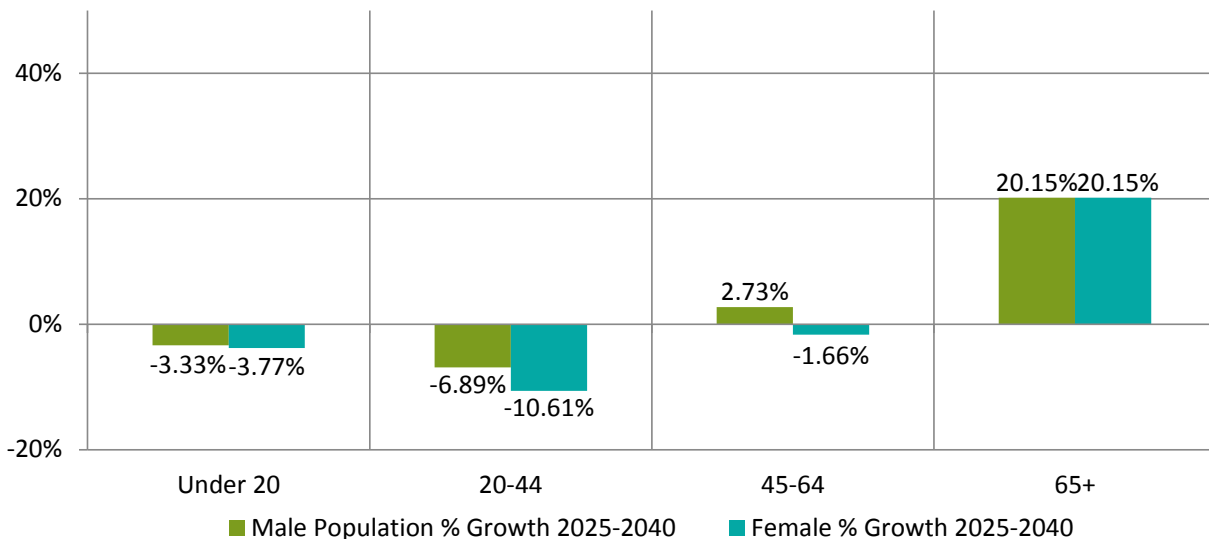
Projected Population Growth by City/Town 2025-2040



*Source: Rhode Island Statewide Planning- Population Projections

The graph below illustrates the projected population growth from 2025-2040 in Rhode Island according to age group and gender. The population is projected to decrease in the 45-64 age groups for females and in both the male and female populations for the Under 20 and 20-44 age groups. The steepest decline will be among the female population in the 20-44 age groups at 10.61%. The population is projected to increase in the 45-64 age groups for males, and for both males and females in the 65+ age groups. The most significant increase will be for both males and females within the 65+ age group at 20.15%.

Rhode Island Projected Population Percent Growth by Age Group and Gender 2025-2040



*Source: Rhode Island Statewide Planning- Population Projections

The Strategic Plan and the FY 2016 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

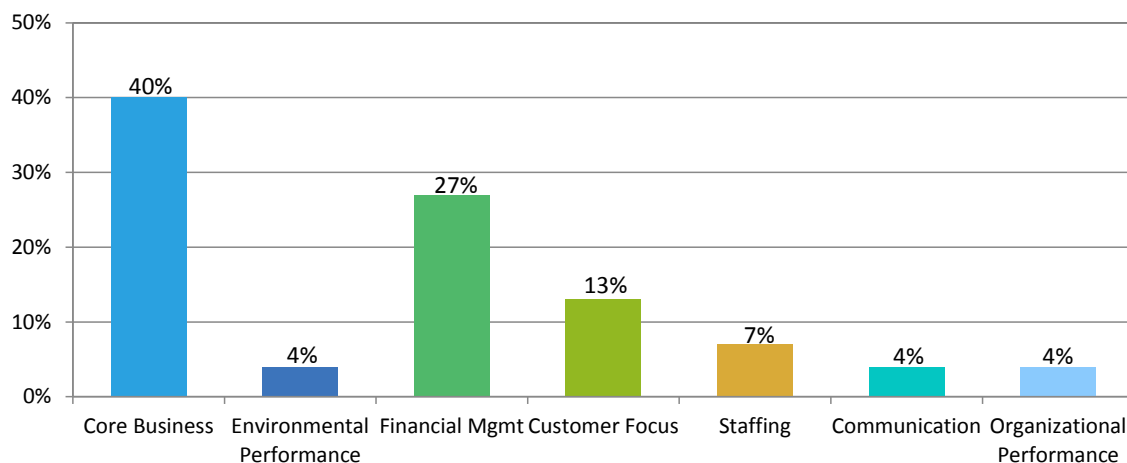
Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".

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 67% of the Actions for Achievement were aligned to Financial Management and Core Business goals. In addition, 13% of the Actions for Achievement relate to Customer Focus and 7% to Staffing. All of the objectives and measures were reviewed and approved by the Executive Director. The following graph illustrates the percentage of Actions for Achievement aligned with each Strategic Objective.

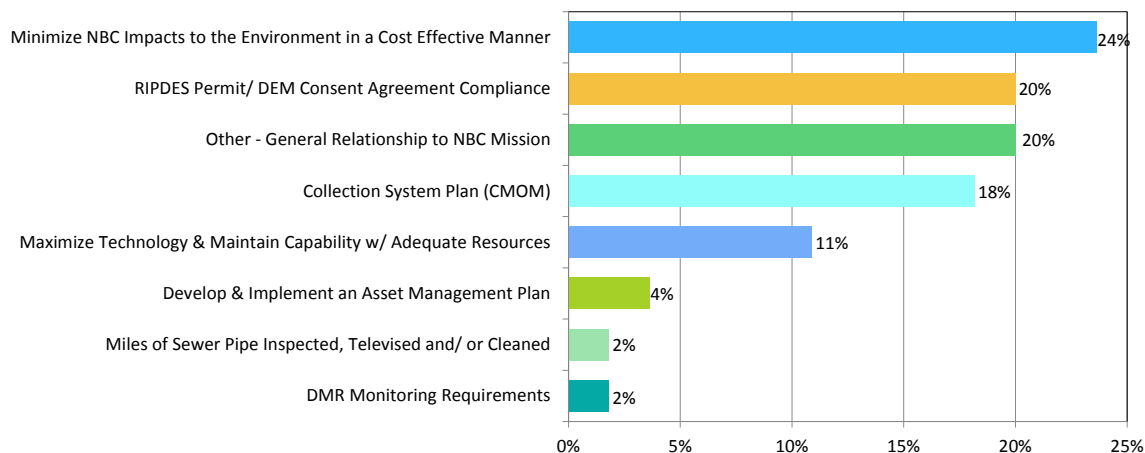
Percentage of Actions for Achievement by Strategic Objective



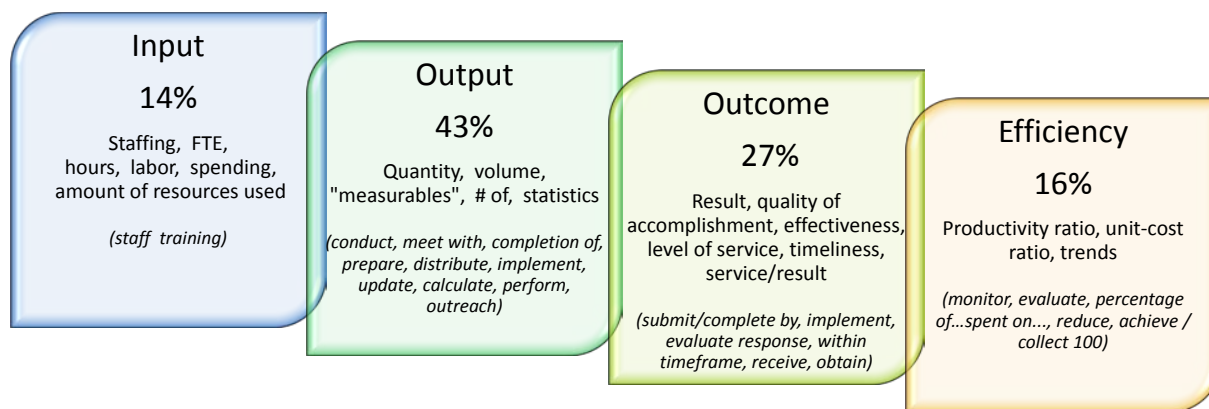
The Strategic Plan is also integrated into the Capital Improvement Program. Due to the increasing complexity of the CIP and NBC’s funding constraints, NBC evaluated proposed capital investments in light of their strategic value. NBC’s Strategic Plan ensures the ability to meet water quality objectives within the constraints of regulatory requirements through short term and long term objectives. As part of the CIP development process, project managers determine the specific strategic goal or goals that the project will address.

Of the 60 CIP projects, 24% are to Minimize NBC’s Impacts to the Environment in a Cost Effective Manner and 20% are related to the RIPDES Permit/ DEM Consent Agreement Compliance Objective. In addition, 20% of the projects have a General Relationship to NBC’s Mission. 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

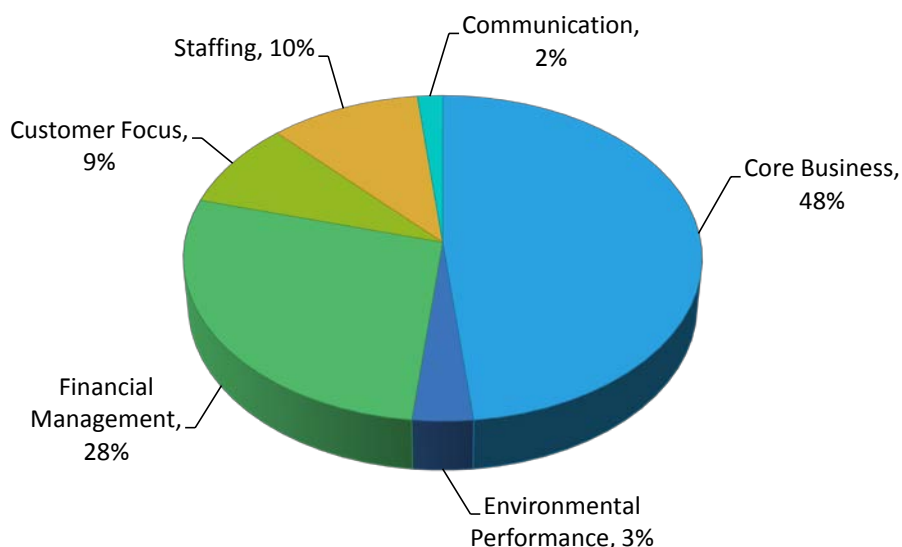


Actions for Achievement are then linked to each Programs target measures by one of four types of performance indicators. The four types of performance indicators are input, output, efficiency, and outcome as identified in the following matrix. Each quarter of the matrix represents the percentage of the target measures by indicator for the entire NBC Organization. Of the 184 target measures, the majority or 43% are Output or quantifiable measures whereas 27% of the measures are Outcome or result related. The remaining 30% 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 2016 and indicated the corresponding key code from the Strategic Plan. Additional information regarding these priorities is included in the Division Summaries section of this document. Of the 58 priorities for FY 2016 for the NBC, 28 or 48% are categorized under Core Business followed by Financial Management at 28% or 16 priorities. The following graph shows the percentage of NBC's section's priorities by goal action for achievement.

Fiscal Year 2016 Priorities



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
- CB 2** Provide prosecutorial function to NBC staff to ensure compliance with NBC requirements
- CB 3** Continue the level of network stability with the highest level of service up time
- CB 4** Maximize productive use of automation and computerization throughout the agency
- CB 5** Ensure IT maintains and improves security systems and applications
- CB 6** Provide an adequate level of training opportunities to ensure user comfort with systems and processes
- CB 7** Ensure all facility inspections are completed on time and deficiencies corrected in a timely manner
- CB 8** Maintain on-going inspections and maintenance of NBC's building, plant, equipment and property
- CB 9** Comply with all State and Federal reporting requirements on reporting bypass events
- CB 10** Maintain an asset management program for NBC's infrastructure and invest in capital investments as needed
- CB 11** Achieve 100% compliance on RIPDES permit, consent agreements and CSO stormwater permits
- CB 12** Ensure safe and reliable wastewater processing through effective asset management and higher treatment performance for TSS and BOD than is required by permit by maximizing effluent treatment. The limit for both of these parameters is 30 mg/l.
- CB 13** Maintain NBC Laboratory quality and resources necessary to meet State and Federal certifications, mandated environmental requirements and ensure proper WWTF operations
- CB 14** Ensure full compliance with regulations such as the Clean Air Act, Clean Water Act, Occupational Safety Health Act (OSHA), Resource Conservation Recovery Act (RCRA), Emergency Planning and Community Right-to-Know Act (EPCRA), the Environmental Protection Agency (EPA), Department of Health (DOH) and regulations for calibration of instruments, etc.
- CB 15** 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 16** 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 community
- EP 2** Minimize environmental pollution
- EP 3** 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 reduce accounts receivable
- FM 3** Maximize the efficiency and effectiveness of the billing and collection process
- FM 4** Effectively manage employee benefits to maximize benefits and minimize costs
- FM 5** Ensure sufficient operating budget and capital budget funding with least ratepayer impact
- FM 6** Ensure NBC receives the lowest cost of borrowing
- FM 7** Develop and administer high quality annual operating budget and CIP
- FM 8** Process and evaluate all capital invoices for ongoing projects and weekly 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** Administer the connection fee structure in a fair and accurate manner
- FM 21** Explore the development of new grant/funding sources for various projects
- FM 22** Monitor NBC energy use and evaluate energy savings opportunities
- FM 23** Optimize the efficiency of the solids handling area
- FM 24** Plan and schedule maintenance work on a weekly basis to improve efficiency of staff time
- FM 25** 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** Provide prompt and efficient legal services
- CF 3** Enhance internal communications to ensure consistency and reliability
- CF 4** Review customer accounts and develop relationships with large users
- CF 5** Maximize customer focus attitude
- CF 6** Ensure compliance with Federal and State purchasing laws
- CF 7** Work towards maximum satisfaction of internal customers
- CF 8** Provide prompt, courteous reponses to all customer requests
- CF 9** Create a customer focused attitude to enhance the efficiency of the permitting program
- CF 10** Conduct projects that give back to the Cities/Towns and State
- CF 11** Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements
- CF 12** Maintain training and technical assistance efforts provided by NBC’s programs
- CF 13** Provide accurate routine and comprehensive data reporting to all relevent NBC sections and staff to allow them to optimize their activities and operations

Staffing

- S 1** Foster a positive working environment through effective communication
- S 2** Ensure compliance with Federal and State labor laws
- S 3** Encourage and provide staff training
- S 4** 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** Provide ongoing technical training to optimize team performance
- S 6** Provide a healthy and safe working environment
- S 7** 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** Proactively manage the public and legislative affairs related to NBC's ongoing activities
- C 4** Effectively communicate status of capital projects to NBC 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



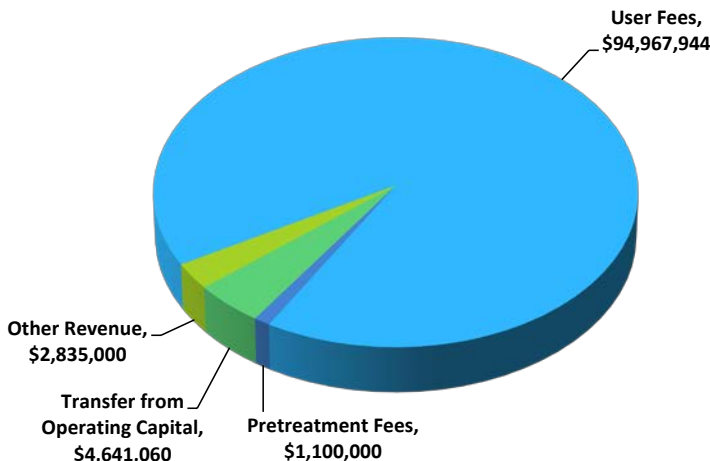
Budget Summary Information

Budget Overview

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget	Difference
Revenues				
Operating Revenue:				
User Fees	\$ 89,182,519	\$ 92,966,128	\$ 94,967,944	\$ 2,001,816
Pretreatment Fees	1,095,551	1,200,000	1,100,000	(100,000)
Septage	310,136	300,000	320,000	20,000
Connection Permit Fees	112,773	150,000	100,000	(50,000)
<i>Total Operating Revenue</i>	<u>90,700,979</u>	<u>94,616,128</u>	<u>96,487,944</u>	<u>1,871,816</u>
Non-Operating Revenue:				
Investment Income	5,433	5,000	5,000	-
Late Charges	1,013,240	1,069,517	1,100,000	30,483
Transfer from Operating Capital	2,654,589	3,678,500	4,641,060	962,560
Revenue Fund Balance/Special Master	-	200,000	660,000	460,000
Miscellaneous	615,880	550,000	650,000	100,000
<i>Total Non-Operating Revenue</i>	<u>4,289,142</u>	<u>5,503,017</u>	<u>7,056,060</u>	<u>1,553,043</u>
Total Revenue	<u>\$ 94,990,121</u>	<u>\$ 100,119,146</u>	<u>\$ 103,544,004</u>	<u>\$ 3,424,859</u>
Expenses				
O & M Expense:				
Personnel Costs	\$ 21,090,749	\$ 22,137,153	\$ 23,632,850	\$ 1,495,697
Operating Supplies/Expense	13,900,670	15,667,287	15,831,085	163,798
Professional Services	2,959,426	3,166,525	1,182,700	(1,983,825)
<i>Total O & M Expense</i>	<u>37,950,845</u>	<u>40,970,965</u>	<u>40,646,635</u>	<u>(324,330)</u>
Debt Service:				
Debt Service	39,996,099	42,211,965	44,105,118	1,893,153
Programmed New Debt	-	840,196	1,006,246	166,050
<i>Total Debt Service</i>	<u>39,996,099</u>	<u>43,052,161</u>	<u>45,111,364</u>	<u>2,059,203</u>
Debt Service Coverage	14,388,588	12,417,520	13,144,946	727,426
Operating Capital Outlays	2,654,589	3,678,500	4,641,060	962,560
Total Expense	<u>\$ 94,990,121</u>	<u>\$ 100,119,146</u>	<u>\$ 103,544,004</u>	<u>\$ 3,424,859</u>
Debt Service Coverage Ratio	1.36	1.29	1.29	

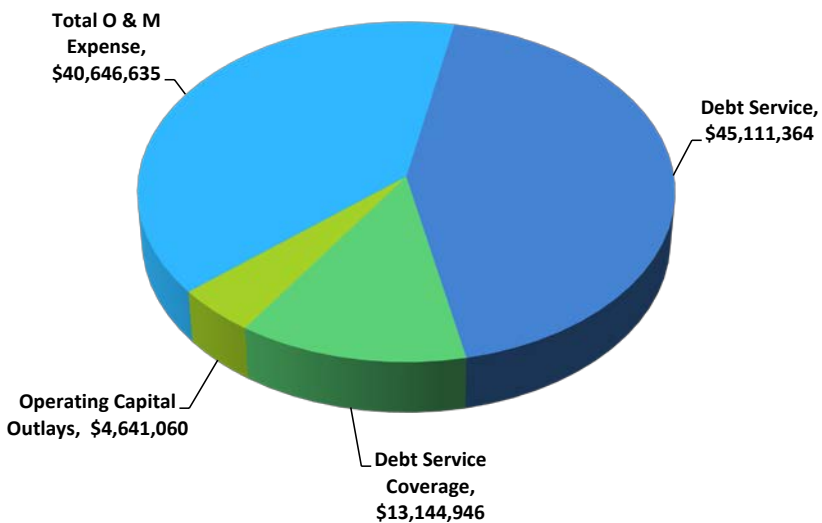
The Budget Overview table on the previous page shows that budgeted operating revenue is \$1.9 million or 2.0% higher than last year. Total projected revenue for FY 2016 is approximately \$103.5 million and user fees are the most significant source of revenue, representing \$94.9 million or 92% of total revenue. The chart below illustrates the sources of FY 2016 budgeted revenue.

Sources of Revenue



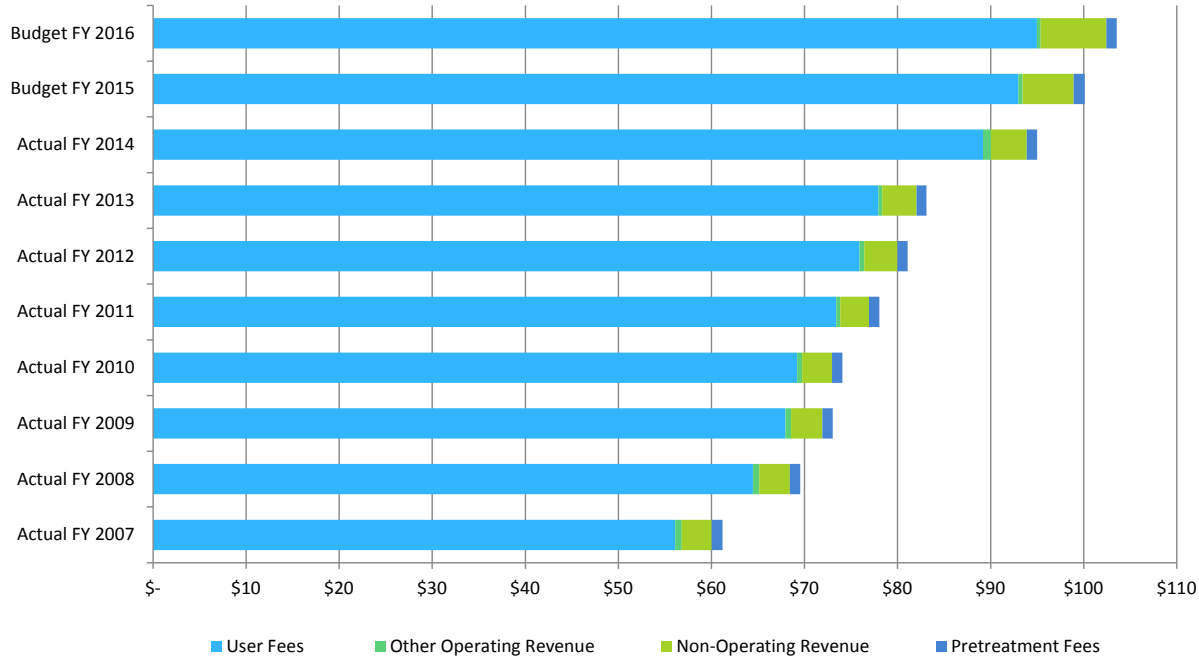
The largest category of expense in FY 2016 is Debt Service, which is approximately \$45.1 million and represents 43.6% of total uses of revenue. Debt Service includes \$44.1 million in existing debt service and \$1.0 million in programmed new debt. Debt service coverage is \$13.1 million and \$4.6 million 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 \$40.6 million and represent 39.3% of total uses of revenue. The chart below illustrates FY 2016 budgeted uses of revenue.

Uses of Revenue



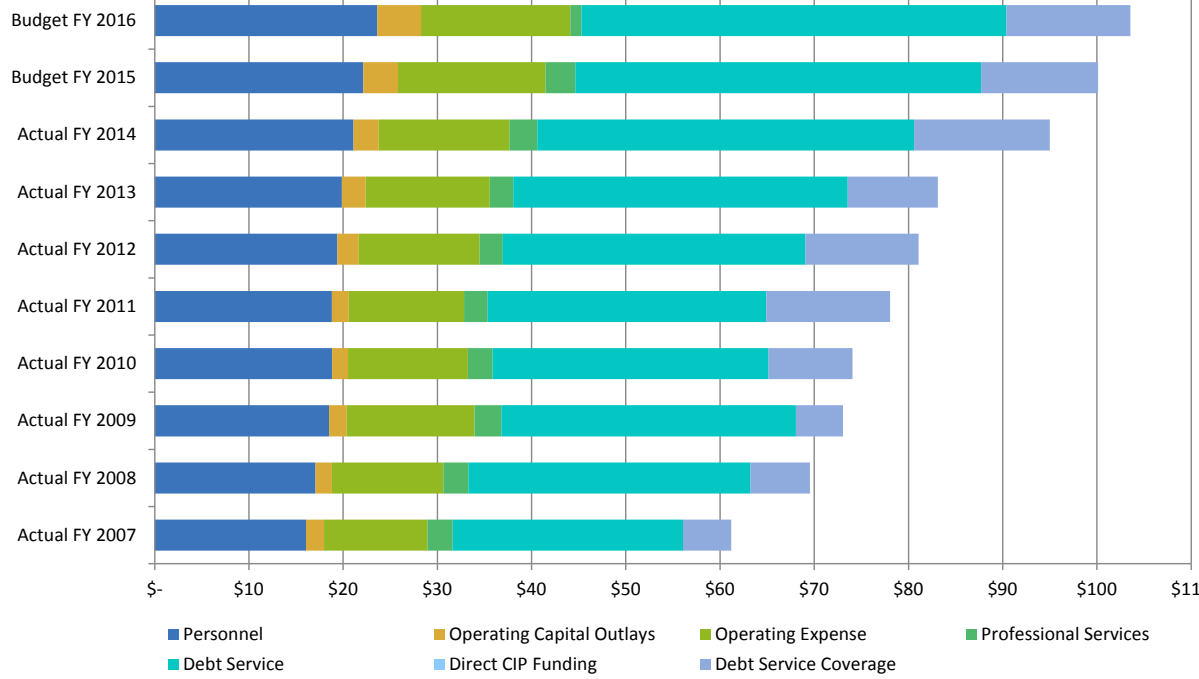
Historical Overview

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 on this page represent a ten year historical overview of NBC’s revenue and expense.

Ten-Year Historical Expense Comparison (Million \$)



FY 2016 Budget – Key Assumptions

The development of the FY 2016 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 budgeted user fee revenues are based on the PUC approved rate base and projected 2.37% rate increase effective July 1, 2015.
- The budget reflects the transition of management of the Bucklin Point WWTF from a private third party to NBC.
- The budget includes a 2.50% Cost of Living Adjustment (COLA) and contracted step increases for union employees and comparable merit increases (3.0%) for non-union employees.
- 18% increase in the budgeted employer contribution to the non-union retirement plans.
- NBC's contribution rate to the Rhode Island State Retirement System on behalf of participating union employees has increased from 24.33% in FY 2015 to 24.64% in FY 2016.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees remains unchanged from FY 2015 at 6.75%.
- Fringe benefit rates reflect a 5.0% increase in the 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 7.5% and vision insurance premiums remained at the prior year level. (See Budgeted Benefits Comparison schedule in Supporting Schedules for more information).
- The budget includes funding for a net increase of six FTEs resulting from eight new positions at Bucklin Point, one additional position in Customer Service, two fewer positions in Construction Services and an increase in the budgeted turnover from 3.0 to 4.0 FTEs.
- Budgeted accrual for the increase in compensated absences liability and union retirement payouts and related benefits of \$233,830.
- Fringe benefits are budgeted based on actual enrollment and a weighted average for unfilled positions.

- Consumer Price Index (CPI) projected increase of 1.0% in the contracted biosolids disposal rate as of January 1, 2016 and decreased DT production as the Field's Point Biological Nutrient Removal Facilities have stabilized.
- Electricity supply rate of \$0.0641 per kWh effective through June 30, 2016. Increased net usage of 235,098 kWh, which is offset by a 41% budgeted increase in wind turbine production.
- Natural gas rate per therm decrease of 11.6%. Increased net therm usage of 3,745 which includes increased usage for Bucklin Point and the Laboratory and decreased usage at all other NBC facilities.
- Chemical rate decrease for sodium bisulfite of 11% from \$1.2000 to \$1.0733 and chemical rate increase for sodium hypochlorite of 5% from \$0.4493 to \$0.4719 per gallon effective July 1, 2015.
- The chemicals used for the nitrogen removal process at Field's Point include carbon feed at rate of \$1.15 per gallon and sodium hydroxide at \$1.48 per gallon.
- The chemicals used for the nitrogen removal process at Bucklin Point include carbon feed at a rate of \$1.50 per gallon, polymer liquid at \$1.27 per gallon, polymer powder at \$2.35 per pound and soda ash at \$0.22 per pound.

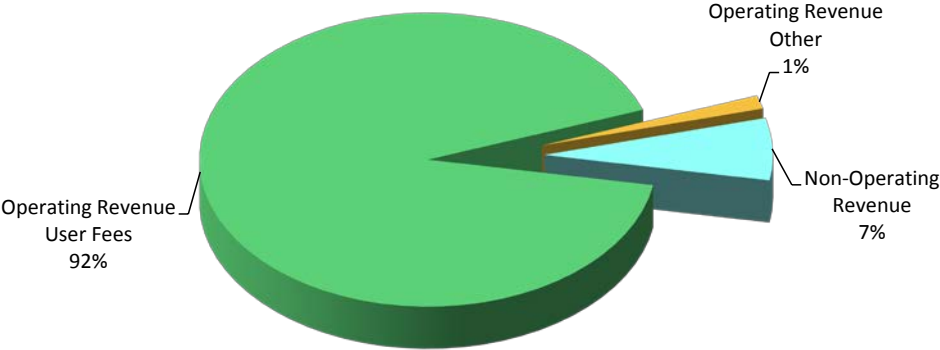
* Impacts discussed in Expense Profile section of budget

Other Assumptions:

- FY 2016 Programmed New Debt is based on the long-term financial planning model that reflects the cash flow requirements in the FY 2017-2021 CIP.
- The FY 2016 interest rate assumption for the \$41.7M debt issue through the RICWFA is 3.5% including fees and the \$34.5M debt issue is 4.0% including fees.
- The FY 2021 interest rate assumption for debt issuance through the RICWFA is 3.5% including fees.
- 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 2016, \$4.6 million is available in the Project Fund to fund FY 2016 operating capital outlays.
- The budget is consistent with the flow of funds set forth in the Trust Indenture and Twenty Two Supplemental Trust Indentures (see Fund Definitions in the Budget Process and Policies section).

Revenue Profile

Revenue by Category



Budgeted revenue in FY 2016 is approximately \$103.5 million or 3.4% more than FY 2015. This reflects higher user fee revenues resulting from a projected 2.37% rate increase effective July 1, 2015 for debt service and debt service coverage and a 28.2% increase in non-operating revenues. Historical and budgeted revenue is shown in the table below.

Revenue	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Operating Revenue				
User Fees	\$ 77,949,901	\$ 89,182,519	\$ 92,966,128	\$ 94,967,944
Pretreatment Fees	1,077,887	1,095,551	1,200,000	1,100,000
Septage	300,319	310,136	300,000	320,000
Connection Permit Fees	95,609	112,773	150,000	100,000
<i>Total Operating Revenue</i>	\$ 79,423,716	\$ 90,700,979	\$ 94,616,128	\$ 96,487,944
Non-Operating Revenue				
Investment Income	22,907	5,433	5,000	5,000
Late Charges	918,134	1,013,240	1,069,517	1,100,000
Transfer from Operating Capital	2,532,689	2,654,589	3,678,500	4,641,060
Revenue Fund Balance/Special Master	-	-	200,000	660,000
Miscellaneous	190,923	615,880	550,000	650,000
<i>Total Non-Operating Revenue</i>	3,664,653	4,289,142	5,503,017	7,056,060
Total Revenue	\$ 83,088,369	\$ 94,990,121	\$ 100,119,146	\$ 103,544,004

Of the \$103.5 million in total revenue, approximately \$95.0 million is from user fees, \$1.5 million is from other operating revenue and \$7.1 million is from non-operating revenue. Looking at a three-year trend, NBC’s largest source of revenue, user fees, has increased by 21.8% since FY 2013. This has been primarily to support NBC’s CIP and adjust for declining consumption and a reduction in billable non-residential meters.

The chart below shows that NBC rate increase history since July 1, 2012.

Rate History					
Effective Date	7/1/2012	1/1/2013	7/1/2013	9/19/2014	7/1/2015*
Type of Filing	Compliance	Compliance	General	General	Compliance
Purpose	Debt	Debt	O&M/Rate Base	O&M/Rate Base	Debt
Revenue Increase	2.17%	7.09%	9.32%	3.83%	2.29%
User Rate Increase	2.25%	7.35%	9.67%	3.97%	2.37%
NBC Average Annual Residential Rate (150 gpd)	\$375	\$403	\$442	\$459	\$470

*Projected per Docket 4562 but not yet approved

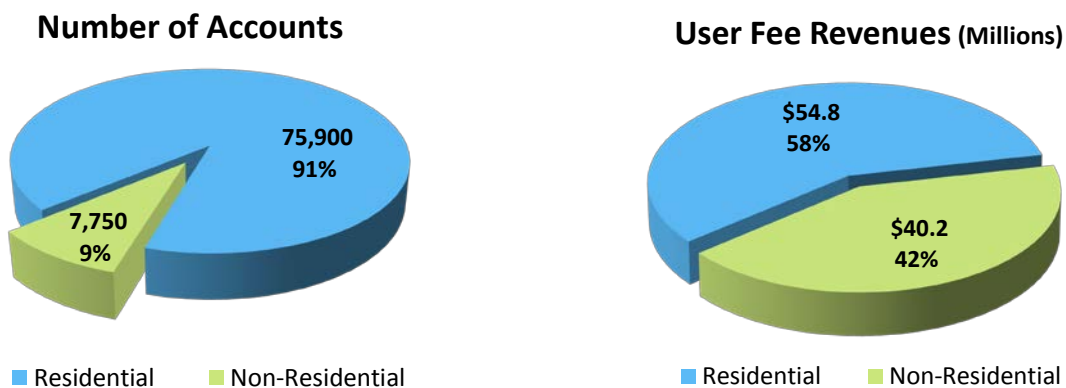
On a year to year basis, budgeted user fees have increased by 2.2% over last year’s budget, slightly less than the projected 2.37% rate increase. This is because last year’s budget was based upon a projected 5.5% rate increase and the approved rate increase was lower at 3.97%. A number of revenue sources have decreased from the prior year’s budget including pretreatment fees and connection permit fees by 8.3% and 33.3% respectively. Investment income remains unchanged from the prior year. Septage income, Late charges, the transfer from Operating Capital and miscellaneous non-operating revenue have increased 6.7%, 2.9%, 26.2% and 18.2% respectively. The individual revenue sources are discussed in the following sections on Operating and Non-Operating Revenue.

Operating Revenue

In FY 2016, user fees represent 98% of projected operating revenue and 92% 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 2016 residential user fees will be billed to approximately 75,900 accounts with approximately 118,200 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 7,750 non-residential accounts with approximately 8,200 billable meters. In the FY 2016 budget, NBC does anticipate an increase in the number of residential dwelling units or non-residential billable accounts.

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 flat fee is based on the number of dwelling units for residential customers and billable meters by meter size for non-residential customers. Over the past four years there has been both a shift to smaller meters for non-residential customers as well as a decline in the total number of meters. The budgeted user fees and projected new rates effective July 1, 2015 are based on adjusted rate base levels approved by the PUC in Docket 4478 for new rates effective September 19, 2014 and are shown in the table below. Despite these adjustments, NBC has continued to experience some slight flat fee related revenue shortfalls in FY 2015 and is continuing to analyze and refine its billable meter data.

Flat Fee Rate Base				
	FY 2013	FY 2016	Change	Percent
Residential Dwelling Units	117,528	118,202	674	0.6%
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. The consumption rate base is also based on the PUC approved level, which is the FY 2013 actual consumption. NBC's billable consumption rate base, taking into consideration the allowance for doubtful accounts, appears to have stabilized with the projected FY 2015 consumption slightly above current approved rate base levels. A look at the table below reveals that there has been a slight increase in Industrial consumption. This is the result of the connection of the Rhode Island Resource Recovery facilities to NBC's system last year. Due to the variability of consumption billings, NBC is conservatively budgeting FY 2016 consumption at currently PUC approved levels. It is also worth noting that the NBC has \$4.5 million in a PUC approved Operating Reserve for Revenue Stability Fund in case of significant revenue fluctuation.

Consumption Rate Base				
	Residential	Commercial	Industrial	Total
Actual FY 2013	8,420,893	4,763,451	425,475	13,609,819
Projected FY 2015	8,411,241	4,713,164	513,169	13,637,574
Budget FY 2016	8,420,893	4,763,451	425,475	13,609,819

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.

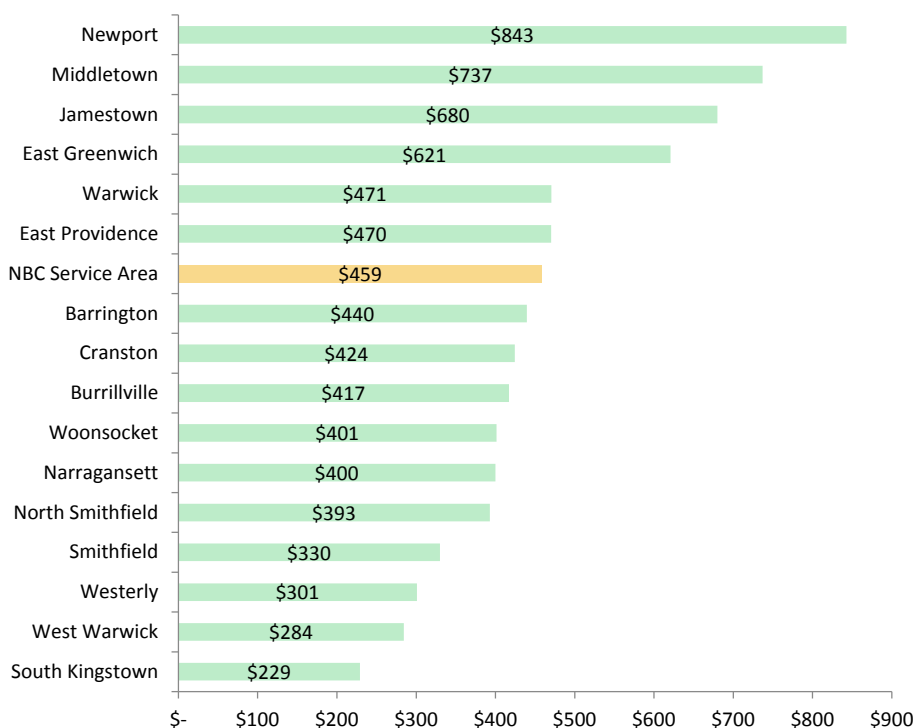
NBC is projecting that the PUC will approve an across-the-board rate increase of 2.37% as of July 1, 2015. The table below shows NBC’s projected FY 2016 user rates for residential and non-residential users. At these rates, NBC’s estimated average annual residential sewer user charge based on annual usage of 150 gallons per day is \$470.

NBC User Fees Effective 7/1/2015*			
Residential:		Non-Residential Meter Size	Customer Charge
Customer Charge	\$215.50 /dwelling unit	5/8"	\$515
Consumption Charge	\$3.478 /hcf	3/4"	\$770
Total Annual Average Residential Rate	\$470	1"	\$1,280
(Based on 73.2 hcf** annual usage)		1 1/2"	\$2,568
		2"	\$4,101
Non-Residential:		3"	\$7,684
Customer Charge - Based on Meter Size		4"	\$12,804
Commercial Consumption Charge	\$5.043 /hcf	6"	\$25,618
Industrial Consumption Charge	\$3.242 /hcf	8"	\$40,988
		10"	\$58,922

*Projected per Docket 4562 but not yet approved
 **hundred cubic feet

In FY 2016, the average annual residential user charge is based on consumption of 150 gallons per day, the updated actual average consumption per dwelling unit. The table below shows the results of NBC’s 2014 sewer rate survey based upon usage of 150 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.

2014 Annual Rhode Island Residential Sewer Charges



Other Operating Revenue

While the primary source of operating revenue is user fees, NBC has other operating revenue such as pretreatment fees, septage fees, and sewer connection permits, which represent approximately 1.5% of total revenue.

The NBC is federally mandated to have a Pretreatment program that controls the discharge of metals and other toxic chemicals into the sewer system. To accomplish this, NBC requires certain users to obtain a discharge permit so that NBC can limit and monitor permitted discharges into the sewer system. Customers are billed pretreatment fees based on a user classification system. In order to keep fees consistent with industry levels, these fees have not increased since FY 2004. Over the past few years, there has been a reduction in the number of significant permitted users and resulting revenues. Accordingly, the FY 2016 budgeted Pretreatment fee revenue is 8.3% or \$100,000 lower than the FY 2015 budgeted level.

Septage fees are paid by permitted haulers based upon the amount of septage that they discharge at NBC's Septage Receiving Station. In FY 2016 septage revenue is projected to increase by 6.7% or \$20,000 from the FY 2015 budgeted level.

NBC's connection permit fees, for new sewer connections to NBC facilities are budgeted 33.3% lower in the FY 2016 budget year, based upon FY 2015 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 \$1.5 million in FY 2016, an increase of approximately 28.2% over the FY 2015 budget.

In FY 2016, investment income revenue remains unchanged from the FY 2015 budgeted level. Late charges are projected to increase by 2.9% or \$30,483. Each of these projections is based on prior year actual revenue for these line items.

This year's budget reflects an increase for the Transfer from Operating Capital of approximately \$962,560, or 26.2% over FY 2015 budget. 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 \$500,000. Also included in this line item is \$160,000 from a PUC restricted cash account in accordance with the Report and Order from Docket 4478. These restricted funds were originally designated to be used to fund the hiring of a "Special Master" or overseer of the CSO Phase I Facilities by the PUC. Although funds were set aside for this purpose, NBC was not required to hire the overseer and the project has long been completed. The total budgeted level in this line item is \$660 thousand in FY 2016.

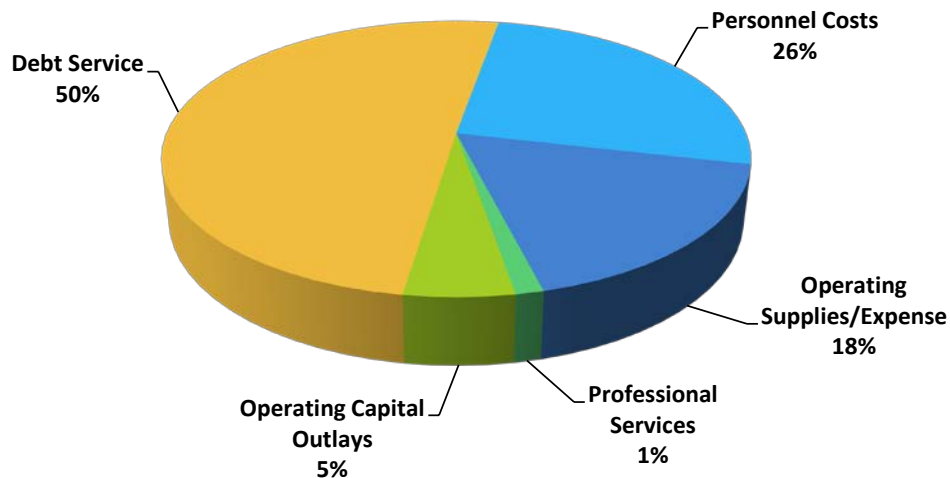
Miscellaneous non-operating revenues are projected to increase by \$100 thousand or 18.2% over the FY 2015 budgeted level primarily due to higher revenues from the sale of RECs produced by NBC's three wind turbines.

Expense Profile

Expense by Element

The chart below shows the fiscal year 2016 operating expenses by element. Debt Service accounts for half of the total budget, at 50%, with the next largest expense category being Personnel Costs, at 26% of the budget.

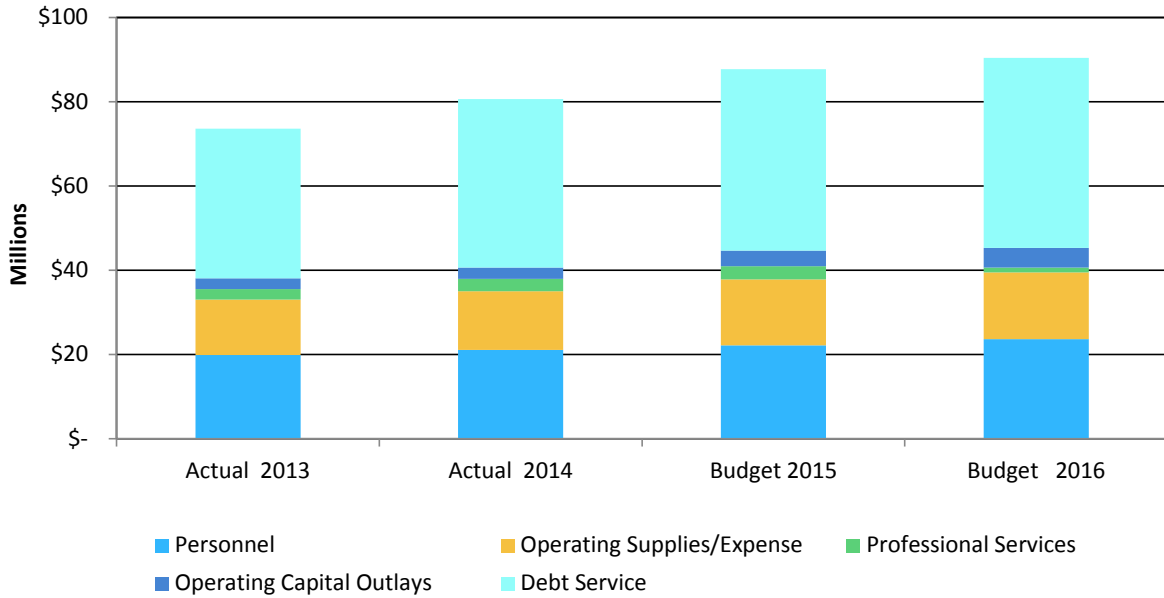
FY 2016 Operating Budget by Element of Expense



NBC's total Operating Budget for FY 2016 is \$90,399,059 excluding Debt Service Coverage. This is an increase of approximately \$2.7 million, or 3.1% from the approved FY 2015 budget. The table below and chart on the following page show historical and budgeted expense over a four-year period.

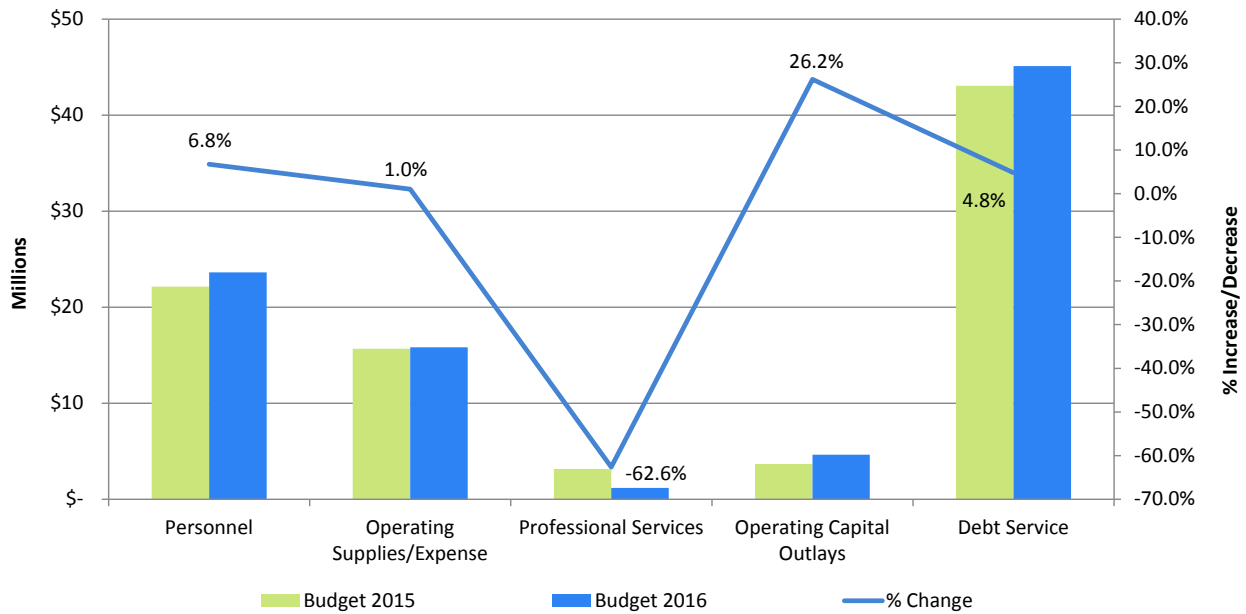
	Actual 2013	Actual 2014	Budget 2015	Budget 2016	FY 15 - FY 16 % Change	FY 2016 % of Budget
Personnel	\$19,858,458	\$21,090,749	\$22,137,153	\$23,632,850	6.8%	26.1%
Operating Supplies/Expense	13,152,768	13,900,670	15,667,287	15,831,085	1.0%	17.5%
Professional Services	2,505,234	2,959,426	3,166,525	1,182,700	-62.6%	1.3%
<i>Total Operations & Maintenance</i>	35,516,460	37,950,845	40,970,965	40,646,635	-0.8%	45.0%
Operating Capital Outlays	2,532,689	2,654,589	3,678,500	4,641,060	26.2%	5.1%
Debt Service	35,512,278	39,996,099	43,052,161	45,111,364	4.8%	49.9%
Total	\$73,561,427	\$80,601,533	\$87,701,626	\$90,399,059	3.1%	100.0%

Budget by Element of Expense



The graph below compares budgeted expenses in fiscal year 2015 to 2016 and illustrates the increases and decreases for each element of expense. Expenses in four of the five categories have increased over the prior year's budget. Personnel Expense increased by 6.8% or \$1.5 million; Operating Supplies/Expense increased by 1.0%, or approximately \$163,798; Operating Capital Outlays increased by 26.2% or \$962,560; and Debt Service increased by 4.8% or \$2.1 million. Professional Services decreased by 62.6%, or nearly \$2.0 million from last year's budget.

FY 2015/2016 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 \$23.6 million, these costs represent a net increase in personnel costs of approximately \$1.5 million or 6.8% over the prior year.

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 Laborer's International Union of North America (LIUNA), American Federation of Labor - Congress of Industrial Organizations (AFL-CIO), or of the Rhode Island Council 94, American Federation of State, County and Municipal Employees (AFSCME), AFL-CIO, Local 1010 and Local 2884. NBC strives to maintain positive employee relationships and this budget marks the second year of NBC's three-year negotiated Collective Bargaining Agreement (CBA).

With respect to salaries and wages, this year's budget includes step increases and the negotiated COLA (2.50%) for union employees in accordance with the CBA contract. Salaries for non-union employees reflect comparable merit increases (3.0%).

The FY 2016 budget includes eight new positions necessary to assume the management of the Bucklin Point WWTF beginning July 1st, as well as meet changing operational needs. In addition, the Customer Service section includes funding for one additional position to support monthly billing. Due to a reduction in construction activity, two positions in the Construction Services section are not funded and capital reimbursements are budgeted at a reduced level compared to the prior year. The positions are identified in the following table.

Funded Positions	Affiliation
Operations Manager	Non-Union
Assistant Operations Manager	Non-Union
Maintenance Manager	Non-Union
Operations Supervisor	Non-Union
Operations Supervisor	Non-Union
Operations Supervisor	Non-Union
Operations Supervisor	Non-Union
Clerk	Union
Customer Service Representative	Union
Unfunded Positions	Affiliation
Senior Construction Coordinator	Non-Union
Resident Representative	Non-Union

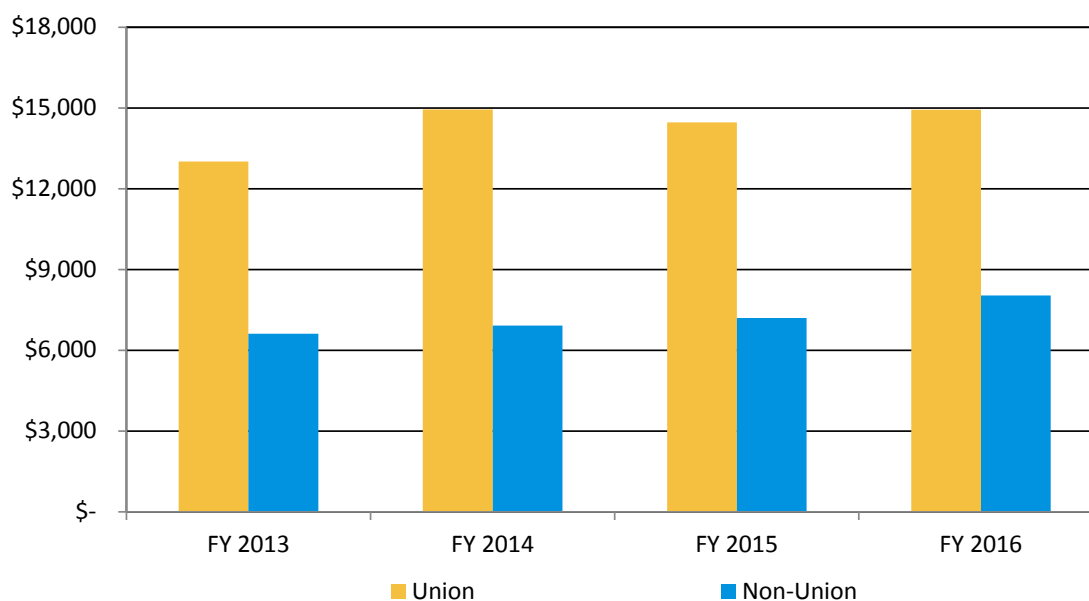
Excluding turnover, the total number of FTE's funded in the FY 2016 budget is 272 positions, an increase of seven FTEs from the prior year. Budgeted turnover has increased from the prior year level of 3.0 FTEs to 4.0 FTEs. The net effect of these changes on a year-to-year basis is 268 positions, or an increase of 6.0 FTEs as shown in the following table.

Number of FTE's	FY 2015 Budget	FY 2016 Budget	Change 2015/2016
Union	135.0	135.0	-
Non-Union	130.0	137.0	7.0
<i>Total</i>	265.0	272.0	7.0
Less: Turnover	(3.0)	(4.0)	(1.0)
<i>Net Positions</i>	262.0	268.0	6.0

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

NBC’s union employees participate in the Employees’ Retirement System of Rhode Island (ERSRI). ERSRI sets the annual employer contribution rate for both the pension and retiree health benefits. The FY 2016 budget for the union pension increased \$40,859 or 2.7% from the prior year budget. This is the result of the employer contribution to the Union Pension benefit being increased from 24.33% to 24.64%. NBC’s non-union employees also participate in both a defined contribution and defined benefit plan. The budget includes \$165,000 more in the non-union retirement expense line item, a function of the increase in the number of non-union positions and changes prompted by GASB 68. The following chart shows that the average employer retirement contribution per FTE for union employees is nearly double that of non-union employees.

Average Budgeted Pension Expense per FTE



In FY 2016, NBC will offer a HDHP with partial employer funding of a HSA and/or HRA. This budget reflects a net increase of 3.2% to the health insurance budgeted line item which is the combined effect of a 5.0% increase in insurance premiums offset by employee premium co-payments. Dental premiums increased by 7.5% 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 2013	FY 2014	FY 2015*	FY 2016*	FY15 - FY16 % of Change
Health Family (net of co-pay)	\$17,149	\$17,673	\$13,156	\$ 13,576	3.2%
Dental Family	1,159	1,228	1,335	1,435	7.5%
Vision Family	181	195	195	195	0.2%
Total	\$18,489	\$19,097	\$ 14,686	\$ 15,207	3.5%

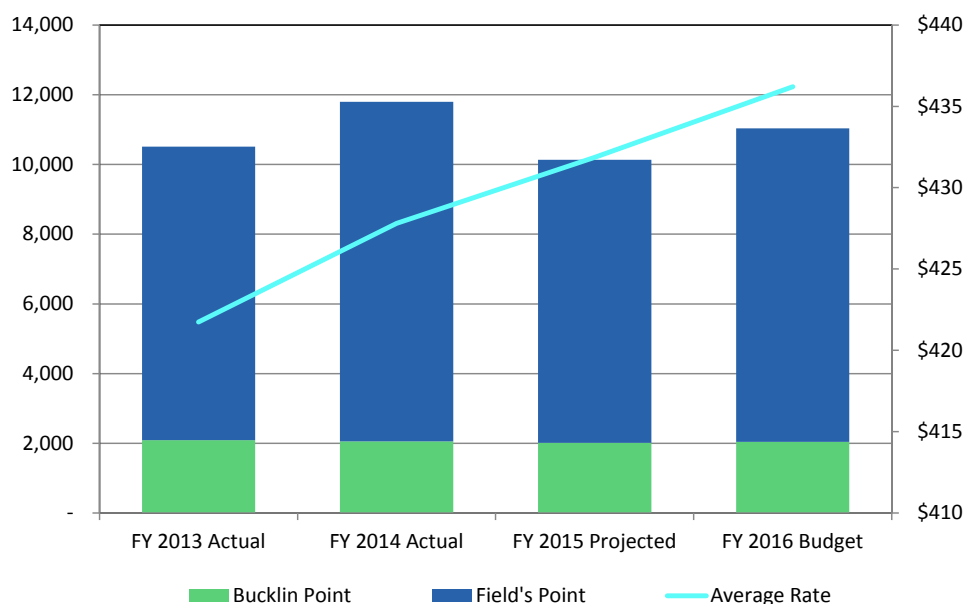
*Does not include \$3,600 NBC HSA Contribution/Employee

Operating Supplies and Expense

Operating Supplies and Expenses (OSE) represent 15.3% of the total FY 2016 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 2016 OSE budget increased 1.0% or \$163,798 from the FY 2015 budget.

Approximately 30.4% of NBC's FY 2016 budgeted OSE is for biosolids disposal at the WWTFs. The FY 2016 budget reflects an increase in the contracted biosolids rate of 1.0% or approximately \$4.21 per dry ton. This is more than offset by the decline in dry ton production at Field's Point as the new BNR facilities have stabilized. Overall, the biosolids disposal expense is \$825,653 or 14.6% lower than the FY 2015 budgeted level. The following chart illustrates the historical and budget data for biosolids dry ton production and disposal rate.

Biosolids Dry Tons and Disposal Rate



Approximately 22.4% of NBC's FY 2016 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 FY 2016 Budget for electricity reflects an increase of \$7,414 or 0.2% over the prior year. The following table shows the year to year budgeted expense for each of the facilities.

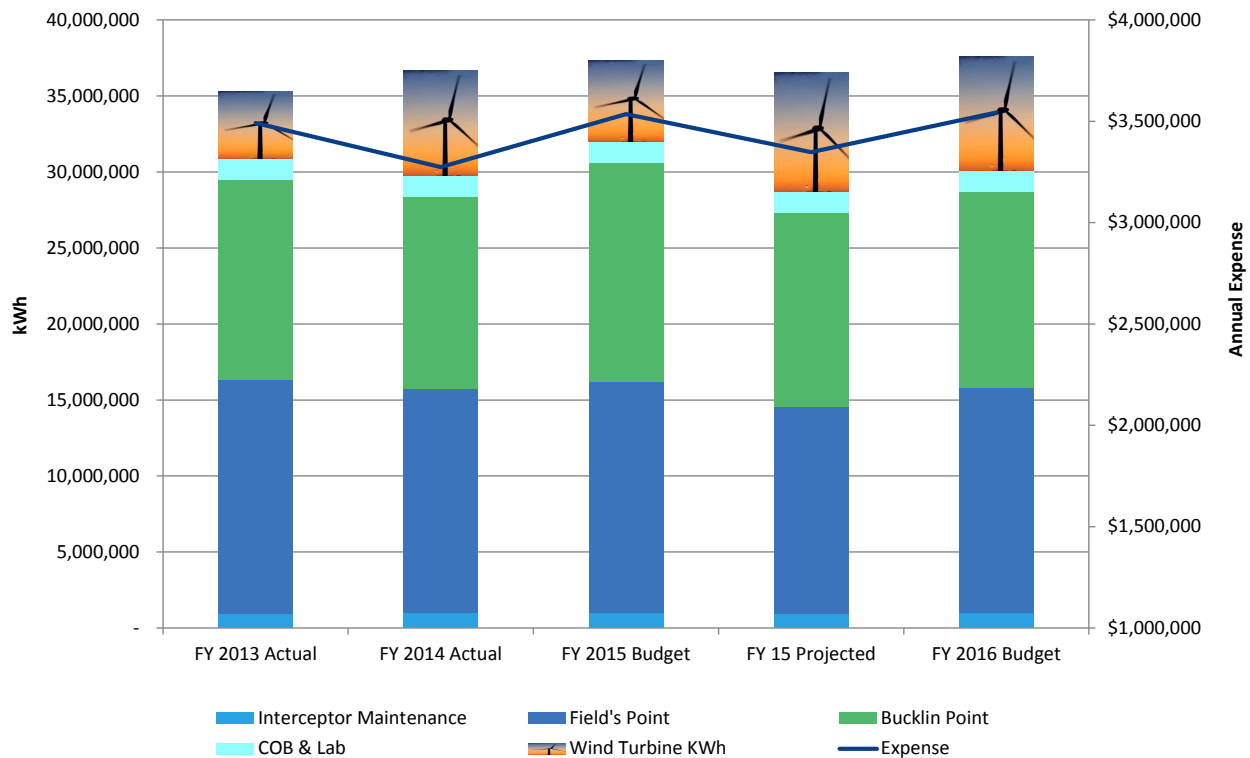
Facility	FY 2015 Budget	FY 2016 Budget	Difference
Bucklin Point	\$ 1,524,219	\$ 1,440,784	\$ (83,435)
Field's Point	1,729,948	1,782,261	52,313
IM	127,864	164,789	36,925
COB & Lab	153,663	155,275	1,612
Total Expense	\$ 3,535,694	\$ 3,543,108	\$ 7,414

The FY 2016 electricity usage is based upon a 36-month average usage and a supply rate of \$0.641 per kWh, effective through June 30, 2016. The net budgeted kWh is 235,098 higher, which is offset by a 41% increase in wind turbine production from NBC's three wind turbines. The year-to-year budgeted electricity usage is shown in the following table.

NBC Electricity Use

kWh	FY 2015 Budget	FY 2016 Budget	Difference
Interceptor Maintenance	965,177	970,301	5,124
Field's Point	15,262,785	14,852,648	(410,137)
Bucklin Point	14,392,095	12,888,691	(1,503,404)
COB & Lab	1,380,733	1,358,998	(21,735)
KWh	32,000,790	30,070,638	(1,930,152)
Wind Turbine kWh	5,334,750	7,500,000	2,165,250
Total kWh	37,335,540	37,570,638	235,098

A comparison of the year-to-year electricity usage is shown in the chart below.



The FY 2016 budgeted gas expense is based upon a 24-month average usage and represents approximately 2.7% of the OSE budget. The FY 2016 budget amount of \$420,145 is based on projected use of 345,115 therms at a supply rate of \$1.217 per therm, 11.6% lower than the prior year's rate. The year-to-year budgeted gas use and expense is shown in the following table.

NBC Natural Gas Use and Expense

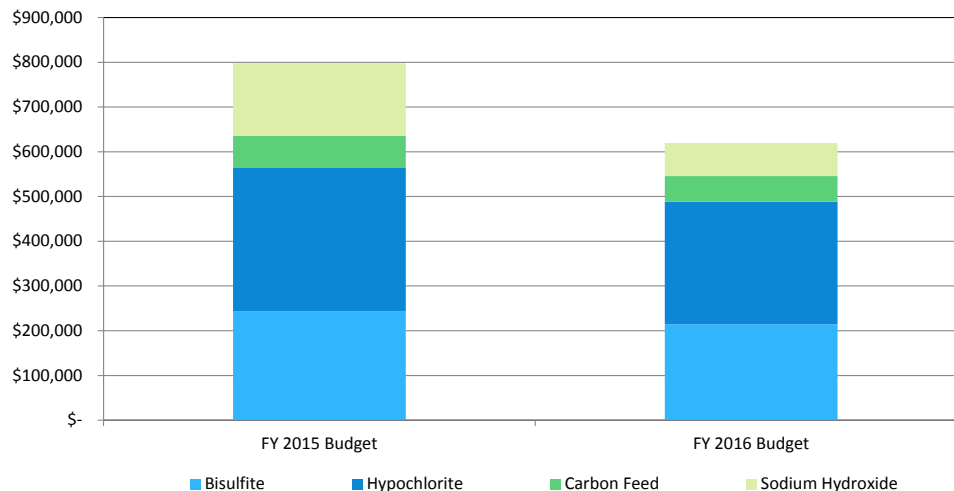
Therms	FY 2015 Budget	FY 2016 Budget	Difference
Field's Point	194,308	189,194	(5,114)
Bucklin Point	84,267	94,864	10,597
IM	19,058	18,271	(787)
Lab	18,739	19,645	906
COB	24,998	23,141	(1,857)
Total Therms	341,370	345,115	3,745
Rate per Therm	\$ 1.377	\$ 1.217	\$ (0.160)
Total Expense	\$ 470,234	\$ 420,145	\$ (50,089)

The chemical expense at Field's Point represents approximately 4.0% of the FY 2016 OSE budget. On a year-to-year basis, the budgeted chemical expense is \$619,759 in FY 2016. Overall, chemical use is projected to be lower for three of the four chemicals, while the prices for some chemicals are higher and others are lower than the prior year. As a result, the budget is \$177,881 of 22.3% lower than the prior year. The table below shows the change in budgeted use and price by chemical as compared to the prior year.

Change in year-to-year Budgeted Chemicals				
	Gallons	\$/Gallon	Total Budget	Percent Change
Bisulfite	(3,238)	\$ (0.13)	\$ (29,213)	(12.0%)
Hypochlorite	(132,613)	0.02	(46,475)	(14.5%)
Carbon Feed	3,135	(0.37)	(13,735)	(19.3%)
Sodium Hydroxide	(63,750)	0.05	(88,458)	(54.4%)
			\$ (177,881)	(22.3%)

The following chart shows the comparative budgeted expense by chemical for the Field's Point WWTF.

Fields Point Chemicals

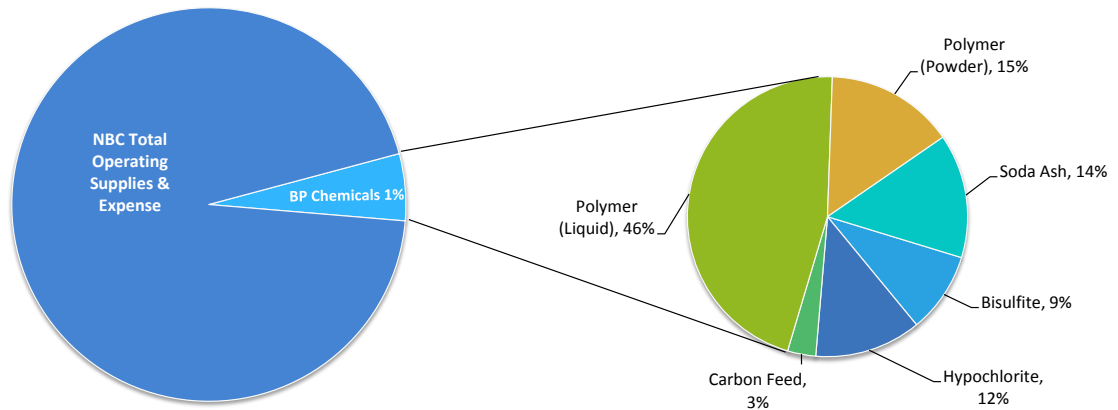


The FY 2016 budget reflects the purchase of chemicals for the Bucklin Point WWTF in the OSE portion of the budget as a result of the transfer of management responsibilities to NBC from the third party contractor. These chemical expenses were previously included in the contract and budgeted in professional services budget line item. The following table shows the amounts and price of the chemicals budgeted for Bucklin Point in FY 2016.

FY 2016 Budget			
	Gallons	\$ / Gallon	Expense
Hypochlorite	36,000	\$ 0.47	\$ 16,988
Bisulfite	12,000	1.07	12,880
Carbon Feed	3,000	1.50	4,500
Polymer (Liquid)	50,000	1.27	63,500
	Pounds	\$ / Pound	
Polymer (Powder)	8,723	\$ 2.35	20,500
Soda Ash	90,000	0.22	19,800
Total			<u>\$138,168</u>

Overall, chemicals used at Bucklin Point represent approximately 1.0% of the OSE budget in FY 2016. The chart below shows the relative percentages of the amounts budgeted for chemicals at Bucklin Point.

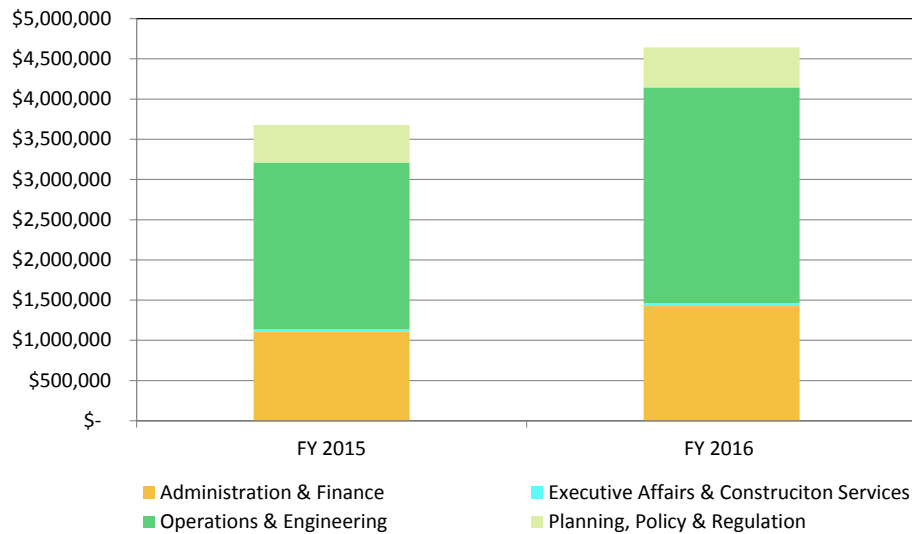
Bucklin Point Chemicals



Operating Capital Outlays

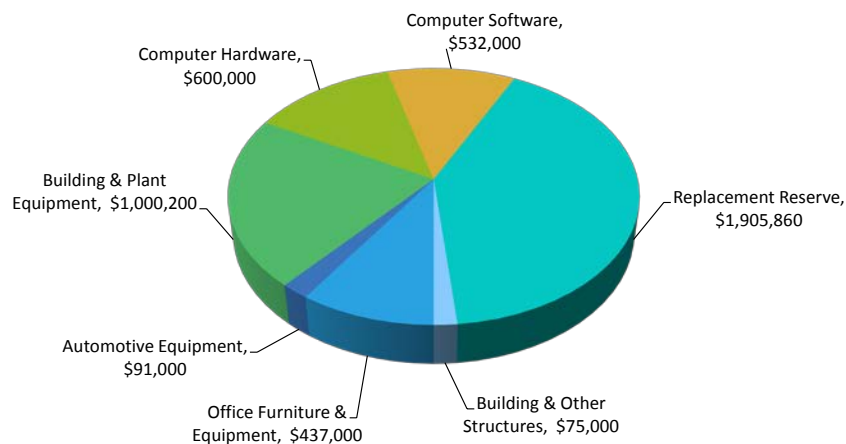
Operating capital outlays make up 4.5% of the FY 2016 operating budget. The operating capital outlay budget funds the needs identified through NBC's asset management system such as fleet vehicles, laboratory equipment, flow meters, and pumps necessary for the collection and treatment of wastewater as well as the support functions. On a year-to-year basis, the Bucklin Point WWTF budget for operating capital doubled to more than \$600 thousand as new needs were identified and certain replacement outlays previously included as part of the third party contractor's management contract are funded in FY 2016 as part of the operating capital budget. Overall, this element of expense shows an increase of 26.2%, rising from approximately \$3.7 million in FY 2015 to approximately \$4.6 million in FY 2016 as shown in the graph below.

Budgeted Operating Capital Expense



The single largest item included in the operating capital budget is the replacement of a large specialized vehicle needed by Interceptor Maintenance at a cost of \$350,000. Other major items include the replacement of two large pumps, the rebuilding of a bar rack and other investments in information technology. The two WWTFs account for the majority or 46.4% of the total FY 2016 capital outlays budget. The allocation of NBC's FY 2016 Operating Capital Outlays budget by type of expenditure is illustrated in the chart below.

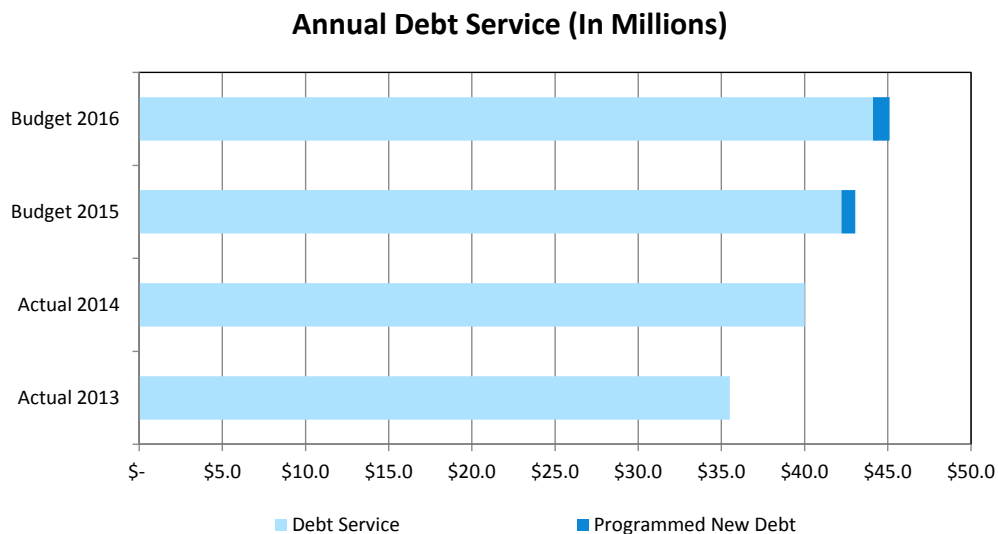
FY 2016 Operating Capital Expenditure Type



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 2016 Operating Capital Outlays and the Five-Year Operating Capital Outlays schedules in the supporting schedules section.

Debt Service

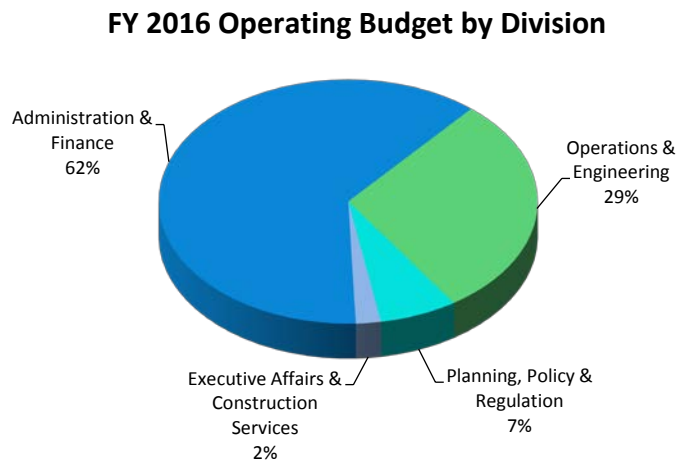
Debt service is the largest element of expense in NBC’s FY 2016 budget, representing 43.6% of the total budget. NBC’s budgeted debt service for FY 2016 is 4.8% greater than last year’s budget. Total debt service budgeted in FY 2016 is approximately \$45.1 million, which includes \$1.0 million for programmed new debt. The graph below shows actual and budgeted existing and programmed new debt for the four-year period beginning FY 2013.



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 2016 budget the Divisions represent (Executive Affairs Division and Construction Service are grouped together).



The Executive Affairs Division and Construction Services Division comprise 2% of the total budget which has increased by 11.9% from the prior year budget.

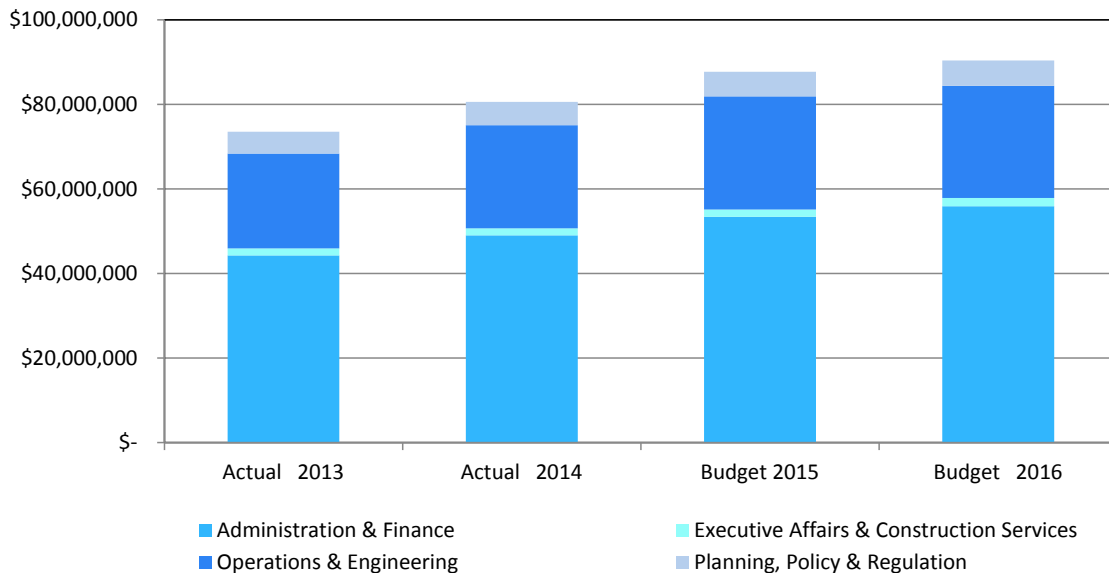
The Administration and Finance Division represents 62% of the FY 2016 operating budget, reflecting the fact that debt service is contained in this division’s budget. This Division includes the Human Resources, Finance, Accounting, Information Technology, Customer Service, Purchasing and General Administration sections. The Administration and Finance Division budget is 4.7% greater than last year.

The Operations and Engineering Division represents approximately 29% 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 0.8% lower in FY 2016 than the previous year. The decrease is the net result of the additional FTEs and addition of OSE expenses to assume management at Bucklin Point which is offset by the elimination of the management contract. The capital outlays for the Division have increased based upon use of asset management tools that ensure NBC can meet the needs of the 24 hour day-to-day operations and the budgeting of replacement reserve items at Bucklin Point, a portion of which were previously carried in the management contract.

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 represents 7% of the FY 2016 budget and is 3.1% higher than the prior year.

	Actual 2013	Actual 2014	Budget 2015	Budget 2016	FY 15 - FY 16 % Change	FY 2016 % of Budget
Executive Affairs & Construction Services	\$ 1,665,425	\$ 1,650,796	\$ 1,730,373	\$ 1,935,456	11.9%	2%
Administration & Finance	44,309,630	49,067,672	53,433,893	55,950,138	4.7%	62%
Operations & Engineering	22,399,697	24,398,459	26,732,223	26,526,655	-0.8%	29%
Planning, Policy & Regulation	5,186,675	5,484,607	5,805,137	5,986,810	3.1%	7%
Total	\$ 73,561,427	\$ 80,601,533	\$ 87,701,626	\$ 90,399,058	3.1%	100.0%

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 protecting Narragansett Bay and its surrounding rivers and to providing a high level of service at a reasonable cost. To this end, NBC strives to identify all potential impacts to revenue and expenses for the upcoming fiscal year when developing the annual Operating Budget.

Fiscal Year

NBC's fiscal year runs from July 1st through the following June, and is numbered with the calendar year in which it ends. The current fiscal year is the year which ends the following June. The actual fiscal year is the year ending June of the previous year. In this budget, we compare the next fiscal year 2016 to current fiscal year 2015 budget and actual fiscal year 2014.

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 fines, permit and connection fees, and Renewable Energy Credits (RECs), 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 accrual basis. Accordingly, certain non-cash expenditures such as depreciation, bad debt and amortization expense are not included in the operating budget. The operating budget, however, includes the increase in accrued sick and vacation leave payments at termination that are anticipated to occur during the budget year.

The budget includes debt service principal payments on debt issued to finance the 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 the timing of the related cash flow.

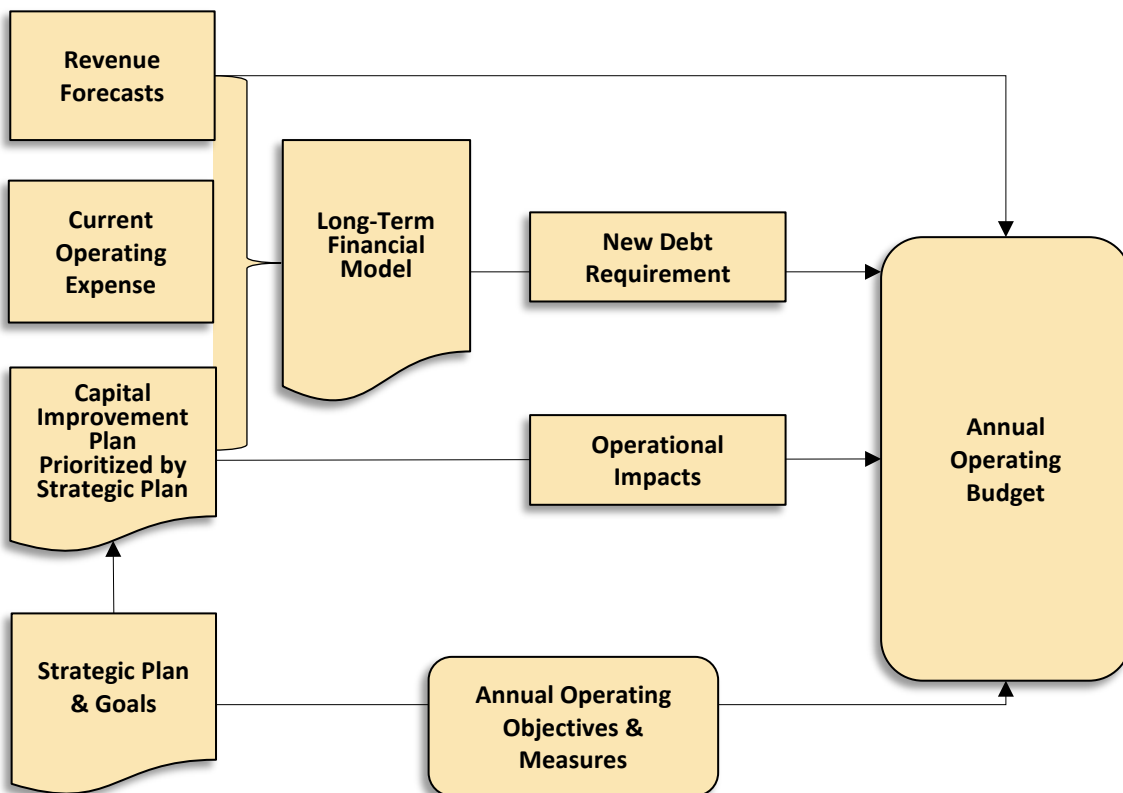
The Budget Process

As a regulated agency, it is important that NBC analyze financial and operational needs throughout the year. The formal review for the operating budget, however, begins 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 Rhode Island Public Utilities Commission (PUC). A rate filing application for the recovery of costs other than debt service 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 the Budget Process and Long-Range Planning



In July and August, Finance staff begins the process of forecasting the upcoming fiscal year revenues, expenses and financial obligations. NBC's rate increases for operating costs and rate base adjustments are subject to a 9-month review process by the PUC. Therefore, if it is determined that user charges must be adjusted, staff seeks Board approval to file with the PUC for rate relief. If feasible, staff will prepare and submit an application with the PUC by September 30th to ensure that new rates are in effect by the following July 1st (see The Rate Setting Process for more information).

In November, the Administration and Finance Division presents short and long-term budget directives to all Division Directors and Program Managers. The managers are given on-line operating budget 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)
- Fringe benefit rates and other budget guidelines
- Account Justification forms

In mid-November, Program Managers are asked to develop their Program objectives and provide performance data for their section. The Program Managers provide their prior year major accomplishments and submit the program's top three priorities for the upcoming year. Both accomplishments and priorities are identified by a Goal Action for Achievement in connection with each of the seven Strategic Goals. The Goal Actions for Achievement are identified by a key code which is located in the About NBC section of this document. Development of the five-year Operating Capital Outlay plan also begins in November.

Beginning in January, Program Managers prepare their proposed budgets and the Finance section provides support throughout this timeframe. The Finance section conducts mid-year reviews of the current year budget to identify potential issues and trends that should be considered by Program Managers as part of the development of their proposed budgets. After a preliminary review of the draft operating budgets with Administration and Finance staff, the Division Directors and Program Managers present their proposed budgets to the Administration and Finance Director and the Executive Director in February.

In March and April, the Finance section assesses year-to-date budget performance and analyzes funding requests. The draft Operating Budget undergoes a line-by-line examination by Finance staff and feedback obtained through the rate case process is used to update revenue and expense projections.

Development of the CIP also takes place during March and April. Project Managers prepare capital budgets by project to identify both new and completed projects as well as update the costs and schedules of on-going capital projects. As part of this process, Project Managers submit monthly cash flow and operating cost impact projections. Finance staff analyzes the information and subsequent to review by the Executive Director and capital project managers, the CIP document is drafted.

In May, the CIP is presented to the Long Range Planning (LRP) Committee and the Board of Commissioners for approval. The Long-Term Financial Model is also updated in May based upon the CIP inputs and an analysis of capital funds available. The outputs from the Long-Term Financial Model are used to identify the CIP funding sources and uses. These outputs, along with the CIP operating cost impacts are then incorporated into NBC's rate model to develop five-year rate projections.

In order to arrive at a balanced budget, revenue projections are finalized in May and Finance staff prepares recommended budget adjustments for the Executive Director's review. Once approved by the Executive Director, the draft operating budget is submitted to NBC's Board of Commissioner's Finance Committee for review in late May.

Additional fine-tuning of the Operating Budget figures takes place in early June. Drafting of the formal budget document is also completed and it is printed in early June. The final budget and authorizing resolution are submitted to the Finance Committee and Board of Commissioners for review and approval at the June Board meeting.

Budget Monitoring and Amendment Procedures

General

- A line item budget is maintained for each individual cost center. Budget transfers are required to prevent any significant expense overrun on any line item.
- Finance staff reviews the budget versus actual status by cost center or section monthly and ensures that the budget transfers are prepared and processed.
- At each monthly Board of Commissioner's meeting, the monthly financial statements including budget to actual status are submitted and presented to the Finance Committee.
- 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 reviewed by Finance and tracked on NBC's computerized financial system.

FY 2016 Budget Calendar

July-August	Finance completes analysis of the upcoming fiscal year information and assesses need to file for rate relief with the PUC.
September	File Rate Application with the PUC.
November	Presentation of Fiscal Year 2016 Budget Overview to Division Directors and Program Managers.
November-December	All programs develop and refine Performance Service Level Objectives, Target Measures and Top Priorities in alignment with the Strategic Plan. Also develop Five-Year Capital Outlay Plans and Program Overview.
November 18	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 27 & 29	Mid-Year FY 2015 Budget Reviews.
February 13	All Divisions required to electronically submit budget work-files.
February 24 & 25	All Divisions present budget requirements to Executive Director.
March	FY 2017-2021 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 2017-2021 Capital Improvement Program.
May 27	LRP Committee and Board of Commissioners Adoption of FY 2017-2021 CIP.
May 27	Finance Committee Review of Proposed Operating Budget.
June 23	Finance Committee Review and Board of Commissioners adoption of Fiscal Year 2016 Operating Budget.

The Rate Setting Process

NBC uses two types of applications for rate relief including 1) a general rate relief application, and 2) a debt service compliance filing for rate relief related to debt service and debt service coverage. With respect to general rate cases, by law the filing is subject to a nine-month review process, resulting in a nine-month period passing prior to new rates being effective. Debt service compliance filings have a shorter review period with PUC decisions rendered typically in less than 90 days.

NBC’s Board of Commissioners authorize all filings for rate relief. Staff prepares and files the rate application with the PUC and serves copies to the Rhode Island Division of Public Utilities and Carriers (DPUC) and the Rhode Island Attorney General’s Office (AG). The DPUC represents the interests of consumers in rate case proceedings and the AG acts as legal counsel to the DPUC. Once an application is filed and determined by the Clerk to substantially conform in all material aspects to the filing requirements, it is assigned a docket number.

Typically the PUC’s legal counsel holds a pre-hearing conference within 60 days of the filing to establish the procedural schedule. NBC provides notice to its customers of the rate application with a billing insert. The rate application and all other documents are posted on the PUC’s web-site and are made available for public review at the PUC’s office. NBC is represented by legal counsel throughout this process.

General Rate Relief

In addition to specific filing requirements, a rate application will include pre-filed direct testimony and schedules from NBC witnesses, including outside experts that support the application. NBC must respond to data requests from both the PUC and the DPUC during the review process and the DPUC submits pre-filed testimony and schedules to support their position. The PUC holds public hearings in NBC’s service area for ratepayer comment. The NBC may submit pre-filed rebuttal testimony and the DPUC may subsequently file surrebuttal pre-filed testimony. If the NBC and the DPUC agree on most of the issues, the parties may negotiate a settlement agreement which is subject to PUC approval. The PUC conducts hearings to enter the documents into evidence and examine the expert witnesses. The PUC must render a decision within nine months of the filing date and this may be a bench decision or through a majority vote at an open meeting. NBC must then make a compliance filing that sets forth the final tariffs. A written Report and Order is typically issued subsequent to the effective date of the new rates.

Rate Relief for Debt Service and Debt Service Coverage

The PUC first approved the “Debt Service Compliance Filing Mechanism” for rate relief related to debt service and debt service coverage in 2003. This approach includes five-years of projected rate increases required to support NBC’s CIP and has been reauthorized by the PUC twice, most recently for FY 2013 through FY 2017. NBC must request rate relief no later than 60 days prior to the proposed effective date and the request is limited to debt service and debt service coverage. Because the scope is limited, the review process is more expeditious and rate relief is generally granted within 90 days. The public notice requirements also apply to these filings and the PUC conducts a hearing prior to issuing their decision.

Requested vs. Approved User Fee Increases

Docket No.	4151	4214	4305	4352	4364	4478
Effective Date	7/1/2010	7/1/2011	7/1/2012	1/1/2013	7/1/2013	9/19/2014
Type of Filing	Compliance	Compliance	Compliance	Compliance	General	General
Purpose	Debt	Debt	Debt	Debt	O&M/Rate Base	O&M/Rate Base
Requested User Fee Increase	2.85%	3.33%	2.25%	7.35%	14.98%	5.46%
Approved User Fee Increase	2.25%	3.33%	2.25%	7.35%	9.67%	3.97%

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 the Debt Policy).

Measure of Compliance	FY 2015 Goal	FY 2016 Goal
Review and Update of Strategic Plan	Annually	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 2015 Goal	FY 2016 Goal
File with PUC to maintain Sufficient Operating and Capital Funding	10/1/2014	10/1/2015
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	Monthly	Monthly
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 2015 Goal	FY 2016 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 2015 Goal	FY 2016 Goal
Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	14 Years	15 Years
Complete audit by September 30th	30-Sep-15	30-Sep-16
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 2015 Goal	FY 2016 Goal
Prepare and transmit monthly financial report to NBC's Finance Committee	Monthly	Monthly
Notification of Budget Issues within 5 days of month-end Report	5 Days	5 Days
Develop and administer a high quality annual Operating Budget and CIP	Yes	Yes
Receive GFOA Distinguished Budget Presentation Award	13 Years	14 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 2015 Goal	FY 2016 Goal
Revise Capital Cash Flow Projected Draw	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 (SRF) 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 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 Rhode Island General Law (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 2015 Goal	FY 2016 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	100%	100%
Perform Post Issuance Compliance Monthly Reporting	Monthly	Monthly
File with PUC to maintain Sufficient Operating and Capital Funding	10/1/2014	10/1/2015

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.

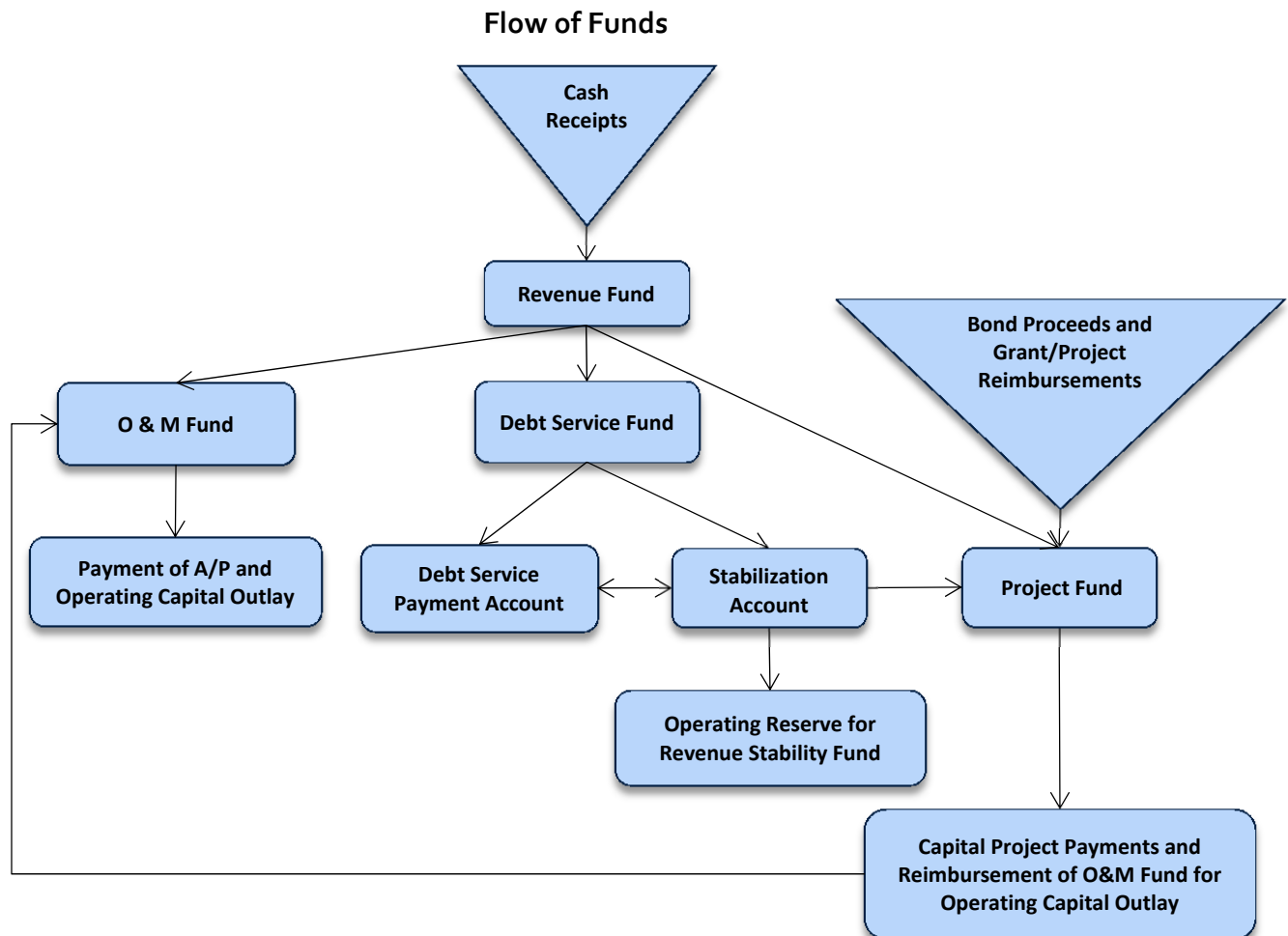
Measure of Compliance	FY 2015 Goal	FY 2016 Goal
Ensure compliance with federal tax laws and regulations to maintain tax exempt status of NBC’s bond issues	100%	100%

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	13	June 24, 2010
3	August 4, 2005	14	March 29, 2011
4	December 15, 2005	15	June 28, 2012
5	December 21, 2006	16	November 28, 2012
6	February 8, 2007	17	March 21, 2013
7	October 15, 2007	18	June 6, 2013
8	December 12, 2007	19	December 12, 2013
9	July 1, 2008	20	March 6, 2014
10	November 1, 2008	21	October 28, 2014
11	October 6, 2009	22	May 5, 2015
12	February 12, 2010		

Collectively, these are referred to as 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. NBC has funded a \$3.5M Reserve for the 2013 Series C Wastewater System Revenue Bonds.

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 2016 monthly transfers for operating expenses in accordance with Section 504(2) (i) of the Trust Indenture. The table below shows the FY 2016 monthly transfers. The amounts are based on the actual operating expenses in FY 2015 multiplied by the percentage increase in the FY 2016 operating budget over the actual FY 2015 expenses, or 1.8%.

O&M Monthly Certified Trust Transfer	
Jul-15	\$ 4,946,659
Aug-15	4,042,625
Sep-15	2,577,369
Oct-15	3,560,177
Nov-15	2,621,757
Dec-15	3,756,380
Jan-16	3,767,850
Feb-16	3,083,888
Mar-16	3,048,218
Apr-16	3,138,074
May-16	2,716,420
Jun-16	3,387,219
Total	\$ 40,646,635

The data in this budget has been used to project year-end fund balances for FY 2016, as shown in the table below.

	Fund Balance FY 2014	Net Change	Projected Fund Balance FY 2015	Net Change	Projected Fund Balance FY 2016
Revenue Fund	\$ 23,115,080	\$ 530,430	\$ 23,645,510	\$ 530,430	\$ 24,175,940
Operating and Maintenance Fund	765,456	30,100	795,556	32,000	827,556
Project Fund	351,208,580	22,000,000	373,208,580	23,000,000	396,208,580
Debt Service Fund	36,118,969	800,000	36,918,969	800,000	37,718,969
Debt Service Reserve Fund	-	3,497,264	3,497,264	-	3,497,264
Revenue Stability Fund	4,503,513	(3,513)	4,500,000	-	4,500,000
EEF	72,426	(9,000)	63,426	(9,000)	54,426
Net Assets	\$ 415,784,024	\$ 26,845,281	\$ 442,629,305	\$ 24,353,430	\$ 466,982,735

Significant changes in the fund balances are as follows:

Revenue Fund: The Revenue Fund is expected to increase by \$0.53 million or 2.3% in FY 2015 and FY 2016. 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.

Operating & Maintenance Fund: In FY 2015 the O&M Fund is expected to increase by 3.9% or \$30 thousand and 4.0% or \$32 thousand in FY 2016.

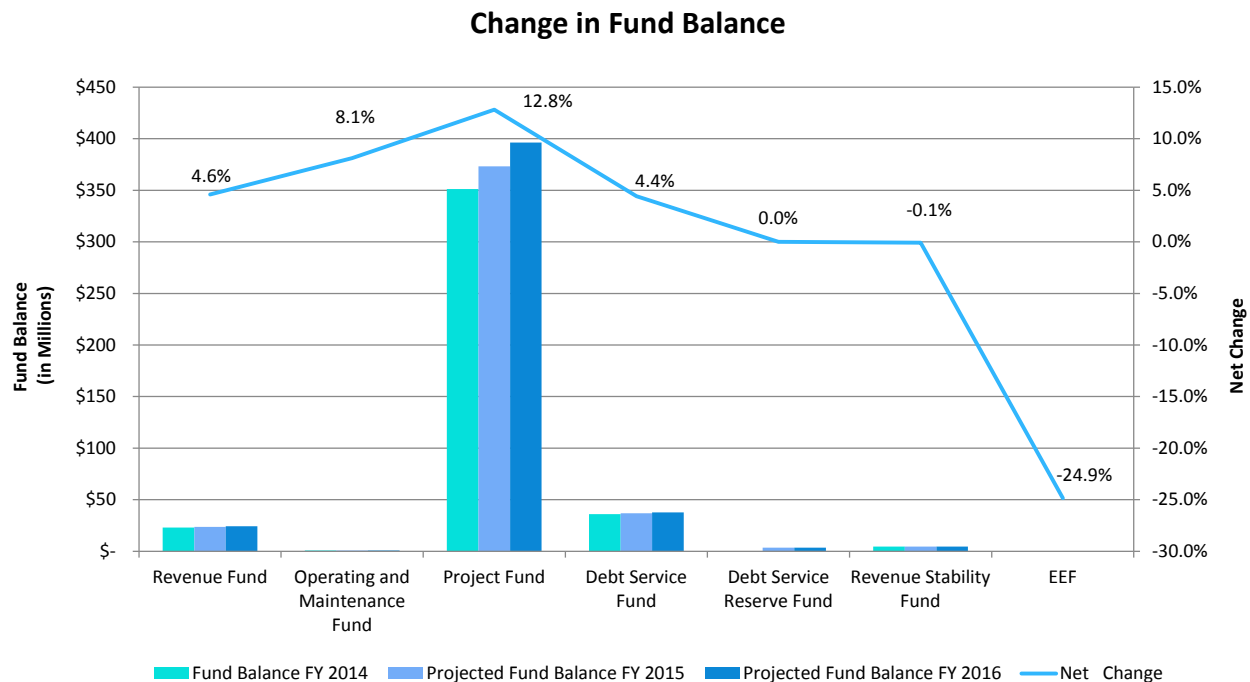
Project Fund: In FY 2015 the Project Fund is expected to increase by 6.3% or \$22 million and in FY 2016 it is projected to increase by 6.2% or \$23 million, reflecting transfers from the Stabilization Account in the Debt Service Fund. This is prior year debt service coverage that can be used for pay-as-you-go 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 2.2% in FY 2015 and FY 2016 by \$0.8 million for the payment of debt service.

Debt Service Reserve Fund: The Debt Service Reserve Fund was established in FY 2015 to a balance of approximately \$3.5 million.

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 2014 through FY 2016 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 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 Two Supplemental Indentures.
- NBC's Operating Budget and CIP documents include planned capital funding and expenses for FY 2016 and in order to synchronize with the State of Rhode Island's capital budgeting process, NBC's five-year CIP window is 2017-2021.

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.

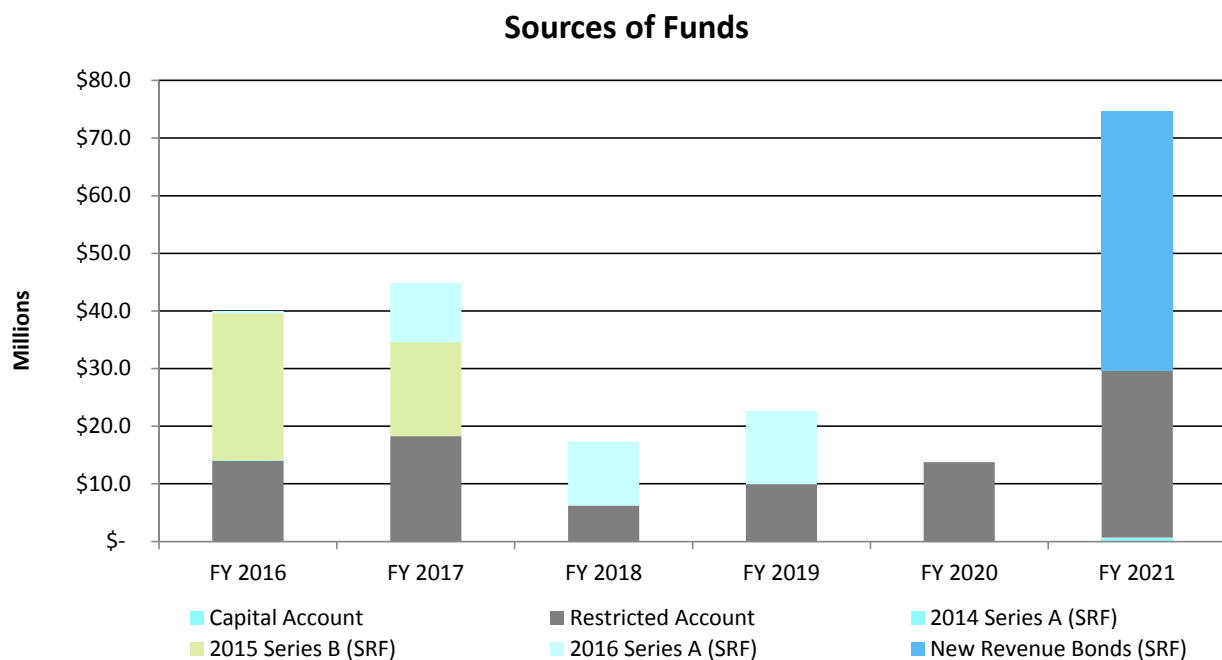
Funding Source	Description
Capital Account	Grant or Project Reimbursements
Restricted Account	Prior Year Debt Service Coverage
2014 Series A (SRF)	Unspent Proceeds from 2014 Series A
2015 Series B (SRF)	Proceeds from Planned 2015 Series B
2016 Series A (SRF)	Proceeds from Planned 2016 Series A
New Revenue Bonds	New Revenue Bond Issuances
New Revenue Bonds (SRF)	New Borrowings from RICWFA backed by NBC Revenue Bonds

In FY 2016, NBC plans to fund its capital improvements with approximately \$14.0 million in restricted funds and also plans two borrowings totaling \$76.3 million from the RICWFA.

NBC’s long-term financing strategy includes funding as much as possible through the RICWFA given that it is NBC’s lowest cost of financing. Accordingly, this plan is based on loan capacity figures provided by RICWFA to the extent that additional capital funding is needed. As a result of the CSO Phase III Facilities reevaluation process in FY 2015, NBC’s programmed capital needs during the next several years are significantly lower than previously projected. The long-term model reflects the use of \$121.3 million in existing and planned borrowings through the RICWFA and the use of \$90.9 million in restricted funds or “pay-as-you-go” capital. The updated cash flows do not reflect any new borrowings from RICWFA during FY 2017-2020 or the issuance of any revenue bonds during fiscal years 2016 through 2021. The table below shows the projected Sources of Funds in fiscal years 2016-2021.

Sources of Funds (Thousands)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2017-2021	Total FY 2016-2021
Capital Account	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650	\$ 650	\$ 650
Restricted Account	14,010	18,288	6,246	9,588	13,760	28,954	90,846	76,836
2014 Series A (SRF)	76	-	-	-	-	-	76	-
2015 Series B (SRF)	25,479	16,275	-	-	-	-	41,754	16,276
2016 Series A (SRF)	445	9,879	11,125	13,051	-	-	34,500	34,055
New Revenue Bonds (SRF)	-	-	-	-	-	45,000	45,000	45,000
Total	\$ 40,010	\$ 44,443	\$ 17,371	\$ 22,639	\$ 13,760	\$ 74,604	\$ 212,826	\$ 172,817

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 2016 through FY 2021. NBC plans on executing two loans totaling \$76.3 million from RICWFA in FY 2016 which will fund the costs associated with CSO Phase II Facilities Construction, CSO Phase III Facilities Design, the Regulatory Compliance Building, and other projects in FY 2016.



NBC must also take into consideration the appropriate 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.

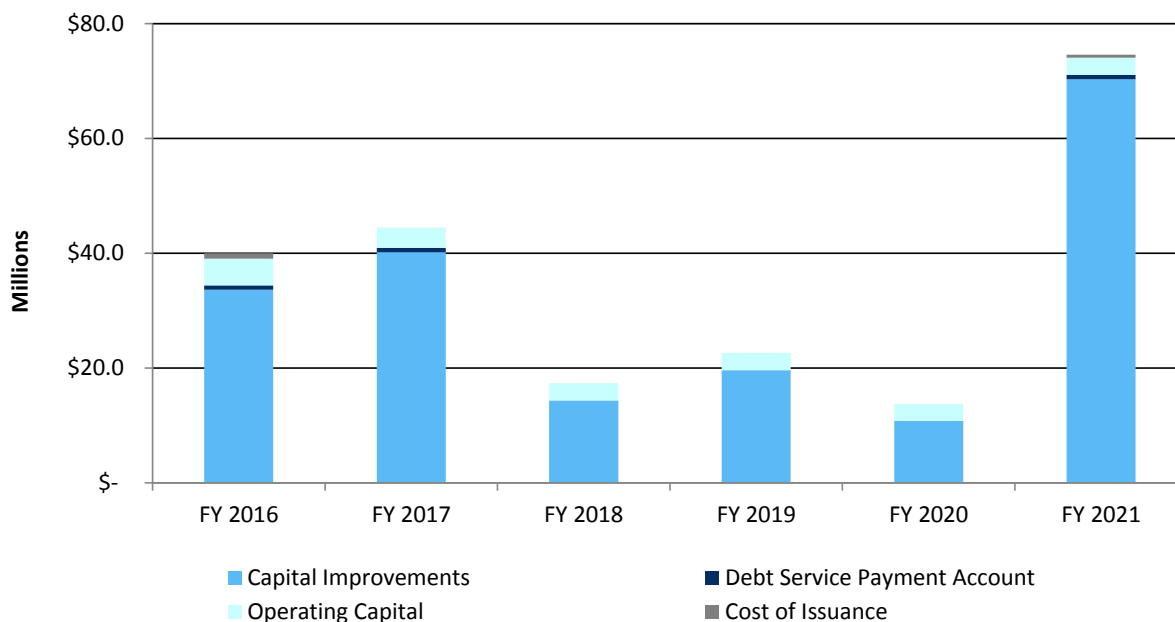
Funding Use	Description
Operating Capital	Annual Operating Capital Purchases
Capital Improvements	Projects identified in the Capital Improvement Program
Debt Service Payment Account	Incremental increase in monthly deposits due to debt issuance
Cost of Issuance	Costs for RICWFA service fee, underwriting, bond counsel, financial advisory services, etc.

The following table shows that the largest use of capital funds is for Capital Improvements at 89% of the total uses for the FY 2016-2021 CIP window.

Uses of Funds (Thousands)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total FY 2017-2021	Total FY 2016-2021
Operating Capital	\$ 4,656	\$ 3,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 20,156	\$ 15,500
Capital Improvements	33,641	40,193	14,371	19,639	10,760	70,304	188,908	155,267
Debt Service Payment Account	750	750	-	-	-	750	2,250	1,500
Cost of Issuance	963	-	-	-	-	550	1,513	550
Total	\$ 40,010	\$ 44,443	\$ 17,371	\$ 22,639	\$ 13,760	\$ 74,604	\$ 212,827	\$ 172,817

The chart below shows the uses of capital funds by fiscal year. Expenditures on capital improvements are \$44.4 million in FY 2017 and will decline in each of the three following fiscal years. FY 2021 shows higher programmed costs that reflect the construction of the CSO Phase III Facilities.

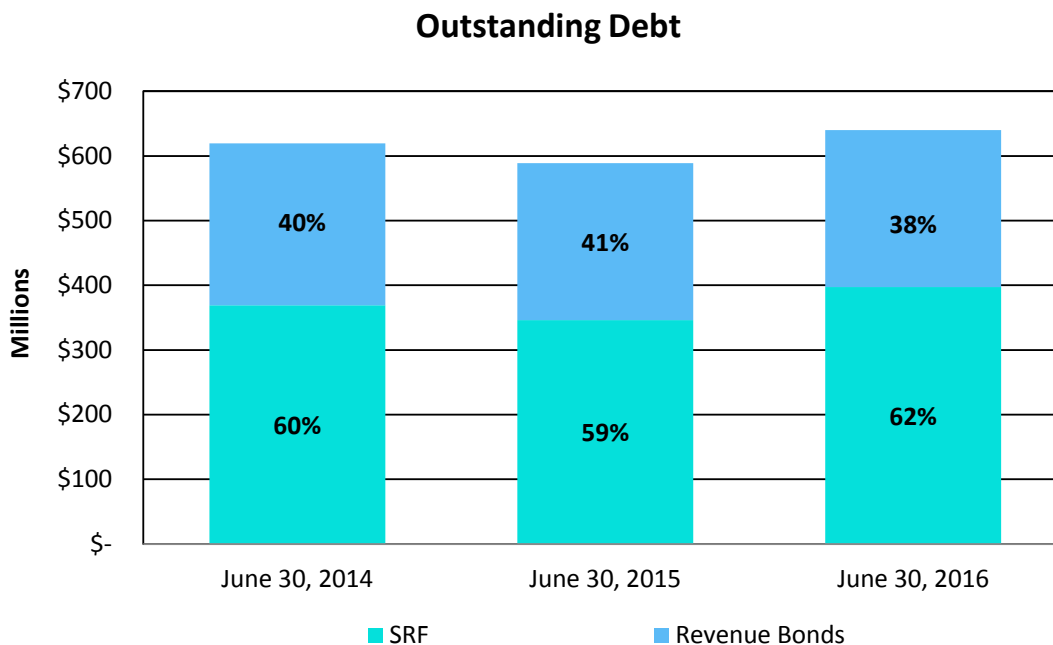
Uses of Funds



The table below shows the changes in outstanding debt at fiscal year-end for 2014, 2015 and 2016. The Additions/Principal Payments column reflects the net effect of principal payments and new SRF bond issuance. Outstanding debt is projected to increase 3.3% from FY 2014 to \$639.5 million in FY 2016.

Issuance	Outstanding Debt as of June 30, 2014	Additions/ Principal Payments	Outstanding Debt as of June 30, 2015	Additions/ Principal Payments	Outstanding Debt as of June 30, 2016
SRF Loans					
SRF Loans	\$ 369,160,325	\$ (23,028,273)	\$ 346,132,052	\$ (25,284,371)	\$ 320,847,681
2015 Series B	-	-	-	41,753,500	41,753,500
2016 Series A	-	-	-	34,500,000	34,500,000
<i>Subtotal SRF</i>	369,160,325	(23,028,273)	346,132,052	50,969,129	397,101,181
Revenue Bonds					
2005 Series A	42,500,000	(42,500,000)	-	-	-
2007 Series A	45,000,000	(45,000,000)	-	-	-
2008 Series A Refunding Bonds	56,465,000	-	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
2014 Series B Refunding Bonds	-	39,820,000	39,820,000	-	39,820,000
2015 Series A Refunding Bonds	-	40,085,000	40,085,000	-	40,085,000
<i>Subtotal Revenue Bonds</i>	250,415,000	(7,595,000)	242,820,000	-	242,820,000
Total	\$ 619,575,325	\$ (30,623,273)	\$ 588,952,052	\$ 50,969,129	\$ 639,921,181

The chart below reflects the actual outstanding debt for fiscal years 2014 and 2015 and the projected outstanding debt for fiscal year 2016. The majority of NBC's outstanding debt will continue to be related to borrowings through the RICWFA.

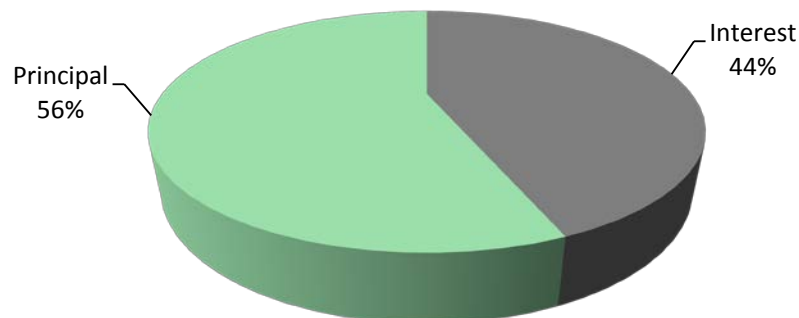


The following table shows debt service expense for existing and new bond issues in Fiscal Year 2016.

Debt Service Fiscal Year 2016

Issue	Interest	Principal	Total
RICWFA (SRF Loans)			
1993 Series B - \$14.781M	\$ 6,239	\$ 1,020,250	\$ 1,026,489
1994 Series - \$17.279M	6,815	1,170,422	1,177,237
1997 Series - \$8.150M	80,558	486,133	566,691
1999 Series - \$23.955M	316,320	695,000	1,011,320
2001 Series - \$57M	533,732	3,310,000	3,843,732
2002 Series - \$57M	377,621	3,008,588	3,386,209
2003 Series - \$40M	424,394	1,990,000	2,414,394
2004 Series B - \$40M	494,046	2,082,000	2,576,046
2005 Series B - \$30M	333,924	1,471,000	1,804,924
2006 Series A - \$30M	327,081	1,451,000	1,778,081
2007 Series B - \$25M	387,432	1,258,000	1,645,432
2009 Series A - \$55M	1,252,338	1,273,579	2,525,917
2010 Series A - \$2M	35,526	73,019	108,545
2010 Series B - \$20M	502,280	845,000	1,347,280
2011 Series A - \$30M	797,223	1,154,341	1,951,564
2012 Series A - \$25.75M	574,557	1,077,495	1,652,052
2013 Series B - \$25M	547,750	1,061,545	1,609,295
2014 Series A - \$45M	1,140,615	1,857,000	2,997,615
2015 Series B - \$41.8M	603,748	-	603,748
2016 Series A - \$34.5M	402,498	-	402,498
Revenue Bonds			
2008 Series A \$66M Refunding	1,979,899	-	1,979,899
2013 Series A - \$71.48M	3,136,650	-	3,136,650
2013 Series C - \$34.97M	1,656,550	-	1,656,550
2014 Series B - \$39.82M	1,944,400	-	1,944,400
2015 Series A - \$40.085M	1,964,796	-	1,964,796
Total	\$ 19,826,992	\$ 25,284,371	\$ 45,111,364

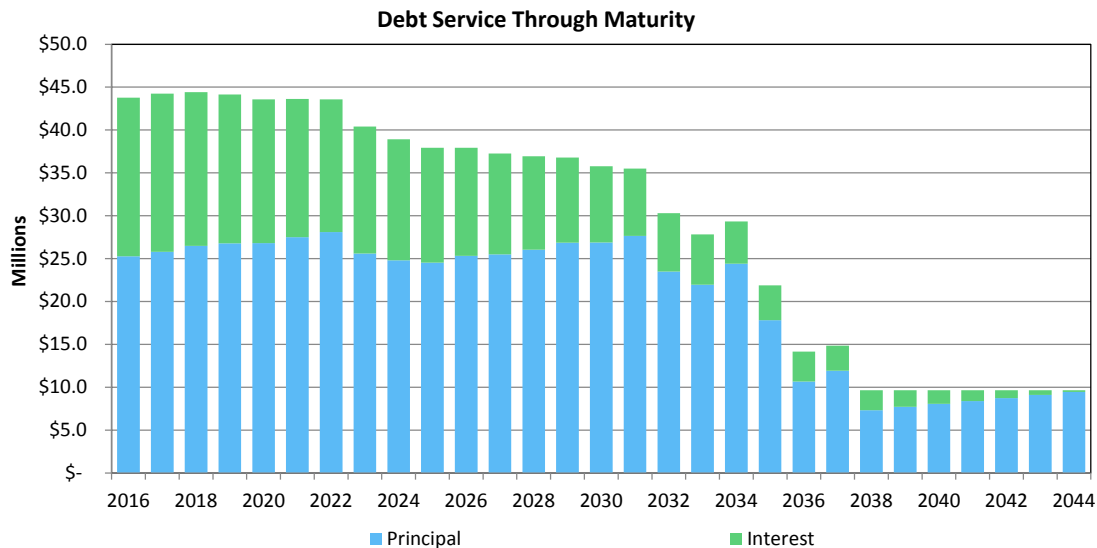
FY 2016 Debt Service



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

Debt Service Payments through Maturity

Fiscal Year	Debt	Principal	Interest	Total Payment
2016	\$ 588,952,053	\$ 25,284,371	\$ 18,481,991	\$ 43,766,362
2017	563,667,682	25,783,150	18,467,785	44,250,935
2018	537,884,532	26,495,360	17,919,651	44,415,011
2019	511,389,172	26,790,985	17,344,460	44,135,445
2020	484,598,187	26,812,719	16,757,446	43,570,165
2021	457,785,468	27,502,239	16,132,759	43,634,998
2022	430,283,229	28,088,055	15,474,461	43,562,516
2023	402,195,173	25,597,320	14,804,851	40,402,171
2024	376,597,854	24,798,601	14,126,708	38,925,310
2025	351,799,252	24,533,278	13,406,475	37,939,753
2026	327,265,975	25,312,240	12,627,452	37,939,692
2027	301,953,734	25,494,102	11,760,702	37,254,805
2028	276,459,632	26,050,063	10,895,541	36,945,605
2029	250,409,569	26,854,490	9,930,578	36,785,068
2030	223,555,079	26,872,156	8,903,530	35,775,686
2031	196,682,923	27,659,317	7,832,561	35,491,878
2032	169,023,606	23,493,675	6,809,670	30,303,344
2033	145,529,931	21,943,966	5,873,111	27,817,077
2034	123,585,965	24,413,965	4,909,934	29,323,899
2035	99,172,000	17,822,000	4,046,339	21,868,339
2036	81,350,000	10,660,000	3,481,275	14,141,275
2037	70,690,000	11,915,000	2,922,775	14,837,775
2038	58,775,000	7,330,000	2,318,150	9,648,150
2039	51,445,000	7,710,000	1,942,150	9,652,150
2040	43,735,000	8,060,000	1,588,200	9,648,200
2041	35,675,000	8,390,000	1,259,200	9,649,200
2042	27,285,000	8,735,000	916,700	9,651,700
2043	18,550,000	9,090,000	560,200	9,650,200
2044	9,460,000	9,460,000	189,200	9,649,200
Total	\$ 588,952,053	\$ 261,683,854	\$ 850,635,907	

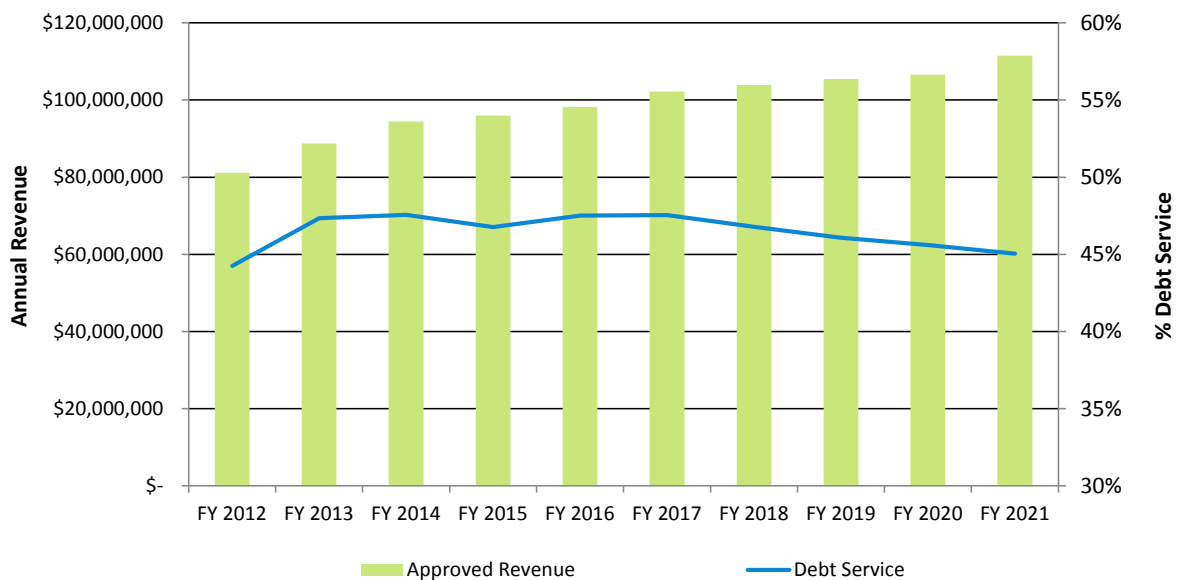


CIP Impact Overview

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. Budgeted debt service in FY 2016 is \$45.1 million, which is \$2.1 million higher than the prior year. From a rate setting perspective, NBC’s rate covenants require NBC to demonstrate that rates will generate sufficient revenues to meet debt service and debt service coverage requirements during the three years subsequent to new debt issuance. As a result, NBC’s rates in FY 2016 are projected to generate revenues that will support debt service of \$46.6 million or a complete year of interest and principal related to the planned \$41.75 million borrowing from RICWFA in FY 2016. NBC does not anticipate closing the subsequent \$34.9 million borrowing from the RICWFA until the end of FY 2016 and rate relief for new rates to be effective July 1, 2016 will be requested to support that issuance.

Debt Service vs. Total Revenue



The chart above shows that from a regulatory cost of service perspective, debt service is anticipated to increase from approximately \$46.6 million in FY 2016 to \$49.6 million in FY 2021. Because no additional debt issuance is planned until FY 2021, debt service as a percentage of the projected revenue requirement is expected to decline from 47.5% in FY 2016 to 44.8% in FY 2021. 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 previously. 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 four capital projects that will impact NBC's operating budget once they become operational.

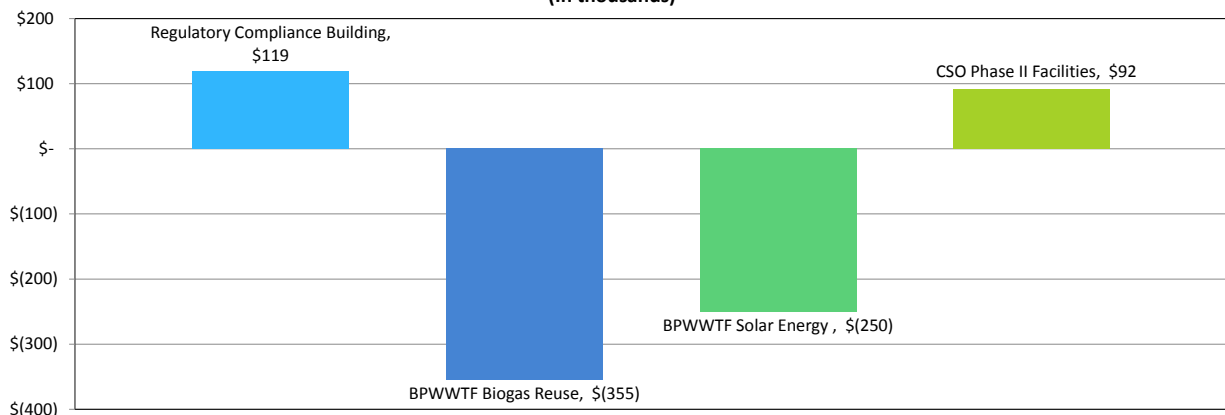
The specific expense line items that will be impacted are shown by project and fiscal year in the table below. Operational impacts for FY 2017-2021 are for chemicals, utilities, maintenance & service agreements and other smaller expense items. The majority of the impacts are related to the BPWWTF Biogas Reuse and the Solar Energy project which will generate energy once the facilities are complete and result in net cost savings. In addition, there are minor impact expenses related to the CSO Phase II Facilities and the Regulatory Compliance Building which include utilities and maintenance for the new facilities.

Project Name	Expenditure Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Regulatory Compliance Building							
	Utilities	\$ -	\$ 110	\$ 112	\$ 114	\$ 117	\$ 119
	<i>Subtotal</i>	-	110	112	114	117	119
BPWWTF Biogas Reuse							
	Maintenance & Service Agreements	-	-	172	172	172	172
	Utilities	-	-	(527)	(527)	(527)	(527)
	<i>Subtotal</i>	-	-	(355)	(355)	(355)	(355)
BPWWTF Solar Energy							
	Utilities	-	(231)	(236)	(241)	(245)	(250)
	Maintenance & Service Agreements	-	-	-	-	-	-
	<i>Subtotal</i>	-	(231)	(236)	(241)	(245)	(250)
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
	Total	\$ 64	\$ (42)	\$ (396)	\$ (396)	\$ (395)	\$ (395)

In FY 2021, the net impact of the completed projects is projected to result in operating cost savings of \$395 thousand, or .003% of the proposed operating budget. The cost savings are the result of NBC's renewable energy projects. The following graph illustrates the estimated operating cost impact by project.

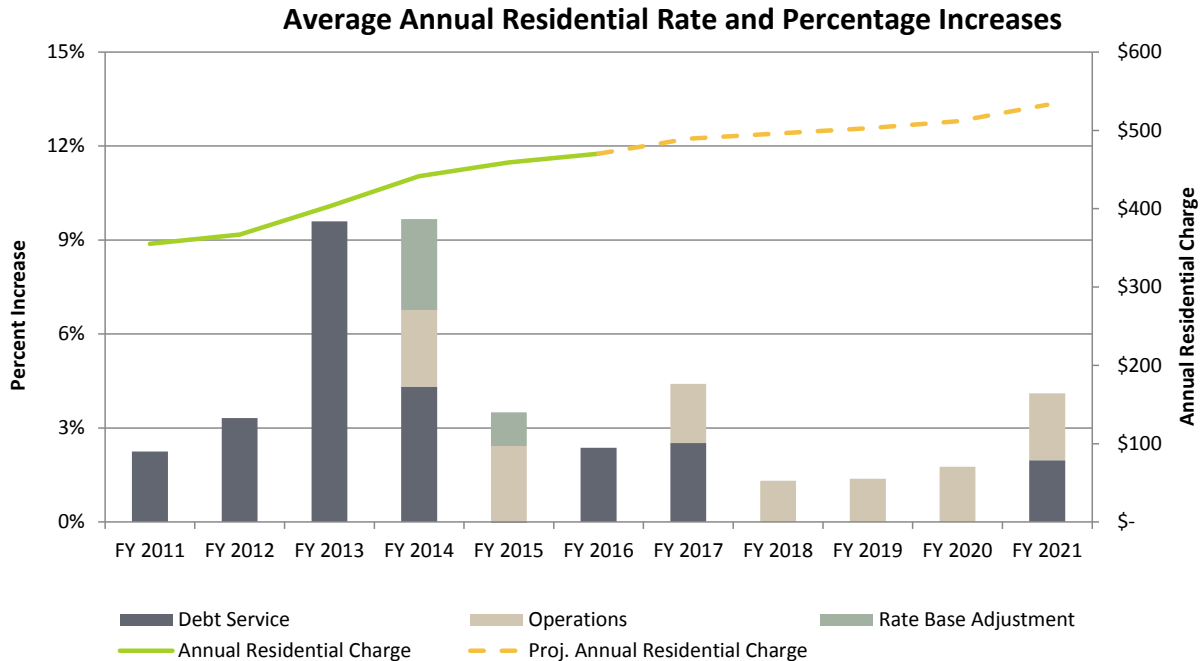
CIP Operating Cost Impact by Project

(In thousands)



Impact of CIP on Sewer User Rates

In FY 2016, the projected 2.37% rate increase effective July 1, 2015 will support debt service and debt service coverage associated with the planned \$41.8 million borrowing from the RICWFA in July 2015. 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, including annual increases in operating costs, the NBC average annual residential user charge is projected to increase from \$470 in FY 2016 to \$533 in FY 2021. The largest projected rate increase is in FY 2017 at 4.13%, however these impacts may change if NBC must begin construction of the CSO Phase III Facilities earlier than what is programmed in the CIP. NBC is also monitoring revenues to determine if rate base adjustments are required to achieve PUC approved revenue levels.



Even with these increases, NBC's sewer rates remain competitive. As can be seen in the following table, when NBC's 2014 rate is calculated based on consumption of 120 HCF, it is approximately 6% below the national average of \$657 for major U.S. Cities.

2014 Annual Residential Sewer Charges for Major U.S. Cities			
Seattle, WA	\$ 1,410	Houston, TX	\$ 586
Honolulu, HI	1,114	New Orleans, LA	542
Portland, ME	1,057	Saint Louis, MO	533
San Francisco, CA	1,043	Columbus, OH	500
MWRA Service Area	871	Dallas, TX	499
Austin, TX	834	Saint Paul, MN	437
Boston, MA	734	Los Angeles, CA	429
New York, NY	706	Fort Worth, TX	421
Jacksonville, FL	687	Philadelphia, PA	415
Indianapolis, IN	646	San Jose, CA	406
Washington, DC	636	Newark, NJ	397
Detroit, MI	621	Milwaukee, WI	380
Providence, RI	618	San Antonio, TX	372
San Diego, CA	616		

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) 2016 as well as the five-year period of fiscal years 2017-2021, 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 60 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 \$155.3 million with additional capital expenditures projected to be \$33.6 million in FY 2016 for a total of \$188.9 million during FY 2016-2021. The majority of the costs are related to the Combined Sewer Overflow (CSO) Phase III Facilities, the CSO Interceptor Repair and Construction projects including the Moshassuck Valley and Douglas/Branch Avenue Interceptors; and the Regulatory Compliance Building. In accordance with the Consent Agreement between NBC and the Rhode Island Department of Environmental Management (RIDEM), preliminary design of the federally mandated CSO Phase III facilities must be completed within one year of completing construction of the CSO Phase II Facilities. For planning purposes, the programmed expenditures are classified into cost categories, as shown in the following table.

FY 2017-2021 CIP Costs by Category
(In thousands)

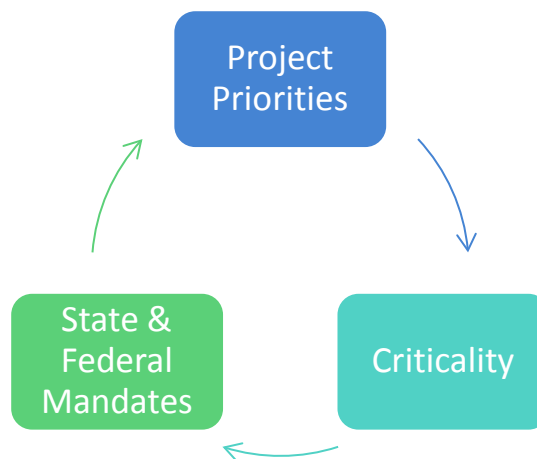
Category	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2017-2021	FY 2016-2021
Administrative	\$ 1,662	\$ 1,307	\$ 537	\$ 928	\$ 767	\$ 569	\$ 4,108	\$ 5,770
Land	522	-	-	200	4,000	-	4,200	4,722
A/E Professional	3,720	13,837	10,096	11,825	1,267	8,279	45,304	49,024
Construction	20,299	21,178	2,811	6,184	3,893	60,622	94,689	114,987
Contingency	4,915	3,022	444	66	675	660	4,867	9,782
Other	2,523	849	483	436	159	174	2,100	4,623
Total	\$ 33,641	\$ 40,193	\$ 14,371	\$ 19,639	\$ 10,760	\$ 70,304	\$ 155,267	\$ 188,908

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) project at Field’s Point and Bucklin 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 Supporting Schedules. A CIP Review Committee reviews the proposed capital project expenditures. Projects approved for inclusion in the CIP are subsequently analyzed to assess major program changes, overall capital funding needs and the strength of the project’s connection to the objectives in NBC’s Strategic Plan.



As part of the CIP program development, the criticality of each project is assessed and a priority ranking is assigned based on that assessment. Projects with an “A” ranking are the most critical and are either mandated or currently under construction. Approximately 69% of the projects identified in the window are prioritized with an “A” ranking and total \$106.6 million.

In addition, 12% or \$18.9 million of projects are identified with a “B” ranking, which includes projects that are imperative to NBC’s ongoing operations. Finally 19%, or approximately \$29.8 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 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Years 2017-2021	Ranking Percentage
A	\$ 13,566	\$ 9,677	\$ 12,193	\$ 5,619	\$ 65,501	\$ 106,556	69%
B	5,414	3,061	1,700	3,953	4,753	18,880	12%
C	21,213	1,634	5,746	1,189	4,878	29,831	19%
Total	\$ 40,193	\$ 14,371	\$ 19,639	\$ 10,760	\$ 75,131	\$ 155,267	100%

Capital Improvement Program Assumptions

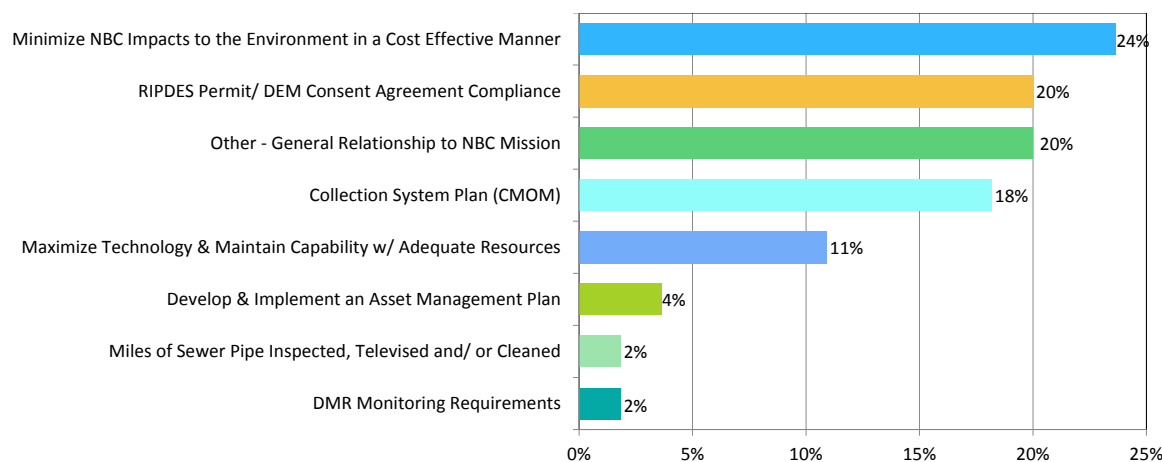
The cost estimates in this CIP are based on a number of assumptions as follows:

- 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 strategic goals that the project will address. Projects may be aligned with more than one objective as the project may address multiple needs.

Percentage of Capital Projects by Strategic Objective



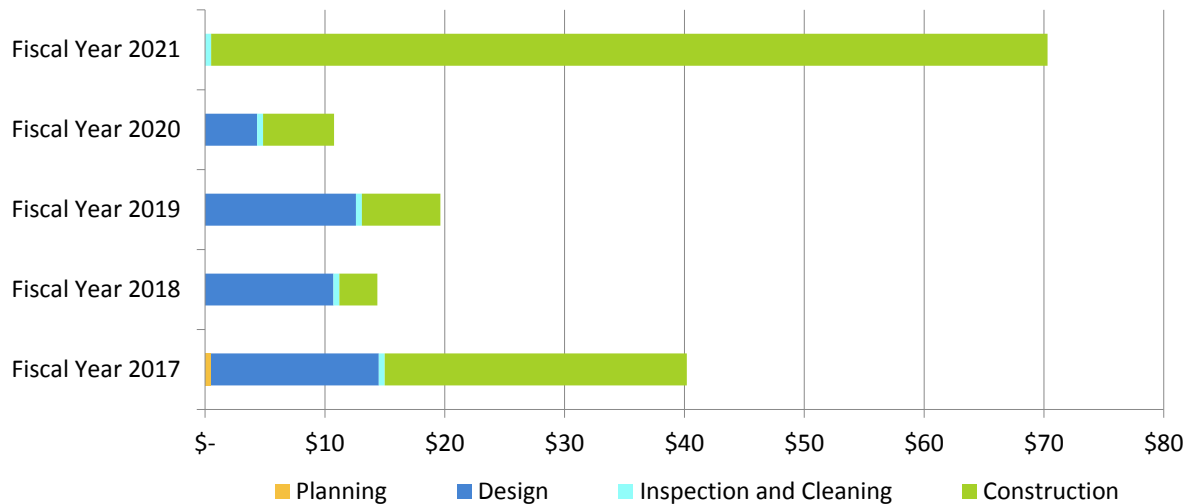
Of the 60 CIP projects, 24% are related to Minimizing NBC Impacts to the Environment in a Cost Effective Manner such as the Green House Gas Study and Solar Energy project. Projects related to the RIPDES Permit/DEM Consent Agreement Compliance Objective represent 20% of the total and include the CSO Phase II and Phase III Facilities and Nitrogen Removal. Overall, 20% of the projects have a General Relationship to NBC’s Mission such as the Regulatory Compliance Building and Wastewater Treatment Facility Improvements. In addition, 18% are related to the Collection System Plan Objective which includes capacity management and operation and maintenance of NBC’s collection and treatment system. The previous chart illustrates the percentage of capital projects aligned with each Strategic Objective.

Capital Expenditure by Phase

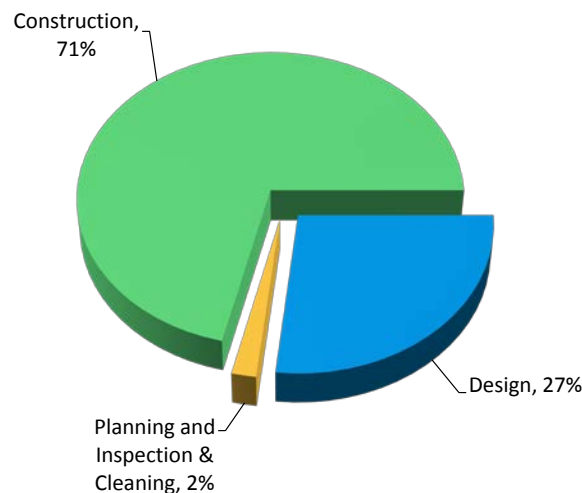
NBC's large construction projects are delineated by three phases: planning, design and construction. Planning consists of tasks such as feasibility studies and determination of the technology to be implemented. The design phase includes the development of all plans and specifications, acquisition of easements and permits. During the construction phase, facility improvements and infrastructure are constructed. In FY 2021, construction of the CSO Phase III Facilities accounts for 94% of the total construction expenditures.

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 71% or \$110.6 million of the total expenditures. Design has the second largest amount of programmed expenditures with 27% or \$41.6 million of the total. Finally, Planning and Inspection / Cleaning represent the remaining 2% or \$3.1 million of the expenditures.



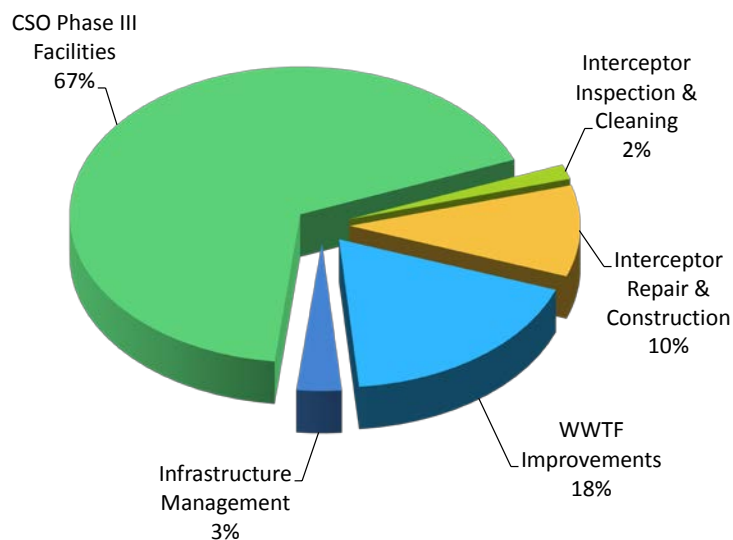
Capital Improvement Program by Functional Area

NBC categorizes each capital project into one of seven functional areas, according to the scope and tasks involved within each capital project. The seven 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.
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 \$155.3 million in capital expenditures scheduled over this year's CIP window, \$104.3 million, or 67%, is allocated to the design and construction of the CSO Phase III facilities. Approximately \$28.0 million or 18% is for Wastewater Treatment Facility Improvements at both Field's Point and Bucklin Point. In addition, \$15.5 million or 10% is for interceptor repair and construction. The remaining expenditures of \$7.5 million or 5% are for Infrastructure Management and Interceptor Inspection and Cleaning.

CIP Costs by Functional Area



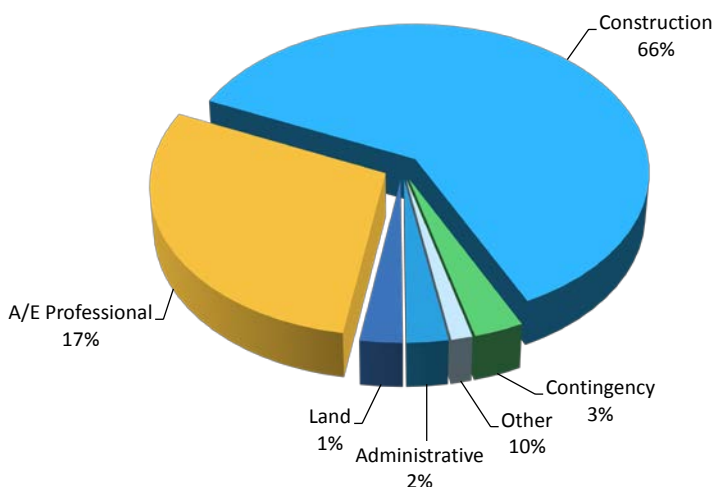
The following table shows a comparison of the capital expenditures by functional area from the prior CIP (FY 2016-2020) to the current CIP (FY 2017-2021). The most significant change is due to the outward shift in the schedule of the CSO Phase III Facilities, which results in a 69% decline on a comparison basis with last year's CIP. It should be noted that there are no expenditures for the CSO Phase II Facilities and the Sewer System Improvements in the current window, resulting in a year-to-year decrease, due to completion of these projects. In addition, the CSO Interceptor Repair and Construction projects show decreased expenditures of 15%. The only increase from the prior year window is for Infrastructure Management at 27% or \$1.0 million. Overall, there is a decrease of 61% in programmed expenditures for the current CIP window as compared to last year's CIP window.

Functional Area (in thousands)	Prior Year CIP (FY 2016-2020)	Current Year CIP (FY 2017-2021)	% Change
Wastewater Treatment Facility Improvements	\$ 28,128	\$ 28,048	(0%)
Infrastructure Management	3,847	4,884	27%
CSO Phase II Facilities	13,555	-	(100%)
CSO Phase III Facilities	334,412	104,312	(69%)
Sewer System Improvements	651	-	(100%)
CSO Interceptor Inspection and Cleaning	2,500	2,500	0%
CSO Interceptor Repair and Construction	18,197	15,522	(15%)
Total	\$ 401,289	\$ 155,267	(61%)

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 \$94.7 million, or approximately 66% of the total costs within the five-year period. Architectural and Engineering services represent approximately \$49.0 million or 17% of the costs during this same period.

CIP Costs by Type of Activity



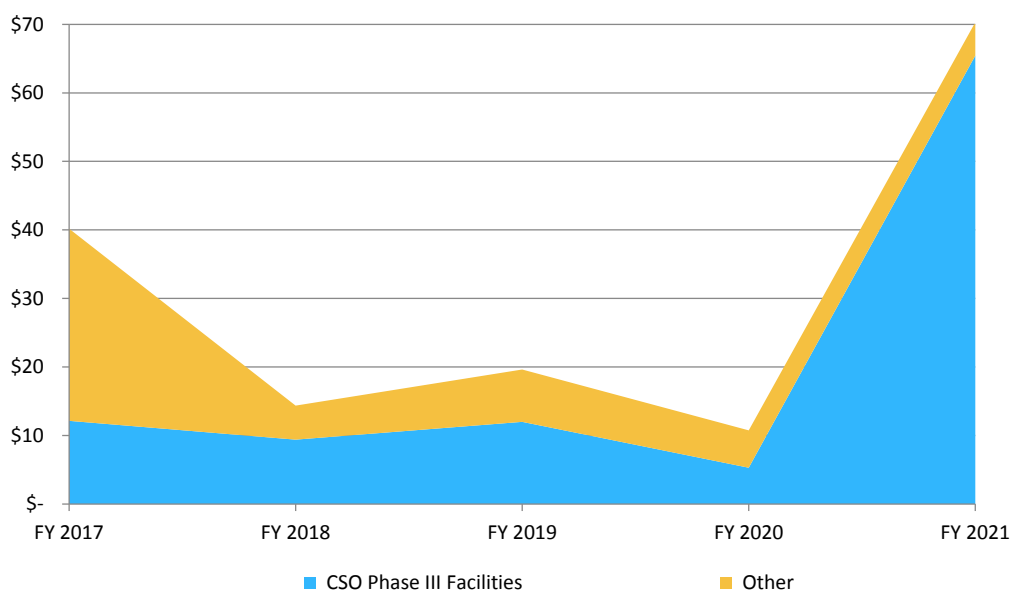
Significant & Other Capital Improvement Projects

The most significant project included in this year's CIP is for the reevaluation, design and construction of the CSO Phase III Facilities accounts for \$104.3 million or 67% during the five-year window of this year's CIP. Currently, NBC is required to complete preliminary design of the CSO Phase III Facilities within one year of completion of the CSO Phase II Facilities. Other, smaller projects account for the remaining 33% of the CIP. The following table and graph show the programmed expenditures for the CSO Phase III Facilities and other projects included in the current CIP window.

Expenditures by Major Project (In thousands)

Project	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Costs FY 2017 - 2021	% of Five-Year Window
CSO Phase III Facilities	\$ 12,152	\$ 9,408	\$ 12,002	\$ 5,311	\$ 65,440	\$ 104,312	67%
Other	28,041	4,964	7,637	5,450	4,864	50,954	33%
Total	\$ 40,193	\$ 14,371	\$ 19,639	\$ 10,760	\$ 70,304	\$ 155,267	100%

Expenditures by Major Project (In Millions)



NBC's Other Capital Projects include the CSO Interceptor Repair & Construction, WWTF Improvements, BPWWTF Renewable Energy Projects and Infrastructure Management. Costs for these projects during the five-year period total \$50.9 million, or 33% of this year's CIP as is shown in the following table.

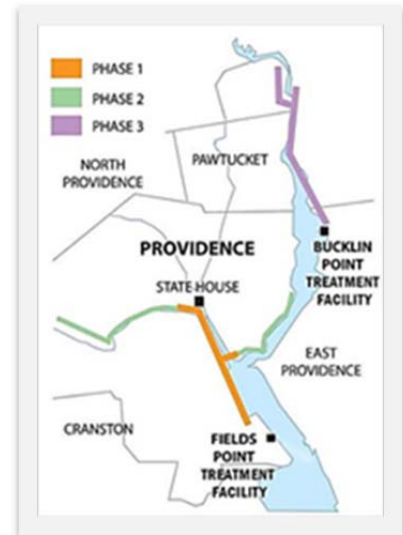
Project	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total Costs FY 2017 - 2021	% of Five-Year Window
CSO Interceptor Repair & Construction	\$ 7,513	\$ 823	\$ 1,006	\$ 3,928	\$ 4,753	18,022	12%
WWTF Improvements	4,327	3,024	5,797	1,189	50	14,386	9%
BPWWTF Renewable Energy Projects	13,598	64	-	-	-	13,662	9%
Infrastructure Management	2,603	1,053	834	333	61	4,884	3%
Total	\$ 28,041	\$ 4,964	\$ 7,637	\$ 5,450	\$ 4,864	\$ 50,954	33%

CSO Abatement Program

In accordance with the terms and schedule set forth in the Consent Agreement between NBC and RIDEM, this CIP shows NBC's continued commitment to proceed with the facilities construction of the three phased federally mandated CSO Abatement Program.

CSO Phase II Facilities (Project 303)

The CSO Phase II Facilities are the second phase of the three phase federally mandated CSO Abatement Program. The most significant components of Phase II include the construction of two main interceptors in the Field's Point service area, four sewer separation contracts and a wetlands treatment facility. This project was separated into fourteen construction contracts and all facilities are now online. Currently, construction is approximately 99% complete with an estimated cost of \$190.7 million. Construction of these facilities began in FY 2012 and is scheduled to be complete in FY 2016.



Contract #	Project Name	Estimated/Actual Cost (In Thousands)	Percent Complete
Contracts Completed:			
30305C	OF027 Sewer Separations	\$ 12,390	100%
30309C	WCSOI Regulator	942	100%
30310C	Woonasquatucket CSO Interceptor- North	9,277	100%
30311C	Woonasquatucket CSO Interceptor- West	10,259	100%
30312C	SCSOI Regulator	736	100%
30313C	WCSOI Site Demo	122	100%
30314C	WCSOI OF 054	2,825	100%
<i>Subtotal - Contracts Completed</i>		36,550	
Contracts In-Progress:			
30301RS	Program and Construction Management	19,932	99%
30302C	OF 106 Facilities	5,518	99%
30303C	WCSOI Main	78,448	99%
30304C	SCSOI Main	20,906	99%
30306C	OF 037 West	10,096	100%
30307C	Sewer Separation/Flow Modification OF-037 South	10,094	99%
30308C	Sewer Separation/Flow Modification OF-037 North	9,177	100%
<i>Subtotal - Contracts In-Progress</i>		154,171	
Total - CSO Phase II Facilities		\$ 190,721	99%

CSO Phase III Facilities (Project 308)

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. NBC is legally required to proceed with Phase III in order to comply with federal law. The Consent Agreement requires that NBC complete preliminary design of the CSO Phase III Facilities within one year following the completion of Phase II and final design within one year of RIDEM's approval of the preliminary design.

In January 2014, NBC initiated the reevaluation of the Phase III Facilities as proposed in the Conceptual Design Report Amendment (CDRA) approved by RIDEM nearly twenty years ago in 1998. These facilities include a 13,000 foot long deep rock tunnel in Pawtucket along the Seekonk and Blackstone Rivers, four sewer separation projects and three CSO Interceptors to convey flow to the Phase III tunnel. Flow stored in the tunnel will be pumped to the Bucklin Point WWTF for treatment.

The reevaluation was conducted to determine the level of improvement in water quality as a result of the work completed in the first two phases, performance of an affordability analysis based on Environmental Protection Agency (EPA) criteria and to determine if there is a better alternative than the one currently approved by RIDEM.



Photo: Highlighted route of CSO Phase III

The NBC Board of Commissioners (Board) evaluated several alternatives over the course of sixteen months including comprehensive workshops. The Board selected an alternative plan that they believe provides the best combination of affordability and water quality improvement at its April 28th Board meeting.

NBC will submit the final reevaluation report based upon the alternative selected by the Board, to RIDEM in July 2015. It is expected that the RIDEM review and approval of the final report will take approximately six months. Subsequent to approval, NBC will initiate preliminary design, which is projected to take eighteen months. Preliminary design plans will then be submitted to RIDEM and it is estimated that this review will also take six months. Upon approval of the preliminary design plans by RIDEM, final design will be completed in another eighteen months. Review and approval of the final design plans by RIDEM is then expected to take six months. Based upon these expected review periods, construction is projected to begin in mid-2020. The total pre-design estimate for Phase III totals \$815 million. Design of the selected alternative represents approximately \$37.8 million in this year's CIP window and includes a pre-design cost estimate of \$66.5 million for construction.

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 and will be constructed the Bucklin Point WWTF.

Bucklin Point 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, while the remaining biogas is flared as waste.

NBC will install a combined heat and power system and burn all the biogas in a reciprocating engine to generate approximately 4.5 million kWh of electricity and heat for reuse in the treatment facility. This process will reduce NBC's dependency on fossil fuel generated electricity and reduce NBC's carbon footprint through the efficient use of this readily available renewable fuel. The estimated construction cost for the Biogas Reuse Project (120) is \$8.1 million. This project has qualified for \$512 thousand in "principal loan forgiveness", administered through the RICWFA. In addition, NBC has applied for several grants and incentives from various entities, including National Grid's Combined Heat and Power Program, the RI Renewable Energy Fund and the Regional Greenhouse Gas Initiative.



Photo: Bucklin Point Digester building

Bucklin Point Solar Energy



Photo: Solar Photovoltaic Energy Array

NBC is currently investigating the feasibility of installing a 2 Mega Watt solar photovoltaic energy array at the Bucklin Point WWTF. Solar photovoltaic energy is clean, reliable, and economical. Photovoltaic energy cells have semiconductors and are capable of converting sunlight directly into electrical energy. Well maintained modern solar panels can continue to produce energy for more than 25 years. The proposed solar energy array would cover approximately 8.8 acres at the closed Bucklin Point landfill and is estimated to generate approximately 2.3 million kWh of clean renewable electricity annually.

Collection System Infrastructure

This CIP includes projects that demonstrate NBC's continued commitment to maintain NBC's infrastructure and collection system. Through this initiative, NBC is able to program its capital expenditures in an efficient manner. These projects allow NBC to protect its infrastructure, maximize flow capacity, and provide for the health and safety of the public. In this year's CIP, NBC allocates \$1.5 million for interceptor construction and repairs and \$500 thousand for interceptor inspection and cleaning annually 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.



Photo: Interceptor Grit Removal

Capital Improvement Program Changes

Completed Projects

NBC completed sixteen capital projects in FY 2015 at a total cost of \$100.2 million. Of the sixteen completed projects, \$177 thousand of the expenditures relate to the planning and design phases of various projects. The majority of the completed projects were construction related, with the largest completed contract, Project 10901C FPWWTF Nitrogen Removal Facilities accounting for 62% of the total completed project total. The following table shows all completed project costs.

Project Number	Project Name	Total Cost (In Thousands)
30457P	Providence River Siphon Replacement - Planning	\$ 135
70800P	Omega Pump Station Improvements - Planning	1
81000P	BPWWTF - UV Disinfection Improvements - Planning	3
11602D	FPWWTF - Tunnel Pump Station Improvements Design	5
12700D	FPWWTF Electrical Substation No. 1 - Design	33
	<i>Subtotal</i>	<u>\$ 177</u>
10901C	FPWWTF - Nitrogen Removal Facilities	\$ 61,760
12500C	Utility Reliability Enhancement for FP Campus	409
30305C	Phase II CSO Facilities - OF 027	12,390
30310C	Phase II CSO Facilities - WCSOI North	9,277
30311C	Phase II CSO Facilities - WCSOI West	10,259
30312C	Phase II CSO Facilities - SCSOI Regulator	736
30314C	Phase II CSO Facilities - WCSOI OF 054	122
30470M	North Providence Interceptor Inspection	45
30456C	NBC Interceptor Lining at Butler Hospital	263
30600C	Floatables Control Facilities - Construction	4,571
81100C	BPWWTF - Effluent Pumps Rehabilitation	142
	<i>Subtotal</i>	<u>99,974</u>
	Completed Project Total	<u>\$ 100,151</u>

New Projects

This year's CIP identifies eight new capital projects at a cost of \$9.5 million. Project 10907C includes the installation of two new blowers, while Project 10908 includes the design and construction of a new blower building with centrifugal blowers at Field's Point to provide sufficient and reliable sources of air for the aeration treatment process. Final Clarifier Improvements at the FPWWTF will be conducted under Project 13000. Flood Protection at Bucklin Point will be improved by installing a gate at the wet weather pump station and installing a gate in the cooling pond water drain line under Project 81300C. Project 30462C involves the lining of sewer pipes and rehabilitation of manholes on Butler Hospital property in Providence. Finally, Project 30472M will involve interceptor inspection and cleaning in Providence and Lincoln.

Project Number	Project Name	Estimated Cost (In thousands)
10907C	FP - Blower Improvements	\$ 1,179
10908D	FPWWTF Blower Improvements Phase II - Design	325
10908C	FPWWTF Blower Improvements Phase II - Construction	2,340
13000D	Final Clarifier Improvements - Design	117
13000	Final Clarifier Improvements - Construction	2,736
81300C	BPWWTF Flood Protection	1,282
30462C	Improvements to Interceptors FY 2016	1,327
30472M	Providence and Lincoln Inspection & Cleaning	220
	Estimated Total	<u>\$ 9,526</u>

Capital Improvement Program Funding

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

NBC maximizes its borrowing from the 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:

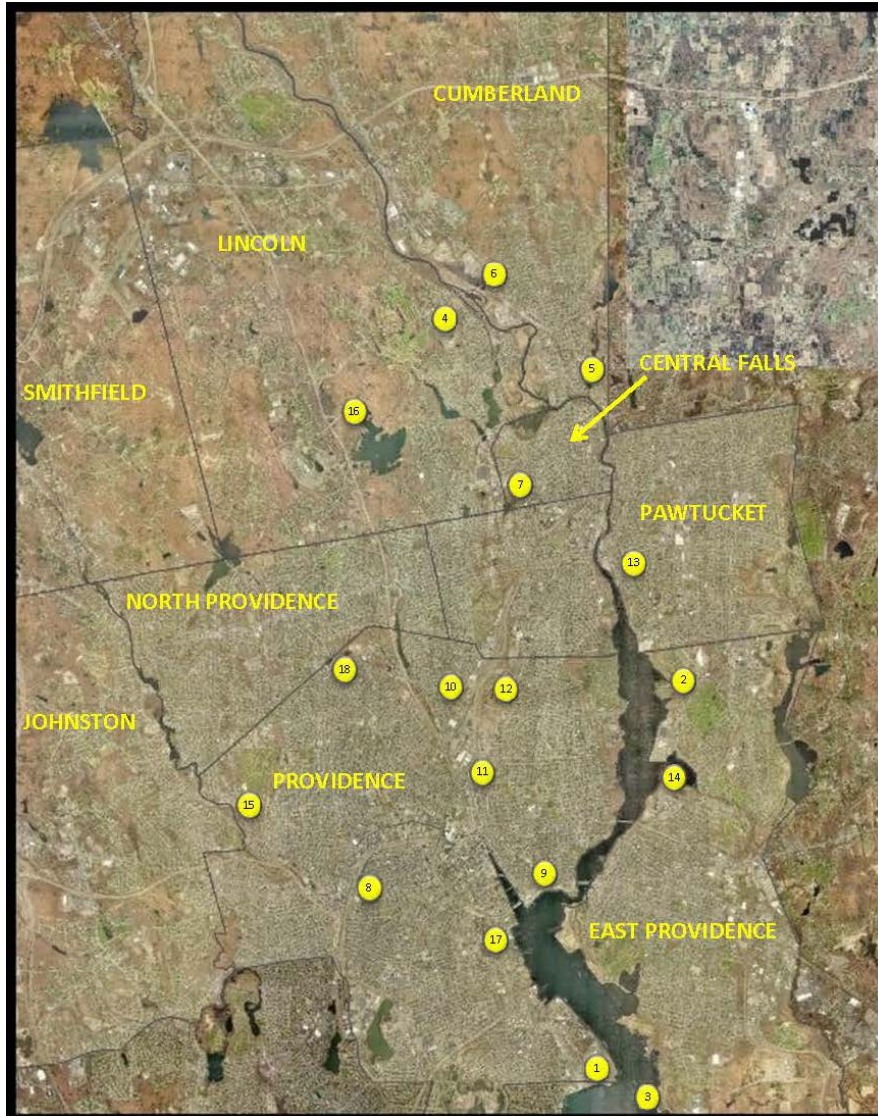
- NBC is regulated by the Rhode Island Public Utilities Commission (PUC) and the PUC has restricted the use of the prior year debt service coverage allowance to fund only operating capital and capital projects, as well as the Reserve for Revenue Stability Fund.
- NBC must take into consideration arbitrage 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-Two Supplemental Indentures.

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 18 project locations as identified below. Some projects are System Wide and noted as SW.

Legend Key	Project Number	Project Name
Wastewater Treatment Facility Improvements		
1	10907C	FP - Blower Improvements
1	10908	FPWWTF Blower Improvements Phase II
1	11602C	FPWWTF Tunnel Pump Station Improvements - Construction
1	11900	Regulatory Compliance Building
2	12000	BPWWTF - Biogas Reuse
1	12400	NBC IM Facilities
1	12700C	FPWWTF Electrical Substation No. 2 - Construction
2	12800	BPWWTF Solar Energy
1	12900	FPWWTF Operations and Lab Building Reuse
1	13000C	FPWWTF Final Clarifier Improvements - Construction
2	80900	BPWWTF - Nitrogen Removal Facilities
2	81000D	BPWWTF UV Disinfection Improvements - Design
2	81200P	BPWWTF - Outfall Improvements
2	81300C	BPWWTF Flood Protection
Infrastructure Management		
3	1100000	Site Specific Study
3	1140100	River Model Development
3	1140200	Receiving Water Compliance Study
1,2	1140300	Green House Gas Study
5	30438	NBC Interceptor Easements (AVI) - Construction
SW	30500	NBC Interceptor Easements - Various Locations
6	30501	NBC Interceptor Easements (BVI)
SW	30700	NBC System-Wide Facilities Planning
1	40100P	NBC Facility Electrical Improvements- Planning
10,11,12	40200	NBC System-Wide Inflow Reduction
SW	40300	Municipal Sewer Acquisition Impact
CSO Phase II & Phase III 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	30306C	Phase II CSO Facilities - OF 037 West
11	30307C	Phase II CSO Facilities - OF 037 South
12	30308C	Phase II CSO Facilities - OF 037 North
13	30800	Phase III CSO Facilities
Sewer System Improvements		
14	70800	Omega Pump Station Improvements
CSO Interceptor Inspection /Cleaning and Repair / Construction		
15	30472M	Providence and Lincoln Interceptor Inspection & Cleaning
16	30421	Louisquisset Pike Interceptor Replacement
7	30444	Moshassuck Valley Interceptor
17	30457	Providence River Siphon Replacement
4, 18	30458	Douglas/Branch Avenue Interceptor Relief
SW	30459C	Improvements to Interceptors FY 2015
SW	30462C	Improvements to Interceptors FY 2016

CAPITAL IMPROVEMENT PROGRAM PROJECT LOCATIONS



Capital Project Summary by Fiscal Year

Project Number	Project Name	Project Priority	Pre-Fiscal Year	Fiscal Year	Fiscal Years 2017- Post-Fiscal Year		Total Estimated Project Cost
			2016	2016	2021	2021	
Wastewater Treatment Facility Improvements							
10907C	FP - Blower Improvements	A	\$ 683	\$ 496	\$ -	\$ -	\$ 1,179
10908D	FPWWTF Blower Improvements Phase II - Design	B	30	295	-	-	325
10908C	FPWWTF Blower Improvements Phase II - Construction	B	-	14	2,326	-	2,340
11602C	FPWWTF Tunnel Pump Station Improvements - Construction	B	44	669	-	-	713
11900C	Regulatory Compliance Building Construction	A	9,296	11,766	90	-	21,153
12000C	BPWWTF - Biogas Reuse - Construction	C	138	1,515	6,399	-	8,052
12400D	New IM Facilities - Design	C	-	2	555	-	557
12400C	New IM Facilities - Construction	C	-	-	6,052	-	6,052
12700C	FPWWTF Electrical Substation No. 1 - Construction	B	205	1,406	7	-	1,618
12800P	BPWWTF Solar Energy - Planning	C	32	23	-	-	55
12800D	BPWWTF Solar Energy - Design	C	-	166	-	-	166
12800C	BPWWTF Solar Energy - Construction	C	-	13	7,263	-	7,275
12900P	FPWWTF- Operations and Lab Building Reuse - Planning	C	4	70	-	-	74
12900D	FPWWTF- Operations and Lab Building Reuse - Design	C	-	14	326	-	340
12900C	FPWWTF- Operations and Lab Building Reuse - Construction	C	-	-	976	-	976
13000D	FPWWTF Final Clarifier Improvements - Design	C	6	111	-	-	117
13000C	FPWWTF Final Clarifier Improvements - Construction	C	-	64	2,673	-	2,736
80900C	BPWWTF - Nitrogen Removal Facilities - Construction	A	39,004	199	-	-	39,204
81000D	BPWWTF UV Disinfection Improvements - Design	C	-	125	105	-	230
81300C	BPWWTF Flood Protection	B	-	6	1,277	-	1,282
<i>Subtotal - Wastewater Treatment Facility Improvements</i>			\$ 49,443	\$ 16,953	\$ 28,048	\$ -	\$ 94,443
Infrastructure Management							
1100000	Site Specific Study	A	\$ 211	\$ -	\$ 245	\$ -	\$ 457
1140100	River Model Development	C	347	178	-	-	525
1140200	Receiving Water Compliance Study	B	-	-	300	-	300
1140300	Green House Gas Study	C	60	215	130	-	405
30438D	NBC Interceptor Easements (AVI) - Design	B	670	118	-	-	788
30438C	NBC Interceptor Easements (Various Locations) - Construction	B	-	376	360	-	736
30500D	NBC Interceptor Easements (Various Locations) - Design	B	-	-	722	-	722
30500C	NBC Interceptor Easements (Various Locations) - Construction	B	-	-	632	-	632
30501D	NBC Interceptor Easements (BVI) - Design	A	282	216	-	-	498
30501C	NBC Interceptor Easements (BVI) - Construction	A	-	20	726	-	746
30700D	NBC System-wide Facilities Planning	C	-	43	466	-	509
40100P	NBC Facility Electrical Improvements- Planning	B	-	4	126	-	130
40200D	NBC System-Wide Inflow Reduction-Design	A	-	-	330	-	330
40200C	NBC System-Wide Inflow Reduction-Construction	A	-	-	551	-	551
40300P	Municipal Lateral Sewer Acquisition Impact	A	-	-	296	-	296
<i>Subtotal - Infrastructure Management</i>			\$ 1,570	\$ 1,170	\$ 4,884	\$ -	\$ 7,625
Phase II CSO Facilities							
30301D	Phase II CSO Facilities - Design	A	\$ 18,577	\$ 228	\$ -	\$ -	\$ 18,805
30301RS	Phase II CSO Facilities - Program & Construction Management	A	17,954	1,978	-	-	19,932
30302C	Phase II CSO Facilities - OF 106	A	5,468	50	-	-	5,518
30303C	Phase II CSO Facilities - WCSOI Main	A	74,946	3,502	-	-	78,448
30304C	Phase II CSO Facilities - SCSOI Main	A	20,060	846	-	-	20,906
30306C	Phase II CSO Facilities - OF 037 West	A	10,046	51	-	-	10,096
30307C	Phase II CSO Facilities - OF 037 South	A	8,117	1,977	-	-	10,094
30308C	Phase II CSO Facilities - OF 037 North	A	8,683	493	-	-	9,177
<i>Subtotal - Phase II CSO Facilities</i>			\$ 163,851	\$ 9,126	\$ -	\$ -	\$ 172,976

Capital Project Summary by Fiscal Year

Project Number	Project Name	Project Priority	Pre-Fiscal Year 2016	Fiscal Year 2016	Fiscal Years 2017-2021	Post-Fiscal Year 2021	Total Estimated Project Cost
Phase III CSO Facilities							
30800D	Phase III CSO Facilities - Design	A	\$ 1,765	\$ 2,179	\$ 37,772	\$ 41,794	\$ 83,510
30800C	Phase III CSO Facilities - Construction	A	-	-	66,540	664,950	731,490
	<i>Subtotal - Phase III CSO Facilities</i>		<u>\$ 1,765</u>	<u>\$ 2,179</u>	<u>\$ 104,312</u>	<u>\$ 706,744</u>	<u>\$ 815,000</u>
Sewer System Improvements							
70800D	Omega Pump Station Improvements - Design	C	\$ -	\$ 107	\$ -	\$ -	\$ 107
70800C	Omega Pump Station Improvements - Construction	C	-	84	-	-	84
	<i>Subtotal - Sewer System Improvements</i>		<u>-</u>	<u>191</u>	<u>-</u>	<u>-</u>	<u>191</u>
CSO Interceptor Inspection & Cleaning							
30400M	Inspection and Cleaning of CSO Interceptors	B	\$ -	\$ 354	\$ 2,500	\$ 500	\$ 3,354
30472M	Providence and Lincoln Interceptor Inspection & Cleaning	A	74	146	-	-	220
	<i>Subtotal - CSO Interceptor Inspection & Cleaning</i>		<u>\$ 74</u>	<u>\$ 500</u>	<u>\$ 2,500</u>	<u>\$ 500</u>	<u>\$ 3,574</u>
CSO Interceptor Repair & Construction							
30400C	Repair and Construction of CSO Interceptors	B	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 3,000
30421C	Louisquisset Pike Interceptor Replacement - Construction	C	-	1,139	1,759	-	2,898
30444D	Moshassuck Valley Interceptor - Design	C	232	153	-	-	385
30444C	Moshassuck Valley Interceptor - Construction	C	-	856	3,128	-	3,984
30457D	Providence River Siphon Replacement - Design	B	-	175	-	-	175
30457C	Providence River Siphon Replacement - Construction	B	-	27	778	-	805
30458P	Douglas/Branch Avenue Interceptor Relief - Planning	B	7	2	69	-	78
30458D	Douglas/Branch Avenue Interceptor Relief - Design	B	-	-	677	-	677
30458C	Douglas/Branch Avenue Interceptor Relief - Construction	B	-	-	6,283	-	6,283
30459C	Improvements to Interceptors FY 2015	A	47	1,166	5	-	1,218
30462C	Improvements to Interceptors FY 2016	B	-	4	1,323	-	1,327
	<i>Subtotal - CSO Interceptor Repair & Construction</i>		<u>\$ 286</u>	<u>\$ 3,523</u>	<u>\$ 15,522</u>	<u>\$ 1,500</u>	<u>\$ 20,830</u>
	Total Capital Improvement Program		<u>\$ 216,988</u>	<u>\$ 33,641</u>	<u>\$ 155,267</u>	<u>\$ 708,744</u>	<u>\$ 1,114,639</u>

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

10907C

FP - Blower Improvements

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

Location: Field's Point Wastewater Treatment Facility, 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	June-14	September-15	15 Months	\$1,179
Total Project	June-14	September-15	15 Months	\$1,179



Photo: FP Blower Building

This project involves the installation of two new blowers in the existing blower building to ensure that sufficient air is available for the aeration treatment process.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 10907C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 81	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111
A/E Professional	144	5	-	-	-	-	-	-	149
Construction	452	461	-	-	-	-	-	-	913
Contingency	-	-	-	-	-	-	-	-	-
Other	6	-	-	-	-	-	-	-	6
Total	\$ 683	\$ 496	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,179

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

10908

FPWWTF Blower Improvements Phase II

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

Location: Field's Point WWTF (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	February-15	April-16	14 Months	\$325
Construction	April-16	January-18	21 Months	2,340
Total Project	February-15	January-18	36 Months	\$2,665



This project is to construct a new blower building and replace the existing blowers at Field's Point with new centrifugal blowers to provide a reliable source of air for the aeration treatment process.

Photo: Field's Point Aeration Treatment Process

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 10908D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 10	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50
Land	-	-	-	-	-	-	-	-	-
A/E Professional	20	230	-	-	-	-	-	-	250
Other	-	25	-	-	-	-	-	-	25
Total Project Costs	\$ 30	\$ 295	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 325

Projected Expenditures - 10908C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 14	\$ 48	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ 90
A/E Professional	-	-	29	21	-	-	-	-	50
Construction	-	-	608	1,392	-	-	-	-	2,000
Contingency	-	-	-	200	-	-	-	-	200
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ 14	\$ 685	\$ 1,641	\$ -	\$ -	\$ -	\$ -	\$ 2,340

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

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	March-15	10 Months	\$8
Construction	April-15	January-16	9 Months	713
Total Project	April-14	January-16	20 Months	\$721



Photo: Tunnel Pump Station

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

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 11602D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8

Projected Expenditures - 11602C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 15	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38
A/E Professional	4	21	-	-	-	-	-	-	25
Construction	-	550	-	-	-	-	-	-	550
Contingency	-	50	-	-	-	-	-	-	50
Other	25	25	-	-	-	-	-	-	50
Total	\$ 44	\$ 669	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 713

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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): Calson Construction Corp.

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	3,000
Construction	June-13	October-16	41 Months	21,153
Total Project	September-08	October-16	99 Months	\$24,568



This project is for the design and construction of the 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.

Photo: Regulatory Compliance Building Steel Framing

Projected Expenditures - 11900P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 206	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206
A/E Professional	209	-	-	-	-	-	-	-	209
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 415	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 415

Projected Expenditures - 11900D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230
Land	1,247	-	-	-	-	-	-	-	1,247
A/E Professional	1,464	-	-	-	-	-	-	-	1,464
Other	59	-	-	-	-	-	-	-	59
Total Project Costs	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000

Projected Expenditures - 11900C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 399	\$ 163	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 563
A/E Professional	1,197	399	-	-	-	-	-	-	1,596
Construction	7,349	10,556	90	-	-	-	-	-	17,995
Contingency	-	639	-	-	-	-	-	-	639
Other	350	10	-	-	-	-	-	-	360
Total	\$ 9,296	\$ 11,766	\$ 90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,153

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	N/A	\$ 110	\$ 112	\$ 114	\$ 117	\$ 119	N/A	\$ 572

Note: Cash Flow Basis in Thousands

12000

BPWWTF Biogas Reuse

Project Manager: Rich Bernier, 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	\$47
Design	April-10	June-14	52 Months	471
Construction	June-14	April-18	47 Months	8,052
Total Project	June-07	April-18	133 Months	\$8,570



This project consists of the installation 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.

Photo: Bucklin Point Boiler Stacks

Projected Expenditures - 12000P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	25	-	-	-	-	-	-	-	25
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 47	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47

Projected Expenditures - 12000D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 122	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122
Land	-	-	-	-	-	-	-	-	-
A/E Professional	323	-	-	-	-	-	-	-	323
Other	26	-	-	-	-	-	-	-	26
Total Project Costs	\$ 471	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 471

Projected Expenditures - 12000C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 31	\$ 35	\$ 45	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ 112
A/E Professional	52	145	110	13	-	-	-	-	320
Construction	50	1,300	5,570	50	-	-	-	-	6,970
Contingency	-	-	600	-	-	-	-	-	600
Other	5	35	10	-	-	-	-	-	50
Total	\$ 138	\$ 1,515	\$ 6,335	\$ 64	\$ -	\$ -	\$ -	\$ -	\$ 8,052

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	N/A	\$ -	\$ (355)	\$ (355)	\$ (355)	\$ (355)	N/A	\$ (1,422)

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

<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-16	February-18	21 Months	\$557
Construction	January-18	July-20	31 Months	6,052
Total Project	May-16	July-20	52 Months	\$6,609

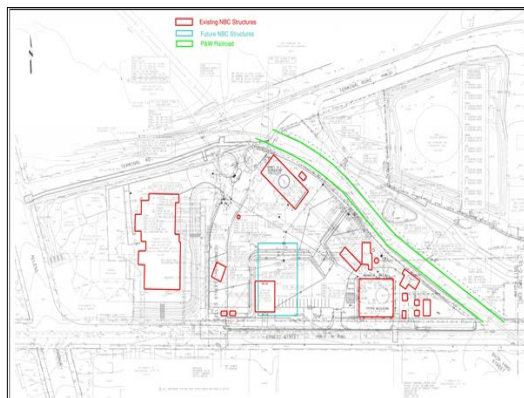


Photo: Proposed Site for New IM Building

This project 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.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12400D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 2	\$ 27	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 37
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	400	100	-	-	-	-	500
Other	-	-	-	20	-	-	-	-	20
Total Project Costs	\$ -	\$ 2	\$ 427	\$ 128	\$ -	\$ -	\$ -	\$ -	\$ 557

Projected Expenditures - 12400C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ 17	\$ 320	\$ 15	\$ -	\$ -	\$ 352
A/E Professional	-	-	-	15	33	2	-	-	50
Construction	-	-	-	-	4,900	50	50	-	5,000
Contingency	-	-	-	-	-	600	-	-	600
Other	-	-	-	-	-	50	-	-	50
Total	\$ -	\$ -	\$ -	\$ 32	\$ 5,253	\$ 717	\$ 50	\$ -	\$ 6,052

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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): E.W. Audet

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	May-14	5 Months	\$51
Construction	August-14	December-16	28 Months	1,618
Total Project	December-13	December-16	37 Months	\$1,669



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. Because replacement parts are not readily available, this project is to design and construct a replacement of the substation.

Photo: Field's Point Main Electrical Substation

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 12700D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16
Land	-	-	-	-	-	-	-	-	-
A/E Professional	20	-	-	-	-	-	-	-	20
Other	15	-	-	-	-	-	-	-	15
Total Project Costs	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51

Projected Expenditures - 12700C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 10	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	195	1,204	7	-	-	-	-	-	1,406
Contingency	-	80	-	-	-	-	-	-	80
Other	-	100	-	-	-	-	-	-	100
Total Project Costs	\$ 205	\$ 1,406	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,618

Operating Impact

Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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 Energy

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-15	September-15	7 Months	\$55
Design	October-15	May-16	8 Months	166
Construction	June-16	December-16	7 Months	7,275
Total Project	March-15	December-16	22 Months	\$7,496



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 will generate about 2.27 million kWh of clean renewable electricity annually.

Photo: Bucklin Point

Projected Expenditures - 12800P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 7	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12
A/E Professional	15	15	-	-	-	-	-	-	30
Other	10	3	-	-	-	-	-	-	13
Total Project Costs	\$ 32	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55

Projected Expenditures - 12800D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 13	\$ 63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	7,000	-	-	-	-	-	7,000
Contingency	-	-	200	-	-	-	-	-	200
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 13	\$ 7,263	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,275

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	N/A	\$ (231)	\$ (236)	\$ (241)	\$ (245)	\$ (250)	N/A	\$ (1,204)

Note: Cash Flow Basis in Thousands

12900

FPWWTF Operations and Laboratory Building Reuse

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

Location: Service Road (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	April-15	February-16	10 Months	\$74
Design	May-16	December-17	19 Months	340
Construction	June-18	February-20	20 Months	976
Total Project	April-15	February-20	59 Months	\$1,390



Photo: Existing Laboratory Building

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. This project involves evaluation of the best use of the vacated space and design modifications to those buildings to accommodate its intended use. It will also include design and construction of a new maintenance building.

Projected Expenditures - 12900P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 4	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24
A/E Professional	-	50	-	-	-	-	-	-	50
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 4	\$ 70	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74

Projected Expenditures -12900D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 14	\$ 36	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ 68
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	168	84	-	-	-	-	252
Other	-	-	20	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 14	\$ 224	\$ 102	\$ -	\$ -	\$ -	\$ -	\$ 340

Projected Expenditures - 12900C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ 7	\$ 30	\$ 20	\$ -	\$ -	\$ 57
A/E Professional	-	-	-	4	24	16	-	-	44
Construction	-	-	-	-	414	336	-	-	750
Contingency	-	-	-	-	-	75	-	-	75
Other	-	-	-	-	25	25	-	-	50
Total Project Costs	\$ -	\$ -	\$ -	\$ 11	\$ 493	\$ 472	\$ -	\$ -	\$ 976

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

13000

FPWWTF Final Clarifier Improvements

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

Location: Field's Point WWTF (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	June-15	November-15	5 Months	117
Construction	November-15	November-17	23 months	\$2,736
Total Project	June-15	November-17	29 Months	\$2,853



Photo: Final Clarifier at FPWWTF

This project involves replacement of the internal drive and scraper mechanisms on final clarifiers 1, 2 and 3 and new launder covers on final clarifiers 1-9 at the Field's Point WWTF.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 13000D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 6	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	80	-	-	-	-	-	-	80
Other	-	10	-	-	-	-	-	-	10
Total Project Costs	\$ 6	\$ 111	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 117

Projected Expenditures - 13000C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 19	\$ 26	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 60
A/E Professional	-	20	15	6	-	-	-	-	40
Construction	-	25	1,495	840	-	-	-	-	2,360
Contingency	-	-	-	236	-	-	-	-	236
Other	-	-	30	10	-	-	-	-	40
Total Project Costs	\$ -	\$ 64	\$ 1,566	\$ 1,107	\$ -	\$ -	\$ -	\$ -	\$ 2,736

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	3,948
Construction	July-11	March-16	57 Months	39,204
Total Project	July-07	March-16	106 Months	\$43,412



Photo: Bucklin Point WWTF

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 completed the construction of the new facilities and upgrades to the existing Biological Nutrient Removal (BNR) process to achieve the new permit nitrogen limits with only retainage payments outstanding. This project includes upgrades to the existing BNR process at this facility as well as the rehabilitation of other key treatment processes.

Projected Expenditures - 80900P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57
A/E Professional	203	-	-	-	-	-	-	-	203
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 260

Projected Expenditures - 80900D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 303	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 303
Land	-	-	-	-	-	-	-	-	-
A/E Professional	3,593	-	-	-	-	-	-	-	3,593
Other	52	-	-	-	-	-	-	-	52
Total Project Costs	\$ 3,948	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,948

Projected Expenditures - 80900C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 1,223	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,225
A/E Professional	2,497	15	-	-	-	-	-	-	2,512
Construction	35,284	84	-	-	-	-	-	-	35,368
Contingency	-	99	-	-	-	-	-	-	99
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 39,004	\$ 199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,204

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

81000

BPWWTF UV Disinfection Improvements

Project Manager: Tom Brueckner
Contractor(s): CDM Smith

Location: BPWWTF (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	February-15	May-15	3 Months	\$40
Design	September-15	October-16	13 Months	230
Construction	N/A	N/A	N/A	N/A
Total Project	February-15	October-16	20 Months	\$270



The Ultraviolet Disinfection system at Bucklin Point is approaching 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 disinfection system replacement /upgrade and a determination of whether maintenance costs can be reduced in the interim.

Photo: Bucklin Point Ultraviolet Disinfection Building

Projected Expenditures - 81000P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8
A/E Professional	30	-	-	-	-	-	-	-	30
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 40	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40

Projected Expenditures -81000D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 25	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	100	80	-	-	-	-	-	180
Other	-	-	10	-	-	-	-	-	10
Total Project Costs	\$ -	\$ 125	\$ 105	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

81300C

BPWWTF Flood Protection

Project Manager: Rich Bernier, 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	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-16	July-18	27 Months	\$1,282
Total Project	April-16	July-18	27 Months	\$1,282



Photo: Bucklin Point WWTF Outfall

This project will provide flood protection at Bucklin Point from the hundred year storm and includes raising walls for the dry weather pump station, installing a gate for the wet weather pump station and isolating drainage from the cooling water pond. Other treatment plant improvements will also be made as part of this project.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 81300C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 6	\$ 53	\$ 3	\$ 1	\$ -	\$ -	\$ -	\$ 62
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	950	-	50	-	-	-	1,000
Contingency	-	-	120	-	-	-	-	-	120
Other	-	-	100	-	-	-	-	-	100
Total Project Costs	\$ -	\$ 6	\$ 1,223	\$ 3	\$ 51	\$ -	\$ -	\$ -	\$ 1,282

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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-17	191 Months	\$457
Construction	N/A	N/A	N/A	N/A
Total Project	November-01	June-17	191 Months	\$457



Photo: NBC Staff Collecting Samples

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 permitting process.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 110000

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 16	\$ -	\$ 234	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250
Land	-	-	-	-	-	-	-	-	-
A/E Professional	163	-	6	-	-	-	-	-	169
Other	33	-	5	-	-	-	-	-	38
Total Project Costs	\$ 211	\$ -	\$ 245	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 457

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

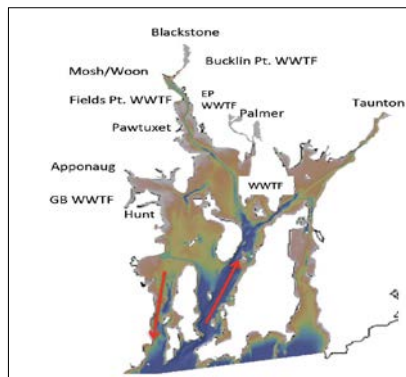
River Model Development

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	January-18	157 Months	\$525
Construction	N/A	N/A	N/A	N/A
Total Project	March-05	January-18	157 Months	\$525



NBC has partnered with the University of Rhode Island (URI) Graduate School of Oceanography (GSO) to develop the Regional Ocean Modeling System (ROMS) for the Providence and Seekonk Rivers and Upper Narragansett Bay to model the circulation and transport of nutrients. Model development and model runs under varying conditions and loadings to determine the impact of nitrogen loads on the receiving waters are complete. Future work includes incorporation of a biological-oxygen model into ROMS to determine the effectiveness of different alternatives on improving water quality.

Photo: Map of Narragansett Bay showing the freshwater sources to the estuary that are included in the ROMS modeling project

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140100

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 56	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56
Land	-	-	-	-	-	-	-	-	-
A/E Professional	229	142	-	-	-	-	-	-	371
Other	62	36	-	-	-	-	-	-	98
Total Project Costs	\$ 347	\$ 178	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

<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-16	January-18	19 Months	\$300
Construction	N/A	N/A	N/A	N/A
Total Project	July-16	January-18	19 Months	\$300

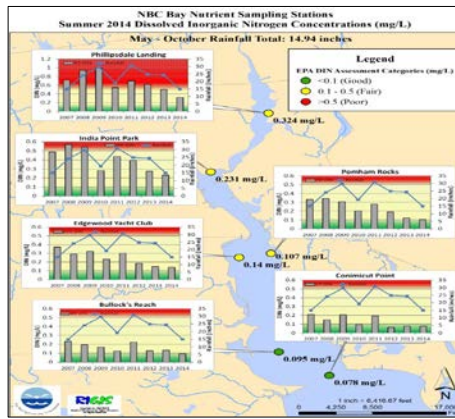


Photo: Dissolved inorganic nitrogen concentrations in the upper Bay and their changes over time at the NBC monitoring stations

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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -								
A/E Professional	-								
Other	-								
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140200

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ 75	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ 150
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	75	75	-	-	-	-	150
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 150	\$ 150	\$ -	\$ -	\$ -	\$ -	\$ 300

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	October-15	December-16	15 Months	\$405
Construction	N/A	N/A	N/A	N/A
Total Project	October-15	December-16	15 Months	\$405



This project will help quantify NBC's overall carbon footprint by measuring green house gas emissions from wastewater collection and treatment operations. NBC's Green House Gas Study will position NBC favorably if NBC is subject to additional /new regulatory requirements related to green house gas emissions.

Photo: Green House Gas collection chamber deployed in treatment tank anoxic zone

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -								
A/E Professional	-								
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 1140300

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 15	\$ 60	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105
Land	-	-	-	-	-	-	-	-	-
A/E Professional	20	40	40	-	-	-	-	-	100
Other	25	115	60	-	-	-	-	-	200
Total Project Costs	\$ 60	\$ 215	\$ 130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 405

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

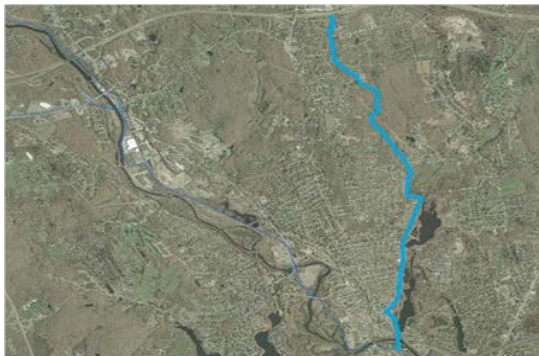
NBC Interceptor Easements - Abbott Valley Interceptor

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

Location: Cumberland, 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	October-05	September-15	121 Months	\$788
Construction	September-15	November-16	14 Months	736
Total Project	October-05	November-16	135 Months	\$1,524



Much of the NBC sewer system in Cumberland is located in easements that cross private property. NBC is presently evaluating these easements to determine if there is sufficient access in order to maintain the integrity of the collection system. This project is for an evaluation of the Abbott Valley Interceptor easements. Upon completion of the evaluation, the construction phase of this project will begin which will include clearing the easements in order to provide the necessary access to maintain the collection system.

Photo: Cumberland sewer system easement locations

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30438D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 203	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225
Land	64	89	-	-	-	-	-	-	153
A/E Professional	401	8	-	-	-	-	-	-	409
Other	2	-	-	-	-	-	-	-	2
Total Project Costs	\$ 670	\$ 118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 788

Projected Expenditures - 30438C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 61	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 86
A/E Professional	-	15	10	-	-	-	-	-	25
Construction	-	250	250	-	-	-	-	-	500
Contingency	-	-	50	-	-	-	-	-	50
Other	-	50	25	-	-	-	-	-	75
Total Project Costs	\$ -	\$ 376	\$ 360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 736

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

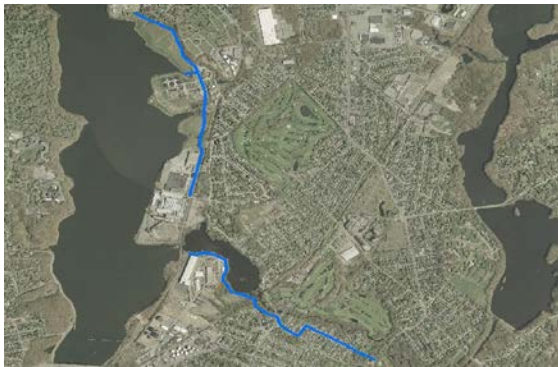
NBC Interceptor Easements - Various Locations

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

Location: NBC 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-16	August-18	23 Months	\$722
Construction	March-18	September-19	18 Months	632
Total Project	September-16	September-19	37 Months	\$1,354



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 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.

Photo: Proposed area for the East Providence easement investigation

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30500D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ 22	\$ 56	\$ 22	\$ -	\$ -	\$ -	\$ 100
Land	-	-	-	-	100	-	-	-	100
A/E Professional	-	-	220	240	40	-	-	-	500
Other	-	-	-	20	2	-	-	-	22
Total Project Costs	\$ -	\$ -	\$ 242	\$ 316	\$ 164	\$ -	\$ -	\$ -	\$ 722

Projected Expenditures - 30500C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ 16	\$ 36	\$ -	\$ -	\$ -	\$ 52
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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

NBC Interceptor Easements - Blackstone Valley Interceptor

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	December-15	78 Months	\$498
Construction	February-16	May-17	15 Months	746
Total Project	July-09	May-17	95 Months	\$1,244



Photo: Blackstone Valley Interceptor in Lincoln

Many of NBC's interceptors are located in overland areas that run through private property. It is difficult to locate and access these easements due to the terrain and overgrown vegetation. The easements will be located through field survey and then cleared sufficiently to provide access to crews and equipment. Project 30501 is to locate manholes and easements on the Blackstone Valley Interceptor in Lincoln and Cumberland. Upon completion of this work, the easement will be cleared to allow access to maintain the sewer.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30501D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 44	\$ 94	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139
Land	-	100	-	-	-	-	-	-	100
A/E Professional	237	10	-	-	-	-	-	-	247
Other	0	12	-	-	-	-	-	-	12
Total Project Costs	\$ 282	\$ 216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 498

Projected Expenditures - 30501C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 11	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47
A/E Professional	-	9	18	-	-	-	-	-	27
Construction	-	-	600	-	-	-	-	-	600
Contingency	-	-	72	-	-	-	-	-	72
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 20	\$ 726	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 746

Operating Impact

Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

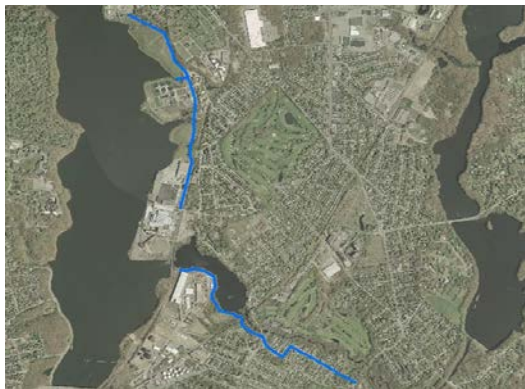
NBC System-Wide Facilities Planning

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

Location: 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	April-16	April-18	24 Months	\$509
Construction	N/A	N/A	N/A	N/A
Total Project	April-16	April-18	24 Months	\$509



NBC's interceptor sewers convey flow from local sewers in the district's eight cities and towns to the two NBC wastewater treatment facilities. Project 30700 will continue NBC's studies to determine if there is adequate capacity for the next twenty years and if there is any excessive infiltration/inflow (I/I) in NBC's interceptors. As the evaluations begin for the remaining cities and towns, each will be given a unique project number and draw funding from Project 30700.

Photo: Proposed area for the East Providence capacity analysis

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30700D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 11	\$ 70	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ 109
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	32	206	162	-	-	-	-	400
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 43	\$ 276	\$ 190	\$ -	\$ -	\$ -	\$ -	\$ 509

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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, 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	June-16	June-17	12 Months	\$130
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	June-16	June-17	12 Months	\$130



Photo: Field's Point WWTF Electrical Substation #1

Several NBC facilities are in need of improvements to their electrical facilities. A Power System Study to evaluate the safety of the existing electrical facilities at the FPWWTF will also be completed under this project. Improvements to the electrical facilities at other NBC locations will also be evaluated under this project as the need arises.

Projected Expenditures - 41000P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 4	\$ 16	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20
A/E Professional	-	-	100	-	-	-	-	-	100
Other	-	-	10	-	-	-	-	-	10
Total Project Costs	\$ -	\$ 4	\$ 126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

<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-16	June-20	46 Months	\$330
Construction	June-17	September-20	40 Months	551
Total Project	September-16	September-20	49 Months	\$881



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 water 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 OF037 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.

Photo: Downspouts at NBC COB

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 40200D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ 19	\$ 19	\$ 17	\$ 29	\$ -	\$ -	\$ 84
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	24	76	50	96	-	-	246
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ 43	\$ 95	\$ 67	\$ 125	\$ -	\$ -	\$ 330

Projected Expenditures - 40200C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ 6	\$ 46	\$ 32	\$ 50	\$ 12	\$ -	\$ 146
A/E Professional	-	-	3	30	21	33	9	-	96
Construction	-	-	-	80	60	90	30	-	260
Contingency	-	-	-	8	6	-	10	-	24
Other	-	-	-	10	5	10	-	-	25
Total Project Costs	\$ -	\$ -	\$ 9	\$ 174	\$ 124	\$ 183	\$ 61	\$ -	\$ 551

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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: NBC Service Area
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-16	June-17	12 Months	\$296
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	July-16	June-17	12 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 recommending if NBC should acquire local sewers in any of the municipalities.

Projected Expenditures - 40300P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36
A/E Professional	-	-	250	-	-	-	-	-	250
Other	-	-	10	-	-	-	-	-	10
Total Project Costs	\$ -	\$ -	\$ 296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 296

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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-15	107 Months	\$18,805
Construction	N/A	N/A	N/A	N/A
Total Project	November-06	September-15	107 Months	\$18,805

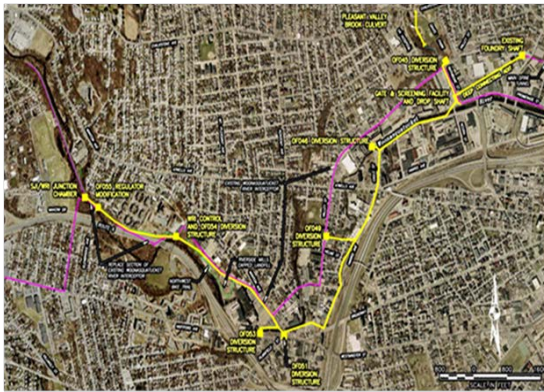


Photo: Proposed Woonasquatucket CSO Interceptor alignment

CSO Phase II is the second phase of NBC's federally mandated CSO Abatement Program. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Tunnel constructed in Phase I. The proposed length of the Woonasquatucket Interceptor is 18,200 feet and the Seekonk Interceptor will be approximately 8,000 feet. 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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 1,464	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,464
Land	6,322	228	-	-	-	-	-	-	6,550
A/E Professional	10,775	-	-	-	-	-	-	-	10,775
Other	17	-	-	-	-	-	-	-	17
Total Project Costs	\$ 18,577	\$ 228	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,805

Projected Expenditures - Construction

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

<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	September-10	June-16	70 Months	\$19,932
Total Project	September-10	June-16	70 Months	\$19,932

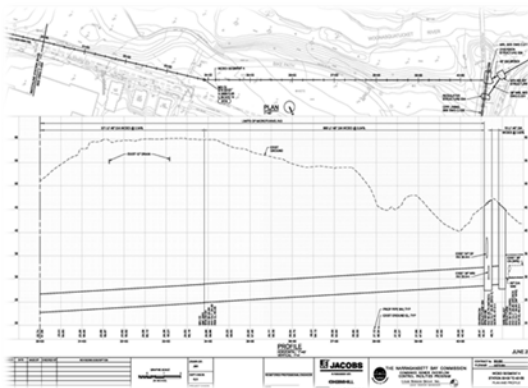


Photo: Plans of the proposed CSO Phase II WCSO alignment

Project 30301RS provides Program and Construction Management of the Phase II CSO 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.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30301RS

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	17,954	1,978	-	-	-	-	-	-	19,932
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 17,954	\$ 1,978	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,932

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	July-15	40 Months	\$5,518
Total Project	March-12	July-15	40 Months	\$5,518



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 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.

Photo: Wetlands Facility OF 106 in Central Falls

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30302C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	5,123	50	-	-	-	-	-	-	5,173
Contingency	100	-	-	-	-	-	-	-	100
Other	20	-	-	-	-	-	-	-	20
Total Project Costs	\$ 5,468	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,518

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	\$ 49	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 348

Note: Cash Flow Basis in Thousands

30303C

Phase II CSO Facilities WCSOI Main

Project Manager: Rich Bernier, P.E.

Location: Providence, RI; Central Falls, RI

Contractor(s): Barletta Heavy/Shank Balfour Beatty

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	September-11	June-16	58 Months	\$78,448
Total Project	September-11	June-16	58 Months	\$78,448



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 19,200 foot long Woonasquatucket CSO Interceptor (WCSOI) along the Woonasquatucket River along with a drop shaft and associated adit to the main spine tunnel with gate and screening structures.

Photo: Bar Screens in Gate and Screening Structure

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30303C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 2,695	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,945
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	71,987	359	-	-	-	-	-	-	72,346
Contingency	-	2,878	-	-	-	-	-	-	2,878
Other	264	15	-	-	-	-	-	-	279
Total Project Costs	\$ 74,946	\$ 3,502	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78,448

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	\$ 10	\$ 20	\$ 22	\$ 24	\$ 26	\$ 28	\$ 30	\$ 160

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

<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	February-12	December-15	47 Months	\$20,906
Total Project	February-12	December-15	47 Months	\$20,906



Photo: Micro Tunnel Boring Machine Installation

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 CSO Interceptor (SCSOI) along the Seekonk River.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30304C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 804	\$ 179	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 982
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	19,256	168	-	-	-	-	-	-	19,424
Contingency	-	-	-	-	-	-	-	-	-
Other	-	500	-	-	-	-	-	-	500
Total Project Costs	\$ 20,060	\$ 846	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,906

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	\$ 5	\$ 10	\$ 11	\$ 12	\$ 13	\$ 14	\$ 15	\$ 80

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	July-15	51 Months	\$10,096
Total Project	May-11	July-15	51 Months	\$10,096



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

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30306C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 862	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 862
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	8,316	51	-	-	-	-	-	-	8,367
Contingency	-	-	-	-	-	-	-	-	-
Other	868	-	-	-	-	-	-	-	868
Total Project Costs	\$ 10,046	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,096

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	\$10,094
Total Project	January-13	January-16	36 Months	\$10,094



Photo: Fourth Street OF 037 South Sewer Separation location

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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30307C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 592	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 633
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	6,874	937	-	-	-	-	-	-	7,811
Contingency	-	-	-	-	-	-	-	-	-
Other	650	1,000	-	-	-	-	-	-	1,650
Total Project Costs	\$ 8,117	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,094

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

<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	February-13	February-16	37 Months	\$9,177
Total Project	February-13	February-16	37 Months	\$9,177



Photo: Fifth Street. Proposed OF 037 Sewer Separation location

CSO Phase II is the second phase of NBC's CSO Abatement Program. It consists of the construction of two interceptors to convey flows from combined sewer overflows in Providence along the Seekonk and Woonasquatucket Rivers to the Main Tunnel constructed in Phase I, two sewer separation projects in Providence and a constructed wetlands facility in Central Falls. This project (30308C) is for the separation of combined sewers east of North Main Street from Fifth to Hillside.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30308C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 482	\$ 6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 488
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	7,315	76	-	-	-	-	-	-	7,390
Contingency	-	-	-	-	-	-	-	-	-
Other	887	412	-	-	-	-	-	-	1,299
Total Project Costs	\$ 8,683	\$ 493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,177

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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): MWH

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	December-35	273 Months	\$83,510
Construction	June-18	December-38	251 Months	731,490
Total Project	August-13	December-38	309 Months	\$815,000



Photo: Proposed alignment for the Pawtucket CSO Tunnel

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, three CSO Interceptors totaling approximately 14,500 feet in length and four sewer separation projects. Total cost estimates for CSO Phase III are based on pre-design estimates. A reevaluation will be conducted to determine the expected improvement in water quality as a result of that work, if Phase III needs to be completed and, if so, is the currently approved plan still the most cost effective approach.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30800D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 264	\$ 79	\$ 101	\$ 78	\$ 265	\$ 211	\$ -	\$ 1,003	\$ 2,000
Land	-	-	-	-	-	4,000	-	4,000	8,000
A/E Professional	1,491	2,100	11,991	9,000	11,427	-	-	36,091	72,100
Other	10	-	60	330	310	-	-	700	1,410
Total Project Costs	\$ 1,765	\$ 2,179	\$ 12,152	\$ 9,408	\$ 12,002	\$ 4,211	\$ -	\$ 41,794	\$ 83,510

Projected Expenditures - 30800C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 240	\$ 3,060	\$ 3,400
A/E Professional	-	-	-	-	-	1,000	8,200	63,800	73,000
Construction	-	-	-	-	-	-	57,000	525,090	582,090
Contingency	-	-	-	-	-	-	-	73,000	73,000
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,100	\$ 65,440	\$ 664,950	\$ 731,490

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

70800

Omega Pump Station Improvements

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

Location: 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	July-14	July-15	12 Months	\$10
Design	March-15	October-15	7 Months	107
Construction	October-15	April-16	6 Months	84
Total Project	July-14	April-16	21 Months	\$201



Photo: Omega Pumping Station

Several pieces of equipment at the Omega Pump Station need to be replaced as they are obsolete or no longer function. 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 - 70800P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10

Projected Expenditures - 70800D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	45	-	-	-	-	-	-	45
Other	-	50	-	-	-	-	-	-	50
Total Project Costs	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107

Projected Expenditures - 70800C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	75	-	-	-	-	-	-	75
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ 84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	\$3,574
Total Project	July-09	Ongoing	Ongoing	\$3,574



Photo: Inland Waters Cleaning

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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 304 M Summary

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 15	\$ 84	\$ 84	\$ 84	\$ 84	\$ 84	\$ 84	\$ 84	\$ 606
A/E Professional	-	-	-	-	-	-	-	-	-
Inspect/Cleaning	50	342	342	342	342	342	342	342	2,445
Contingency	-	-	-	-	-	-	-	-	-
Other	9	74	74	74	74	74	74	74	523
Total Project Costs	\$ 74	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,574

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	\$3,000
Total Project	July-01	Ongoing	Ongoing	\$3,000

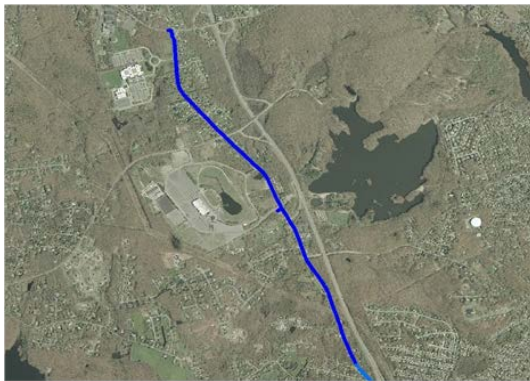


Photo: Proposed portion of Lincoln Interceptor Replacement

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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30400C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ 75	\$ 150
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	1,250	1,250	2,500
Contingency	-	-	-	-	-	-	150	150	300
Other	-	-	-	-	-	-	25	25	50
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 3,000

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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: Tom Brueckner, 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	August-15	June-17	16 months	\$2,898
Total Project	May-07	June-17	122 Months	\$3,139



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

Photo: Lincoln Interceptor Replacement Location

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30421D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 60	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	29	21	-	-	-	-	-	50
Contingency	-	1,050	1,450	-	-	-	-	-	2,500
Other	-	-	240	-	-	-	-	-	240
Total Project Costs	\$ -	\$ 1,139	\$ 1,759	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,898

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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: Tom Brueckner, 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	June-12	September-15	40 Months	385
Construction	November-15	April-17	17 Months	3,984
Total Project	May-06	April-17	133 Months	\$4,391



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 the accumulation of grease which may result in blockage of the sewer. 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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2
A/E Professional	20	-	-	-	-	-	-	-	20
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22

Projected Expenditures - 30444D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 43	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82
Land	-	75	-	-	-	-	-	-	75
A/E Professional	189	32	-	-	-	-	-	-	221
Other	-	7	-	-	-	-	-	-	7
Total Project Costs	\$ 232	\$ 153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 385

Projected Expenditures - 30444C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 32	\$ 47	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 79
A/E Professional	-	9	26	-	-	-	-	-	35
Construction	-	810	2,690	-	-	-	-	-	3,500
Contingency	-	-	350	-	-	-	-	-	350
Other	-	5	15	-	-	-	-	-	20
Total Project Costs	\$ -	\$ 856	\$ 3,128	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,984

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	May-15	26 Months	\$199
Design	July-15	June-16	12 Months	175
Construction	April-16	February-17	10 Months	805
Total Project	March-13	February-17	48 Months	\$1,179



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 Avenue interceptor. This project will evaluate if replacing or rehabilitating this siphon is necessary to ensure continuous uninterrupted service.

Projected Expenditures - 30457P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66
A/E Professional	123	-	-	-	-	-	-	-	123
Other	10	-	-	-	-	-	-	-	10
Total Project Costs	\$ 199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 199

Projected Expenditures - 30457D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30
Land	-	30	-	-	-	-	-	-	30
A/E Professional	-	90	-	-	-	-	-	-	90
Other	-	25	-	-	-	-	-	-	25
Total Project Costs	\$ -	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175

Projected Expenditures - 30457C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 18	\$ 27	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45
A/E Professional	-	9	16	-	-	-	-	-	25
Construction	-	-	600	-	-	-	-	-	600
Contingency	-	-	60	-	-	-	-	-	60
Other	-	-	75	-	-	-	-	-	75
Total Project Costs	\$ -	\$ 27	\$ 778	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 805

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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	April-16	March-17	11 Months	\$78
Design	June-17	March-19	21 Months	677
Construction	February-19	January-21	23 Months	6,283
Total Project	April-16	January-21	58 Months	\$7,038



Photo: Branch Avenue Interceptor improvement location

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

Projected Expenditures - 30458P

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 7	\$ 2	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23
A/E Professional	-	-	50	-	-	-	-	-	50
Other	-	-	5	-	-	-	-	-	5
Total Project Costs	\$ 7	\$ 2	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 78

Projected Expenditures - 30458D

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ 3	\$ 36	\$ 68	\$ -	\$ -	\$ -	\$ 107
Land	-	-	-	-	100	-	-	-	100
A/E Professional	-	-	-	270	180	-	-	-	450
Other	-	-	-	15	5	-	-	-	20
Total Project Costs	\$ -	\$ -	\$ 3	\$ 321	\$ 353	\$ -	\$ -	\$ -	\$ 677

Projected Expenditures - 30458C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ 53	\$ 258	\$ 158	\$ -	\$ 468
A/E Professional	-	-	-	-	50	120	70	-	240
Construction	-	-	-	-	-	3,050	1,950	-	5,000
Contingency	-	-	-	-	-	-	500	-	500
Other	-	-	-	-	-	-	75	-	75
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 103	\$ 3,428	\$ 2,753	\$ -	\$ 6,283

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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: Rich Bernier, P.E.
Contractor: 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	N/A	N/A	N/A	N/A
Construction	May-14	December-16	32 Months	\$1,218
Total Project	May-14	December-16	32 Months	\$1,218



Photo: Lining at an interceptor improvement location

This project will line 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 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30459C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ 37	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	995	5	-	-	-	-	-	1,000
Contingency	-	120	-	-	-	-	-	-	120
Other	10	-	-	-	-	-	-	-	10
Total Project Costs	\$ 47	\$ 1,166	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,218

Operating Impact

	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	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

30462C

Improvements to Interceptors FY 2016

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-16	July-18	27 Months	\$1,327
Total Project	April-16	July-18	27 Months	\$1,327



Photo: Manhole along river

Project 30462C will clean, inspect and rehabilitate large diameter pipes in the Bucklin Point service area. Included in this contract will be the rehabilitation of the Seekonk River Siphon Inlet Chamber.

Projected Expenditures - Planning

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - 30462C

Cost Category	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
Administrative	\$ -	\$ 4	\$ 101	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 107
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	950	-	50	-	-	-	1,000
Contingency	-	-	120	-	-	-	-	-	120
Other	-	-	100	-	-	-	-	-	100
Total Project Costs	\$ -	\$ 4	\$ 1,271	\$ 2	\$ 50	\$ -	\$ -	\$ -	\$ 1,327

Operating Impact

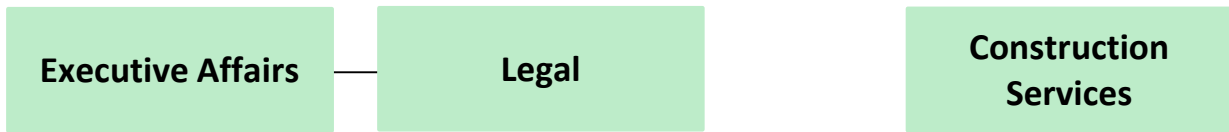
	Pre FY 16	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21	Post FY 21	Total
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Note: Cash Flow Basis in Thousands

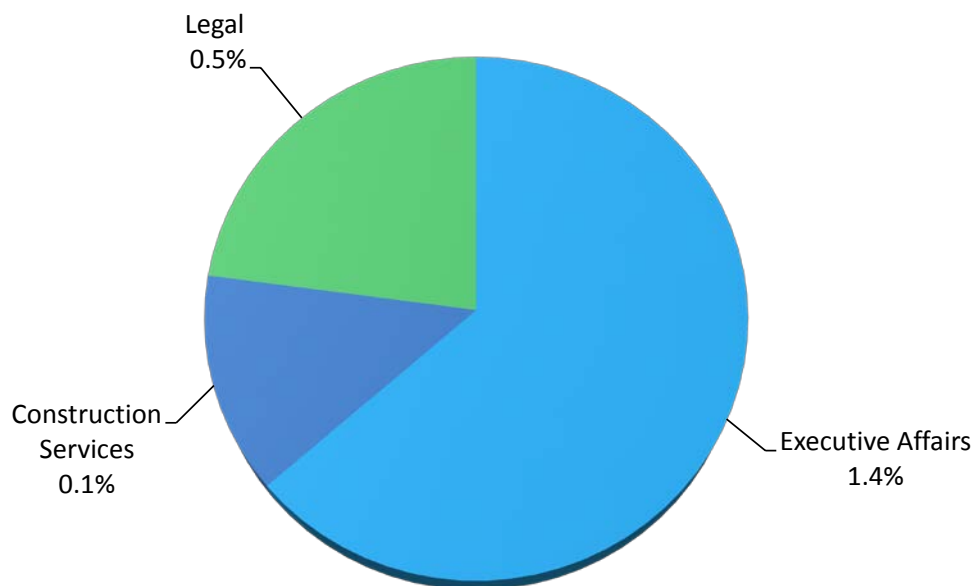
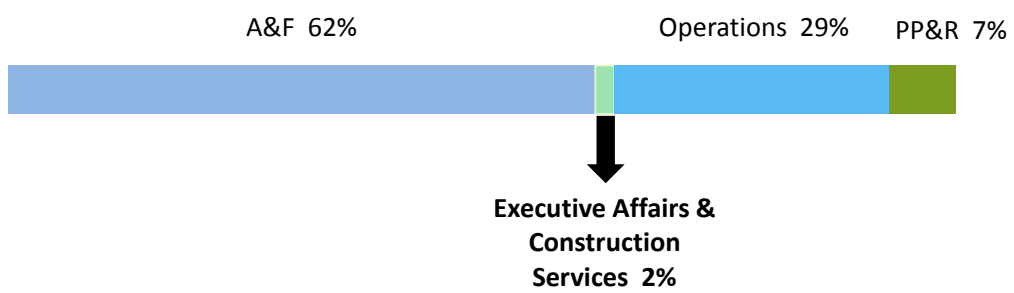


EXECUTIVE AFFAIRS & CONSTRUCTION SERVICES DIVISION

Division Summary



NBC Division Budgets



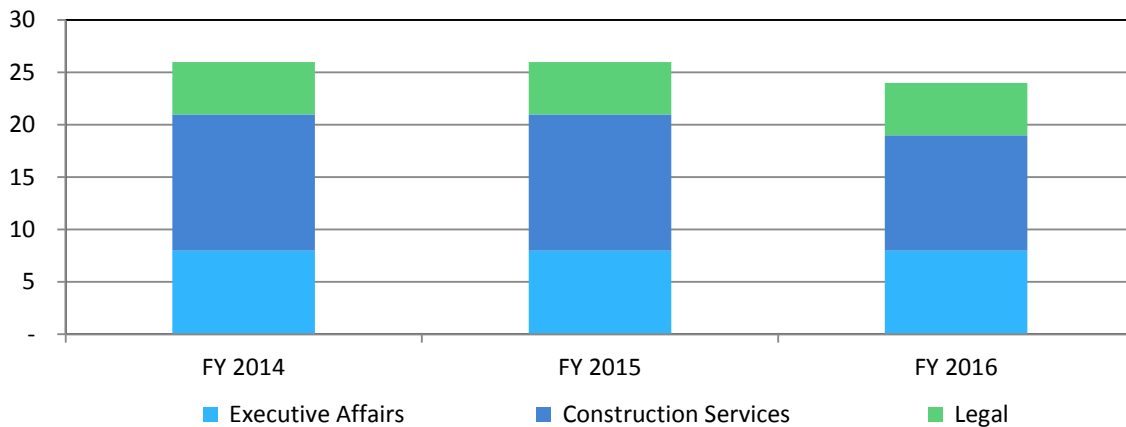
EXECUTIVE AFFAIRS & CONSTRUCTION SERVICES DIVISION - The Program

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.

Budgeted Positions (FTEs)
Executive Affairs and Construction Services Divisions



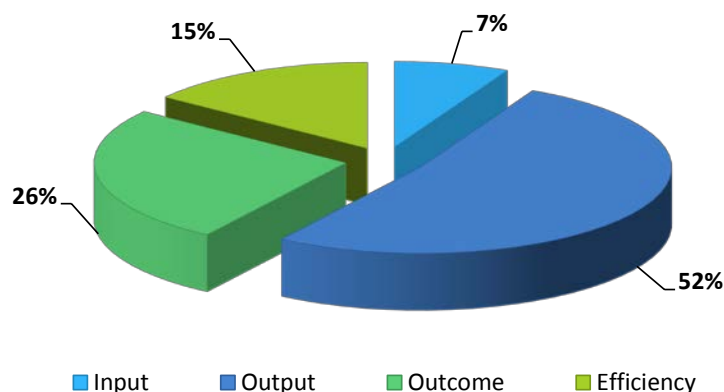
Significant Budget Modifications:

The FY 2016 Executive Affairs and Construction Services budgets are a total of \$205,083 or 12% higher than the FY 2015 budget. Capital outlays increased by \$10,000 and operating supplies and expense and professional services decreased \$23,500 compared to FY 2015. Due to a reduction in construction activity and also a reduced level of capital reimbursements, this budget does not include two positions within Construction Services resulting in a net increase of \$219,133 in personnel services.

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 41% of the performance measures.

Percentage of Performance Measurement Types
EXECUTIVE AFFAIRS AND CONSTRUCTION SERVICES DIVISIONS

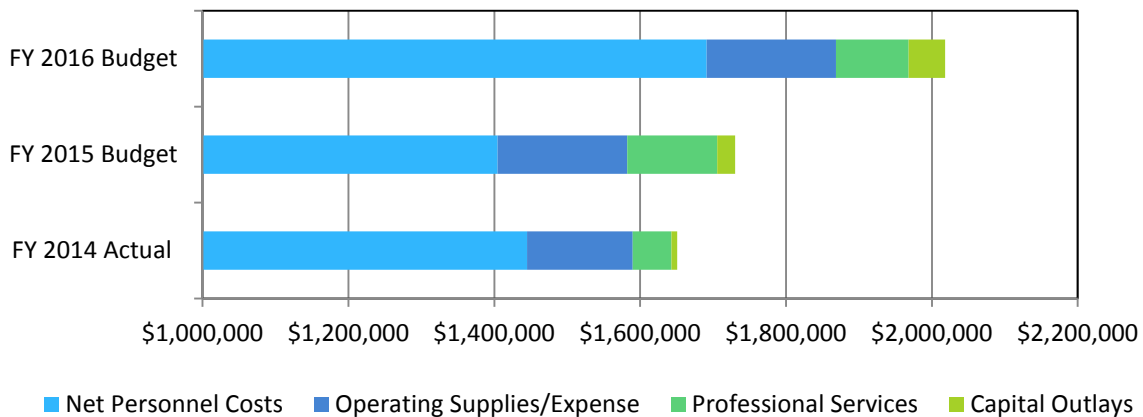


EXECUTIVE AFFAIRS & CONSTRUCTION SERVICES DIVISION - The Budget

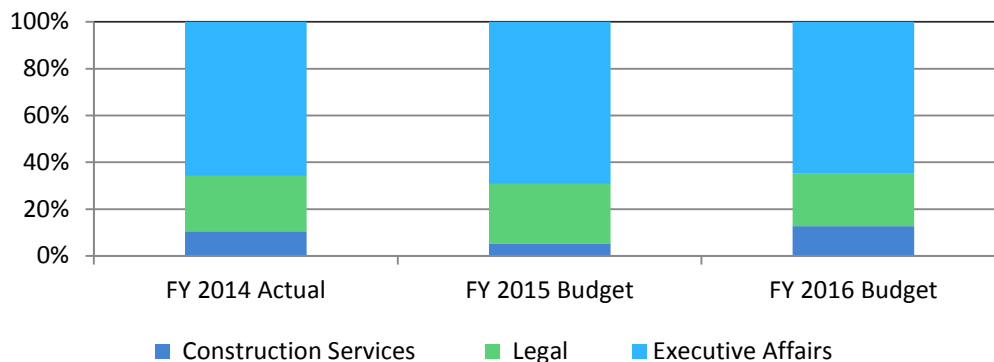
Division Summary

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 2,813,954	\$ 2,880,792	\$ 2,841,696
Less Capital Reimbursements	(1,369,034)	(1,476,219)	(1,217,990)
<i>Net Personnel Costs</i>	1,444,920	1,404,573	1,623,706
Operating Supplies/Expense	144,573	177,800	177,250
Professional Services	53,497	123,000	99,500
Capital Outlays	7,806	25,000	35,000
Debt Service	-	-	-
Total Expenditures	\$ 1,650,796	\$ 1,730,373	\$ 1,935,456
Expenditures by Funding Source			
Revenue	\$ 1,642,990	\$ 1,705,373	\$ 1,900,456
Operating Capital Transfer	7,806	25,000	35,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,650,796	\$ 1,730,373	\$ 1,935,456

Divisions' Cost By Element



Percent of Divisions' Budget By Section



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 2015 by Key Code:

- CB 1** Completed wrap-up of CSO Phase II Construction including the mitigation of all outstanding claims
- CB 1** Managed connection of the Rhode Island Resource Recovery's discharge to NBC's sewer system in compliance with RIDEM requirements
- CB 11** Completed nitrogen permit year ending October 31, 2014 with 100% compliance at both BP and FP plants
- FM 4** Transitioned employee health care coverage from the traditional plan to a HDHP
- FM 4** Implemented new 3-year collective bargaining agreement effective July 1, 2014
- FM 6** Memorialized multi-year agreement with RI Clean Water Finance Agency on future financing terms to help mitigate impacts to ratepayers
- C 9** Completed CSO Phase III Stakeholders reevaluation process to determine improvement in water quality, necessity of completion and affordability of design approach
- OP 1** Complied with all requirements of the new enacted Quasi-Public Corporations Accountability and Transparency Act
- OP 2** Met all hiring goals of the Affirmative Action Plan

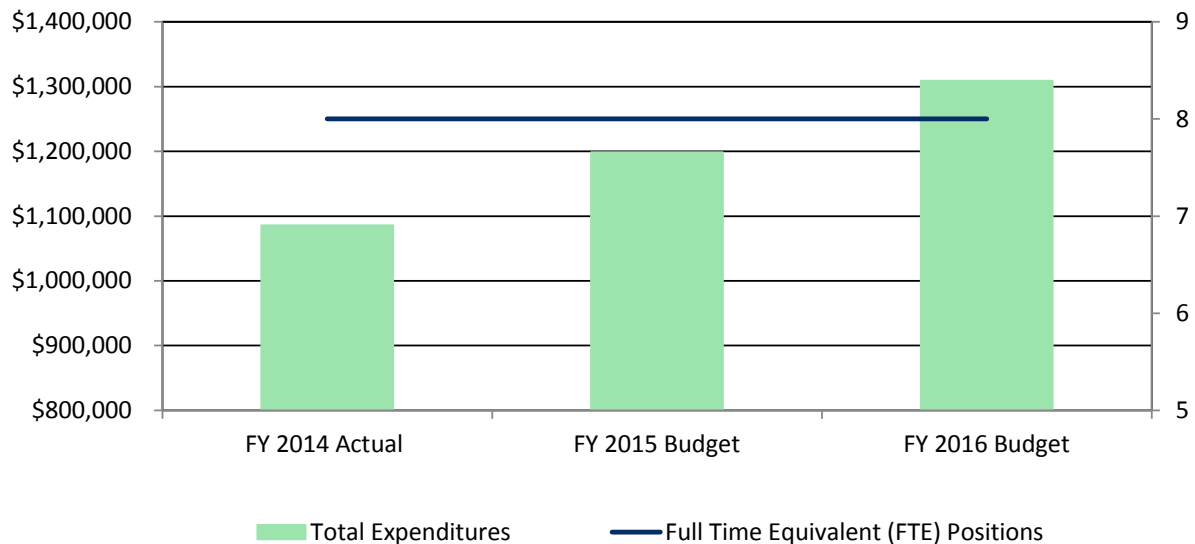
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 1** Negotiate plant discharge permits/consent agreements with RIDEM, with particular emphasis on nitrogen limits, successfully complete regulatory compliance building construction and obtain approval from RIDEM on the revised CSO Phase III Conceptual Design Report
- CB 16** Oversee transition of NBC management operations at Bucklin Point WWTF
- C 3** Prepare to host the 2015 NACWA Summer Conference

EXECUTIVE AFFAIRS - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,016,131	\$ 1,020,348	\$ 1,120,565
Less Capital Reimbursements	(82,871)	(61,690)	(61,690)
<i>Net Personnel Costs</i>	933,260	958,658	1,058,875
Operating Supplies/Expense	104,732	123,300	137,150
Professional Services	47,826	116,500	93,000
Capital Outlays	-	-	5,000
Debt Service	-	-	-
Total Expenditures	\$ 1,085,818	\$ 1,198,458	\$ 1,294,025
Expenditures by Funding Source			
Revenue	\$ 1,085,818	\$ 1,198,458	\$ 1,289,025
Operating Capital Transfer	-	-	5,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,085,818	\$ 1,198,458	\$ 1,294,025

EXECUTIVE AFFAIRS - Historical Data



PROGRAM STAFFING (BUDGETED)			
Executive Director	1.0	Government Affairs Manager	1.0
Director of Executive Affairs	1.0	Labor & Employee Relations Manager	1.0
Environmental Education Coordinator	1.0	Public Affairs Manager	1.0
Executive Assistant	1.0	Public Affairs Specialist	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:

Complete projects on schedule, within budget, in the most cost-effective manner and in compliance with regulatory requirements • CB 1

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of Meetings	12	9	9	9

Target Measure:

Negotiate plant discharge permits, Consent agreements and RIDEM approvals

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due Date	-	-	6/30/2015	6/30/2016

Provide safe and cost effective administration of NBC facilities • CB 16

Target Measure:

Operations Management at Bucklin Point

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hire management staff	-	-	6/30/2015	7/1/2015

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:

Strengthen liaison with Congressional Delegation • FM 1

Target Measure:

Contacts with Rhode Island's Congressional Delegation

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of Meetings/correspondence	4	4	4	4

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Maintain programs that give back to the community • CF 1

Target Measure:

Give awards/ scholarships

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of awards/ scholarships distributed	40	40	40	40

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

Goal Action for Achievement by Key Code:

Foster a positive working environment through effective communication • S 1

Target Measure:

Meet with union and non-union staff

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of meetings	2	2	2	2

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due Date	6/30/2014	6/30/2014	6/30/2015	6/30/2016

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:

Continue and expand NBC public outreach programs • C 1

Target Measure:

Update website to provide current information on NBC activity

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Weekly	Weekly	Weekly	Weekly

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of Presentations	1	1	1	1

Goal Action for Achievement by Key Code:

Conduct successful watershed education programs for students • C 2

Target Measure:

Visit local schools

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of Visits	100	100	100	100

Goal Action for Achievement by Key Code:

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due Date	1/31/2014	1/31/2014	1/31/2015	1/31/2016

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of Reports	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:

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion within required time limit	100%	100%	100%	100%

Goal Action for Achievement by Key Code:

Promote diversity in hiring practices • OP 2

Target Measure:

Submit affirmative action plan to the employment Opportunity Commission by September 15th deadline

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due Date	9/15/2014	9/15/2014	9/15/2015	9/15/2016

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 storm water flows that enter the NBC system. This section is currently responsible for approximately \$274.4 million ongoing construction projects.

Major Accomplishments FY 2015 by Key Code:

- CB 1** Met the RIDEM Consent Agreement Schedule for on-line operation of Phase II of the CSO Program
- CB 1** Met the RIDEM Consent Agreement Criteria for the Bucklin Point Nitrogen Removal project
- CB 1** Managed the emergency contract for installation of emergency backup turbo blowers for aeration system
- CB 1** Managed a total of 24 capital projects totaling \$274.4 million
- CB 1** Managed/negotiated 21 change orders
- CB 1** Reviewed bids and awarded the Field's Point Electrical Substation Replacement and Bucklin Point Biogas Project

Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

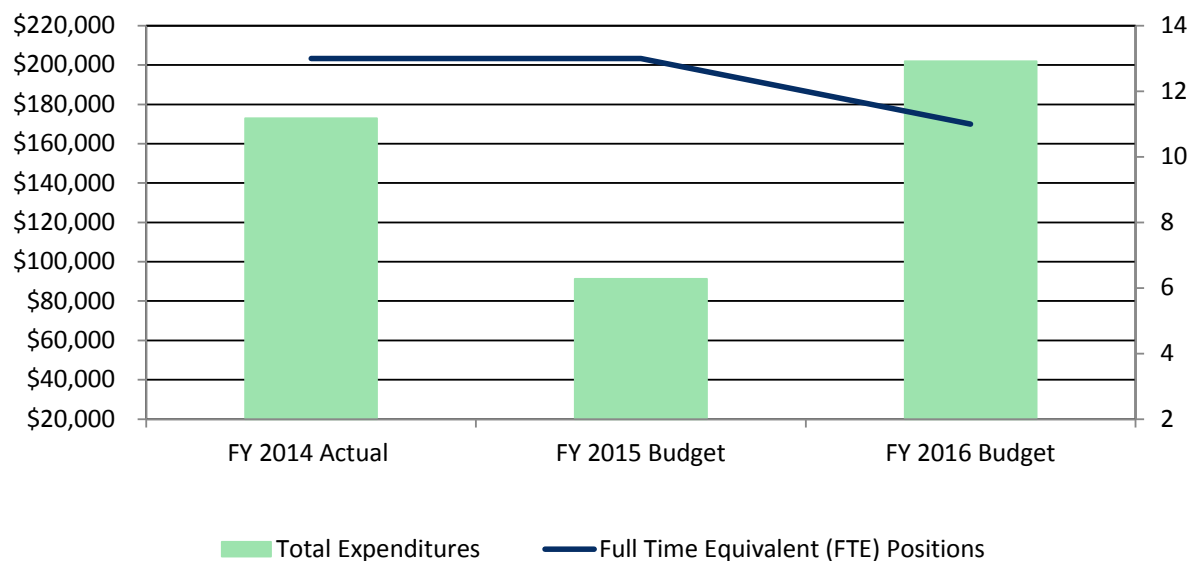
- CB 1** Close out of the Phase II construction contracts
- CB 1** Complete the construction of the Regulatory Compliance Building by December 31, 2015

CONSTRUCTION SERVICES - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,379,669	\$ 1,438,413	\$ 1,285,962
Less Capital Reimbursements	(1,243,376)	(1,411,152)	(1,139,250)
<i>Net Personnel Costs</i>	136,293	27,261	146,712
Operating Supplies/Expense	28,776	39,025	25,225
Capital Outlays	7,806	25,000	30,000
Total Expenditures	\$ 172,875	\$ 91,286	\$ 201,937

Expenditures by Funding Source			
Revenue	\$ 165,069	\$ 66,286	\$ 171,937
Operating Capital Transfer	7,806	25,000	30,000
Grant	-	-	-
Total Expenditures by Source	\$ 172,875	\$ 91,286	\$ 201,937

CONSTRUCTION SERVICES - Historical Data



PROGRAM STAFFING (BUDGETED)			
Chief Environmental Engineer	1.0	Mechanical Inspector	1.0
Construction Manager	1.0	Resident Representative	3.0
Construction Office Coordinator	1.0	Senior Construction Coordinator	1.0
Director of Construction Services	1.0	Senior Resident Representative	1.0
Engineering and Construction Coordinator	1.0		
	11.0 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:

Complete projects on schedule, within the budget and in the most cost-effective manner and in compliance with regulatory requirements • CB 1

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	15%	9.9%	15%	15%

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	8%	6.7%	8%	8%

Target Measure:

Percent of CIP contract completed within six months of master schedule

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	85%	75%	85%	85%

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

Goal Action for Achievement by Key Code:

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

Target Measure:

Provide ongoing construction updates to the NBC staff, Board Members and public

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of meetings	4	13	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 environmental, contractual, corporate, legislative, real estate, collections and bankruptcy law. Outside legal sources are used to supplement in-house expertise as needed.

Major Accomplishments FY 2015 by Key Code:

- CB 1** Assisted Construction and Engineering with legal aspects of Field's Point Biological Nutrient Removal and CSO Phase II Projects
- CB 1** Assisted Engineering with legal and regulatory aspects of CSO Phase III projects during the preliminary stages
- FM 2** Conducted two lien sales which reduced accounts receivable by approximately \$1.0 million
- FM 2** Streamlined and finalized the lien sale registration procedures
- CF 8** Responded to all public records request within statutory timeframe to the appropriate agencies in Rhode Island
- C 3** Reviewed, analyzed and opined on pending legislation
- OP 4** Filed all compliance filings (ethics, disclosure of government consultants, regulatory agenda, and public records training compliance) within the required timeframe

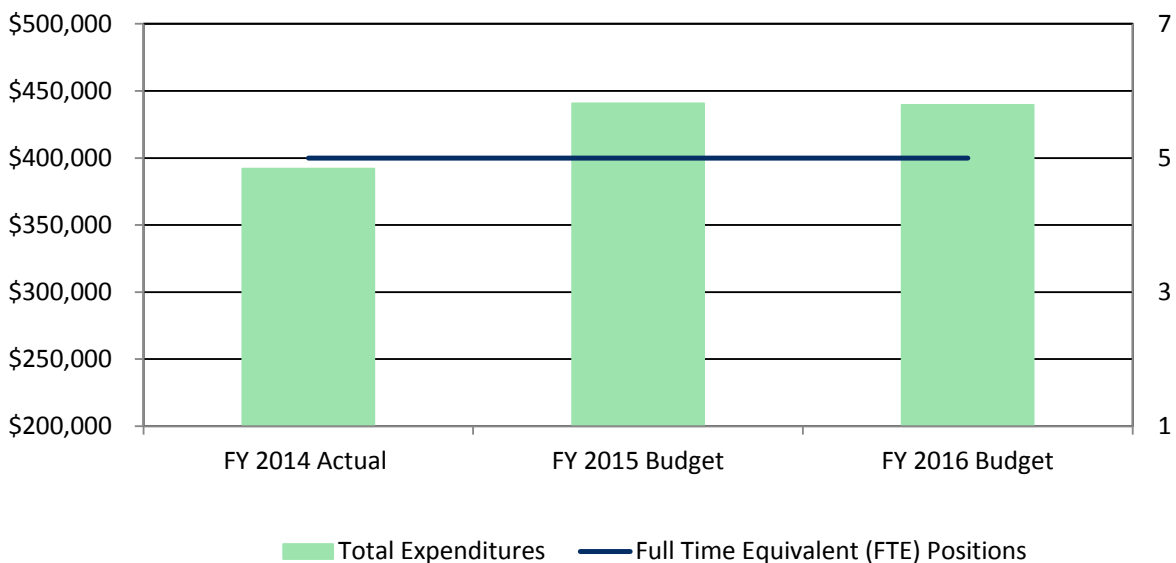
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 1** Continue to assist Construction and Engineering with legal aspects of Field's Point, Bucklin Point & CSO Phase II Projects, and continue to provide support with the CSO Phase III Project
- 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

LEGAL – The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 418,154	\$ 422,031	\$ 435,170
Less Capital Reimbursements	(42,787)	(3,377)	(17,050)
<i>Net Personnel Costs</i>	375,367	418,654	418,120
Operating Supplies/Expense	11,065	15,475	14,875
Professional Services	5,671	6,500	6,500
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 392,103	\$ 440,629	\$ 439,495
Expenditures by Funding Source			
Revenue	\$ 392,103	\$ 440,629	\$ 439,495
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 392,103	\$ 440,629	\$ 439,495

LEGAL - Historical Data



PROGRAM STAFFING (BUDGETED)			
Associate Legal Counsel	1.0	Executive Paralegal II	1.0
Chief Legal Counsel	1.0	Legal Counsel	1.0
Executive Paralegal	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:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage issued	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:

Conduct lien sales to reduce accounts receivable • FM 2

Target Measure:

Conduct lien sales

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage paid/removed prior to lien sale	65%	83% (496/597)	65%	65%

Goal Action for Achievement by Key Code:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of proof claims filed	100%	100% (59/59)	100%	100%

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Provide prompt and efficient legal services • CF 2

Target Measure:

Respond to all public records requests within legal timeframe

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Legal timeframe	Within 10 days	Within 10 days	Within 10 days	Within 10 days

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

Goal Action for Achievement by Key Code:

Provide ongoing technical training to optimize team performance • S 5

Target Measure:

Ensure staff member training

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of training hours	30	36	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:

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

Target Measure:

Conduct/coordinate presentations

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of presentation conducted	2	3	2	2

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

Goal Action for Achievement by Key Code:

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage prepared and filed	100%	100% (3/3)	100%	100%

Goal Action for Achievement by Key Code:

Ensure compliance with regulatory agenda filing requirements • OP 4

Target Measure:

Prepare and file regulatory agenda at required intervals

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016
Frequency	Bi-Annually	Bi-Annually	Bi-Annually	Bi-Annually

Goal Action for Achievement by Key Code:

Ensure compliance with requirements for disclosure of consultants • OP 5

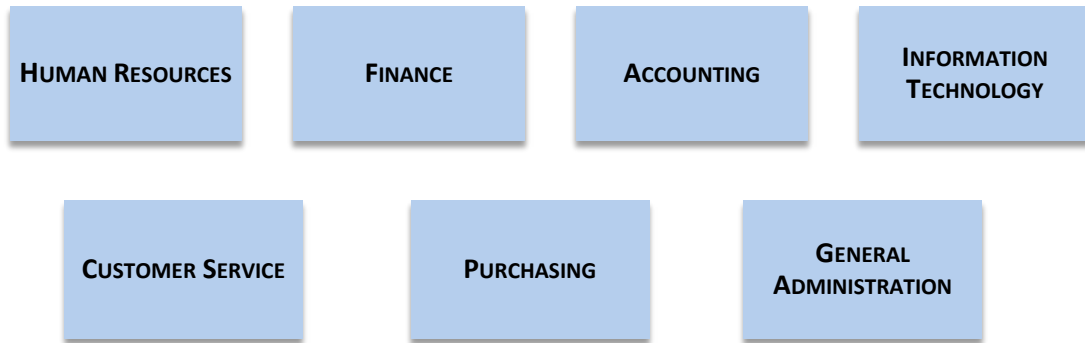
Target Measure:

File regulatory agenda at required intervals

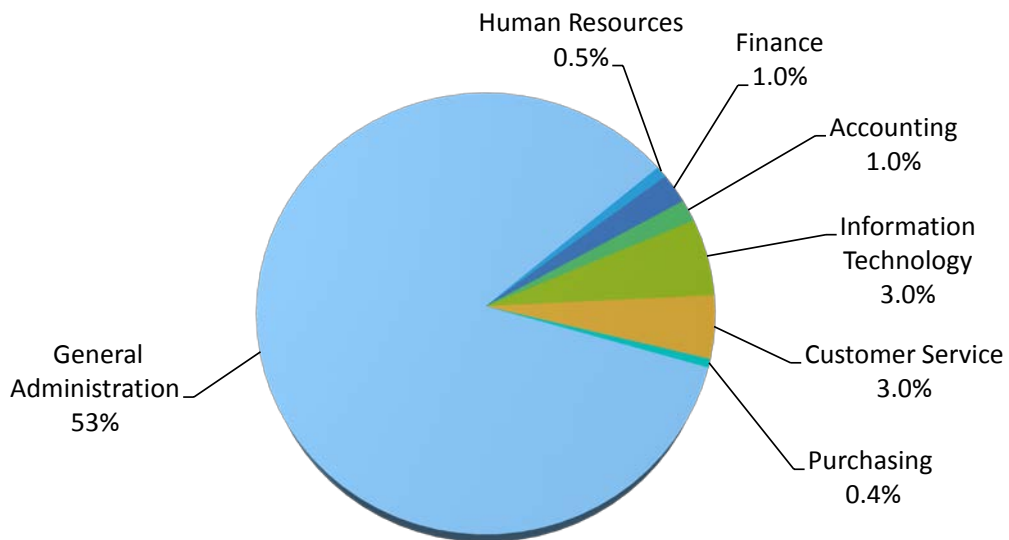
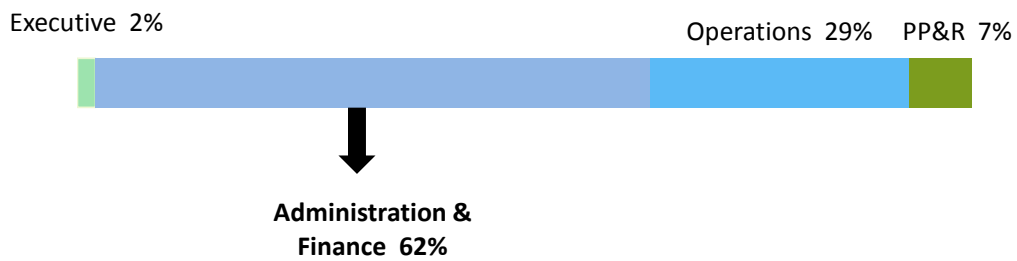
Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Quarterly	Quarterly	Quarterly	Quarterly

ADMINISTRATION & FINANCE

Division Summary



NBC Division Budgets



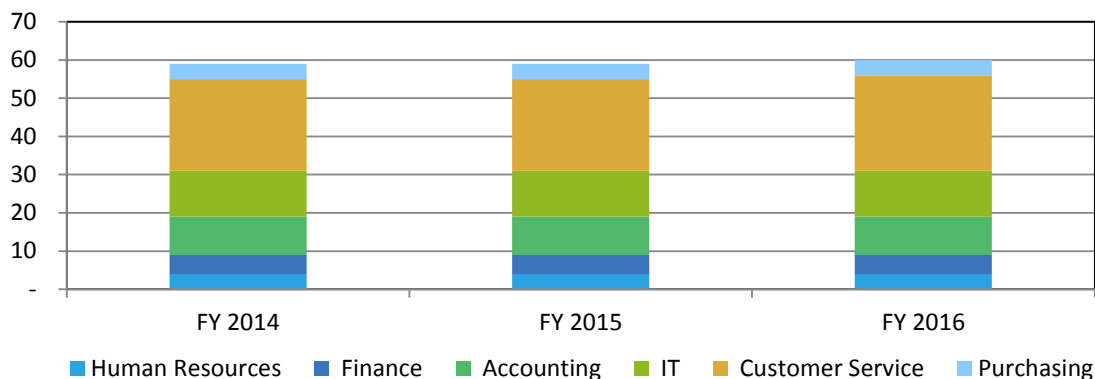
ADMINISTRATION & FINANCE DIVISION - The Program

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.

Budgeted Positions (FTEs) Administration & Finance Division



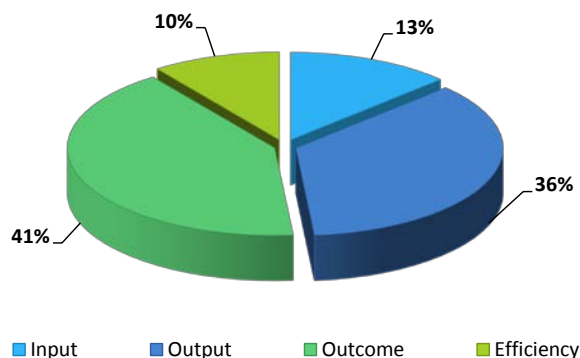
Significant Budget Modifications:

The FY 2016 Administration and Finance budget is \$2.5 million higher than the FY 2015 budget. Personnel services have increased by \$155,895 and includes a budgeted accrual for the compensated absence liability. Operating supplies and expense and professional services have decreased from the prior year while capital outlays and debt service have increased by \$315,000 and \$2.1 million respectively.

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 51% of the performance measures.

Percentage of Performance Measurement Types ADMINISTRATION & FINANCE

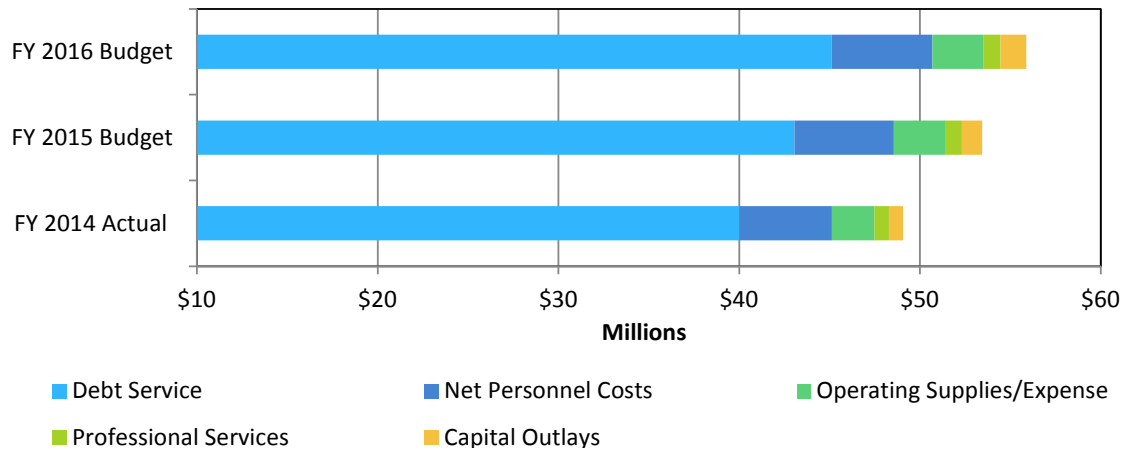


ADMINISTRATION & FINANCE DIVISION - The Budget

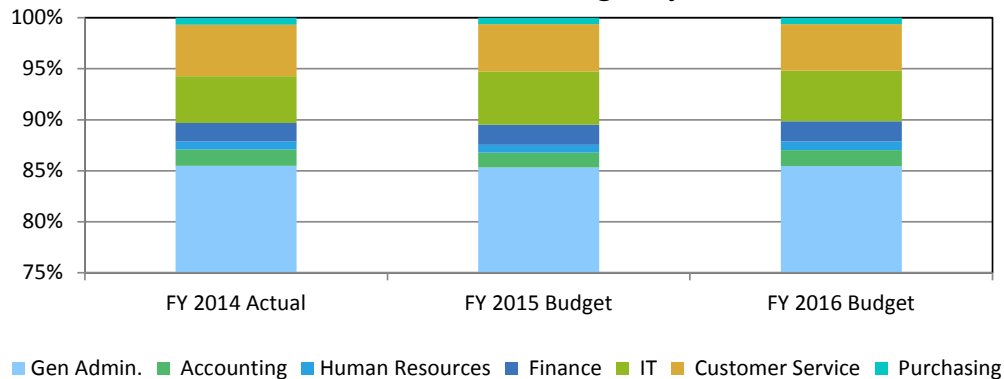
Division Summary

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 5,225,049	\$ 5,613,414	\$ 5,766,241
Less Capital Reimbursements	(101,740)	(119,318)	(116,250)
<i>Net Personnel Costs</i>	5,123,309	5,494,096	5,649,991
Operating Supplies/Expense	2,358,402	2,831,835	2,829,433
Professional Services	798,317	943,800	932,350
Capital Outlays	791,545	1,112,000	1,427,000
Debt Service	39,996,099	43,052,161	45,111,364
Total Expenditures	\$ 49,067,672	\$ 53,433,892	\$ 55,950,138
Expenditures by Funding Source			
Revenue	\$ 48,276,127	\$ 52,321,892	\$ 54,523,138
Operating Capital Transfer	791,545	1,112,000	1,427,000
Grant	-	-	-
Total Expenditures by Source	\$ 49,067,672	\$ 53,433,892	\$ 55,950,138

Divisions' Cost by Element



Percent of Divisions' Budget By Section



FINANCE - The Program

Mission and Overview:

The Finance section ensures NBC has sufficient resources to carry out its mission and employs sound fiscal policies and practices to enable NBC to provide the highest quality service at a reasonable cost. The Finance section is responsible for development and management of the annual Operating Budget, the 5-year Capital Improvement Plan, the establishment of user charges and management of long-term debt. The Finance section ensures compliance with requirements of the RIPUC, the Trust Indenture and Supplemental Indentures, Continuous Disclosure, Post-Issuance Compliance and other regulatory requirements. This section is also responsible for cash management and NBC's retirement plans.

Major Accomplishments FY 2015 by Key Code:

- FM 4** Completed the implementation of single platform for NBC's 3 retirement plans
- FM 5** Filed and received approval of a Debt Service compliance filing with the RIPUC
- FM 5** Developed and administered the annual operating budget and finished the year under budget for the 23rd consecutive year
- FM 6** Received affirmation of the AA-/Stable Long Term unenhanced credit rating from Standard & Poor's and AAA/A-1+ Long Term rating
- FM 6** Negotiated a Settlement Agreement with the Division of PUC on the General Rate Case resulting in a 3.97% rate increase effective 9/19/14
- FM 6** Refunded the \$45 M 2005 Series A Revenue Bonds, resulting in net present value savings of \$7.6 million
- FM 6** Refunded the \$42.5 M 2007 Series A Revenue Bonds, resulting in net present value savings of \$2.5 million
- FM 7** Developed the five-year Capital Improvement Program and managed capital funding
- C 6** Received the Government Finance Officers' Association (GFOA) Distinguished Budget Presentation Award and received both Special Capital Recognition and Special Performance Measures Recognition
- OP 4** Completed timely reporting related to Continuous Disclosure, Post-Issuance Compliance, the Trust Indenture, the Letter of Credit Reimbursement Agreement, the RIPUC and other regulatory requirements
- OP 4** Prepared and adopted Continuous Disclosure and Post-Issuance Compliance Procedures

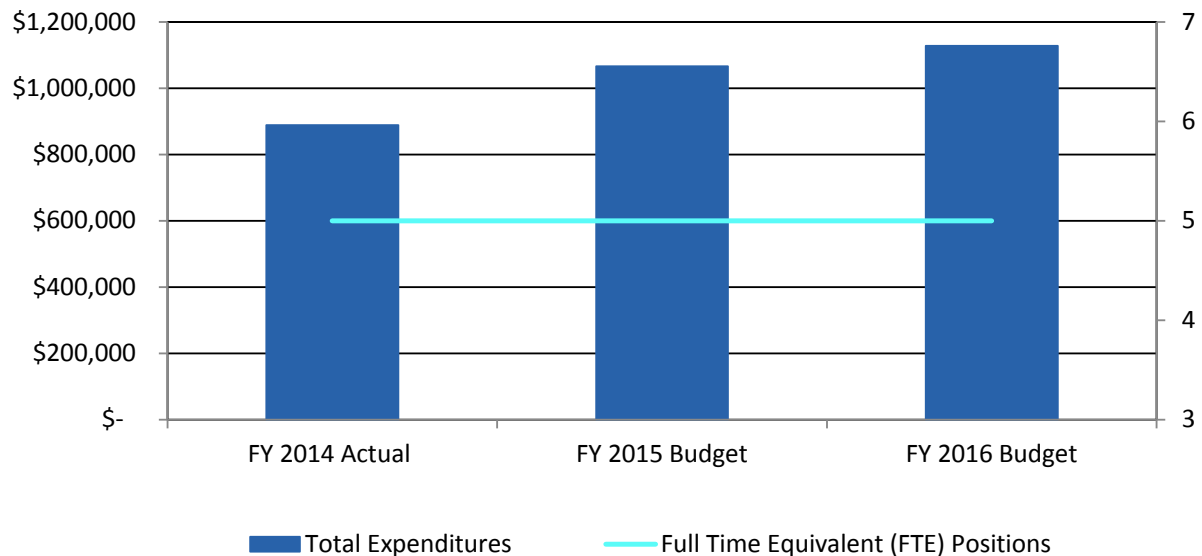
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 5** Ensure sufficient operating and capital funding with least ratepayer impact
- FM 6** Maintain AA- and AAA/A-1+ credit ratings from Standard and Poor's
- FM 10** Ensure compliance with the Trust Indenture and Supplemental Indentures **FM 11** The IRS, **FM 12** The RIPUC and all applicable laws, rules and regulations including Continuous Disclosure

FINANCE – The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 421,221	\$ 490,674	\$ 499,482
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	421,221	490,674	499,482
Operating Supplies/Expense	13,575	25,400	26,400
Professional Services	452,580	535,000	515,550
Capital Outlays	1,566	15,000	75,000
Debt Service	-	-	-
Total Expenditures	\$ 888,942	\$ 1,066,074	\$ 1,116,432
Expenditures by Funding Source			
Revenue	\$ 887,376	\$ 1,051,074	\$ 1,041,432
Operating Capital Transfer	1,566	15,000	75,000
Grant	-	-	-
Total Expenditures by Source	\$ 888,942	\$ 1,066,074	\$ 1,116,432

FINANCE - Historical Data



PROGRAM STAFFING (BUDGETED)			
Compliance Analyst	1.0	Financial Analyst	1.0
Director of Administration and Finance	1.0	Senior Financial Analyst	2.0
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:

Ensure sufficient operating budget and capital budget funding with least ratepayer impact • FM 5

Target Measure:

File with PUC to Maintain Sufficient Operating and Capital Funding by due date

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
General Rate Filing	12/1/2013	12/23/2013	10/1/2014	10/1/2015
Debt Service Filing	N/A	N/A	3/1/2015	3/1/2016

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	0.5%	0.13% / \$5,630,752 Revenue Increase	0.5%	0.5%

Goal Action for Achievement by Key Code:

Ensure NBC receives the lowest cost of borrowing • FM 6

Target Measure:

Maintain at Least "A+" Unenhanced Credit Rating with Standard and Poor's

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Unenhanced Credit Rating S&P Long Term	AA- AAA/A-1+	AA- (9/12/2014) AAA/A-1+ (9/12/2014)	AA- AAA/A-1+	AA- AAA/A-1+

Target Measure:

Update Long-Term Financial Plan

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually

Target Measure:

File Continuous Disclosure Annually

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Annual Operating Data and CAFR on EMMA	N/A	N/A	3/31/2015	3/31/2016
Annual Operating Data and CAFR with RICWFA	N/A	N/A	3/31/2015	3/31/2016
Material Events within 10 days of Occurrence	< 10 days	N/A	<10 days	<10 days

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Complete Tax Due Diligence prior to Issuance	100%	100% (2/2)	100%	100%

Target Measure:

Perform Post-Issuance Compliance monthly reporting

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Actual/Projected Draw Analysis	N/A	Monthly	Monthly	100%
Determine Arbitrage Liability within 62 days of FYE	N/A	8/30/2013	8/31/2014	8/31/2015
Submit Arbitrage Calculation Information to FSW	N/A	Monthly	Monthly	Monthly

Target Measure:

Revise Capital Cash Flow Projected Draw

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	2 Updates	6 Updates	2 Updates	2 Updates

Goal Action for Achievement by Key Code:

Develop and administer a high quality annual Operating Budget and CIP • FM 7

Target Measure:

Receive GFOA Distinguished Budget Presentation Award

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Consecutive Years	12 Years	12 Years w/Special Capital Recognition & Performance Measures	13 Years	14 Years

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Days	5 Days	6 Days	5 Days	5 Days

Target Measure:

Prepare and transmit monthly finance report to Finance Committee

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Monthly	Monthly	Monthly	Monthly

Goal Action for Achievement by Key Code:

Effectively manage employee retirement plans to maximize benefits and minimize costs • FM 4

Target Measure:

Properly manage the non-union defined benefit plan

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Complete Actuarial Study	N/A	3/19/2014	3/31/2015	3/31/2016
Percent Funded Minimum ARC	N/A	109%	100%	100%
PYE 12-31 Portfolio Return	N/A	11.06%	6.0%	6.0%

Target Measure:

Review retirement plan fund options and plan health

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Investment Committee Meetings	4/year	4 reviews	4/year	4/year

STAFFING:*Attract, develop and retain highly qualified employees.***Goal Action for Achievement by Key Code:**

Encourage and provide staff training • S 3

Target Measure:

Number of Hours of Training/ Seminars Attended

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours	30 hours	49 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:**

Enhance Operating Budget, CIP and Compliance Reports and a communication device • C 6

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Received	Yes	Proficient/Outstanding	Yes	Yes

Target Measure:

Complete Annual Sewer User Fee Survey

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
MWRA	Yes	Yes	Yes	Yes
NACWA	Yes	Yes	Yes	Yes
NBC Statewide	Yes	Yes	Yes	Yes

Target Measure:

Transmit compliance reports on to the Public Utilities Commission

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Capital Projects	2	2	2	2
Restricted Accounts	4	4	4	4
Non-Union Retirement Plans	N/A	1	1	1

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 2015 by Key Code:

- FM 4** Implemented an HSA, HRA, conversion to a limited FSA to support the high deductible health plan effective 7/1/2014
- FM 4** Conducted a special enrollment to implement the HDHP and coordinated several employee information sessions
- S 1** Received Best Places to Work in RI Award
- S 2** Completed timely reporting of all state and federal required disclosures to staff and government agencies
- S 2** Submitted the EEO report by the due date
- S 6** Provided workplace wellness and training programs to staff
- S 7** Achieved workers' compensation experience modification below the industry average of 1.0

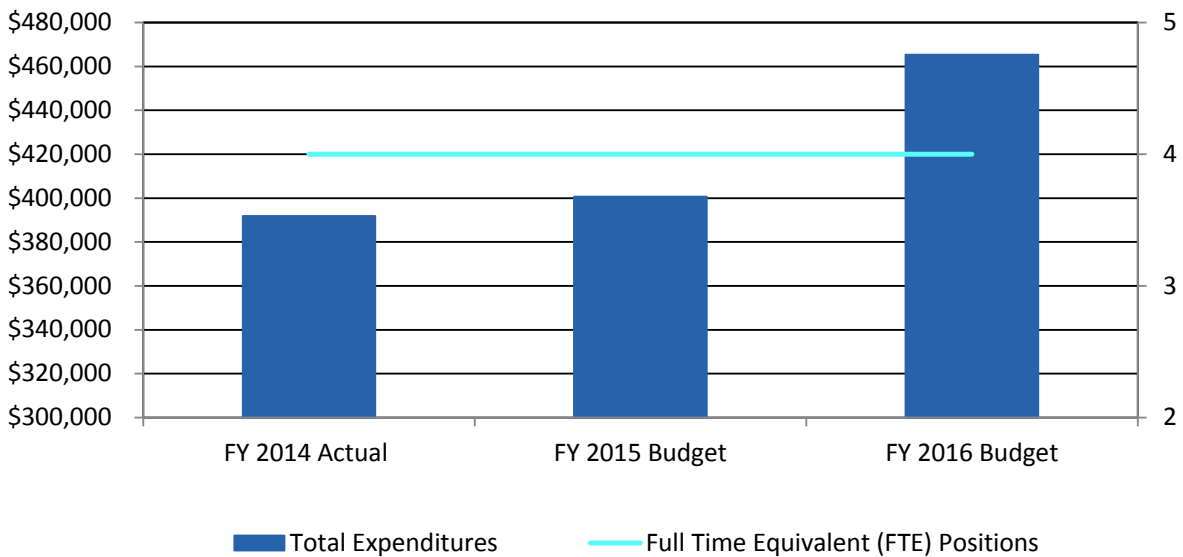
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 4** Effectively manage NBC's employee benefits programs
- S 2** Ensure timely administration of NBC hiring procedures in accordance with Federal & State labor laws
- S 6** Continue the workplace wellness initiative

HUMAN RESOURCES - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 368,727	\$ 368,559	\$ 380,218
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	368,727	368,559	380,218
Operating Supplies/Expense	15,949	21,550	24,700
Professional Services	7,105	10,500	10,500
Capital Outlays	-	-	50,000
Debt Service	-	-	-
Total Expenditures	\$ 391,781	\$ 400,609	\$ 465,418
Expenditures by Funding Source			
Revenue	\$ 391,781	\$ 400,609	\$ 415,418
Operating Capital Transfer	-	-	50,000
Grant	-	-	-
Total Expenditures by Source	\$ 391,781	\$ 400,609	\$ 465,418

HUMAN RESOURCES - Historical Data



PROGRAM STAFFING (BUDGETED)			
Human Resources Clerk	1.0	Human Resources Representative/Benefits Coordinator	1.0
Human Resources Manager	1.0	Senior Human Resources Representative	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:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	100%	100%	100%	100%

Target Measure:

Complete year-end Retirement Plan Census

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Defined Benefit Due Date	2/28/14	2/28/14	2/28/15	2/28/16
Defined Compensation Due date	7/30/13	7/30/13	7/30/14	7/30/15

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Enhance internal communications to ensure consistency and reliability • CF 3

Target Measure:

Update benefits information on Baynet

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	N/A	Semi-annually	Semi-annually	Semi-annually

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

Goal Action for Achievement by Key Code:

Foster a positive working environmental through effective communication • S 1

Target Measure:

Conduct exit interviews and gather data regarding employee experiences and perceptions

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percent of terminated employees given exit interviews	100%	100% (18/18)	100%	100%

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of employment postings	100%	100% (24/24)	100%	100%

Target Measure:

Implement "Good Health" programs

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of programs	2	6	2	2

Target Measure:

Implement employee training programs

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of programs	1	4	1	1

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due date	6/30/14	6/30/14	6/30/15	6/30/16

Goal Action for Achievement by Key Code:

Ensure compliance with the Federal and State labor laws • S 2

Target Measure:

Submit annual EEO report by due date

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due date	8/1/2013	8/1/2013	8/1/2014	8/1/2015

Goal Action for Achievement by Key Code:

Encourage and provide staff training • S 3

Target Measure:

Attend outside HR related seminars

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion	100%	100% (6/6)	100%	100%

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of workshops	2	4	2	2

Goal Action for Achievement by Key Code:

Provide a healthy and safe working environment • S 6

Target Measure:

Investigate worker's compensation injuries and make recommendations to prevent reoccurrence

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of investigations	3	13	3	3

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of employees participating	30%	83%	50%	50%
Percentage of employees who reach the wellness maximum	30%	35%	30%	30%
Number of Programs offered	2	6	2	2

Goal Action for Achievement by Key Code:

Provide a healthy and safe working environment • S 7

Target Measure:

Maintain a workers' compensation experience modification rating of 1.00 or lower

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Rating	≤ 1.00	.94	≤ 1.00	≤ 1.00

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 2015 by Key Code:

- FM 8** Processed and submitted approximately \$76 million in capital invoices to NBC's Trustee and the RICWFA
- FM 8** Processed all operating invoices and bi-weekly payrolls in a timely manner. In addition, took advantage of \$3,330 in discounts
- FM 8** Assisted in the payroll implementation of the HDHP, HSA, Wellness HSA and the HRA health plans
- FM 9** Completed the FY 2014 audit by the statutory September 30th deadline
- FM 9** Completed the FY 2014 Single Audit by the March 31st deadline
- FM 9** Received a clean audit opinion and no management letter for the 16th consecutive year
- FM 9** Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 12th consecutive year
- FM 9** Implemented Government Accounting Standards Board's (GASB) Statement No. 63, Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position and GASB Statement No. 65, Items Previously Reported as Assets and Liabilities
- FM 10** Accurately calculated the monthly transfers as required by the Trust Indenture
- FM 12** Accurately completed the PUC's monthly restricted account reporting
- OP 1** Assisted with and gathered information required for compliance with the Quasi-Public Corporations Accountability and Transparency Act per R.I.G.L.42-155-6 and participated in the selection of the firms which will perform the performance audits

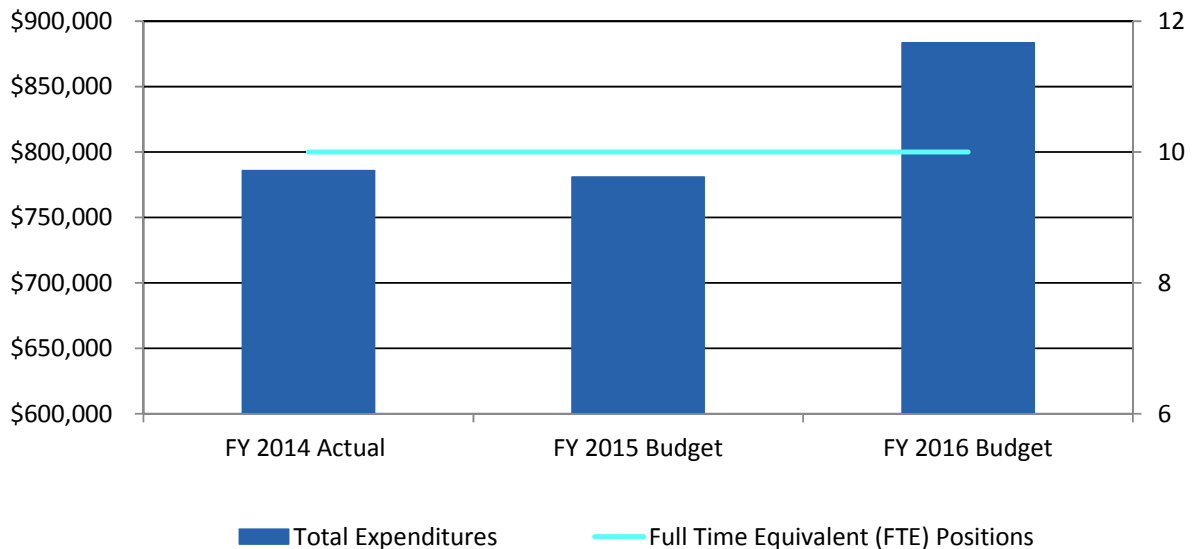
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 8** Process all operating invoices, capital invoices, and the bi-weekly payroll in a timely manner
- FM 9** Complete the FY 2015 audit in a timely basis and receive a clean audit opinion and no management letter
- FM 10** Ensure proper calculation and processing of the monthly transfers as required by the Trust Indenture

ACCOUNTING - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 853,046	\$ 858,138	\$ 882,536
Less Capital Reimbursements	(101,740)	(119,318)	(116,250)
<i>Net Personnel Costs</i>	751,306	738,820	766,286
Operating Supplies/Expense	8,244	10,125	10,125
Professional Services	22,908	32,000	32,000
Capital Outlays	3,276	-	75,000
Debt Service	-	-	-
Total Expenditures	\$ 785,734	\$ 780,945	\$ 883,411
Expenditures by Funding Source			
Revenue	\$ 782,458	\$ 780,945	\$ 808,411
Operating Capital Transfer	-	-	75,000
Grant	-	-	-
Total Expenditures by Source	\$ 782,458	\$ 780,945	\$ 883,411

ACCOUNTING - Historical Data



PROGRAM STAFFING (BUDGETED)			
Accounting Manager	1.0	Payroll Supervisor	1.0
Capital Accounting Assistant	1.0	Principal Accountant	1.0
Capital Principal Accountant	1.0	Senior Fiscal Clerk	1.0
Fiscal Clerk - Accounting	1.0	Staff Accountant	2.0
Payroll Administrator	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:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of consecutive years	13	13	14	15

Target Measure:

Timely completion of audits

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion of CAFR	9/30/2014	9/30/2014	9/30/2015	9/30/2016
Completion of Single Audit	N/A	8/5/2014	3/31/2016	3/31/2017

Target Measure:

Complete audit with clean opinion and no management letter

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion	Yes	Yes	Yes	Yes

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Monthly	Monthly	Monthly	Monthly

Target Measure:

Implement Government Accounting Standard Boards (GASB) pronouncements that apply to NBC

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion	100%	100% (2/2)	100%	100%

Goal Action for Achievement by Key Code:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion	100%	100%	100%	100%

Target Measure:

Perform monthly fund reconciliation

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion	100%	100%	100%	100%

Goal Action for Achievement by Key Code:

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 941 payroll tax returns

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion of W-2s	100%	100%	100%	100%
Completion of 1099s	100%	100%	100%	100%
Completion of 941s	100%	100% (4/4)	100%	100%

Goal Action for Achievement by Key Code:

Comply with State of RI rules and regulations • FM 12

Target Measure:

Prepare on an annual basis the consultant report for the RI Secretary of State, post quarterly financial statements on NBC's web-site and submit the quarterly surcharge reports to RIDEM

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion of Consultant Report	100%	100% (1/1)	100%	100%
Completion of Posting of Financials	N/A	100% (4/4)	100%	100%
Completion of Surcharge Report	N/A	100% (4/4)	100%	100%

STAFFING:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

Encourage and provide staff training • S 3

Target Measure:

Ensure each accountant and payroll administrator staff attends outside accounting/payroll seminar

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of staff members attending seminar	100%	100% (8/8)	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 2015 by Key Code:

- CB 5** Upgraded the Operating System of the Oracle Enterprise Resource Planning and Database systems to Oracle's Enterprise Linux
- CB 5** Configured and installed a complete test environment utilizing the latest virtualization technology
- CB 5** Deployed a new state of the art Wireless Mesh Network throughout the Field's Point facility
- CB 5** Continued the virtualization of NBC's Server infrastructure, excluding only the critical systems
- CB 5** Implemented a new system to enable the display of various forms of content on display screens throughout the NBC campus
- CB 5** Installed Thin-Client technology in the Accounting and EMDA departments to enhance security and performance, as well as reduce cost
- CB 5** Completed the LIMS and iLab projects to provide a Laboratory platform for control testing from initial sampling to the delivery of accurate results
- CB 5** Converted the NBC Training facility from standalone PCs to Thin-Clients
- CB 5** Deployed a Mobile Solution to O&M and IM to allow information uploads by those performing maintenance in remote areas
- CB 5** Isolated Field's Point Operations from the Corporate Network

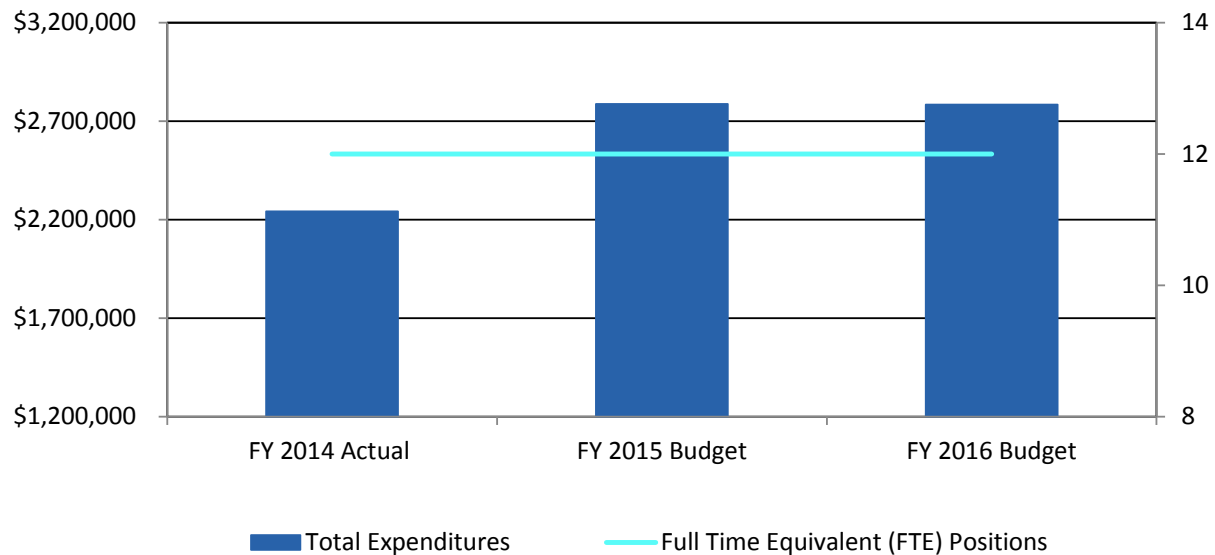
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 5** Upgrade Disaster Recover Hardware
- CB 5** Replace the NBC User Security Suite and upgrade Keyscan Security System throughout the NBC Campus
- CB 5** Upgrade all of the Critical Server Operating Systems and replace the Critical Server Infrastructure

INFORMATION TECHNOLOGY – The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,227,391	\$ 1,293,948	\$ 1,304,933
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	1,227,391	1,293,948	1,304,933
Operating Supplies/Expense	482,303	590,364	586,369
Professional Services	-	-	-
Capital Outlays	532,242	902,000	892,000
Debt Service	-	-	-
Total Expenditures	\$ 2,241,936	\$ 2,786,312	\$ 2,783,302
Expenditures by Funding Source			
Revenue	\$ 1,709,694	\$ 1,884,312	\$ 1,891,302
Operating Capital Transfer	532,242	902,000	892,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,241,936	\$ 2,786,312	\$ 2,783,302

INFORMATION TECHNOLOGY - Historical Data



PROGRAM STAFFING (BUDGETED)			
Applications System Supervisor	1.0	Senior Database Administrator	2.0
Computer Training Applications Specialist	1.0	Senior Systems Administrator	1.0
Information Technology Manager	1.0	Senior Systems Development Programmer	1.0
Network and Communications Administrator	1.0	Senior Systems Programmer/Systems Admin.	1.0
PC/Phone Support/Systems Admin. Specialist	1.0	Systems Design Programmer	1.0
Principal Systems Design 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:

Continue the level of network stability with the highest level of service uptime • CB 3

Target Measure:

Level of system availability

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	100%	99%	100%	100%

Goal Action for Achievement by Key Code:

Maximize productive use of automation and computerization throughout the agency • CB 4

Target Measure:

Migrate systems to latest installed operating systems and applications

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of systems migrated	68%	75%	79%	85%

Goal Action for Achievement by Key Code:

Ensure IT maintains and improves security systems and applications • CB 5

Target Measure:

Prevent security breaches into NBC servers and applications

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of breaches	0	0	0	0

Target Measure:

Complete IT budgeted projects

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of completed projects	5	4	4	5

Goal Action for Achievement by Key Code:

Provide an adequate level of training opportunities to ensure comfort with systems and processes • CB 6

Target Measure:

Provide user training sessions

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of sessions	185	182	185	185

Target Measure:

Respond to help desk requests within two hours

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	100%	100%	100%	100%

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

Goal Action for Achievement by Key Code:

Encourage and support an adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed • S 4

Target Measure:

Staff participation in training sessions

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Participation percentage	65%	50%	65%	65%

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

Goal Action for Achievement by Key Code:

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Annually	Annually	Annually	Annually

Target Measure:

Maintain current systems and applications

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percent of current	95%	85%	95%	95%

CUSTOMER SERVICE - The Program

Mission and Overview:

The Customer Service is responsible for accurate and timely billing of approximately 83,000 accounts in the NBC service area. Water consumption based billings comprise more than half of the annually billed 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 2015 by Key Code:

- FM 3** Completed timely and accurate monthly billings of NBC's 83,000 accounts
- FM 13** Billed more than \$90 million in user fees
- FM 14** Collected approximately \$450,000 per month through the Water Shut-off program
- CF 3** Refined and expanded Customer Service applications to more efficiently service NBC customers
- CF 5** Obtained site readings for more than 450 customers per month on average
- CF 5** Received and responded to an average of 4,500 customer calls per month

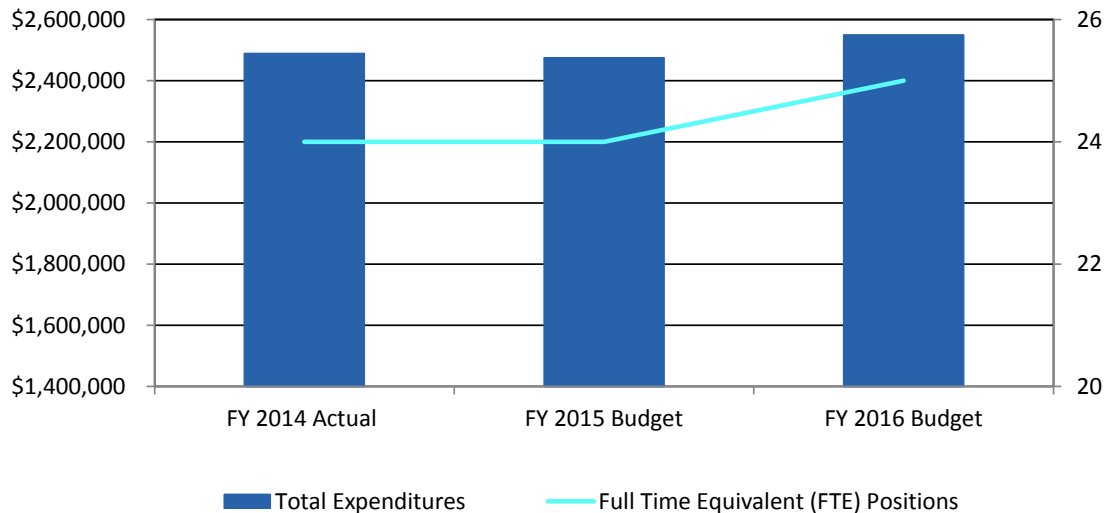
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 13** Ensure complete and accurate billings and streamline collection strategies to maximize results
- CF 11** Provide excellent customer service
- S 3** Continue to provide training on the Customer Service application

CUSTOMER SERVICE - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,791,767	\$ 1,831,624	\$ 1,913,396
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	1,791,767	1,831,624	1,913,396
Operating Supplies/Expense	517,150	578,740	571,928
Professional Services	34,665	34,300	34,300
Capital Outlays	145,000	30,000	30,000
Debt Service	-	-	-
Total Expenditures	\$ 2,488,582	\$ 2,474,664	\$ 2,549,624
Expenditures by Funding Source			
Revenue	\$ 2,343,582	\$ 2,444,664	\$ 2,519,624
Operating Capital Transfer	145,000	30,000	30,000
Grant	-	-	-
Total Expenditures by Source	\$ 2,488,582	\$ 2,474,664	\$ 2,549,624

CUSTOMER SERVICE - Historical Data



PROGRAM STAFFING (BUDGETED)			
Assistant Billing Supervisor	1.0	Customer Service Manager	1.0
Assistant Collections Supervisor	1.0	Customer Service Representative	10.0
Billing Supervisor	1.0	Customer Service Support Supervisor	1.0
Collections Supervisor	1.0	Field Investigator	3.0
Customer Research Supervisor	1.0	Fiscal Clerk – Customer Service Rep.	2.0
Customer Service Analyst	2.0	Senior Fiscal Clerk	1.0
25.0 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:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of accounts with actual reading	98%	98%	98%	98%

Goal Action for Achievement by Key Code:

Ensure timely collection of accounts • FM 14

Target Measure:

Calls to accounts with over 30-day balances

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage called	90%	90%	90%	90%

Target Measure:

Select accounts for Water Shut Off

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of accounts selected	3,500	6,200	5,000	5,000

Target Measure:

Late fees as a percentage of billing

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	<2%	1.14%	<1.5%	<1.5%

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Review customer accounts and develop relationships with large users • CF 4

Target Measure:

Review large user accounts and obtain quarterly meter reads

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of large user accounts reviewed	15	15	15	15
Number of meter reads	500	500	500	500

Goal Action for Achievement by Key Code:

Maximize customer focus attitude • CF 5

Target Measure:

Provide customer service focus training sessions

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of sessions	8	8	8	8

Target Measure:

Calls abandoned

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage abandoned	<4%	<3%	<4%	<4%

Target Measure:

Investigate new sewer connection permits

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage investigated	100%	100%	100%	100%

Target Measure:

Resolution of disputes within 30 days

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 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 2015 by Key Code:

- CB 4** Added bid specifications and sole source documentation to SharePoint
- CB 4** Scanned 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
- FM 15** Prepared 64 bid proposals and specifications within 30 days
- FM 15** Assisted with emergency purchases
- FM 16** Administered the net metering contract and renegotiated the contract for the sale of RECs generated by the wind turbines at Field's Point
- CF 4** Provided assistance to NBC staff to ensure compliance with State of RI Purchasing Regulations
- CF 6** Posted bid requests and awards on-line
- CF 7** Reviewed new legislation with NBC's Legal department to ensure compliance

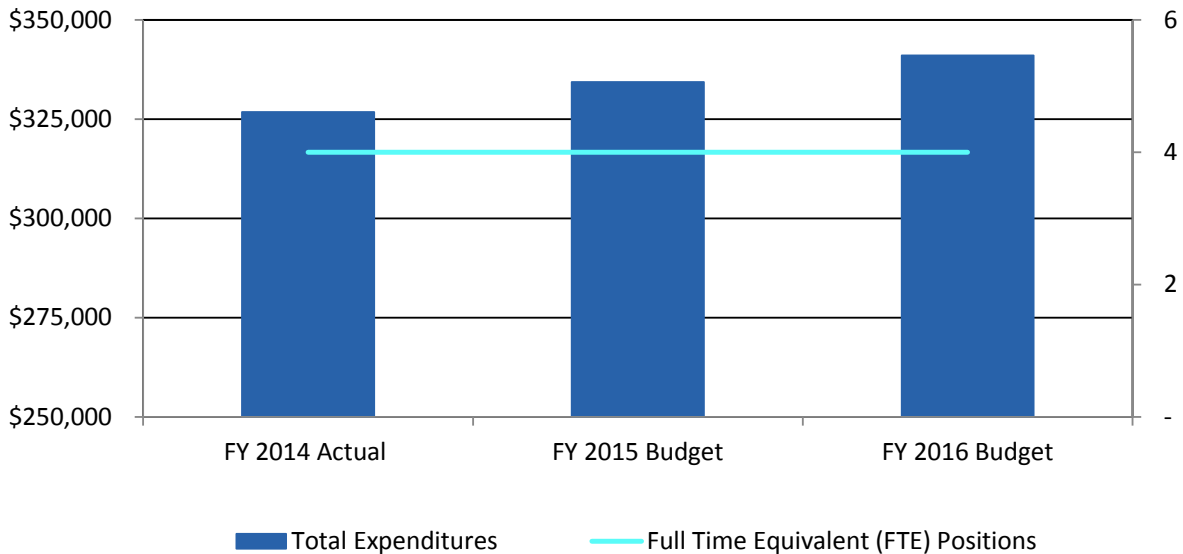
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 15** Review and maintain proper preparation of purchasing specifications to ensure competitive bids
- FM 15** Ensure the timely, efficient and cost effective purchase of goods and services needed to operate, maintain and improve NBC's Facilities
- CF 7** Ensure compliance with Federal and State purchasing laws

PURCHASING - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 325,089	\$ 330,525	\$ 337,247
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	325,089	330,525	337,247
Operating Supplies/Expense	1,686	3,800	3,800
Professional Services	-	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 326,775	\$ 334,325	\$ 341,047
Expenditures by Funding Source			
Revenue	\$ 326,775	\$ 334,325	\$ 341,047
Operating Capital Transfer	-	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 326,775	\$ 334,325	\$ 341,047

PURCHASING - Historical Data



PROGRAM STAFFING (BUDGETED)			
Fiscal Clerk	1.0	Purchasing Coordinator	1.0
Office Administrator	1.0	Purchasing Manager	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:

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	97%	96%	97%	97%

Target Measure:

Complete bid specifications within 30 days

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of days	30	30	30	30

Goal Action for Achievement by Key Code:

Evaluate utility and chemical contracts • FM 16

Target Measure:

Review contracts three months prior to expiration

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage reviewed	100%	100%	100%	100%

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Ensure compliance with Federal and State purchasing laws • CF 6

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage out to bid	100%	100% (6/6)	100%	100%

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage listed	100%	100% (6/6)	100%	100%

Goal Action for Achievement by Key Code:

Work towards maximum satisfaction of internal customers • CF 7

Target Measure:

Train purchasing system users

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage trained	100%	100%	100%	100%

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

Goal Action for Achievement by Key Code

Encourage and support adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed • S 4

Target Measure:

Maintain employee training

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of hours/employee	12/employee	12/employee	12/employee	12/employee

GENERAL ADMINISTRATION - The Program

Mission and Overview:

The General Administration section includes overhead items such as insurance, unemployment, worker's compensation, and property management activities related to the Corporate Office Building, telephones and debt service payments. Debt service represents the most significant element of the General Administration budget.

Major Accomplishments FY 2015 by Key Code:

- CB 7** Coordinated with other NBC sections to ensure the continuous update and enhancement of security
- CB 8** Completed proper preventive and corrective maintenance at the COB
- CB 10** Maintained and tracked the inventory associated with HVAC parts and components
- CB 16** Completed monthly analysis of COB maintenance expense to ensure it was at or below budget
- CF 8** Managed service request logs and ensured timely responses

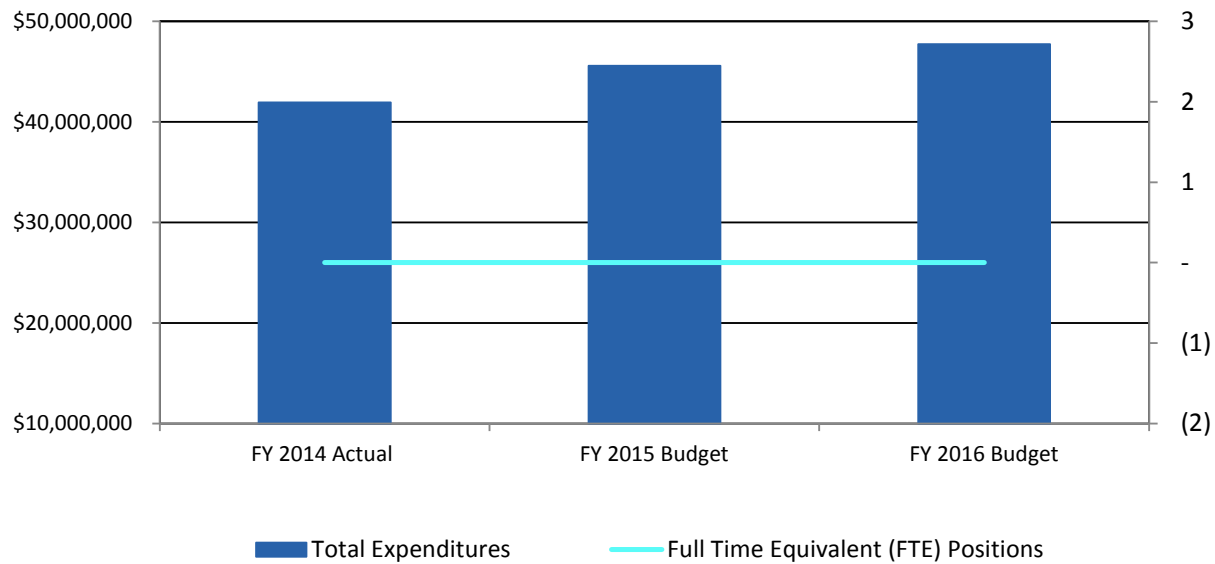
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 7** Ensure all necessary security enhancements are completed
- CB 16** Provide cost-effective property management of the Corporate Office Building
- CF 8** Ensure timely completion of service requests

GENERAL ADMINISTRATION - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 237,808	\$ 439,946	\$ 448,429
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	237,808	439,946	448,429
Operating Supplies/Expense	1,319,495	1,601,856	1,606,111
Professional Services	281,059	332,000	340,000
Capital Outlays	109,461	165,000	305,000
Debt Service	39,996,099	43,052,161	45,111,364
Total Expenditures	\$ 41,943,922	\$ 45,590,963	\$ 47,810,904
Expenditures by Funding Source			
Revenue	\$ 41,834,461	\$ 45,425,963	\$ 47,505,904
Operating Capital Transfer	109,461	165,000	305,000
Grant	-	-	-
Total Expenditures by Source	\$ 41,943,922	\$ 45,590,963	\$ 47,810,904

GENERAL ADMINISTRATION - Historical Data



PROGRAM STAFFING (BUDGETED)
Responsibilities are executive by Purchase 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:

Ensure all facility inspections are completed on time and deficiencies are corrected in a timely manner • CB 7

Target Measure:

Perform facility inspections

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of inspections	9	9	9	9

Goal Action for Achievement by Key Code:

Maintain an asset management program for NBC's infrastructure and invest in capital investments as needed • CB 10

Target Measure:

Complete budgeted operating capital projects

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage completed	100%	100% (6/6)	100%	100%

Goal Action for Achievement by Key Code:

Provide safe and cost-effective maintenance of NBC Facilities • CB 16

Target Measure:

Complete building maintenance requests within two weeks

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage completed	85%	82%	85%	85%

Target Measure:

Cost per square foot maintained

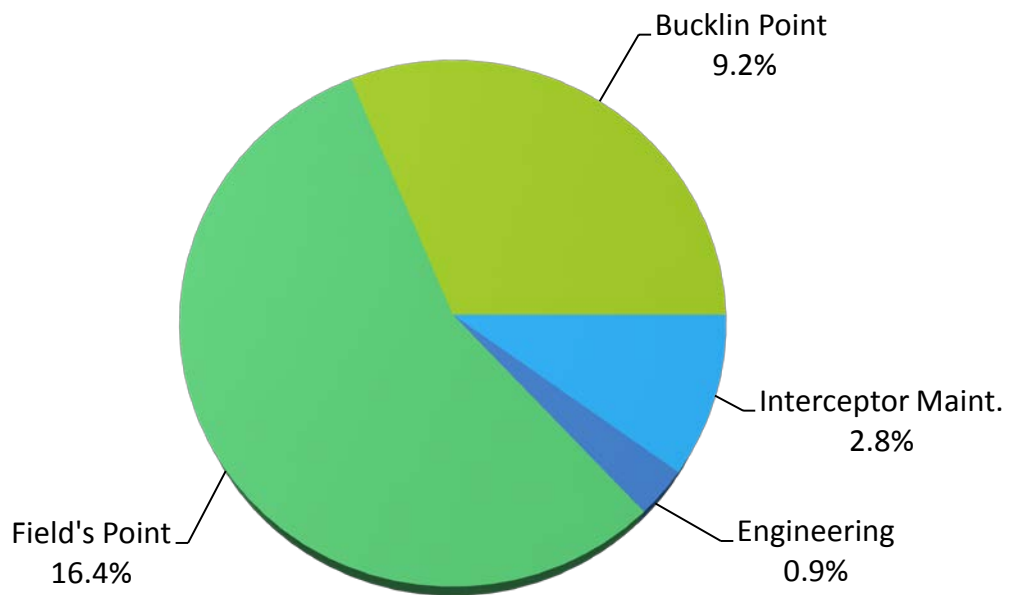
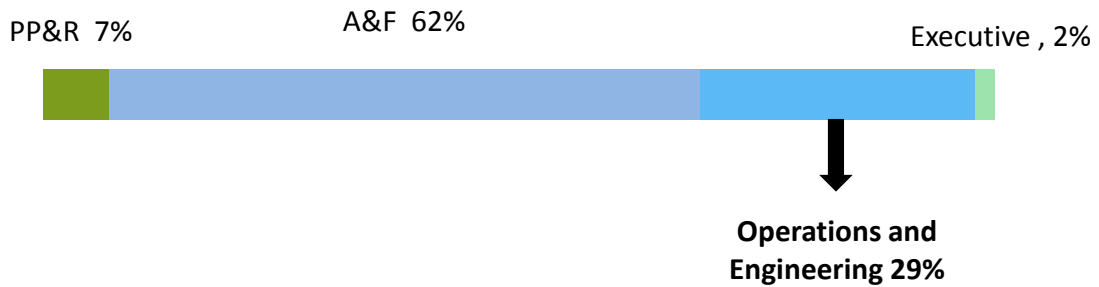
Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Dollars/square foot	\$18.00	\$9.00	\$18.00	\$15.00

OPERATIONS & ENGINEERING

Division Summary



NBC Division Budgets



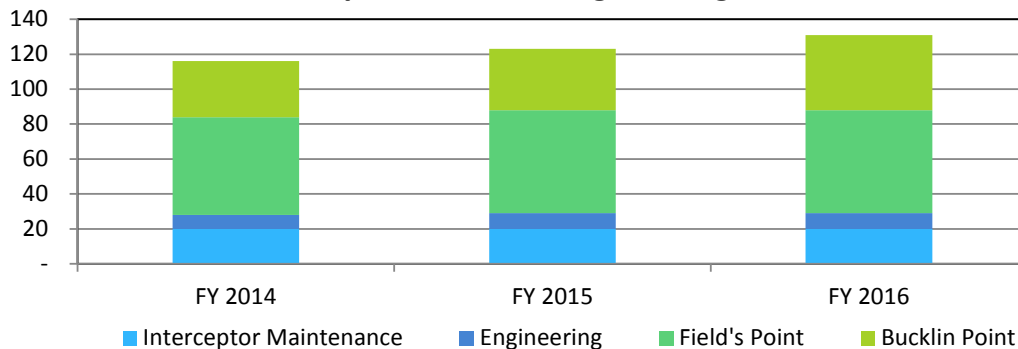
OPERATIONS & ENGINEERING DIVISION - The Program

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.

Budgeted Positions (FTEs)
Operations and Engineering Divisions



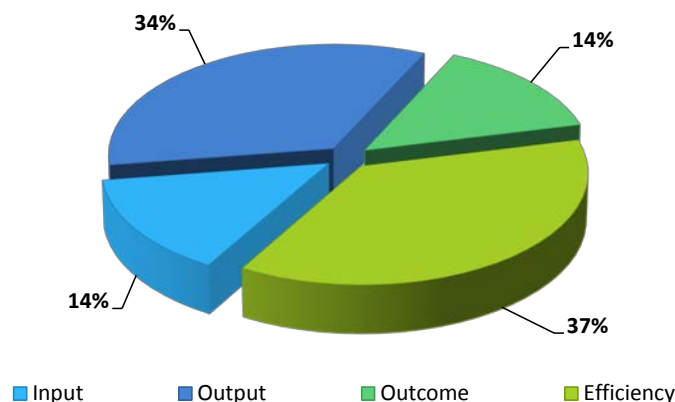
Significant Budget Modifications:

The FY 2016 Operations and Engineering Division's budget decreased by approximately 1% or \$205,569 from the FY 2015 budget. The most significant change is the inclusion of 8 new FTEs and other operating expenses as NBC assumes management of Bucklin Point. This is offset by decreased professional services of nearly \$2 million. The overall budget has decreased by \$205,569 compared to the prior year budget.

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 51% of the performance measures.

Percentage of Performance Measurement Types
OPERATIONS & ENGINEERING DIVISION



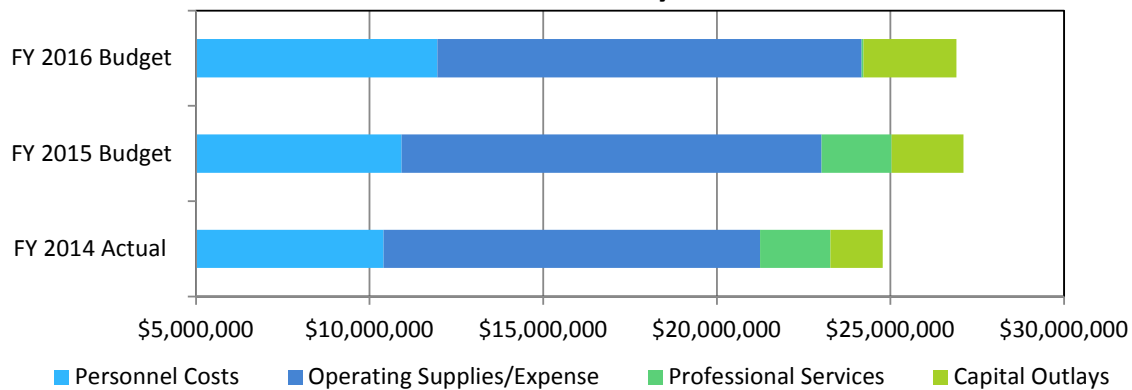
OPERATIONS & ENGINEERING DIVISION - The Budget

Division Summary

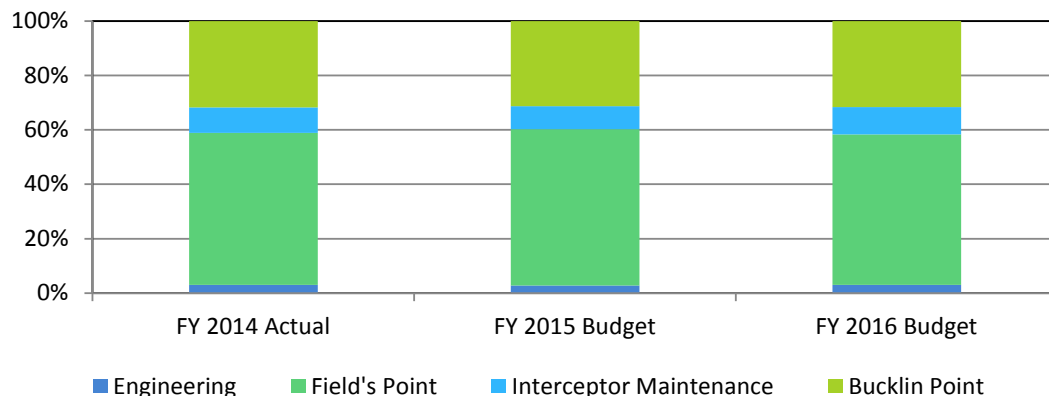
	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 10,404,813	\$ 10,917,546	\$ 11,949,946
Less Capital Reimbursements	(378,801)	(374,033)	(374,284)
<i>Net Personnel Costs</i>	10,026,012	10,543,513	11,575,662
Operating Supplies/Expense	10,843,861	12,102,336	12,218,033
Professional Services	2,020,026	2,012,875	50,000
Capital Outlays	1,508,560	2,073,500	2,682,960
Debt Service	-	-	-
Total Expenditures	\$ 24,398,459	\$ 26,732,223	\$ 26,526,655

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Funding Source			
Revenue	\$ 22,889,899	\$ 24,658,723	\$ 23,843,695
Operating Capital Transfer	1,508,560	2,073,500	2,682,960
Grant	-	-	-
Total Expenditures by Source	\$ 24,398,459	\$ 26,732,223	\$ 26,526,655

Divisions' Cost By Element



Percent of Divisions' Budget By Section



INTERCEPTOR MAINTENANCE - The Program

Mission and Overview:

The Interceptor Maintenance (IM) section is responsible for maintaining the sewage collection system in order to collect and transport wastewater to the NBC wastewater treatment facilities. The section performs proper maintenance, inspections and repairs on collection system assets throughout the District to ensure sufficient capacity and transport is provided to comply with State and Federal requirements.

Major Accomplishments FY 2015 by Key Code:

- CB 8** Completed the inspection of an estimated 7.4 miles of interceptors throughout the service area
- CB 10** Scheduled maintenance programs for 93% of the conveyance assets in the asset management application
- EP 2** Minimized dry weather overflows through quick response and preventative maintenance by NBC staff
- FM 18** Implemented safety measures which reduced the number of hours employees were out of work due to injury
- FM 24** Finalized a schedule to manage weekly, monthly, quarterly and annual maintenance activities and updated the schedule daily to accommodate emergencies
- CF 10** Replaced 48 manhole frames and covers in coordination with the City of Providence City-Wide Paving Project
- CF 7** Monitored odor concerns in Lincoln and researched alternative odor control technologies applicable to this area
- S 6** Coordinated with community responders to create a comprehensive response plan in the event of a confined space emergency

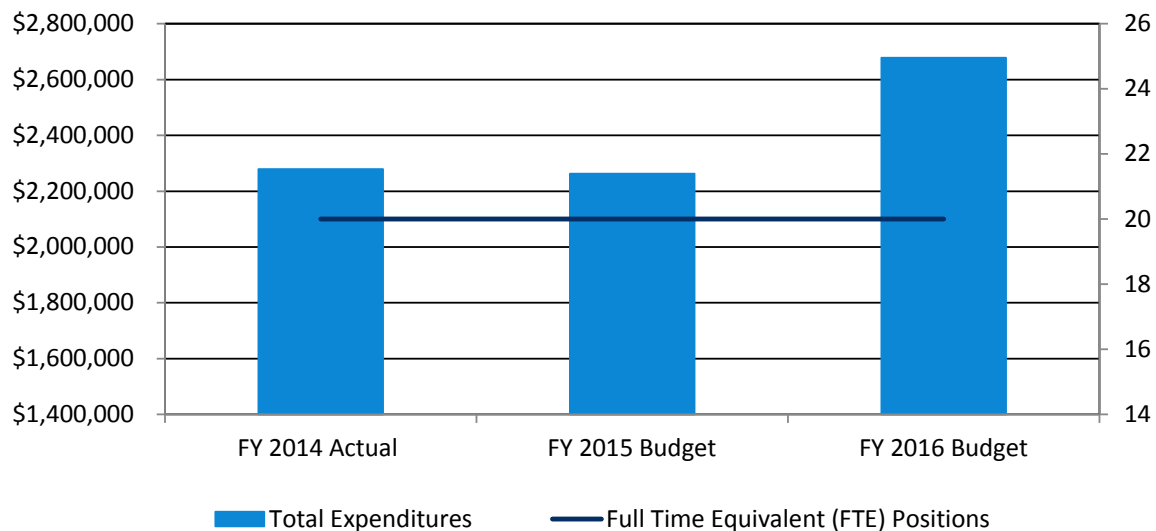
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 6** Develop a comprehensive training program to provide at least 250 hours of training opportunities to improve staff performance
- CB 7** Perform 100% of facility inspections on time and address deficiencies in a timely manner
- CB 11** Comply with 100% of RIPDES permit requirements for the collection system

INTERCEPTOR MAINTENANCE - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,509,487	\$ 1,615,812	\$ 1,656,738
Less Capital Reimbursements	(15,105)	(26,003)	(16,543)
<i>Net Personnel Costs</i>	1,494,382	1,589,809	1,640,195
Operating Supplies/Expense	486,403	518,871	558,068
Professional Services	9,588	16,800	10,800
Capital Outlays	289,137	137,000	468,760
Debt Service	-	-	-
Total Expenditures	\$ 2,279,510	\$ 2,262,480	\$ 2,677,822
Expenditures by Funding Source			
Revenue	\$ 1,990,373	\$ 2,125,480	\$ 2,209,062
Operating Capital Transfer	289,137	137,000	468,760
Grant	-	-	-
Total Expenditures by Source	\$ 2,279,510	\$ 2,262,480	\$ 2,677,822

INTERCEPTOR MAINTENANCE - Historical Data



PROGRAM STAFFING (BUDGETED)			
Assistant IM Manager	1.0	IM Manager	1.0
Environmental Engineer	1.0	IM Mechanic	1.0
Heavy Equipment Operator	1.0	IM Operator	11.0
IM Inspector	1.0	IM Supervisor	1.0
IM Clerk	1.0	IM Senior Technical Assistant	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:

Maintain on-going inspections and maintenance of NBC's building, plant, equipment and property • CB 8

Target Measure:

Provide training on standard operating procedures within the collection system assets

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours/Employee	2/employee	18/employee	2/employee	5/employee

Target Measure:

Address emergency situations within 24 hours of notification

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number addressed within 24	100%	100% (2/2)	100%	100%

Goal Action for Achievement by Key Code:

Comply with all State and Federal reporting requirements on reporting bypass events • CB 9

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of events reported	100%	100% (2/2)	100%	100%

Goal Action for Achievement by Key Code:

Maintain an asset management program for NBC's infrastructure and invest in capital investments as needed • CB 10

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually

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

Goal Action for Achievement by Key Code:

Minimize environmental pollution • EP 2

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours	6 hours or less	2.6 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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Tons of material removed	50 tons	386 tons	50 tons	100 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:

Minimize unplanned capital expenditures • FM 17

Target Measure:

Expenditures spent on planned capital items

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	100%	100%	100%	100%

Goal Action for Achievement by Key Code:

Reduce the number of Worker's Compensation claims • FM 18

Target Measure:

Schedule quarterly safety committee meetings with staff and post minutes

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Meetings/year	4/year	10 meetings	4/year	4/year

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Provide prompt courteous responses to all customer requests • CF 8

Target Measure:

Review sewer connection permits in a timely manner

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Business days	3 business days	2 business days	3 business days	3 business days

Goal Action for Achievement by Key Code:

Conduct projects that give back to the Cities/Towns and State • CF 10

Target Measure:

Provide assistance to NBC communities on helping with collection system maintenance

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours of assistance provided	300 hours	125 hours	100 hours	75 hours

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

Goal Action for Achievement by Key Code:

Provide ongoing technical training to optimize team performance • S 5

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours of training	250 hours	322 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 2015 by Key Code:

- CB 1** Conducted reevaluation of the CSO Phase III Program
- CB 1** Evaluated replacement of pumps and piping for the Omega Pump Station
- CB 1** Completed Design of Improvements for Electrical Substation No. 1
- CB 1** Completed the upgrade/improvements for FPWWTF Blowers
- CB 1** Obtained approval from National Grid for the Biogas Generator and Bid the Project
- CB 1** Completed the evaluation for the Providence River Siphon
- CB 1** Finished design for the Tunnel Pumping Station Roof
- CB 1** Prepared RFQP and selected an engineer for the Lab Building reuse project
- CB 1** Evaluated the cost-effectiveness of upgrading the BPWWTF ultraviolet system

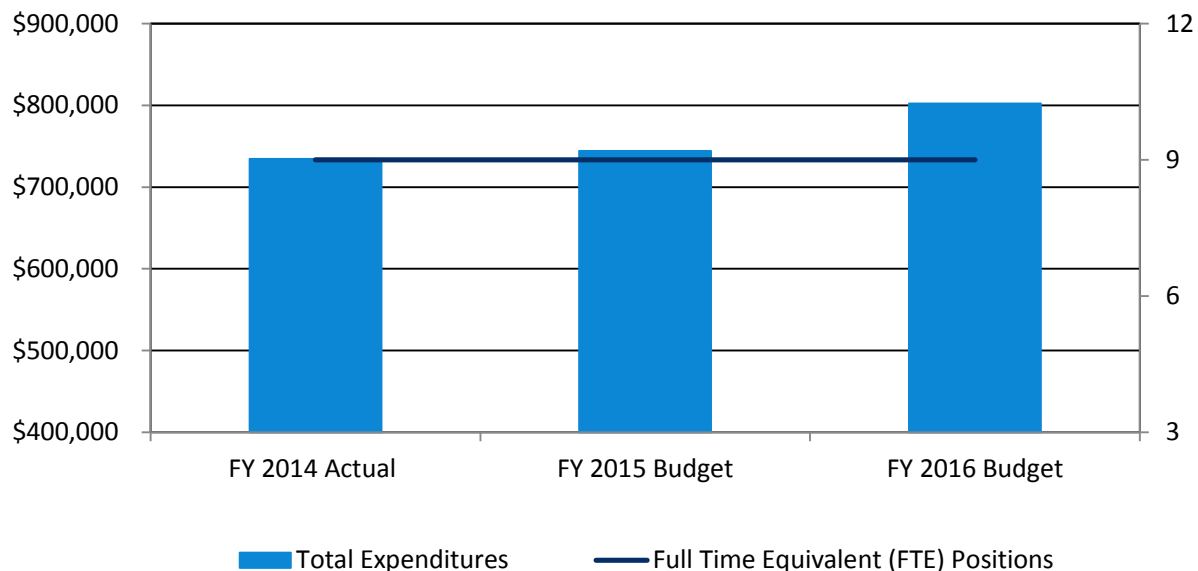
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 1** Begin preliminary Design for Phase III facilities
- CB 1** Initiate evaluation of the Lab Building reuse and design of the system wide inflow reduction
- CB 1** Complete design of the Moshassuck Valley Interceptor

ENGINEERING - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 958,941	\$ 975,974	\$ 997,734
Less Capital Reimbursements	(327,331)	(332,273)	(338,529)
<i>Net Personnel Costs</i>	631,610	643,701	659,205
Operating Supplies/Expense	51,964	57,550	70,150
Professional Services	14,040	18,000	13,000
Capital Outlays	36,977	25,000	60,000
Debt Service	-	-	-
Total Expenditures	\$ 734,591	\$ 744,251	\$ 802,355
Expenditures by Funding Source			
Revenue	\$ 697,614	\$ 719,251	\$ 742,355
Operating Capital Transfer	36,977	25,000	60,000
Grant	-	-	-
Total Expenditures by Source	\$ 734,591	\$ 744,251	\$ 802,355

ENGINEERING - Historical Data



PROGRAM STAFFING (BUDGETED)			
Administrative Assistant	1.0	Environmental Engineer	1.0
Director of Operations & Engineering	1.0	Facilities Engineer	1.0
Engineering & Operating Fiscal Admin.	1.0	Instrumentation Engineer	1.0
Engineering Manager	1.0	Principal Environmental Engineer	2.0
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:

Complete projects on schedule, within budget, in the most cost-effective manner and in compliance with regulatory requirements • CB 1

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of tasks completed	1	1	N/A	1

Target Measure:

Complete project tasks related to the sewer collection system

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of tasks completed	4	1	1	4

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of tasks completed	1	1	1	2

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of tasks completed	2	2	6	1

Target Measure:

Complete project tasks related to Wastewater Treatment Facilities

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of tasks completed	N/A	N/A	N/A	1

Target Measure:

Ensure completed planning and design contract costs are within 10% of board approved contract amounts

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	N/A	100% (5/5)	75%	75%

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 facility provides secondary treatment for dry weather flows up to 65 MGD or 77 MGD of wet weather flow. Primary treatment and disinfection for flows greater than 77 MGD up to 123 MGD are treated in the Wet Weather Treatment Facilities, for a total treatment capacity of 200 MGD. The Operations Staff efficiently and effectively operates the facility to produce the highest quality effluent to meet or exceed RIPDES permit requirements. In FY 2015, the RIPDES permit limit of 5 mg/l of (from May through October) was in effect. Operations must ensure that all process functions are constantly optimized in order to meet each of the permit requirements. The Operations staff is also responsible for the CSO Phase I Facilities, Tunnel Pump Station and the Ernest Street Pump Station.

Major Accomplishments FY 2015 by Key Code:

- CB 10** Implemented the use of wireless tablets by Maintenance and Operations staff so that assets and work orders in the Asset Management System can be updated in the field
- CB 11** Met the seasonal permit for total nitrogen (5mg/l) in May 2014 through October 2014
- FM 17** Conducted condition assessments on equipment scheduled for replacement in the FY 2016 Capital Plan and adjusted planned purchases based on the assessment

Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

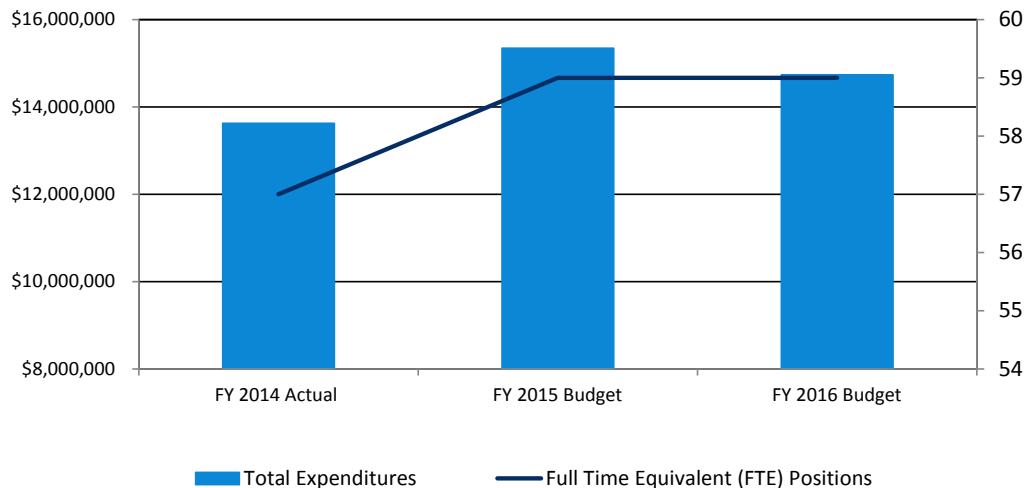
- CB 8** Expand maintenance efforts to protect infrastructure at the CSO facilities, gate and screenings structures, remote pumping stations and flow monitoring stations
- CB 11** Ensure compliance with the total seasonal nitrogen permit limits, RIPDES permits and consent agreements and optimize the facilities to allow additional gallons of leachate flow into the system
- S 7** Initiate the implementation of a succession plan for Operations and Maintenance

FIELD'S POINT - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 5,095,517	\$ 5,264,277	\$ 5,395,896
Less Capital Reimbursements	(36,365)	(15,757)	(19,212)
<i>Net Personnel Costs</i>	5,059,152	5,248,520	5,376,684
Operating Supplies/Expense	7,856,844	8,829,609	8,082,715
Professional Services	4,949	16,700	15,200
Capital Outlays	708,326	1,253,500	1,190,000
Debt Service	-	-	-
Total Expenditures	\$ 13,629,271	\$ 15,348,329	\$ 14,664,600

Expenditures by Funding Source			
Revenue	\$ 12,920,945	\$ 14,094,829	\$ 13,474,600
Operating Capital Transfer	708,326	1,253,500	1,190,000
Grant	-	-	-
Total Expenditures by Source	\$ 13,629,271	\$ 15,348,329	\$ 14,664,600

FIELD'S POINT - Historical Data



PROGRAM STAFFING (BUDGETED)			
Asset Management Administrator	1.0	Lead Electrician	1.0
Assistant Control System Administrator	1.0	Maintenance Manager	1.0
Assistant E & I Technician	1.0	Maintenance Supervisor	2.0
Assistant Operations Manager	1.0	Mechanic	11.0
Carpenter	1.0	O & M Coordinator	1.0
Control Systems Administrator	1.0	O & M Technician	1.0
Control Systems Associate	1.0	Operations Manager FP	1.0
E & I Technician	1.0	Operations Supervisor	5.0
Electrician	3.0	Operator	11.0
Fleet Mechanic	1.0	Process Monitor	9.0
FP Clerk	1.0	Senior E & I Technician	1.0
Inventory Control Clerk	2.0		
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:

Provide an adequate level of training opportunities to ensure user comfort with systems and processes • CB 6

Target Measure:

Train all operators and process monitors to use the Hach meter

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of operators trained	100%	100% 20/20	100%	N/A

Goal Action for Achievement by Key Code:

Achieve 100% compliance on RIPDES permit, consent agreements and stormwater permits • CB 11

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of violations	0	No violations	0	0

Target Measure:

Achieve total seasonal nitrogen permit limit of 5 mg/l

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
mg/l	<5 mg/l	3.42 mg/l	<5mg/l	<4 mg/l

Goal Action for Achievement by Key Code:

Ensure safe and reliable wastewater processing through effective asset management and maximizing effluent treatment performance for TSS and BOD than is required by the permit limit of 30 mg/l • CB 12

Target Measure:

Yearly average

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
TSS - mg/l	8 mg/l	5.14 mg/l	4 mg/l	4 mg/l
Fecal Coliforms - MPN/100mls	2 MPN	2.51 MPN	2 MPN	2.5 MPN
BOD - mg/l	8 mg/l	3.51 mg/l	4 mg/l	4 mg/l

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:

Minimize unplanned capital expenditures • FM 17

Target Measure:

Capital expenditures spent on planned items

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage	100%	60%	100%	95%

Goal Action for Achievement by Key Code:

Optimize chemical additions to the effluent by monitoring and adjusting processes as needed • FM 19

Target Measure:

Hypochlorite gallons added to the chlorine contact tank

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Gallons/day (GPD)	1,000 GPD	1,238 GPD	1,000 GPD	1,200 GPD

Goal Action for Achievement by Key Code:

Optimize efficiency of the solids handling area • FM 23

Target Measure:

Optimize sludge production to minimize waste impact on Narragansett Bay

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
DT/day	< 21 DT/day	23 DT/day	25 DT/day	25 DT/day

Goal Action for Achievement by Key Code:

Plan and schedule maintenance work on a weekly basis to improve efficiency of staff time • FM 24

Target Measure:

Planned/scheduled work completed per week

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage completed	90%	88%	90%	90%

STAFFING:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

Develop mechanisms and establish opportunities for continued growth and professional development • S 7

Target Measure:

Offer NBC computer courses and/or incentive credit training

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of courses taken	30	8	30	N/A

Target Measure:

Offer outside courses/seminars for training

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of training hours	N/A	N/A	N/A	300

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 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 flow periods. Facility staff and management seek to optimize treatment levels to protect the receiving waters.

Major Accomplishments FY 2015 by Key Code:

- CB 1** Completed enhanced biological nutrient removal upgrades and the facility remained under seasonal permitted nutrient requirements throughout the year
- CB 1** Successfully operated the four stage aeration basins
- CB 6** Conducted operational training sessions to ensure a heightened awareness of all procedures pertaining to overall facility efficiency
- CB 8** Optimized inventory control procedures, ensured proper inventory and improved preventive and corrective work order efficiency
- S 5** Increased staff enrollment in DEM certification testing to increase license grades, in conjunction with the material presented during trainings
- S 6** Conducted employee training programs to promote safety awareness and completed training on use of new safety devices
- S 7** Instituted new planner/scheduler position for O&M support and established policies and procedures to assist in regulating and maintaining overall maintenance
- C 9** Continued Seekonk River (Bishop Cove) midge fly program with testing throughout summer months verified a decrease in midge fly activity while improving relationships with property owners adjacent to facility

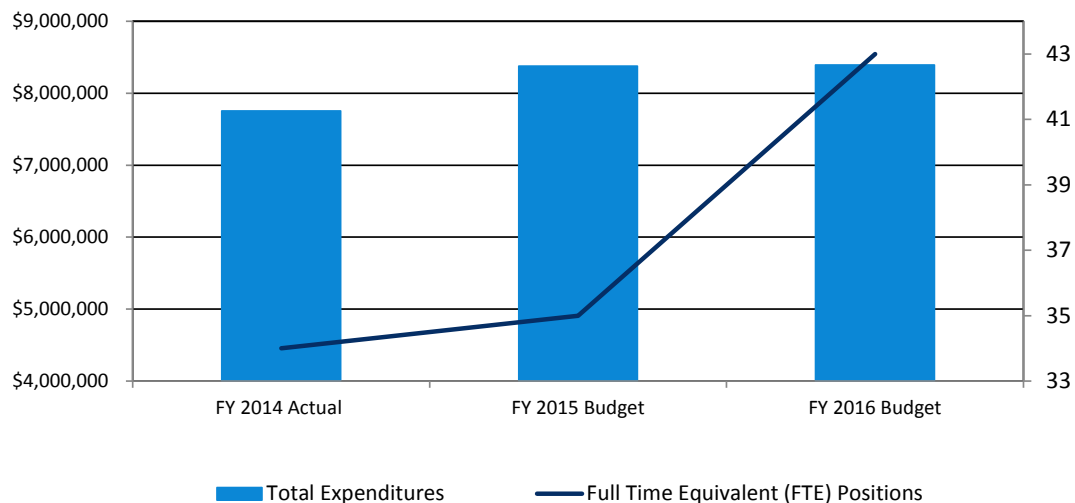
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 1** Continue successful biological nutrient removal by optimizing completed facility upgrades to aeration basins
- CB 16** Operate within budget constraints and effectively manage inventory control through Hansen Computerized Maintenance Management program
- S 3** Continue to effectively train and educate staff as to procedures which effect facility efficiency through multiple training techniques

BUCKLIN POINT - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 2,840,868	\$ 3,061,483	\$ 3,899,578
Less Capital Reimbursements	-	-	-
Net Personnel Costs	2,840,868	3,061,483	3,899,578
Operating Supplies/Expense	2,448,650	2,696,306	3,507,100
Professional Services	1,991,449	1,961,375	11,000
Capital Outlays	474,120	658,000	964,200
Debt Service	-	-	-
Total Expenditures	\$ 7,755,087	\$ 8,377,164	\$ 8,381,877
Expenditures by Funding Source			
Revenue	\$ 7,280,967	\$ 7,719,164	\$ 7,417,677
Operating Capital Transfer	474,120	658,000	964,200
Grant	-	-	-
Total Expenditures by Source	\$ 7,755,087	\$ 8,377,164	\$ 8,381,877

BUCKLIN POINT - Historical Data



PROGRAM STAFFING (BUDGETED)			
Assistant E & I Technician	1.0	Maintenance Foreman	1.0
Assistant Maintenance Planner/Scheduler	1.0	Maintenance Manager	1.0
Assistant Operations Manager	1.0	Maintenance Planner/Scheduler	1.0
Clerk	1.0	Mechanic	5.0
Contract Coordinator	1.0	Operations Foreman	1.0
E & I Technician	1.0	Operations Manager	1.0
Electrical Foreman	1.0	Operations Supervisor	4.0
Electrician	2.0	Operator	12.0
Heavy Equipment Operator	1.0	Process Monitor	5.0
Inventory Control Clerk	1.0	Utility Crew Foreman	1.0
43.0 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:

Achieve 100% compliance on RIPDES permit and consent agreements • CB 11

Target Measure:

Achieve total seasonal nitrogen permit limit of 5 mg/l

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
mg/l	5.0 mg/l	4.02 mg/l	5.0 mg/l	<5.0 mg/l

Goal Action for Achievement by Key Code:

Ensure safe and reliable wastewater processing through effective asset management and maximizing effluent treatment performance for TSS and BOD than is required by the permit limit of 30 mg/l • CB 12

Target Measure:

Yearly average

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
TSS - mg/l	10 mg/l	8.37 mg/l	10 mg/l	<10 mg/l
Fecal Coliforms - MPN/100mls	3 MPN	4.66 MPN	3 MPN	<10 MPN
BOD - mg/l	10 mg/l	3.68 mg/l	10 mg/l	<10 mg/l

Goal Action for Achievement by Key Code:

Provide safe and cost effective administration of NBC facilities • CB 16

Target Measure:

Complete budgeted operating capital projects

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Projects completed	100%	76%	100%	90%

Target Measure:

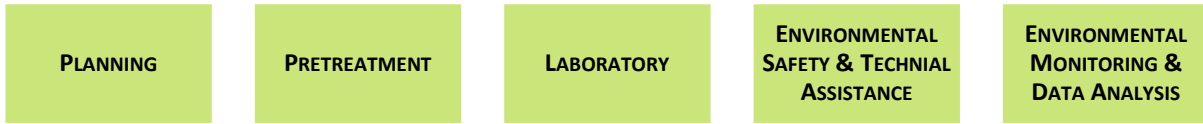
Comply with all new equipment warranties

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percent of warranties in compliance	100%	100%	100%	100%

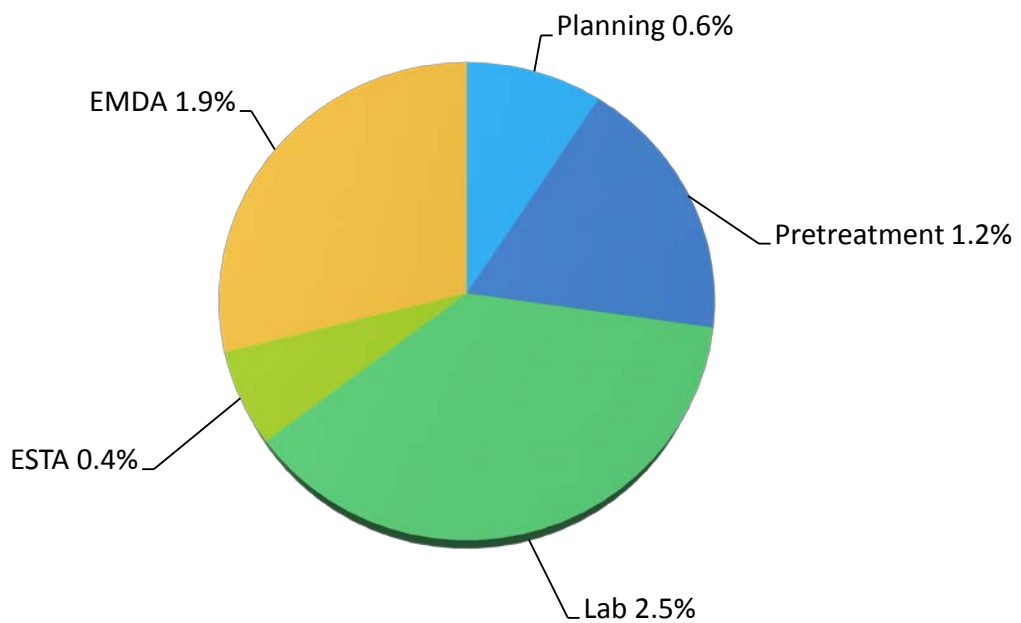
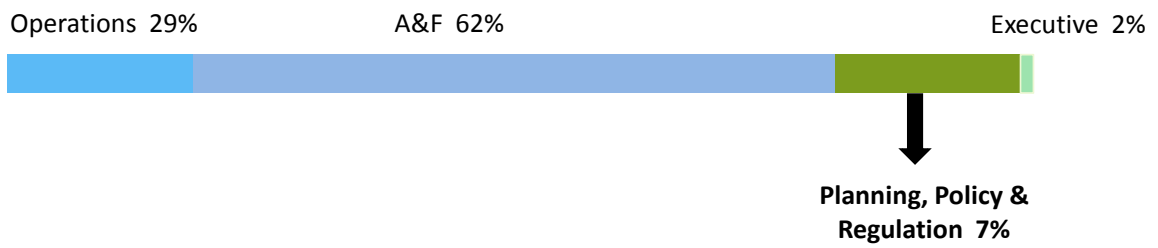


PLANNING, POLICY & REGULATION

Division Summary



NBC Division Budgets



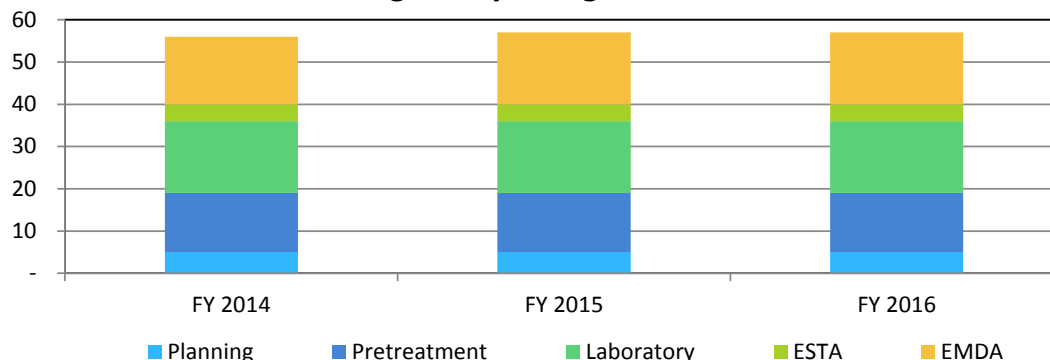
PLANNING, POLICY & REGULATION DIVISION - The Program

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.

Budgeted Positions (FTEs)
Planning, Policy & Regulation Division



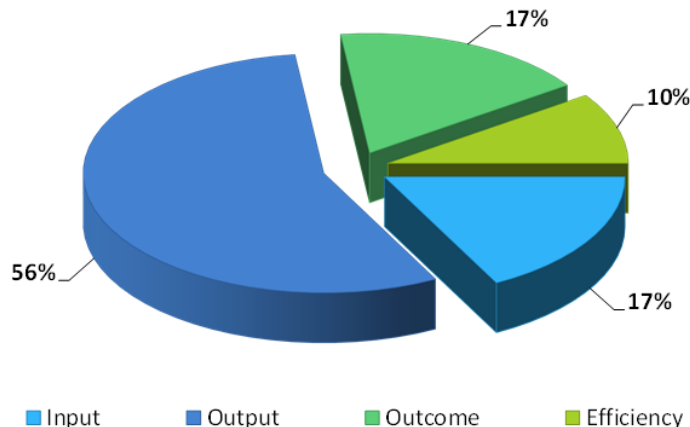
Significant Budget Modifications:

The FY 2016 Planning, Policy & Regulation Division's budget has increased by 3% or \$181,673 from the FY 2015 budget. This budget reflects allocations for new permit requirements and the midge fly mitigation program.

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 27% of the performance measures.

Percentage of Performance Measurement Types
PLANNING, POLICY & REGULATION



PLANNING, POLICY & REGULATION DIVISION - The Budget

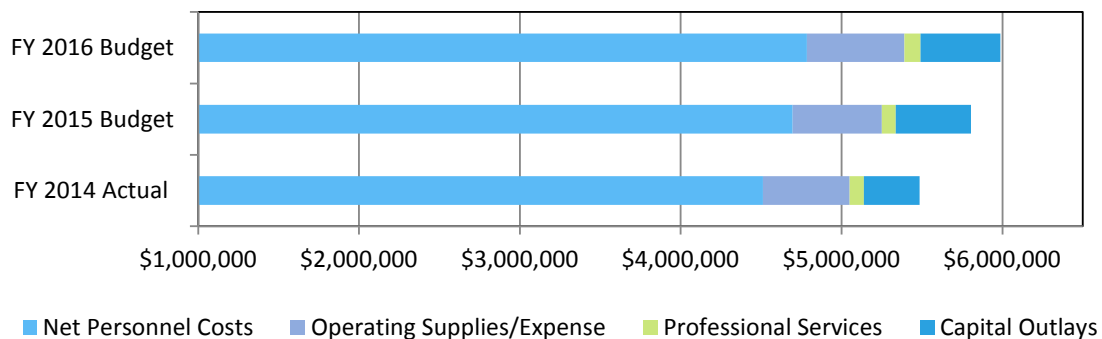
Division Summary

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Personnel Costs	\$ 4,520,227	\$ 4,706,047	\$ 4,788,446
Less Capital Reimbursements	(9,486)	(11,076)	(4,955)
<i>Net Personnel Costs</i>	4,510,741	4,694,971	4,783,491
Operating Supplies/Expense	539,601	555,316	606,369
Professional Services	87,587	86,850	100,850
Capital Outlays	346,678	468,000	496,100
Debt Service	-	-	-
Total Expenditures	\$ 5,484,607	\$ 5,805,137	\$ 5,986,810

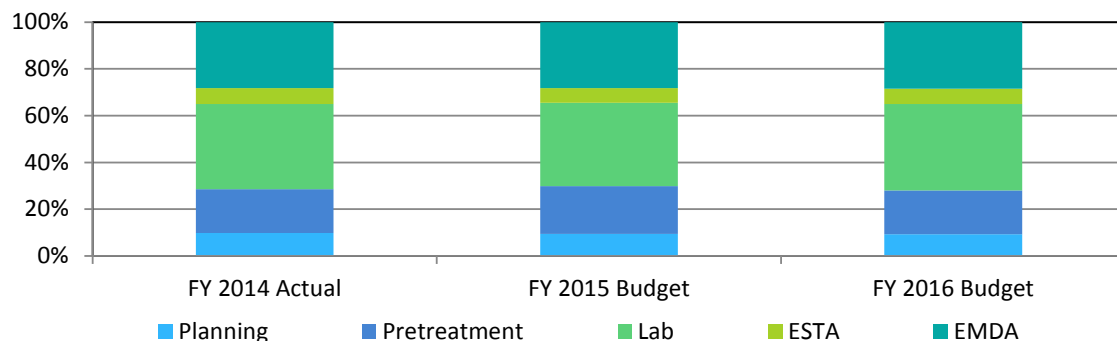
Expenditures by Funding Source

Revenue	\$ 5,137,929	\$ 5,312,137	\$ 5,490,710
Operating Capital Transfer	346,678	468,000	496,100
Grant	-	25,000	-
Total Expenditures by Source	\$ 5,484,607	\$ 5,805,137	\$ 5,986,810

Divisions' Cost By Element



Percent of Divisions' Budget By Section



PLANNING - The Program

Mission and Overview:

The Planning and Permits section issues sewer connection, stormwater and sewer alteration permits. The section is responsible for the issuance and revision of NBC policies. The section also assists 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 2015 by Key Code:

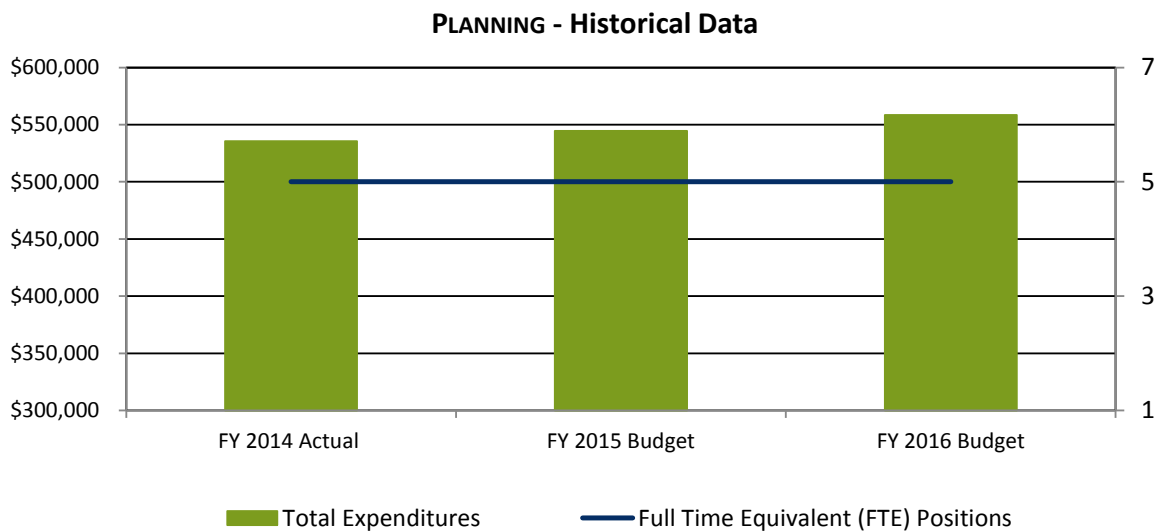
- CF 9** Issued 212 sewer connection permits
- CF 10** Encouraged developers to use Low Impact Design (LID) techniques for stormwater disposal as part of the Stormwater Mitigation Program and reviewed three Projects that employed LID techniques
- CF 10** As part of the Chairman's River Restoration initiative, administered the NBC Earth Day River Cleanup Grant Program which included grants to 20 non-profit organizations for various river cleanups throughout the NBC service area

Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 4** Continue to implement the on-line sewer permit file system application for sewer connection and stormwater permits
- CF 10** Continue the NBC Earth Day River Cleanup Grant Program for local organizations as part of the Chairman's River Restoration Initiative and participate in the State's Shellfish Transplant Program
- CF 11** Develop informational fact sheets, case studies and Best Management Practices (BMP) documents detailing LID methods, LID technologies and other permit information documents

PLANNING - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 505,193	\$ 521,497	\$ 534,265
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	505,193	521,497	534,265
Operating Supplies/Expense	11,860	13,125	14,125
Professional Services	12,366	10,000	10,000
Capital Outlays	6,186	-	-
Debt Service	-	-	-
Total Expenditures	\$ 535,605	\$ 544,622	\$ 558,390
Expenditures by Funding Source			
Revenue	\$ 529,419	\$ 544,622	\$ 558,390
Operating Capital Transfer	6,186	-	-
Grant	-	-	-
Total Expenditures by Source	\$ 535,605	\$ 544,622	\$ 558,390



PROGRAM STAFFING (BUDGETED)			
Administrative Assistant	1.0	Permits and Planning Manager	1.0
Director of Planning, Policy & Regulation	1.0	Permits Coordinator	1.0
Environmental Scientist	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:

Achieve 100% compliance on RIPDES permit, consent agreements and CSO stormwater permits • CB 11

Target Measure:

Prepare annual storm water inspection report for each WWTF

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Due Date Fields Point	12/30/2013	11/14/2013	12/30/2014	5/30/2016
Due Date Bucklin Point	12/30/2013	11/25/2013	12/30/2014	5/30/2016

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of days	Within 30 days	Within 24 days (10/8/2013)	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:

Administer the connection fee structure in a fair and accurate manner • FM 20

Target Measure:

Collect 100% of Permit Fees

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of Permit Fees Collected	100%	100% (\$112,773)	100%	100%

Target Measure:

Review and Update of Strategic Plan

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Frequency	Annually	Annual Review	Annually	Annually

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Create a customer-focused attitude to enhance the efficiency of the permitting program • CF 9

Target Measure:

Meet the time limits for issuance of Sewer and Storm Connection Permits

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Business Days	8 business days	6 business days	8 business days	8 business days

Goal Action for Achievement by Key Code:

Conduct projects that give back to the cities/towns and State • CF 10

Target Measure:

Earth Day River Cleanup Event/Grant Program in NBC Service Area

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Date held	4/30/2014	3/25/2014	4/30/2015	4/30/2016

STAFFING:

Attract, develop and retain highly qualified employees

Goal Action for Achievement by Key Code:

Develop mechanisms and establish opportunities for continued growth and professional development • S 7

Target Measure:

Conduct biannual review meetings with staff to discuss professional development opportunities

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Meetings/Year	2/Year	3/Year	2/Year	2/Year

Target Measure:

Provide staff with professional training

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours/Employee	4/Employee	7/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:

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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage (of new accounts)	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. This section also 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 2015 by Key Code:

- CB 7** Issued 10 educational form letters to users
- CB 11** Issued 1,905 Notices of Violation for 100% of incidents of non-compliance
- CB 11** Submitted the Pretreatment Annual Report to DEM by 3/15/15 as required by the RIPDES permit
- CB 11** Inspected all Significant Industrial Users (SIU) multiple times within the 12 month period
- CB 11** All SIUs were continuously permitted in accordance with federal regulations
- C 8** Participated in 8 public presentations and workshops

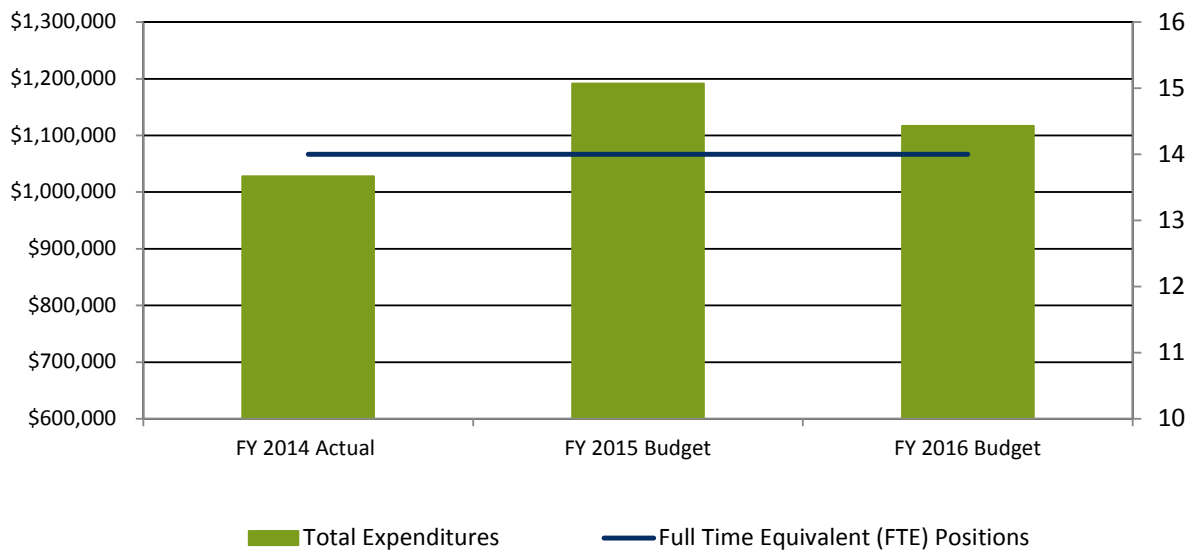
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 11** Complete and submit the Pretreatment Annual Report by March 15th in accordance with the RIPDES permit
- CB 14** Protect the treatment plants and collection systems from toxic and nuisance pollutant discharges that would adversely impact and interfere with NBC facilities and prevent pass through of these pollutants into Narragansett Bay
- CB 15** Ensure all SIUs are continuously permitted and inspected in accordance with State and Federal requirements as well as goals established by the NBC

PRETREATMENT - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 985,321	\$ 1,039,569	\$ 1,058,741
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	985,321	1,039,569	1,058,741
Operating Supplies/Expense	30,266	32,120	38,120
Professional Services	-	-	-
Capital Outlays	12,665	120,000	20,000
Debt Service	-	-	-
Total Expenditures	\$ 1,028,252	\$ 1,191,689	\$ 1,116,861
Expenditures by Funding Source			
Revenue	\$ 1,015,587	\$ 1,071,689	\$ 1,096,861
Operating Capital Transfer	12,665	120,000	20,000
Grant	-	-	-
Total Expenditures by Source	\$ 1,028,252	\$ 1,191,689	\$ 1,116,861

PRETREATMENT - Historical Data



PROGRAM STAFFING (BUDGETED)			
Assistant Pretreatment Manager	1.0	Pretreatment Technician	5.0
Pretreatment Clerk	3.0	Principal Pretreatment Engineer	1.0
Pretreatment Engineer	2.0	Senior Pretreatment Technician	1.0
Pretreatment Manager	1.0		
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:

Sample, collect and analyze all data of NBC's collection systems, receiving waters and SIU's to ensure all State/RIPDES/Federal requirements are met or exceeded • CB 15

Target Measure:

Conduct Non-Sampling Inspections of 100% Significant Industrial Users (SIUs) Within Required 12 Month Period

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of inspections conducted	100%	100% (90)	100%	100%

Target Measure:

Complete and Submit Annual Pretreatment Report to DEM

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Completion date	3/15/2014	3/14/2014	3/15/2015	3/15/2016

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of NOV's issued	100%	100% (1,905)	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:

Evaluate the NBC Program and report the data to the public • EP 3

Target Measure:

Present Findings to the Citizen's Advisory Committee

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Presentation date	6/30/2014	4/23/2014	6/30/2015	6/30/2016

Target Measure:

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

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Date	2/28/2014	2/20/2014	2/28/2015	2/28/2016

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Provide excellent customer service and educate NBC permitted users regarding NBC regulations and requirements • CF 11

Target Measure:

Issue educational form letter

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of letters issued	8	10	8	8

Target Measure:

Participate in public presentations/workshops

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of presentations/workshops	3	8	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:

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 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Date uploaded	4/15/2014	3/19/2014	4/15/2015	4/15/2016

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 section performs all RIPDES required analyses for the Field's Point and Bucklin Point WWTFs, the Pretreatment programs and 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 2015 by Key Code:

- CB 15** Obtained 100% accuracy for the lab's analytical proficiency on required testing for the RI State Licensing and EPAs DMR reporting
- EP 4** Provided quality analytical analyses for all NBC studies and samples collected to evaluate the impact of Nutrients, Enterococci, and Fecal Coliform on the Bay
- CF 1** Staff participated in the Woon Watershed Educational Program
- S 5** Staff averaged 40 hours of chemistry training and 51 hours of cross-training with other NBC departments

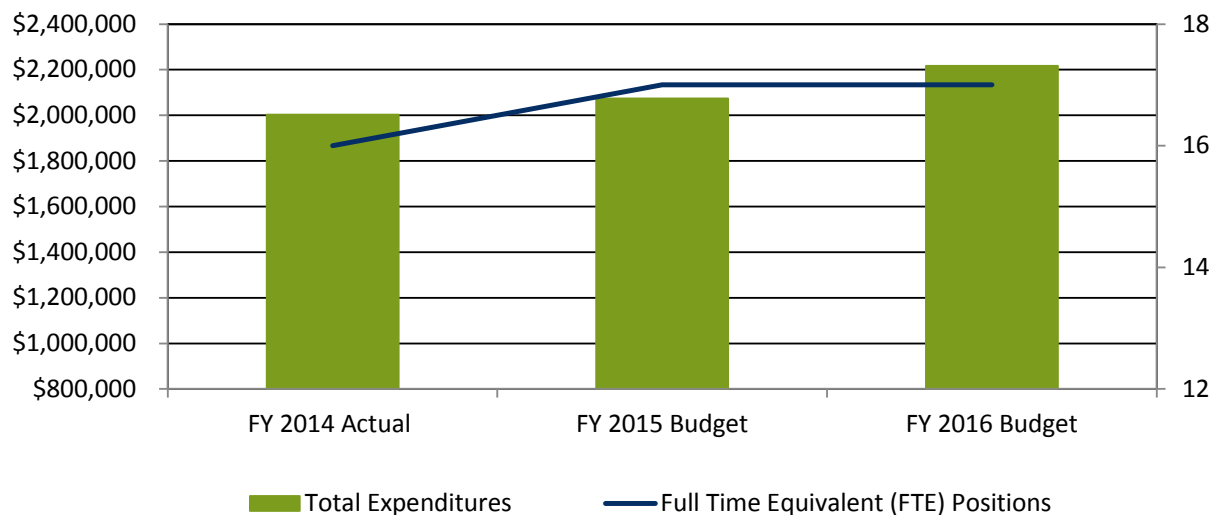
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 14** Perform high quality analyses of samples to ensure proper operation of the NBC's wastewater treatment facilities
- CB 14** Meet the State and Federal requirements for Rhode Island State Licensing and EPA permit reporting
- EP 4** Provide quality and expedient analytical service for all studies and samples collected to evaluate the impacts of nutrients and fecal coliform in NBC's effluent

LABORATORY - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,389,857	\$ 1,453,486	\$ 1,492,104
Less Capital Reimbursements	-	-	-
<i>Net Personnel Costs</i>	1,389,857	1,453,486	1,492,104
Operating Supplies/Expense	350,706	361,906	382,519
Professional Services	46,341	51,850	46,850
Capital Outlays	216,553	206,000	295,500
Debt Service	-	-	-
Total Expenditures	\$ 2,003,457	\$ 2,073,242	\$ 2,216,973
Expenditures by Funding Source			
Revenue	\$ 1,786,904	\$ 1,867,242	\$ 1,921,473
Operating Capital Transfer	216,553	206,000	295,500
Grant	-	-	-
Total Expenditures by Source	\$ 2,003,457	\$ 2,073,242	\$ 2,216,973

LABORATORY - Historical Data



PROGRAM STAFFING (BUDGETED)			
Assistant Laboratory Manager	1.0	Laboratory Sample Compliance Coordinator	1.0
Biologist	1.0	Laboratory Technician	5.0
Chemist	2.0	Quality Chemist	1.0
Environmental Chemist	2.0	Senior Environmental Chemist	1.0
Laboratory Clerk	1.0	Senior Organic Chemist	1.0
Laboratory Manager	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 Key Code:

Maintain NBC Laboratory quality and resources necessary to meet State and Federal certifications, mandated environmental requirements and ensure proper WWTF operations • CB 13

Target Measure:

Achieve 100% accuracy on EPA's discharge monitoring report (DMR), other reporting and state licensing

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Accuracy percentage	100%	100%	100%	100%

Target Measure:

Monthly audits of at least two procedures per month

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of audits/year	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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Date submitted	12/1/2013	11/20/2013	12/1/2014	12/1/2015

Goal Action for Achievement by Key Code:

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 14

Target Measure:

Yearly calibration for all fume hoods and small instruments for the Lab, Bucklin Point, EMDA and Field's Point

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of fume hoods calibrated	100%	100% (21/21)	100%	100%
Number of small instruments calibrated	100%	100% (28/28)	100%	100%

Goal Action for Achievement by Key Code:

Achieve 100% compliance on RIPDES permits, consent agreements and CSO stormwater permits • CB 11

Target Measure:

Analyze all RIPDES required parameters

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of parameters analyzed	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:

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 sampled

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of analyses	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:

Minimize service contracts by providing preventative maintenance (PM) training to in-house staff • FM 25

Target Measure:

Provide preventative maintenance training on 2 instruments for several laboratory staff

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of instruments	2	2	2	2

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

Goal Action for Achievement by Key Code:

Develop mechanisms and establish opportunities for continued growth and profession development • S 7

Target Measure:

Provide a minimum 15 training hours to meet certification requirements by the National Registry of Environmental Professionals

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours/Employee	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	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours/Employee	10/Employee	10/Employee	10/Employee	10/Employee

ENVIRONMENTAL SAFETY & TECHNICAL ASSISTANCE - The Program

Mission and Overview:

The Environmental Safety and Technical Assistance (ESTA) section provides environmental, health and safety and technical assistance to NBC staff, customers, environmental organizations and the general public. The section interacts with RIDEM, local emergency planning and response authorities, publicly owned Treatment Works and the EPA to assist in identifying and developing new and innovative ways to improve the environmental performance of NBC operations and to ensure the operations are performed in the safest manner possible. The ESTA section provides pollution prevention, energy efficiency, conservation, environmental compliance and health and safety assistance through research activities, written publications, workshops, on-site technical assistance and public outreach.

Major Accomplishments FY 2015 by Key Code:

- CB 1** Designed, fabricated, installed, and serviced the osprey camera project at Bucklin Point
- EP 1** Coordinated an on-going Greenhouse Gas Measurement Study of Field's Point with URI
- EP 2** Documented and tracked coal dust impacts on Field's Point operations
- EP 3** Monitored and tracked wind turbine avian impact for RIDEM reporting and updated meter readings and utility bills for all NBC properties in Portfolio Manager
- FM 22** Conducted energy efficiency assessments of 3 NBC pump stations and Septage Receiving Station, initiated technical assessment of ultra-violet Disinfection, identified energy conservation measures eligible for grant funding, completed Renewable Energy Assessments for 5 Water Suppliers
- CF 12** Offered timely and effective Pollution Prevention technical assistance to NBC's Industrial and Commercial customers
- CF 12** Provided technical assistance on water reuse in water cannon, new laboratory alkalinity system and demand response program ♦ Sampled and conducted laboratory analysis of offsite dust accumulating in wind turbines ♦ Monitored trends in nitrogen removal, carbon footprint, power demand, biogas production and wind power generation ♦ Provided research assistance to University of RI, Brown University Senior Capstone project, Classical High School Science Fair Project and Bucklin Point Process Monitor's RIDEM Boot Camp presentation ♦ Gave 10 presentations on NBC energy and environmental improvement efforts
- C 9** Prepared the RFQP for a feasibility study of solar array ♦ Assisted the RI Public Energy Partnership with the coordination of renewable energy assessments, provided input on energy plans and legislation at State meetings

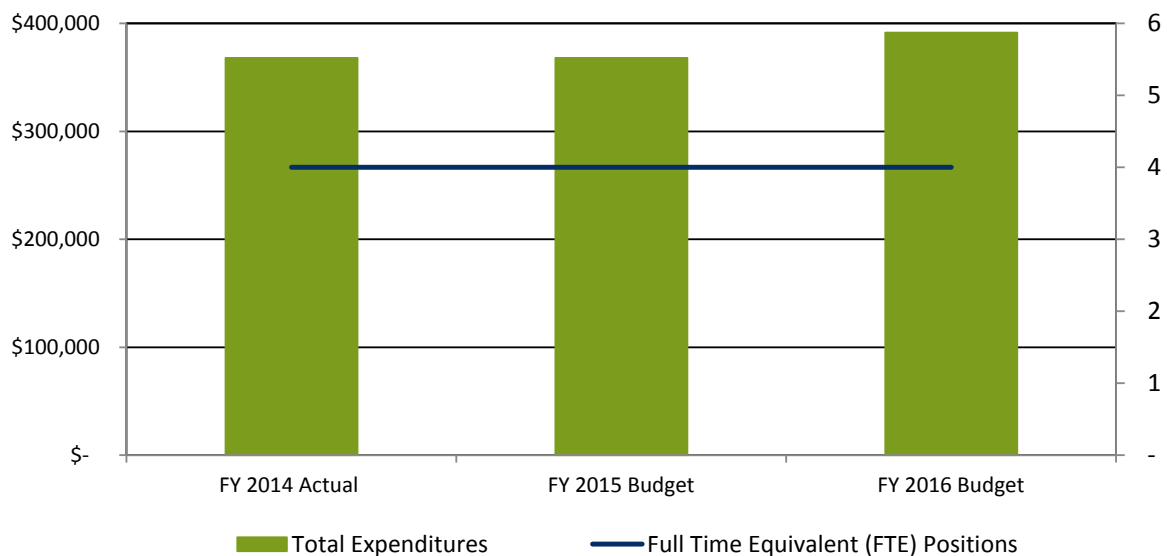
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- FM 21** Research and apply for new grant funding opportunities
- FM 22** Conduct energy efficiency assessments of NBC processes, conduct assessments of Food Processing Establishments and investigate feasibility of establishing residential grease collection program
- S 2** 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 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 351,013	\$ 351,950	\$ 359,671
Less Capital Reimbursements	(6,124)	(7,345)	(4,955)
<i>Net Personnel Costs</i>	344,889	344,605	354,716
Operating Supplies/Expense	20,684	23,365	36,815
Professional Services	2,540	-	-
Capital Outlays	-	-	-
Debt Service	-	-	-
Total Expenditures	\$ 368,113	\$ 367,970	\$ 391,531
Expenditures by Funding Source			
Revenue	\$ 368,113	\$ 342,970	\$ 391,531
Operating Capital Transfer	-	-	-
Grant		25,000	-
Total Expenditures by Source	\$ 368,113	\$ 367,970	\$ 391,531

ENVIRONMENTAL SAFETY & TECHNICAL ASSISTANCE - Historical Data



PROGRAM STAFFING (BUDGETED)			
Environmental Compliance Technical Assistant	1.0	Pollution Prevention Engineer	1.0
Environmental Safety & Technical Assistant Manager	1.0	Safety Compliance Coordinator	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 full compliance with regulations - 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 14

Target Measure:

Compile and process annual OSHA 300 logs and Tier II reports two weeks prior to respective due dates

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Date of completion OSHA 300 logs	1/24/2014	1/23/2014	1/24/2015	1/24/2016
Tier II reports	2/21/2014	2/27/2014	2/21/2015	2/21/2016

Target Measure:

Perform internal environmental health & safety audits

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of audits performed	8	9	8	8

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:

Provide NBC facilities technical assistance to evaluate energy conservation and renewable energy opportunities • EP 5

Target Measure:

Complete energy conservation and renewable energy assessment recommendation reports

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of completed reports	2	5	3	3

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:

Explore the development of new grant/funding sources for various projects • FM 21

Target Measure:

Submit grant applications for grant funds

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Applications submitted	1	2	1	1
Amount received	\$13,200	\$0	\$13,200	\$13,200

Goal Action for Achievement by Key Code:

Monitor NBC energy use and evaluate energy savings opportunities • FM 22

Target Measure:

Update utility meters on NBC's Energy Start Portfolio Manager

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of meters updated	100%	64% (14/22)	100%	100%

Target Measure:

Conduct energy assessments/follow-up activities

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number conducted	3	5	3	3

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code:

Maintain training and technical assistance efforts provided by the NBC's programs • CF 12

Target Measure:

Respond to pollution prevention technical assistance site-visits

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of site-visits conducted	100%	100% (17/17)	100%	100%

Target Measure:

Issue food service establishments (FSE) fats oils and grease (FOG) certificates

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of certificated issued	5	0	5	5

Target Measure:

Hold presentations at colleges/schools/and or public/business/trade association meetings

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of presentations	2	10	2	2

Target Measure:

Offer and train employees in accordance with OSHA requirements

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Percentage of employees trained annually	100%	100%	100%	100%
Number of training sessions offered	36-48	50	36-48	36-48

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

Goal Action for Achievement by Key Code:

Encourage and support an adequate level of staff training opportunities and provide equipment to ensure safe and environmentally sound management practices are followed • S 4

Target Measure:

Conduct Annual CPR/defibrillator training and Certify employees

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of classes	2	1	2	2
Number of employees	25	16	25	25

Goal Action for Achievement by Key Code:

Develop mechanisms and establish opportunities for continued growth and professional development • S 7

Target Measure:

Conduct quarterly staff meetings to identify and provide professional educational opportunities for training classes/seminars

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of meetings	4	4	4	4
Number of hours per employee	10	10	10	10

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 actions are well understood • C 9

Target Measure:

Coordinate NBC's environmental merit awards program and present awards

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Date of presentation	6/30/2014	04/02/2014	6/30/2015	6/30/2016

Target Measure:

Submit technical papers for publication and articles for publication in the 'NBC Pipeline'

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of papers submitted	4	3	4	4
Number of articles submitted	8	6	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, 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 water. EMDA conducts significant industrial user and manhole sampling to ensure compliance with discharge permits and conducts daily wastewater treatment facility sampling. The section 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. EMDA 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 2015 by Key Code:

- CB 15** Collected 29,206 samples and ensured compliance with all Federal and State mandates
- CB 15** Collected samples from all significant users that discharge process wastewater
- CB 15** Sampled the Bucklin Point and Field's Point Wastewater Treatment Facilities daily to ensure compliance with RIPDES permit requirements
- CF 3** Conducted monthly informational meetings with Operations, IM, Laboratory, Pretreatment, ESTA, Executive and Engineering staff to discuss environmental monitoring data, as well as plant data and operational issues
- CF 3** Presented a paper at an NBC Interdepartmental Data meeting entitled, *"Thirty Years Later: Evaluated a Heavy Metals Contamination in Bivalves after Successful Load Reduction in Narragansett Bay"*
- C 2** Presented a paper at the January 28, 2015 NEWEA Annual conference in Boston, MA entitled, *"Narragansett Bay Commission's Public Outreach: Educating Youth and Engaging Stakeholders"*

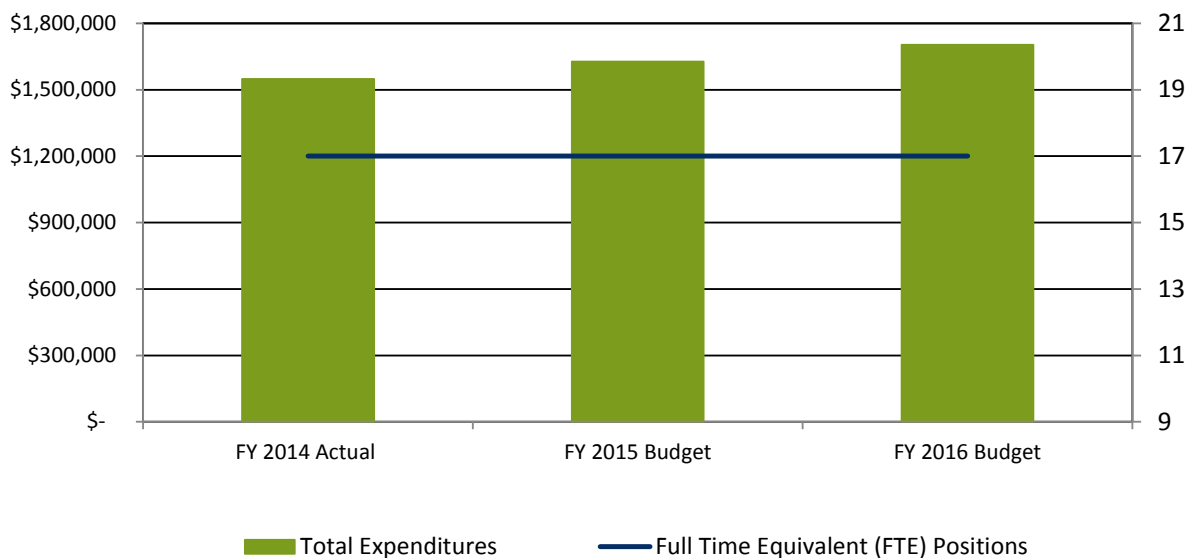
Top Priorities for FY 2016 and How They Relate to the Strategic Plan/Goals and by Key Code:

- CB 11** Sample the treatment facilities 365 days/year to comply with RIPDES permit requirements, process and provide data and assistance to Operations to evaluate plant performance, optimize treatment plant processes and resolve operational issues
- CB 15** Sample all discharging Significant Industrial Users twice to meet established Pretreatment goals
- EP 7** Provide quality and expedient sample collection services related to the CSO Phase II and BNR Projects that will enable the evaluation of their environmental impacts

ENVIRONMENTAL MONITORING & DATA ANALYSIS - The Budget

	FY 2014 Actual	FY 2015 Budget	FY 2016 Budget
Expenditures by Element of Expense			
Personnel Costs	\$ 1,288,843	\$ 1,339,545	\$ 1,343,665
Less Capital Reimbursements	(3,362)	(3,731)	-
<i>Net Personnel Costs</i>	1,285,481	1,335,814	1,343,665
Operating Supplies/Expense	126,085	124,800	134,790
Professional Services	26,340	25,000	44,000
Capital Outlays	111,274	142,000	180,600
Debt Service	-	-	-
Total Expenditures	\$ 1,549,180	\$ 1,627,614	\$ 1,703,055
Expenditures by Funding Source			
Revenue	\$ 1,437,906	\$ 1,485,614	\$ 1,522,455
Operating Capital Transfer	111,274	142,000	180,600
Grant	-	-	-
Total Expenditures by Source	\$ 1,549,180	\$ 1,637,656	\$ 1,703,055

ENVIRONMENTAL MONITORING & DATA ANALYSIS - Historical Data



PROGRAM STAFFING (BUDGETED)			
Assistant Environmental Monitoring Manager	1.0	Environmental Monitoring Manager	1.0
EMDA Clerk	1.0	Environmental Scientist	2.0
EMDA Data Assistant	1.0	Monitoring Field Supervisor	3.0
Environmental Monitor	8.0		
	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:

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 15

Target Measure:

Sample all SIU's annually

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of samples/year	100%	100% (90/90)	100%	100%

Target Measure:

Sample treatment plant daily

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of samples/year	100%	100% (365/365)	100%	100%

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

Goal Action for Achievement by Key Code:

Document water quality data and improvements • EP 6

Target Measure:

Publish monitoring activities and resultant data analyses for prior year

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Published date	4/30/2014	4/1/2014	4/30/2015	4/30/2016

Goal Action for Achievement by Key Code:

Provide quality and expedient sample collection service for all studies undertaken to evaluate NBC impacts from nutrients and fecal coliform to the Bay • EP 7

Target Measure:

Collect all bacteria and nutrient samples needed for regulatory compliance and receiving water quality procedures (all bay and river work)

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Samples collected	100%	100% (5,672/5,672)	100%	100%

CUSTOMER FOCUS: *Maintain a customer-focused attitude throughout the organization.*

Goal Action for Achievement by Key Code

Provide accurate routine and comprehensive data reporting to all relevant NBC sections and staff to allow them to optimize their activities and operations • CF 13

Target Measure:

Conduct monthly data meetings to disseminate data to allow other sections to optimize operations

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Number of meetings	12	12	12	12

STAFFING:

Attract, develop and retain highly qualified employees.

Goal Action for Achievement by Key Code:

Develop mechanisms and establish opportunities for continued growth and professional development • S 7

Target Measure:

Meet with staff to encourage training and use of tuition reimbursement program

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Meetings/Year	2/Year	2	2/Year	2/Year

Target Measure:

Ensure at least 8 hours of training and use of tuition reimbursement program

Unit of Measure	FY 2014 Goal	FY 2014 Actual	FY 2015 Goal	FY 2016 Goal
Hours/Employee	8/Employee	25.2/Employee	8/Employee	8/Employee



RESOLUTION 2015:17

FISCAL YEAR 2016 OPERATING BUDGET

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

	Revenue
Operating Revenue:	
User Fees	\$ 94,967,944
Pretreatment Fees	1,100,000
Septage	320,000
Connection Permit Fees	100,000
<i>Sub-total Operating Revenue</i>	<u>96,487,944</u>
Non-Operating Revenue:	
Investment Income	5,000
Late Charges	1,100,000
Transfer from Operating Capital	4,641,060
Revenue Fund Balance	660,000
Miscellaneous	650,000
<i>Sub-total Non-Operating Revenue</i>	<u>7,056,060</u>
Total Revenue	<u><u>\$ 103,544,004</u></u>

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

O & M Expense:	
Personnel	\$ 23,632,850
Operating Supplies/Expense	15,831,085
Professional Services	1,182,700
<i>Sub-total Operating and Maintenance Expense</i>	<u>40,646,635</u>
Debt Service:	
Debt Service	44,105,118
Programmed New Debt	1,006,246
<i>Sub-total Debt Service</i>	<u>45,111,364</u>
Debt Service Coverage	13,144,946
Operating Capital Outlays	4,641,060
Total Expense	<u><u>\$ 103,544,004</u></u>

3. The number of full-time equivalent positions funded in this budget is 272. 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 operating expenses, including debt service and operating capital outlays, do not exceed \$90,399,059 for the period July 1, 2015 to June 30, 2016.
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 2016 Operating Capital Outlays and capital projects included in the NBC's 2017 - 2021 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, 2015 to June 30, 2016:
 - 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 operating and maintenance 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 2015:17
FY 2016 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>1</u>	
		8	
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	3	NON-UNION
22	SENIOR CONSTRUCTION COORDINATOR	1	NON-UNION
22	SENIOR RESIDENT REPRESENTATIVE	1	NON-UNION
		<u>1</u>	
		11	
23	HUMAN RESOURCES CLERK	1	UNION
23	HUMAN RESOURCES MANAGER	1	NON-UNION
23	HUMAN RESOURCES REPRESENTATIVE/BENEFITS COORDINATOR	1	NON-UNION
23	SENIOR HUMAN RESOURCES REPRESENTATIVE	1	NON-UNION
		<u>1</u>	
		4	
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>1</u>	
		5	
31	COMPLIANCE ANALYST	1	NON-UNION
31	DIRECTOR OF ADMINISTRATION AND FINANCE	1	NON-UNION
31	FINANCIAL ANALYST	1	NON-UNION
31	SENIOR FINANCIAL ANALYST	2	NON-UNION
		<u>2</u>	
		5	
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>2</u>	
		10	

Resolution 2015:17
FY 2016 Budgeted Positions

Attachment 1

SECTION	TITLE	FTE's	UNION/NON-UNION
33	APPLICATIONS SYSTEM 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	PRINCIPAL SYSTEMS DESIGN PROGRAMMER	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	SENIOR SYSTEMS PROGRAMMER/SYSTEMS ADMINISTRATOR	1	NON-UNION
33	SYSTEMS DESIGN PROGRAMMER	1	NON-UNION
		<hr/> 12	
34	ASSISTANT BILLING SUPERVISOR	1	NON-UNION
34	ASSISTANT COLLECTIONS SUPERVISOR	1	NON-UNION
34	BILLING SUPERVISOR	1	NON-UNION
34	COLLECTIONS SUPERVISOR	1	NON-UNION
34	CUSTOMER RESEARCH SUPERVISOR	1	NON-UNION
34	CUSTOMER SERVICE ANALYST	2	NON-UNION
34	CUSTOMER SERVICE MANAGER	1	NON-UNION
34	CUSTOMER SERVICE REPRESENTATIVE	10	UNION
34	CUSTOMER SERVICE SUPPORT SUPERVISOR	1	NON-UNION
34	FIELD INVESTIGATOR	3	UNION
34	FISCAL CLERK - CUSTOMER SERVICE REPRESENTATIVE	2	UNION
34	SENIOR FISCAL CLERK	1	UNION
		<hr/> 25	
36	FISCAL CLERK - PURCHASING	1	UNION
36	OFFICE ADMINISTRATOR	1	NON-UNION
36	PURCHASING COORDINATOR	1	NON-UNION
36	PURCHASING MANAGER	1	NON-UNION
		<hr/> 4	
43	ASSISTANT IM MANAGER	1	NON-UNION
43	ENVIRONMENTAL ENGINEER	1	NON-UNION
43	IM CLERK	1	UNION
43	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	IM SENIOR TECHNICAL ASSISTANT	1	NON-UNION
		<hr/> 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
		<hr/> 9	

Resolution 2015:17
FY 2016 Budgeted Positions

Attachment 1

SECTION	TITLE	FTE's	UNION/NON-UNION
46	ASSET MANAGEMENT ADMINISTRATOR	1	NON-UNION
46	ASSISTANT CONTROL SYSTEM ADMINISTRATOR	1	NON-UNION
46	ASSISTANT E & I TECHNICIAN	1	UNION
46	ASSISTANT OPERATIONS MANAGER	1	NON-UNION
46	CARPENTER	1	UNION
46	CONTROL SYSTEMS ADMINISTRATOR	1	NON-UNION
46	CONTROL SYSTEMS ASSOCIATE	1	NON-UNION
46	E & I TECHNICIAN	1	UNION
46	ELECTRICIAN	3	UNION
46	FLEET MECHANIC	1	UNION
46	FP CLERK	1	UNION
46	INVENTORY CONTROL CLERK	2	UNION
46	LEAD ELECTRICIAN (FP)	1	UNION
46	MAINTENANCE MANAGER	1	NON-UNION
46	MAINTENANCE SUPERVISOR	2	NON-UNION
46	MECHANIC	11	UNION
46	O & M COORDINATOR	1	NON-UNION
46	O & M TECHNICIAN	1	NON-UNION
46	OPERATIONS MANAGER FP	1	NON-UNION
46	OPERATIONS SUPERVISOR	5	NON-UNION
46	OPERATOR	11	UNION
46	PROCESS MONITOR	9	UNION
46	SENIOR E & I TECHNICIAN	1	UNION
		<hr/> 59	
47	ASSISTANT E AND I TECHNICIAN	1	UNION
47	ASSISTANT MAINTENANCE PLANNER/SCHEDULER (BP)	1	UNION
47	ASSISTANT OPERATIONS MANAGER	1	NON-UNION
47	BP CLERK	1	UNION
47	BP CONTRACT COORDINATOR	1	UNION
47	E & I TECHNICIAN	1	UNION
47	ELECTRICAL FOREMAN - BP	1	UNION
47	ELECTRICIAN	2	UNION
47	HEAVY EQUIPMENT OPERATOR	1	UNION
47	INVENTORY CONTROL CLERK	1	UNION
47	MAINTENANCE PLANNER/SCHEDULER (BP)	1	UNION
47	MAINTENANCE MANAGER	1	NON-UNION
47	MAINTENANCE FOREMAN	1	UNION
47	MECHANIC	5	UNION
47	OPERATIONS FOREMAN (BP)	1	UNION
47	OPERATIONS MANAGER	1	NON-UNION
47	OPERATIONS SUPERVISOR	4	NON-UNION
47	OPERATOR	12	UNION
47	PROCESS MONITOR	5	UNION
47	UTILITY CREW FOREMAN	1	UNION
		<hr/> 43	

Resolution 2015:17
FY 2016 Budgeted Positions

Attachment 1

SECTION	TITLE	FTE's	UNION/NON-UNION
51	ADMINISTRATIVE ASSISTANT	1	NON-UNION
51	DIRECTOR OF PLANNING, POLICY AND REGULATION	1	NON-UNION
51	ENVIRONMENTAL SCIENTIST	1	NON-UNION
51	PERMITS AND PLANNING MANAGER	1	NON-UNION
51	PERMITS COORDINATOR	1	NON-UNION
		<u>5</u>	
52	ASSISTANT PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT CLERK	3	UNION
52	PRETREATMENT ENGINEER	2	NON-UNION
52	PRETREATMENT MANAGER	1	NON-UNION
52	PRETREATMENT TECHNICIAN	5	NON-UNION
52	PRINCIPAL PRETREATMENT ENGINEER	1	NON-UNION
52	SENIOR PRETREATMENT TECHNICIAN	1	NON-UNION
		<u>14</u>	
53	ASSISTANT LABORATORY MANAGER	1	NON-UNION
53	BIOLOGIST	1	UNION
53	CHEMIST	2	UNION
53	ENVIRONMENTAL CHEMIST	2	NON-UNION
53	LABORATORY 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
		<u>17</u>	
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
		<u>4</u>	
55	ASSISTANT ENVIRONMENTAL MONITORING MANAGER	1	NON-UNION
55	EMDA CLERK	1	UNION
55	EMDA DATA ASSISTANT	1	UNION
55	ENVIRONMENTAL MONITOR	8	UNION
55	ENVIRONMENTAL MONITORING MANAGER	1	NON-UNION
55	ENVIRONMENTAL SCIENTIST	2	NON-UNION
55	MONITORING FIELD SUPERVISOR	3	NON-UNION
		<u>17</u>	
	TOTAL FTEs	<u><u>272</u></u>	

Budgeted Benefits Comparison

The FY 2016 budget reflects an increase in health insurance premiums in the High Deductible Health Plan (HDHP) of 5.0% with partial employer funding of a Health Savings Account (HSA) or Health Reimbursement Arrangement (HRA). The average budgeted co-pay is 20%. Dental premiums increased by 7.5% and vision premiums remained unchanged from the prior year. The table below shows the budgeted family health, dental and vision premiums.

Expense Category	FY 2012	FY 2013	FY 2014	FY 2015*	FY 2016*
Health Family (net of co-pay)	\$16,169	\$17,149	\$17,673	\$13,156	\$ 13,576
Dental Family	1,078	1,159	1,228	1,335	1,435
Vision Family	181	181	195	195	195
Total	\$17,428	\$18,489	\$19,097	\$ 14,686	\$ 15,207

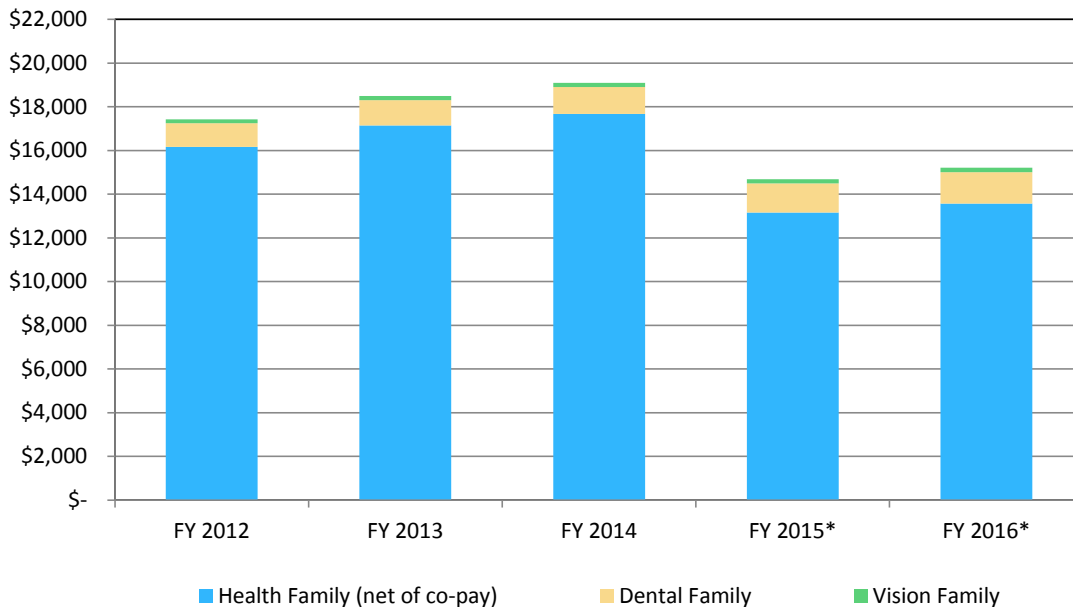
*Does not include \$3,600 NBC HSA Contribution/Employee

Other Benefits:

State Retirement (Union)	22.98%	22.18%	24.33%	24.33%	24.64%
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%	6.86%	7.80%	6.75%	6.75%

**FICA is 6.2% on wages up to \$118,500

Total Budgeted Health Insurance per Employee

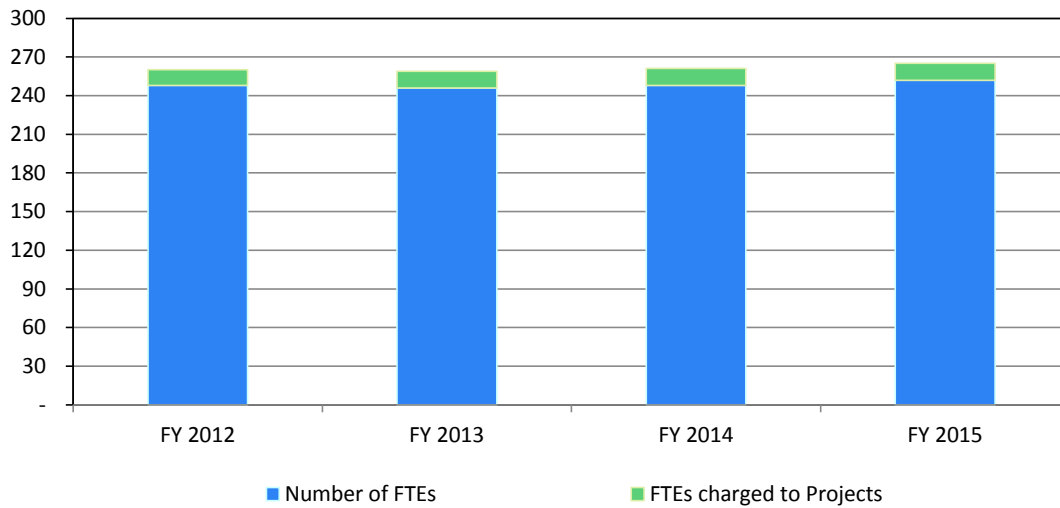


Historical Position Summary

The total number of FTEs funded in FY 2016 is 272.0 positions, which is seven more than the prior year. These positions reflect organizational changes necessary for NBC to meet operational needs. There are eight new positions included within the Operations and Engineering Division. These positions include an Operations Manager, an Assistant Operations Manager, a Maintenance Manager, four Operations Supervisors and a Clerk at Bucklin Point as NBC assumes management of this facility from a private contractor. The Customer Service Section includes the funding of one additional position to support monthly billing. Lastly, two positions in the Construction Services division are not funded in this year's budget, due to a reduction in current construction activity.

Program	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Executive Affairs	8	8	8	8	8
Construction Services	12	13	13	13	11
Human Resources	4	4	4	4	4
Legal	5	5	5	5	5
Finance	5	5	5	5	5
Accounting	10	10	10	10	10
Information Technology	11	12	12	12	12
Customer Service	24	24	24	24	25
Purchasing	4	4	4	4	4
Interceptor Maintenance	21	20	20	20	20
Engineering	9	8	9	9	9
Field's Point	58	57	57	59	59
Bucklin Point	33	33	34	35	43
Planning	5	5	5	5	5
Pretreatment	14	14	14	14	14
Laboratory	16	16	16	17	17
ESTA	4	4	4	4	4
EMDA	17	17	17	17	17
Total	260	259	261	265	272

**Historical Number of Positions (FTEs)
Budgeted by Fiscal Year**



FY 2016 Operating Capital Outlays

Section	Budget Account	Description	Cost
EXECUTIVE AFFAIRS			
Executive Affairs	16580	Office Reconfiguration	\$ 5,000
		<i>Subtotal Executive Affairs</i>	5,000
		<i>Subtotal Executive Affairs</i>	5,000
CONSTRUCTION SERVICES			
Construction Services	16600	Replace Vehicle - Unit 400	30,000
		<i>Subtotal Construction Services</i>	30,000
		<i>Subtotal Construction Services</i>	30,000
ADMINISTRATION & FINANCE			
Human Resources	16580	Office Reconfiguration	50,000
		<i>Subtotal Human Resources</i>	50,000
Finance	16580	Office Reconfiguration	75,000
		<i>Subtotal Finance</i>	75,000
Accounting	16580	Office Reconfiguration	75,000
		<i>Subtotal Accounting</i>	75,000
Information Technology	16585	Server Infrastructure	125,000
Information Technology	16583	MS Office 2013 Upgrade	125,000
Information Technology	16583	Oracle Time & Attendance Implementation	107,000
Information Technology	16583	Security Assessment	100,000
Information Technology	16585	Annual PC Refresh Program	75,000
Information Technology	16585	Software Licensing Updates	50,000
Information Technology	16585	Backup Solution Enhancements	50,000
Information Technology	16585	Remote Site Network Upgrades	50,000
Information Technology	16583	MS Exchange 2013 Upgrade	50,000
Information Technology	16583	LIMS Upgrades	45,000
Information Technology	16583	Antivirus Upgrades	35,000
Information Technology	16585	Replace Large Form Scanner/Printer Upgrades	35,000
Information Technology	16585	Computer Room Enhancements	25,000
Information Technology	16583	Hansen Upgrades	20,000
		<i>Subtotal Information Technology</i>	892,000
Customer Service	16580	Office Equipment	5,000
Customer Service	16600	Replace Vehicle - Unit 403	25,000
		<i>Subtotal Customer Service</i>	30,000
General Administration	16520	Phone system upgrade	10,000
General Administration	16600	Replace Phone Handsets	60,000
General Administration	16580	Office Reconfiguration	50,000
General Administration	16600	Replace Copier	10,000
General Administration	16580	Boardroom Furniture	50,000
General Administration	16520	HVAC Upgrades	50,000
General Administration	16610	Roof Replacement	75,000
		<i>Subtotal General Administration</i>	305,000
		<i>Subtotal Administration & Finance</i>	1,427,000
OPERATIONS & ENGINEERING			
Interceptor Maintenance	16600	Replace Vehicle - Unit 420	350,000
Interceptor Maintenance	16600	Replace Vehicle - Unit 488/Stakebody	63,760
Interceptor Maintenance	16600	Replace Vehicle - Unit 441	35,000
Interceptor Maintenance	16600	Replace Push Camera for TV Pipe Inspections	12,000
Interceptor Maintenance	16600	Replace IM Dumpster Enclosure	4,000
Interceptor Maintenance	16520	Install Gate Controller at WPPS	4,000
		<i>Subtotal Interceptor Maintenance</i>	468,760
Engineering	16600	Replace Vehicle - Unit 434	30,000
Engineering	16510	GPS Rover (Data collection receiver)	30,000
		<i>Subtotal Engineering</i>	60,000

Section	Budget Account	Description	Cost
Field's Point	16520	ESPS-Rebuild Bar Rack # 2	150,000
Field's Point	16585	Upgrade to Virtual Servers (HP DI380p G8)	110,000
Field's Point	16600	Replace Sewage Pump 4, 40MGD	105,000
Field's Point	16600	Replace Sewage Pump 7, 20 MGD, Sm. Cartridge	105,000
Field's Point	16583	VMWare software and licensing for Virtual Servers	90,000
Field's Point	16520	Rebuild grit tank: chain & sprocket	60,000
Field's Point	16600	Replacement of Flow Meters	60,000
Field's Point	16600	Replace RSPS Mammoth Unit	50,000
Field's Point	16520	Compressor condenser CU3 - (2) 10 ton units	40,000
Field's Point	16600	Replace Vehicle-Unit 437	30,000
Field's Point	16600	Replace TPS level B3 & B4 Pump Room Fire Door	30,000
Field's Point	16510	FP Transit - O&M Support	25,000
Field's Point	16520	Caustic Water champ 10 HP	25,000
Field's Point	16600	Replace Grit Pump	20,000
Field's Point	16520	GT - 10 " Grinder	20,000
Field's Point	16520	Tunnel Vent. Facility - Blower and Motor	20,000
Field's Point	16520	Final Splitter Box 2 - Splitter Box 2 Spare Acuator	18,000
Field's Point	16520	FP-High mast light fixture	16,000
Field's Point	16600	Replace Grit chain & flight mechanism	15,000
Field's Point	16583	Wonderware Licenses	15,000
Field's Point	16600	Replace EZ Go Cart (Maint. # 7)	13,000
Field's Point	16520	G1 - Gearbox, Stems & Electric Actuators	12,000
Field's Point	16520	G2 - Gearbox, Stems & Electric Actuators	12,000
Field's Point	16520	G3 - Gearbox, Stems & Electric Actuators	12,000
Field's Point	16520	G4 - Gearbox, Stems & Electric Actuators	12,000
Field's Point	16520	G5 - Gearbox, Stems & Electric Actuators	12,000
Field's Point	16520	G6 - Gearbox, Stems & Electric Actuators	12,000
Field's Point	16520	Disinfection - Sump Pump Fybroc	11,000
Field's Point	16520	Carbon Feed Bldg - Hydr. Diaphragm chem. meter pump	10,000
Field's Point	16520	RSPS - Vaughn Chopper Pump	10,000
Field's Point	16520	Hydraulic Pipe Bending Machine	10,000
Field's Point	16520	WWTF-Seal water system (1 tank & 2 pumps)	8,000
Field's Point	16520	Carbon Feed Bldg - Radar Floats for Sump Pumps	7,000
Field's Point	16520	Compactor Reducer & 5 HP Motor	6,000
Field's Point	16520	CCT - Dipping Weirs (Skimmer Pipes) - 2	6,000
Field's Point	16520	WPPS Flow Meter	6,000
Field's Point	16520	Dechlor - Effluent Bisulfite Analyzer	5,000
Field's Point	16600	Replace Fluke Process Meter	5,000
Field's Point	16520	Tunnel Vent. Facility - VFD Blower	5,000
Field's Point	16520	WPPS LEL Gas Meter	5,000
Field's Point	16520	2 Stage screen reducer & Screen 3/4 HP Motor	4,000
Field's Point	16520	Carbon Feed Bldg - LEL Meters	3,000
		<i>Subtotal Field's Point</i>	<u>1,190,000</u>
Bucklin Point	16520	Biological Treatment - DO Sensors (24)	72,000
Bucklin Point	16600	Replace One Bar Rack	60,000
Bucklin Point	16520	BP - Phone Lines Upgrade	50,000
Bucklin Point	16585	Servers	50,000
Bucklin Point	16600	Replace Gas Sys Diaphragm/Flame Arrestor & Flare Assem (Solids Hand.)	40,000
Bucklin Point	16600	Replace Vehicle - Unit 418	40,000
Bucklin Point	16600	BP - Replace Ford E250 Van (Instrum. Van) V452 - BP	40,000
Bucklin Point	16520	Biological Trtmt - Differential Pressure Gauges (16)	40,000
Bucklin Point	16600	Replace Level Transmitters in Plant	40,000
Bucklin Point	16600	Replace Heating - O&M Support Building	38,000
Bucklin Point	16600	Replace PS Screw Pump Gearbox	36,000
Bucklin Point	16585	Computer Hardware	30,000
Bucklin Point	16610	Replace Roof - Wet Weather Effluent PS	26,200
Bucklin Point	16600	Replace Piping & Valves - Gas Control Bldg.	25,000
Bucklin Point	16600	Replace Scada Office Floor Panels	25,000
Bucklin Point	16520	Intake Air Cartridge - Blower Building	25,000
Bucklin Point	16520	Heating System - Septage Station	25,000
Bucklin Point	16600	Hayward Gordon Chopper Pump	22,000
Bucklin Point	16583	Wonderware Licenses	20,000
Bucklin Point	16580	Lunchroom Remodel	20,000
Bucklin Point	16520	UV Hydraulic Assemblies (9)	20,000
Bucklin Point	16600	Replace Six Mag Meters - Primary Treatment	20,000
Bucklin Point	16520	Rebuild Primary Sludge Pump #2	16,000
Bucklin Point	16600	Replace Various Plant Valves	15,000
Bucklin Point	16520	Screw Pump Bearings, Upper Bearing - Influent PS	15,000

Section	Budget Account	Description	Cost
Bucklin Point	16520	Screening Conveyor, Motor & Gearbox - S&G	15,000
Bucklin Point	16520	Vaughn Chopper Pump - WHPS	15,000
Bucklin Point	16520	Cross Conveyor, Motor, Gearbox - S&G	13,000
Bucklin Point	16520	One Cushman Utility Vehicle	12,000
Bucklin Point	16600	Replace Flow Meters	10,000
Bucklin Point	16520	Methane Gas Media Filter Assembly - (Solids Handling)	10,000
Bucklin Point	16520	Digester Gas Detection Meter System (4) - (Solids Handling)	10,000
Bucklin Point	16510	Bubbler System/Flow Meter - Omega PS	10,000
Bucklin Point	16510	Bubbler System/Flow Meter - Saylesville PS	10,000
Bucklin Point	16510	Stacking Forklift Truck	10,000
Bucklin Point	16520	Manual Portable Pipe Bender	8,000
Bucklin Point	16520	Limortorque Actuator - Biological Treatment	6,000
Bucklin Point	16510	Skid Steere Loader Attachments	6,000
Bucklin Point	16520	Gas Detection System - Heat Exchange Bldg	5,000
Bucklin Point	16520	Temperature Sensors (12) - Heat Exchange Bldg	5,000
Bucklin Point	16520	East Providence Parshall Flume Meters	3,000
Bucklin Point	16520	Blackstone Valley Parshall Flume Meters	3,000
Bucklin Point	16600	Replace Old Flow Meter GBT Building - (Solids Handling)	3,000
		<i>Subtotal Bucklin Point</i>	<u>964,200</u>
		<i>Subtotal Operations and Engineering</i>	<u>2,682,960</u>
PLANNING, POLICY & REGULATION			
Pretreatment	16600	Replacement of IKON RICOH MP8000SP Copier	20,000
		<i>Subtotal Pretreatment</i>	<u>20,000</u>
Laboratory	16600	Replace ICP-MS for low level metal analyses	220,000
Laboratory	16520	HVAC Upgrades	25,000
Laboratory	16600	HVAC Replacements	25,000
Laboratory	16600	Replace Refrigerators (3)	21,000
Laboratory	16600	Replace back up refrigerated BOD incubator	4,500
		<i>Subtotal Laboratory</i>	<u>295,500</u>
EMDA	16600	Replace Monitoring Buoy & 650 Handheld Meter	68,000
EMDA	16853	Data Warehousing	32,000
EMDA	16600	Replace YSI Probes & Equipment	28,300
EMDA	16600	Replace 4 YSI Sondes (2-6600 & 2-600XL)	23,000
EMDA	16600	Replace 2 Refrigerated Autosamplers	13,000
EMDA	16600	Replace Caribe Boat and Motor	9,300
EMDA	16600	Replace 2 SIU Autosamplers	7,000
		<i>Subtotal EMDA</i>	<u>180,600</u>
		<i>Subtotal Planning, Policy & Regulation</i>	<u>496,100</u>
		Total Operating Capital Outlays FY 2016	<u>\$ 4,641,060</u>

Five-Year Operating Capital Outlays

Section	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
EXECUTIVE AFFAIRS						
Executive Affairs						
Office Reconfiguration	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000
<i>Subtotal Executive Affairs</i>	<u>5,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,000</u>
CONSTRUCTION SERVICES						
Replace Vehicle - Unit 400	30,000	-	-	-	-	30,000
Replace Vehicle - Unit 427	-	30,000	-	-	-	30,000
Replace Vehicle - Unit 479	-	-	30,000	-	-	30,000
Replace Vehicle - Unit 388	-	-	-	30,000	-	30,000
<i>Subtotal Construction Services</i>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>-</u>	<u>120,000</u>
ADMINISTRATION & FINANCE						
Human Resources						
Office reconfiguration	50,000	-	-	-	-	50,000
<i>Subtotal Human Resources</i>	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>50,000</u>
Finance						
Office Reconfiguration	75,000	-	-	-	-	75,000
<i>Subtotal Finance</i>	<u>75,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>75,000</u>
Accounting						
Office reconfiguration	75,000	-	-	-	-	75,000
<i>Subtotal Accounting</i>	<u>75,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>75,000</u>
Information Technology						
Server Infrastructure	125,000	85,000	-	200,000	-	410,000
MS Office 2013 Upgrade	125,000	-	-	125,000	-	250,000
Oracle Time & Attendance Implementation	107,000	-	-	-	-	107,000
Security Assessment	100,000	-	110,000	-	110,000	320,000
Annual PC Refresh Program	75,000	75,000	75,000	75,000	75,000	375,000
Software Licensing Updates	50,000	40,000	40,000	40,000	40,000	210,000
Backup Solution Enhancements	50,000	30,000	75,000	-	100,000	255,000
Remote Site Network Upgrades	50,000	-	50,000	-	50,000	150,000
MS Exchange 2013 Upgrade	50,000	-	-	50,000	-	100,000
LIMS Upgrades	45,000	40,000	20,000	-	150,000	255,000
Antivirus Upgrades	35,000	10,000	10,000	10,000	10,000	75,000
Replace Large Form Scanner/Printer Upgrades	35,000	-	-	-	35,000	70,000
Computer Room Enhancements	25,000	25,000	25,000	25,000	25,000	125,000
Hansen Upgrades	20,000	-	20,000	-	20,000	60,000
Sharepoint Upgrade	-	80,000	-	85,000	-	165,000
Disaster Recovery Site Upgrades	-	65,000	-	-	65,000	130,000
Oracle ERP/Database Upgrades	-	50,000	40,000	-	40,000	130,000
Wi-Fi Antenna Upgrade	-	50,000	-	-	-	50,000
Data Warehousing	-	45,000	25,000	-	40,000	110,000
Document Imaging Upgrades	-	45,000	25,000	-	25,000	95,000
Wi-Fi Mesh Network Upgrades	-	35,000	-	50,000	50,000	135,000
Project Tracking Software	-	25,000	25,000	-	25,000	75,000
Customer Service Enhancements	-	25,000	-	25,000	-	50,000
TV Presentation	-	25,000	-	20,000	-	45,000
<i>Subtotal Information Technology</i>	<u>892,000</u>	<u>750,000</u>	<u>540,000</u>	<u>705,000</u>	<u>860,000</u>	<u>3,747,000</u>
Customer Service						
Office Equipment	5,000	5,000	5,000	5,000	-	20,000
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>-</u>	<u>120,000</u>
General Administration						
Phone system upgrade	10,000	10,000	10,000	10,000	-	40,000
Replace Phone Handsets	60,000	-	-	-	-	60,000
Office Reconfiguration	50,000	-	-	-	-	50,000
Replace Copier	10,000	10,000	10,000	10,000	-	40,000
Boardroom Furniture	50,000	-	-	-	-	50,000
HVAC Upgrades	50,000	-	-	-	-	50,000
Roof Replacement	75,000	-	-	-	-	75,000
<i>Subtotal General Administration</i>	<u>305,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>-</u>	<u>365,000</u>

Section	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
OPERATIONS & ENGINEERING						
Interceptor Maintenance						
Replace Vehicle - Unit 420	350,000	-	-	-	-	350,000
Replace Vehicle - Unit 488/Stakebody	63,760	-	-	-	-	63,760
Replace Vehicle - Unit 441	35,000	-	-	-	-	35,000
Replace Push Camera for TV Pipe Inspections	12,000	-	-	-	-	12,000
Replace IM Dumpster Enclosure	4,000	-	-	-	-	4,000
Install Gate Controller at WPPS	4,000	-	-	-	-	4,000
Replace Vehicle - Unit 455	-	70,000	-	-	-	70,000
Replace pneumatic plugs	-	5,000	-	-	-	5,000
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
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>	468,760	75,000	280,000	290,000	-	1,113,760
Engineering						
Replace Vehicle - Unit 434	30,000	-	-	-	-	30,000
GPS Rover (Data collection receiver)	30,000	-	-	-	-	30,000
Replace Vehicle - Unit 380	-	30,000	-	-	-	30,000
<i>Subtotal Engineering</i>	60,000	30,000	-	-	-	90,000
Field's Point						
ESPS-Rebuild Bar Rack # 2	150,000	-	-	-	-	150,000
Upgrade to Virtual Servers (HP D1380p G8)	110,000	110,000	20,000	25,000	20,000	285,000
Replace Sewage Pump 4, 40MGD	105,000	-	-	-	-	105,000
Replace Sewage Pump 7, 20 MGD, Sm. Cartridge	105,000	-	-	-	-	105,000
VMWare software and licensing for Virtual Servers	90,000	50,000	70,000	40,000	40,000	290,000
Rebuild grit tank: chain & sprocket	60,000	70,000	-	-	-	130,000
Replacement of Flow Meters	60,000	65,000	70,000	75,000	50,000	320,000
Replace RSPS Mammoth Unit	50,000	-	-	-	-	50,000
Compressor condenser CU3 - (2) 10 ton units	40,000	-	-	-	-	40,000
Replace Vehicle-Unit 437	30,000	-	-	-	-	30,000
Replace TPS level B3 & B4 Pump Room Fire Door	30,000	-	-	-	-	30,000
FP Transit - O&M Support	25,000	-	-	-	-	25,000
Caustic Water champ 10 HP	25,000	-	-	-	-	25,000
Replace Grit Pump	20,000	-	-	25,000	-	45,000
GT - 10 " Grinder	20,000	-	-	-	-	20,000
Tunnel Vent. Facility - Blower and Motor	20,000	-	-	-	-	20,000
Final Splitter Box 2 - Splitter Box 2 Spare Acuator	18,000	-	-	-	-	18,000
FP-High mast light fixture	16,000	-	-	-	20,000	36,000
Grit-Replace chain & flight mechanism	15,000	-	17,000	17,000	17,000	66,000
Wonderware Licenses	15,000	-	-	-	-	15,000
Replace EZ Go Cart (Maint. # 7)	13,000	-	-	-	-	13,000
G1 - Gearbox, Stems & Electric Actuators	12,000	-	-	-	-	12,000
G2 - Gearbox, Stems & Electric Actuators	12,000	-	-	-	-	12,000
G3 - Gearbox, Stems & Electric Actuators	12,000	-	-	-	-	12,000
G4 - Gearbox, Stems & Electric Actuators	12,000	-	-	-	-	12,000
G5 - Gearbox, Stems & Electric Actuators	12,000	-	-	-	-	12,000
G6 - Gearbox, Stems & Electric Actuators	12,000	-	-	-	-	12,000
Disinfection - Sump Pump Fybroc	11,000	-	-	-	-	11,000
Carbon Feed Bldg - Hydr. Diaphragm chem. meter pump	10,000	-	-	-	-	10,000
RSPS - Vaughn Chopper Pump	10,000	-	-	-	-	10,000
Hydraulic Pipe Bending Machine	10,000	-	-	-	-	10,000
WWTF-Seal water system (1 tank & 2 pumps)	8,000	-	-	-	-	8,000
Carbon Feed Bldg - Radar Floats for Sump Pumps	7,000	-	-	-	-	7,000
Compactor Reducer & 5 HP Motor	6,000	-	-	-	-	6,000
CCT - Dipping Weirs (Skimmer Pipes) - 2	6,000	-	-	-	-	6,000
WPPS Flow Meter	6,000	-	-	-	-	6,000
Dechlor - Effluent Bisulfite Analyzer	5,000	-	-	-	-	5,000
Replace Fluke Process Meter	5,000	-	-	-	-	5,000
Tunnel Vent. Facility - VFD Blower	5,000	-	-	-	-	5,000
WPPS LEL Gas Meter	5,000	-	-	-	-	5,000
2 Stage screen reducer & Screen 3/4 HP Motor	4,000	-	-	-	-	4,000

Section	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
Carbon Feed Bldg - LEL Meters	3,000	-	-	-	-	3,000
TPS-Replacement parts for 24" cone valve	-	100,000	-	-	-	100,000
Disinfection-Sealcoat hypo storage tank area	-	100,000	-	-	-	100,000
Replace Vehicle-Unit 485 (Int'l Scum Truck)	-	65,000	-	-	-	65,000
Return Sludge PS Replace HVAC	-	50,000	-	-	-	50,000
Replace Aeration Dewatering Pump (1-3)	-	30,000	-	-	-	30,000
Replace Motor RAS Pump 5	-	30,000	-	-	-	30,000
Dechlor-Metering Pumps	-	25,000	25,000	27,000	27,000	104,000
Replace Vehicle-Unit 477	-	25,000	-	-	-	25,000
Replace Cornell Pump 1-3	-	25,000	-	-	-	25,000
Disinfection-Pump and motor	-	25,000	-	-	25,000	50,000
Replace Vehicle-Unit 487 (Ford E250 Van)	-	23,000	-	-	-	23,000
Dechlorination Bldg - VFD 1-3	-	21,000	-	-	-	21,000
Grit Aeration Blower	-	20,000	-	25,000	-	45,000
Replace Chlor. Cont.tank dewater pump 2	-	20,000	-	-	-	20,000
Solids Handling - Flow Meters 1-6	-	20,000	-	-	-	20,000
Replace sludge pump cartridge	-	17,000	-	19,000	-	36,000
Replace ICC Vehicle	-	15,000	-	-	-	15,000
Replace Air Compressor	-	14,000	-	-	-	14,000
Replace #1 dewater. pump & motor (Wet Weather)	-	10,000	-	-	-	10,000
Reservoir Avenue EMU Pump and Motor	-	8,000	-	-	-	8,000
Replace Turbo Blower 1-9	-	-	175,000	-	-	175,000
Replace Sewage Pump 6, 40 MGD, Lg. Cartridge	-	-	110,000	-	-	110,000
Replace Sewage Pump 8, 40 MGD, Lg. Cartridge	-	-	110,000	-	-	110,000
Replace Sod. Bisulfite Tanks	-	-	35,000	35,000	-	70,000
Replace Copier Admin Bldg.	-	-	35,000	-	-	35,000
Replace Motor RAS Pump 6	-	-	30,000	-	-	30,000
Replace Secondary Treatment-RAS1 pump cart.	-	-	27,500	-	-	27,500
FP Power guard Generator	-	-	25,000	-	-	25,000
Replace 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
IFAS Hach Nitratex Probe, Sensors	-	-	15,000	-	-	15,000
Secondary Treatment-WAS pump cart.	-	-	13,000	-	15,000	28,000
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
Tunnel Screenings Bldg - Meters Combustable Gas	-	-	12,000	-	-	12,000
IFAS Hach Differential PH Analyzers, Sensors	-	-	11,000	-	-	11,000
Tunnel S-1 Crane - Laser Distance System	-	-	10,000	-	-	10,000
Grit-Grit pump cartridge	-	-	10,000	-	10,000	20,000
IFAS Hach Nitrate Probes, Sensors (23)	-	-	8,000	-	-	8,000
IFAS Hach Ammonia Probes, Sensors (13)	-	-	8,000	-	-	8,000
IFAS Hach DO Probes. Sensors (10 Probes)	-	-	8,000	-	-	8,000
Tunnel S1 Crane Recoating	-	-	-	50,000	-	50,000
Replace Vehicle-406-Ford Maintenance Pickup	-	-	-	32,000	-	32,000
Replace Vehicle-405-Ford Maintenance Van	-	-	-	28,000	-	28,000
Secondary Treatment-RAS2 pump cart. w/Impeller	-	-	-	28,000	-	28,000
Replace Vehicle-442-Ford F150 Pickup	-	-	-	25,000	-	25,000
Disinfection-VFD 1-7	-	-	-	20,000	28,000	48,000
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 FP Pressure Washer	-	-	-	-	5,000	5,000
Tunnel Vent. Facility - Meters	-	-	-	-	10,000	10,000
Tunnel Vent. Facility - Sensors	-	-	-	-	10,000	10,000
Tunnel Vent. Facility - Probes	-	-	-	-	20,000	20,000
CCT - Ammonia Probe	-	-	-	-	20,000	20,000
FP Genie Scissorlift	-	-	-	-	25,000	25,000
Replace Vehicle F150 Pickup-Unit 446	-	-	-	-	35,000	35,000
Replace Ford 3 Yd Dump Truck - Unit 379	-	-	-	-	35,000	35,000
Replace Vehicle F150 Pickup-Unit 447	-	-	-	-	40,000	40,000
Replace FP Forklift	-	-	-	-	50,000	50,000
ESPS-Rebuild Bar Rack # 3	-	-	-	-	160,000	160,000
Replace Sewage Pump 1, 40 MGD, Lg. Cartridge	-	-	-	-	160,000	160,000
Replace FP Olympia Generator	-	-	-	-	25,000	25,000
Subtotal Field's Point	1,190,000	938,000	983,500	543,000	847,000	4,501,500

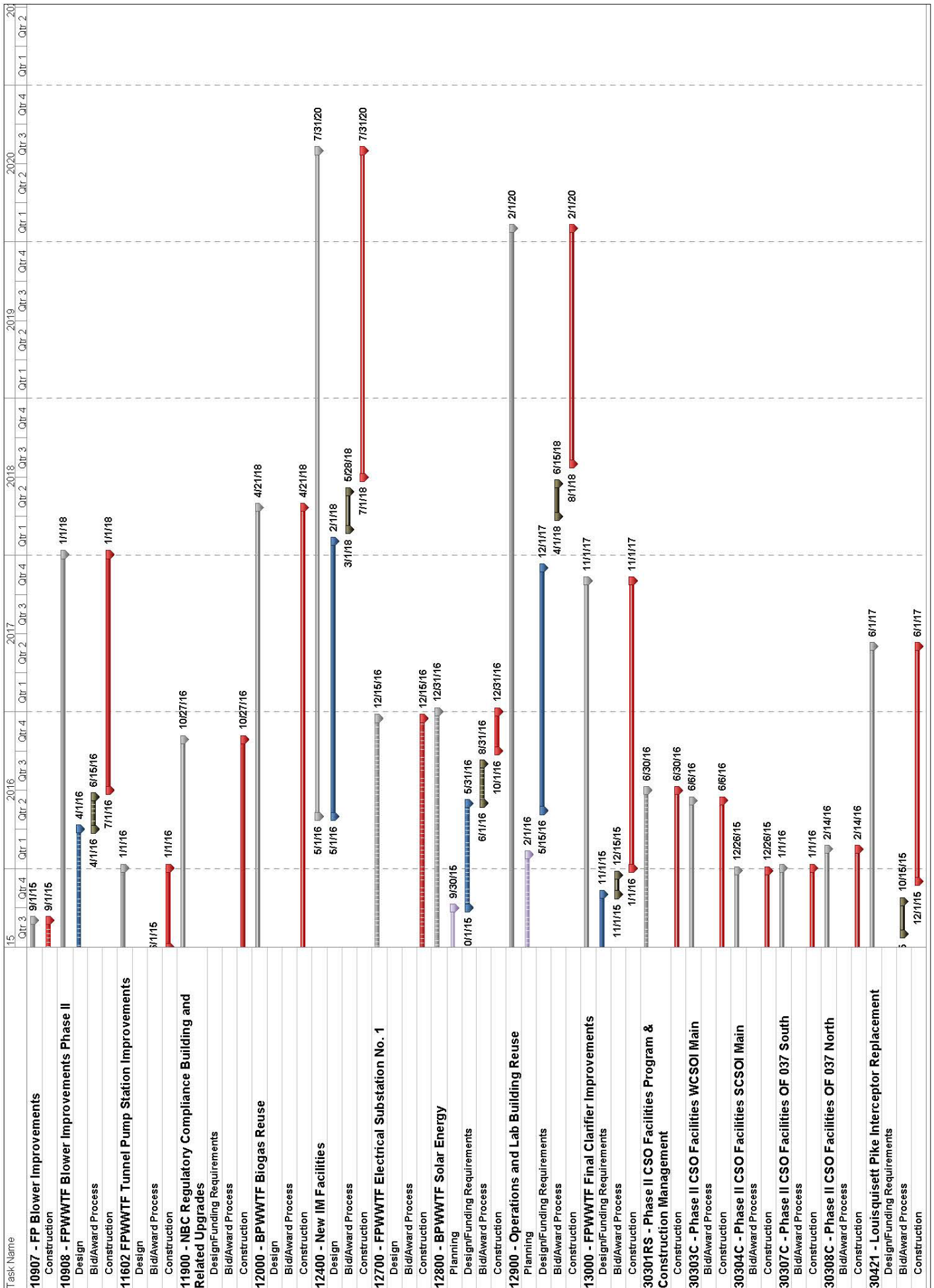
Section	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
Bucklin Point						
Biological Treatment - DO Sensors (24)	72,000	-	-	-	-	72,000
Replace One Bar Rack	60,000	60,000	-	-	90,000	210,000
BP - Phone Lines Upgrade	50,000	25,000	-	10,000	-	85,000
Servers	50,000	20,000	-	-	-	70,000
Replace Gas Sys Diaphragm/Flame Arrestor & Flare Assem (Solids Hand.)	40,000	40,000	-	-	-	80,000
Replace Vehicle - Unit 418	40,000	-	-	-	-	40,000
BP - Replace Ford E250 Van (Instrum. Van) V452 - BP	40,000	-	-	-	-	40,000
Biological Trtmt - Differential Pressure Gauges (16)	40,000	-	-	-	-	40,000
Replace Level Transmitters in Plant	40,000	-	-	-	-	40,000
Replace Heating - O&M Support Building	38,000	-	-	-	-	38,000
Replace PS Screw Pump Gearbox	36,000	-	-	-	-	36,000
Computer Hardware	30,000	20,000	-	-	-	50,000
Replace Roof - Wet Weather Effluent PS	26,200	-	-	-	-	26,200
Replace Piping & Valves - Gas Control Bldg.	25,000	25,000	25,000	-	-	75,000
Replace Scada Office Floor Panels	25,000	25,000	-	-	-	50,000
Intake Air Cartridge - Blower Building	25,000	-	-	-	-	25,000
Heating System - Septage Station	25,000	-	-	-	-	25,000
Hayward Gordon Chopper Pump	22,000	-	-	-	-	22,000
Wonderware Licenses	20,000	10,000	-	-	20,000	50,000
Lunchroom Remodel	20,000	10,000	-	-	-	30,000
UV Hydraulic Assemblies (9)	20,000	-	-	-	25,000	45,000
Replace Six Mag Meters - Primary Treatment	20,000	-	-	-	-	20,000
Rebuild Primary Sludge Pump #2	16,000	-	16,000	-	-	32,000
Replace Various Plant Valves	15,000	15,000	-	-	-	30,000
Screw Pump Bearings, Upper Bearing - Influent PS	15,000	-	-	-	-	15,000
Screening Conveyor, Motor & Gearbox - S&G	15,000	-	-	-	-	15,000
Vaughn Chopper Pump - WHPS	15,000	-	-	-	-	15,000
Cross Conveyor, Motor, Gearbox - S&G	13,000	-	-	-	-	13,000
One Cushman Utility Vehicle	12,000	12,000	-	-	-	24,000
Replace Flow Meters	10,000	10,000	5,000	5,000	5,000	35,000
Methane Gas Media Filter Assembly - (Solids Handling)	10,000	-	-	-	-	10,000
Digester Gas Detection Meter System (4) - (Solids Handling)	10,000	-	-	-	-	10,000
Bubbler System/Flow Meter - Omega PS	10,000	-	-	-	-	10,000
Bubbler System/Flow Meter - Saylesville PS	10,000	-	-	-	-	10,000
Stacking Forklift Truck	10,000	-	-	-	-	10,000
Manual Portable Pipe Bender	8,000	-	-	-	-	8,000
Limortorque Actuator - Biological Treatment	6,000	-	-	-	-	6,000
Skid Steere Loader Attachments	6,000	-	-	-	-	6,000
Gas Detection System - Heat Exchange Bldg	5,000	-	-	-	-	5,000
Temperature Sensors (12) - Heat Exchange Bldg	5,000	-	-	-	-	5,000
East Providence Parshall Flume Meters	3,000	-	-	-	-	3,000
Blackstone Valley Parshall Flume Meters	3,000	-	-	-	-	3,000
Replace Old Flow Meter GBT Building - (Solids Handling)	3,000	-	-	-	-	3,000
Rebuild Digester #1 - BP	-	225,000	-	-	-	225,000
Replace Roof - GBT Bldg	-	105,000	-	-	-	105,000
Replace Roof- Carbon Feed Bldg	-	55,300	-	-	-	55,300
Electrical Shop Reconfiguration	-	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
Replace Screenings Grinder Auger	-	25,000	-	-	-	25,000
Rebuild Digester Recirculation Pump	-	22,000	-	-	-	22,000
UV Hydraulic Gate System	-	20,000	-	-	-	20,000
WHPS Bubbler System/Flow Meter/Gas Detection	-	20,000	-	-	-	20,000
UPS Unit/Battery Repl. Generator Control Sys Backup	-	17,000	-	-	-	17,000
Influent PS Screw Pump - Upper Bearing Assemblies	-	10,000	-	-	-	10,000
Wireless Network	-	-	120,000	-	-	120,000
Service Building Heating	-	-	60,000	-	-	60,000
Overhaul 3 Grit Pumps - Preliminary Treatment	-	-	42,000	-	-	42,000
Replace Screenings Grinder	-	-	35,000	35,000	35,000	105,000
6" Godwin Pump Set - Unit 390	-	-	32,000	-	-	32,000
Grit Pumps (2 each year)	-	-	30,000	30,000	30,000	90,000
Bisulfite Pump 1 & 2	-	-	5,000	5,000	-	10,000
Hypochlorite Pumps	-	-	5,000	5,000	-	10,000
Replace Flatbed Trailer V399	-	-	-	15,000	-	15,000
Replace Digester Gas Trap (10)	-	-	-	10,000	-	10,000
(300) Gate & Controller Wet Weather	-	-	-	10,000	-	10,000
Siphon #9 Plasticair Fan - Blackstone River	-	-	-	10,000	-	10,000
Replace Truck Mounted Salt/Sander - E0100	-	-	-	10,000	-	10,000
Replace Truck Mounted Salt/Sander - E0101	-	-	-	8,000	-	8,000
Confined Space Hoist Equipment	-	-	-	5,000	-	5,000
Incoming Transformer Large Substation	-	-	-	-	400,000	400,000

Section	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total Cost
Replace Vehicle - Unit 382	-	-	-	-	40,000	40,000
Rebuild Wet Weather Tank Dewater Pumps (3)	-	-	-	-	35,000	35,000
Rebuild Primary Sludge PS Dewater Pump	-	-	-	-	35,000	35,000
Replace Golf Cart - Floating Crew E0035	-	-	-	-	14,000	14,000
Replace Golf Cart - Manager E0049	-	-	-	-	12,000	12,000
Rebuild Digester #2 - BP	-	-	195,000	-	-	195,000
<i>Subtotal Bucklin Point</i>	<u>964,200</u>	<u>905,300</u>	<u>570,000</u>	<u>158,000</u>	<u>741,000</u>	<u>3,338,500</u>
PLANNING, POLICY & REGULATION						
Pretreatment						
Replacement of IKON RICOH MP8000SP Copier	20,000	-	-	-	-	20,000
Replace Vehicle - Unit 492	-	30,000	-	-	-	30,000
Replace Vehicle - Unit 423	-	-	-	30,000	-	30,000
<i>Subtotal Pretreatment</i>	<u>20,000</u>	<u>30,000</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>80,000</u>
Laboratory						
Replace ICP-MS for low level metal analyses	220,000	-	-	-	-	220,000
HVAC Upgrades	25,000	-	-	-	-	25,000
HVAC Replacements	25,000	-	-	-	-	25,000
Replace Refrigerators (3)	21,000	-	-	-	-	21,000
Replace back up refrigerated BOD incubator	4,500	-	-	-	-	4,500
Replace GC-MS	-	120,000	-	-	-	120,000
Replace Autoclave (B)	-	80,000	-	-	-	80,000
Replace Salt Water Nutrient Analyzer	-	50,000	-	-	-	50,000
Replace (3) water baths for fecal coliform analyses	-	10,000	-	-	-	10,000
Replace Auto digestion System for ICP-Trace & ICP-MS	-	-	33,000	-	-	33,000
Replace ICP for Industrial metal analyses	-	-	80,000	-	-	80,000
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 Digester block for TKN analyses (2)	-	-	13,000	-	-	13,000
Replace ICP-Trace	-	-	-	80,000	-	80,000
Replace (Fresh Water) Nutrient Analyzer	-	-	-	65,000	-	65,000
Replace Mercury Analyzer	-	-	-	50,000	-	50,000
Replace Oil and Grease Analyzer	-	-	-	45,000	-	45,000
Replace Refrigerators (3)	-	-	-	-	25,500	25,500
Replace Enterococci Sealers (3)	-	-	-	-	4,500	4,500
Replace Hach Spectrophotometer for Low level Chlorine (2)	-	-	-	-	8,000	8,000
Replace DI Unit with RO for pure water (3)	-	-	-	-	84,000	84,000
Replace Back up Mercury Analyzer	-	-	-	-	50,000	50,000
Replace BOD Skalar Analyzer	-	-	-	-	59,000	59,000
Replace Auto Titration system	-	-	-	-	40,000	40,000
Replace Incubators (3)	-	-	-	-	24,000	24,000
Micro biological temperature monitoring system	-	35,000	-	-	-	35,000
<i>Subtotal Laboratory</i>	<u>295,500</u>	<u>295,000</u>	<u>298,000</u>	<u>240,000</u>	<u>295,000</u>	<u>1,423,500</u>
EMDA						
Replace Monitoring Buoy & 650 Handheld Meter	68,000	-	-	-	-	68,000
Data Warehousing	32,000	-	-	-	-	32,000
Replace YSI Probes & Equipment	28,300	-	-	-	-	28,300
Replace 4 YSI Sondes (2-6600 & 2-600XL)	23,000	-	-	-	23,000	46,000
Replace 2 Refrigerated Autosamplers	13,000	-	-	13,000	-	26,000
Replace Caribe Boat and Motor	9,300	-	-	-	-	9,300
Replace 2 SIU Autosamplers	7,000	-	-	-	-	7,000
Replace Vehicle Unit 413 (2007 Ford Escape)	-	32,000	-	-	-	32,000
Replace 4 Refrigerated Autosamplers	-	26,000	-	-	-	26,000
Replace Seabird Water Column Profiler	-	18,000	-	-	-	18,000
Replace YSI Probes, 650 Handheld Meter, Solutions & Related Equipment	-	29,000	30,000	32,000	32,000	123,000
Replace 2 YSI Sondes (1-6600 & 1-600XL)	-	11,500	11,500	12,000	-	35,000
Replace 1 SIU Autosampler	-	3,500	-	3,500	-	7,000
Replace Vehicle Unit 432 (2008 Ford E150 Van)	-	-	34,000	-	-	34,000
Replace 3 6712 Refrigerated Autosamplers	-	-	19,500	-	-	19,500
Replace 1 SIU 3700 Autosampler	-	-	3,500	-	-	3,500
Replace Vehicle Unit 383 (2009 Dodge Caravan)	-	-	-	34,000	-	34,000
Replace 4 6712 Refrigerated Autosamplers	-	-	-	-	19,500	19,500
Replace 2 SIU 3700 Autosampler	-	-	-	-	7,000	7,000
<i>Subtotal EMDA</i>	<u>180,600</u>	<u>120,000</u>	<u>98,500</u>	<u>94,500</u>	<u>81,500</u>	<u>575,100</u>
Total	\$ 4,641,060	\$ 3,223,300	\$ 2,850,000	\$ 2,140,500	\$ 2,824,500	\$ 15,679,360



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	\$ -	\$ 1,289,025	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,294,025
Legal		439,495											439,495
<i>Subtotal</i>		<i>1,728,520</i>		<i>5,000</i>									<i>1,733,520</i>
Construction Services Division:													
Construction Services		171,937		30,000									201,937
<i>Subtotal</i>		<i>171,937</i>		<i>30,000</i>									<i>201,937</i>
Administration & Finance Division:													
Human Resources		415,418		50,000									465,418
Finance		1,041,432		75,000									1,116,432
Accounting		808,411		75,000									883,411
IT		1,891,302		892,000									2,783,302
Customer Service		2,519,624		30,000									2,549,624
Purchasing		341,047											341,047
Administration		2,394,540		45,416,364									47,810,904
<i>Subtotal</i>		<i>9,411,774</i>		<i>46,538,364</i>									<i>55,950,138</i>
Operations / Engineering Division:													
IM		2,209,062		468,760									2,677,822
Engineering		742,355		60,000									802,355
Fields Point		13,474,600		1,190,000									14,664,600
Bucklin Point		7,417,677		964,200									8,381,877
<i>Subtotal</i>		<i>23,843,695</i>		<i>2,682,960</i>									<i>26,526,655</i>
Planning, Policy & Regulation Division:													
Planning		558,390											558,390
Pretreatment		1,096,861		20,000									1,116,861
Lab		1,921,473		295,500									2,216,973
ESTA		391,531											391,531
EMDA		1,522,455		180,600									1,703,055
<i>Subtotal</i>		<i>5,490,710</i>		<i>496,100</i>									<i>5,986,810</i>
Non-Departmental													
Direct CIP Funding													-
Debt Service Coverage			-	13,144,946									13,144,946
<i>Subtotal</i>			<i>-</i>	<i>13,144,946</i>									<i>13,144,946</i>
TOTAL	\$ -	\$ 40,646,635	\$ -	\$ 62,897,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,544,004



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	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
30438 - Interceptor Easements																												
AVI Easements																												
AVI Design																												
AVI Bid/Award Process																												
AVI Construction																												
30444 - Moshassuck Valley Interceptor																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
30457 - Providence River Siphon Replacement																												
Planning																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
30458 - Douglas/Branch Avenue Interceptor Relief																												
Planning																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
30459 - Improvements to Interceptors FY 2015																												
Bid/Award Process																												
Construction																												
30462 - Improvements to Interceptors FY 2016																												
Bid/Award Process																												
Construction																												
30500 - NBC Interceptor Easements																												
Design/Funding Requirements																												
Construction																												
30501 - Interceptor Easements - NBC BVI																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
30700D - NBC System-Wide Facilities Planning																												
Design/Funding Requirements																												
30800 - CSO Phase III Facilities																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
40200 - NBC Systemwide Inflow Reduction Program																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
70800 - Omega Pump Station Improvements																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
80900 - BPWWTF Nitrogen Removal Facilities																												
Design/Funding Requirements																												
Bid/Award Process																												
Construction																												
81000 - BP UV Disinfection Improvements																												
Design/Funding Requirements																												
81300 - BPWWTF Flood Protection																												
Bid/Award Process																												
construction																												



Narragansett Bay Commission

Acronyms Glossary

ACA – Affordable Care Act

Commonly referred to as **Obamacare**, is landmark health insurance legislation passed by the 111th United States Congress in March 2010.

AFL-CIO – American Federation of Labor-Congress of Industrial Organizations

AFSCME – American Federation of State, County & Municipal Employees

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 111th 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

A report completed by NBC which conveys 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

Measures changes in the price level of a market basket of consumer goods and services purchased by households.

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**

An arrangement between a corporation, academic institution or government agency and its employees that provides a variety of support programs for the employees.

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.

EMPACT – Environmental Monitoring for Public Access and Community Tracking

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.

EPA - Environmental Protection Agency

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

EPCRA – Emergency Planning and Community Right-to-Know Act

An Act passed by Congress in 1984 in response to concerns regarding the environmental and safety hazards posed by the storage and handling of toxic chemicals. As a result, Congress imposed reporting on hazardous and toxic chemicals and emergency planning requirements for federal, state and local governments, tribes and industries.

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.

FSA – Flexible Spending Account

Also known as a flexible spending arrangement is one of a number of tax-advantaged financial accounts that can be set up through a cafeteria plan of an employer in the United States.

FSE – Food Service Establishment**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 concepts, principles, and procedures developed to serve as the norm for the fair presentation of financial statements.

GASB – Governmental Accounting Standards Board

A private not-for-profit organization that seeks to establish and improve standards of accounting and financial reporting for U.S. state and local governments.

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.

HDHP – High Deductible Health Plan

A health insurance plan with lower premiums and higher deductibles than a traditional health plan.

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.

HRA – Health Reimbursement Arrangement

Employer-funded plans that reimburse employees for incurred medical expenses that are not covered by the company's standard insurance plan.

HSA – Health Savings Account

A tax-advantaged medical savings account available to taxpayers in the United States who are enrolled in a high-deductible health plan (HDHP).

HVAC – Heating, Ventilating and Air Conditioning

The mechanical systems that provide temperature and air quality control in an office space and are generally interconnected.

IFAS – Integrated Fixed Film Activated Sludge

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

kWh – Kilowatt

A unit of energy used to monitor NBC's electricity usage.

LEED - Leadership in Energy and Environmental Design

A high performance green buildings certification program created by the US Green Building Council which focuses primarily on new, commercial building projects and based upon a points system. The more points you earn, the higher your rating.

LID – Low Impact Design

An approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible.

LIMs – Laboratory Information Management System

A software-based laboratory and information management system with key features that support a modern laboratory's operations. The system allows a way of tracking samples to be tested from the point of acquisition through the process of entering the results into the database.

LIUNA – Laborer's International Union of North America**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**MW – Megawatt**

The megawatt is equal to one million (10^6) watts.

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.

NBEP – Narragansett Bay Estuary Program

As part of the National Estuary Program, created in 1987 under the Clean Water Act, NBEP serves to protect and preserve Narragansett Bay and its watershed through partnerships that conserve and restore natural resources, enhance water quality and promote community involvement.

NEWEA – New England Water Environment Association

An Association of over 2,100 Water and Wastewater Professionals, who volunteer their time, energy and expertise in order to preserve, protect and manage New England’s water environment.

NWPCA – Narragansett Water Pollution Control Association

Established in 1952, the NWPCA is a non-profit organization created to promote the advancement of knowledge concerning the nature, collection, treatment, and disposal of domestic and industrial wastewaters.

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.

REC – Renewable Energy Credits

Tradable, non-tangible energy commodities in the United States that represent proof that 1 megawatt-hour (MWh) of electricity was generated from an eligible renewable energy resource (renewable electricity).

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.

RIGL – Rhode Island General Laws**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 – Rhode Island 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.

URI – University of Rhode Island**USEPA – United States Environmental Protection Agency**

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

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.

Clean Room - A controlled environment that has a low level of pollutants such as dust, airborne microbes, aerosol particles, and chemical vapors.

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.

Deionized Water Purification System - Removes any impurities in the water, forming pure water (H₂O).

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 include 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.

GASB 67 - Government Auditing Standards Board Statement 67 – Financial Reporting for Pension Plans which replaces the requirements of Statement 25 as they relate to pension plans that are administered through trusts or similar arrangements meeting certain criteria.

GASB 68 - Government Auditing Standards Board Statement 68 – Accounting and Financial Reporting for Pensions which replaces Statement 27 and requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits. The Statement also enhances accountability and transparency through revised and new note disclosures and required supplementary information.

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 Accrual Basis - Basis of accounting that focuses on current financial resources. Revenues are recognized when they become measurable and available to finance expenditures of the fiscal period. Debt service expenditures and other accrued liabilities that are not normally liquidated with expendable available financial resources are not recognized until due. In addition, inventories and prepayments may be recognized when incurred rather than when used or during the period benefited by the prepayment.

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.

Sodium Hypochlorite – A chemical compound used for water purification.

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

Special Master – A PUC restricted cash account originally designated to be used to fund the hiring of a “Special Master” or overseer of the CSO Phase I Facilities by the PUC. NBC was not required to hire the overseer and the project has long been completed.

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.

Therm - A unit of measurement for natural gas used to monitor NBC’s usage.

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 2016 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2015 BUDGET	FY 2016 PROPOSED	CHANGE FROM FY 2015	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	
PERSONNEL SERVICES															
52100	UNION - REGULAR	\$ 6,194,039	\$ 6,282,572	\$ 88,533	-	-	-	\$ 44,376	-	\$ 91,894	-	-	\$ 659,281	\$ 49,079	\$ 50,000
52150	UNION OVERTIME	510,400	475,400	(35,000)	-	-	-	-	-	-	-	-	5,000	-	-
52300	NON-UNION REGULAR	9,276,180	10,017,290	741,110	838,916	909,085	310,976	215,336	385,794	509,227	961,819	539,993	195,761	153,000	-
52350	NON-UNION OVERTIME	81,900	106,900	25,000	3,000	5,000	-	-	-	100	-	2,000	-	-	-
52400	NON-UNION LIMITED	32,100	32,100	-	-	-	-	-	-	3,000	-	2,500	-	-	-
52800	UNION PENSION	1,494,847	1,535,706	40,859	64,407	70,693	23,790	10,934	29,513	46,223	73,579	92,854	18,750	15,530	-
52810	FICA	1,231,238	1,296,238	65,000	-	-	-	19,868	-	-	-	-	-	-	-
52820	UNEMPLOYMENT	40,000	45,000	5,000	-	-	-	-	-	-	-	-	-	45,000	-
52920	NON UNION PENSION	935,809	1,101,012	165,203	83,892	91,909	31,098	21,534	38,579	50,933	96,182	54,199	19,576	103,890	-
52940	UNION RETIREMENT HEALTH	414,723	420,698	5,975	-	-	-	2,995	-	6,203	-	44,501	3,313	-	-
52950	HEALTH INSURANCE	3,507,641	3,617,872	110,231	119,395	182,382	62,197	59,697	38,921	139,421	154,829	318,257	34,263	30,000	-
52970	DENTAL INSURANCE	284,358	318,816	34,418	9,601	14,847	6,236	4,800	5,746	11,146	16,283	28,178	3,860	-	-
52980	VISION INSURANCE	45,468	45,716	248	1,355	2,046	873	677	929	1,746	2,241	4,187	573	-	-
52990	DISABILITY INSURANCE	39,056	41,009	1,953	-	-	-	-	-	-	-	-	-	41,009	-
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
53690	WORK COMP - OLD CLAIMS	30,000	10,000	(20,000)	-	-	-	-	-	-	-	-	-	-	10,000
TOTAL PERSONNEL SERVICES															
59000	SALARY REIMBURSEMENT	24,117,799	25,346,329	1,228,530	1,120,565	1,285,962	435,170	380,218	499,482	882,536	1,304,933	1,913,396	337,247	448,429	-
59001	FRINGE REIMBURSEMENT	(1,277,837)	(1,105,471)	172,366	(39,800)	(735,000)	(11,000)	-	-	(75,000)	-	-	-	-	-
		(702,809)	(608,008)	94,801	(21,890)	(404,250)	(6,050)	-	-	(41,250)	-	-	-	-	-
NET PERSONNEL SERVICES															
		22,137,153	23,632,850	1,495,697	1,058,875	146,712	418,120	380,218	499,482	766,286	1,304,933	1,913,396	337,247	448,429	-
OPERATING SUPPLIES/EXPENSES															
52610	MEDICAL SVCS.	11,390	14,390	3,000	-	125	-	10,000	-	-	-	-	-	-	-
53210	POSTAGE	473,105	437,827	(35,278)	-	100	-	-	-	50	35	403,000	700	34,592	-
53240	DUES & SUBSCRIPTIONS	58,280	62,980	4,700	28,000	1,200	6,000	4,700	2,800	1,000	5,800	500	100	9,000	-
53250	FREIGHT	34,900	44,050	9,150	600	200	200	400	250	100	1,200	200	100	3,000	-
53310	PRINTING & BINDING	148,390	162,740	14,350	7,500	100	100	50	8,000	50	-	125,140	1,000	5,000	-
53320	ADVERTISING	20,900	19,900	(1,000)	2,500	2,000	1,500	-	2,000	-	2,500	-	100	6,000	-
53330	RENTAL-EQUIPMENT	18,320	44,500	26,180	7,500	-	-	-	-	-	-	-	-	-	-
53340	RENTAL- CLOTHING	32,500	34,100	1,600	4,000	-	-	-	-	-	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	10,500	7,700	(2,800)	-	-	-	-	-	-	-	-	-	-	-
53360	MISCELLANEOUS EXPENSE	3,600	3,600	-	4,000	600	-	3,000	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	18,000	23,000	5,000	23,000	-	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	4,700	4,600	(100)	500	100	350	100	150	100	500	-	100	-	-
53420	LONG DISTANCE TRAVEL	60,700	68,200	7,500	28,000	1,500	3,500	1,500	4,000	-	8,000	1,000	-	-	-
53470	BLDG. & GRND. MAINT.	126,482	181,800	55,318	-	-	-	-	-	-	-	-	-	-	-
53480	SLUDGE DISPOSAL	5,640,023	4,814,370	(825,653)	-	-	-	-	-	-	-	-	-	73,000	-
53490	SCREENING & GRIT DISPOSAL	135,755	151,000	15,245	-	-	-	-	-	-	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	207,250	245,350	38,100	3,000	6,500	-	-	-	-	-	12,750	-	65,000	-
53610	REPAIRS BLDGS, STRUCT, EQUIP.	492,500	751,765	259,265	250	-	-	100	-	-	315	400	-	10,000	-
53620	REPAIR-HIGHWAY & WALKS	17,000	22,000	5,000	100	2,000	75	100	-	75	435,409	7,288	100	65,600	-
53630	MAINTENANCE CONTRACTS	978,004	1,105,374	127,370	-	-	-	-	-	-	-	-	-	-	-
53640	SERVICE AGREEMENTS	164,774	441,264	276,490	-	-	-	-	-	-	-	-	-	-	-
53650	HIGHWAY & LANDSCAPE	9,000	21,000	12,000	-	-	-	-	-	-	-	-	-	-	-
53660	INSURANCE	640,000	620,000	(20,000)	-	-	-	-	-	-	-	-	-	620,000	-
53680	WORK COMP-INSURANCE	410,000	418,200	8,200	-	-	-	-	-	-	-	-	-	418,200	-
53900	CENTRAL PHONE SVCS.	4,500	5,000	500	-	-	-	-	-	-	-	-	-	5,000	-
54000	TELEPHONE	177,720	191,320	13,600	1,500	4,000	-	-	-	-	60,000	12,300	400	25,000	-
54020	FUEL OIL #2 - DIESEL	18,000	23,000	5,000	-	-	-	-	-	-	-	-	-	-	-
54060	FUEL-GAS	470,234	420,145	(50,090)	-	-	-	-	-	-	-	-	-	-	-
54090	ELECTRICITY	3,535,694	3,543,108	7,414	-	-	-	-	-	-	-	-	-	31,444	-
														155,275	-

FY 2016 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2015 BUDGET	FY 2016 PROPOSED	CHANGE FROM FY 2015	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	36,500	56,500	20,000	-	-	-	-	-	-	-	-	5,000					
54200	CLOTHING	28,500	37,700	9,200	2,000	2,000	-	-	-	-	-	2,100	-					
54332	CHLORINE/HYPOCHLORITE	320,177	290,690	(29,487)	-	-	-	-	-	-	-	-	-					
54333	CARBON FEED	71,235	62,000	(9,235)	-	-	-	-	-	-	-	-	-					
54335	POLYMER	-	84,000	84,000	-	-	-	-	-	-	-	-	-					
54336	SODIUM HYDROXIDE	162,458	74,000	(88,458)	-	-	-	-	-	-	-	-	-					
54337	SODIUM BISULFITE	243,770	227,437	(16,334)	-	-	-	-	-	-	-	-	-					
54338	SODA ASH	-	19,800	19,800	-	-	-	-	-	-	-	-	-					
54340	LAB SUPPLIES	296,300	327,840	31,540	-	-	-	-	-	-	-	-	-					
54370	SUPPLIES BUILDING & MAINT.	287,650	372,450	84,800	100	500	-	-	50	800	450	-	5,000					
54410	EDUCATIONAL SUPP. & EXP.	65,350	85,750	20,400	7,500	500	2,400	-	2,500	10,000	1,500	300	25,000					
54420	COMPUTER SUPPLIES	85,200	113,750	28,550	500	1,000	150	-	200	60,000	300	200	6,000					
54430	OTHER OP. SUPPLIES & EXP.	20,550	21,950	1,400	500	200	-	-	-	1,500	-	-	3,000					
54440	SAFETY EQUIPMENT	25,900	54,950	29,050	100	200	-	-	-	-	1,000	-	1,000					
54500	OFFICE EXPENSE	86,475	104,985	18,510	20,000	2,600	600	-	4,200	6,000	310	4,000	20,000					
57913	LEASE INTEREST EXPENSE	15,000	15,000	-	-	-	-	-	-	-	-	-	15,000					
TOTAL OPERATING SUPP. & EXP.					15,667,287	15,831,085	163,798	137,150	25,225	14,875	24,700	26,400	10,125	586,369	571,928	3,800	1,606,111	
PROFESSIONAL SERVICES					472,850	452,850	(20,000)	-	-	-	-	435,000	-	-	-	-	-	-
52600	REGULATORY EXPENSE	-	-	(20,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52630	LECTURES/ED./PROF. SVCS.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
52650	SECURITY SERVICES	47,600	42,100	(5,500)	1,500	-	-	-	-	-	-	-	-	-	7,800	-	5,000	
52660	LEGAL SERVICES	201,000	196,000	(5,000)	35,000	-	5,000	-	-	-	-	40,000	-	-	1,000	-	115,000	
52670	MGMT/AUDIT SERVICES	2,214,375	262,050	(1,952,325)	50,000	-	1,500	-	-	-	-	40,550	32,000	-	-	-	130,000	
52680	CLERICAL SERVICES	16,500	16,000	(500)	6,000	-	-	-	-	-	-	-	-	-	-	-	-	
52690	OTHER SERVICES	214,200	213,700	(500)	500	-	-	-	-	-	-	-	-	-	25,500	-	90,000	
TOTAL PROFESSIONAL SERVICES					3,166,525	1,182,700	(1,983,825)	93,000	-	6,500	10,500	515,550	32,000	-	-	34,300	-	340,000
TOTAL OPERATIONS & MAINTENANCE					40,970,964	40,646,635	(324,329)	1,289,025	171,937	439,495	415,418	1,041,432	808,411	1,891,302	2,519,624	341,047	2,394,540	
CAPITAL OUTLAYS					82,000	91,000	9,000	-	-	-	-	-	-	-	-	-	-	-
16510	AUTOMOTIVE EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16520	BLDG. & PLANT EQUIP.	973,000	1,000,200	27,200	-	-	-	-	-	-	-	-	-	-	-	-	60,000	
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16570	LABORATORY EQUIP.	73,000	-	(73,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	
16580	OFFICE FURN&EQUIP.	272,000	437,000	165,000	5,000	-	-	-	-	-	75,000	107,000	5,000	-	-	-	100,000	
16583	COMPUTER SOFTWARE	370,000	532,000	162,000	-	-	-	-	-	-	-	375,000	-	-	-	-	-	
16585	COMPUTER HARDWARE	475,000	600,000	125,000	-	-	-	-	-	-	-	410,000	-	-	-	-	-	
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
16600	REPLACEMENT RESERVE	1,327,500	1,905,860	578,360	-	-	30,000	-	-	-	-	-	-	25,000	-	-	70,000	
16610	BUILDING & OTHER STRUCT.	106,000	75,000	(31,000)	-	-	-	-	-	-	-	-	-	-	-	-	75,000	
16630	IMP.-NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAYS					3,678,500	4,641,060	962,560	5,000	30,000	-	50,000	75,000	75,000	892,000	30,000	-	305,000	
DEBT SERVICE					840,196	1,006,246	166,050	-	-	-	-	-	-	-	-	-	-	1,006,246
	PROGRAMMED NEW DEBT	23,028,273	25,284,371	2,256,099	-	-	-	-	-	-	-	-	-	-	-	-	-	25,284,371
	PRINCIPAL	19,183,692	18,820,746	(362,946)	-	-	-	-	-	-	-	-	-	-	-	-	-	18,820,746
	INTEREST	43,052,161	45,111,364	2,059,202	-	-	-	-	-	-	-	-	-	-	-	-	-	45,111,364
TOTAL DEBT SERVICE					\$ 87,701,626	\$ 90,399,059	\$ 2,697,433	\$ 1,294,025	\$ 201,937	\$ 439,495	\$ 465,418	\$ 1,116,432	\$ 883,411	\$ 2,783,302	\$ 2,549,624	\$ 341,047	\$ 47,810,904	
TOTAL					\$ 87,701,626	\$ 90,399,059	\$ 2,697,433	\$ 1,294,025	\$ 201,937	\$ 439,495	\$ 465,418	\$ 1,116,432	\$ 883,411	\$ 2,783,302	\$ 2,549,624	\$ 341,047	\$ 47,810,904	
					\$1,935,456			\$55,950,138				ADMINISTRATION & FINANCE						
					EXECUTIVE AFFAIRS			EXECUTIVE AFFAIRS				ADMINISTRATION & FINANCE						

FY 2016 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2015 BUDGET	FY 2016 PROPOSED	CHANGE FROM FY 2015	OPERATIONS & ENGINEERING				PLANNING, POLICY, & REGULATION				ENV. MON. CC 55
					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	
PERSONNEL SERVICES													
52100	UNION - REGULAR	\$ 6,194,039	\$ 6,282,572	\$ 88,533	\$ 587,095	\$ -	\$ 2,115,484	\$ 1,730,563	-	\$ 122,507	\$ 423,432	\$ -	\$ 408,861
52150	UNION OVERTIME	510,400	475,400	(35,000)	35,000	-	200,000	180,000	-	400	25,000	-	30,000
52300	NON-UNION REGULAR	9,276,180	10,017,290	741,110	381,972	738,076	1,157,731	530,965	391,318	592,513	520,998	249,315	434,495
52350	NON-UNION OVERTIME	81,900	106,900	25,000	7,000	-	40,000	40,000	200	600	4,000	1,000	2,000
52400	NON-UNION LIMITED	32,100	32,100	-	-	-	-	-	5,000	2,000	6,000	-	5,600
52800	UNION PENSION	1,494,847	1,535,706	40,859	144,660	-	521,255	426,411	-	30,186	104,334	-	100,743
52810	FICA	1,231,238	1,296,238	65,000	77,729	56,463	268,761	191,367	30,334	54,929	74,926	19,149	67,393
52820	UNEMPLOYMENT	40,000	45,000	5,000	-	-	-	-	-	-	-	-	-
52920	NON UNION PENSION	935,809	1,101,012	165,203	38,897	73,808	119,773	57,097	39,152	59,311	52,500	25,032	43,650
52940	UNION RETIREMENT HEALTH	414,723	420,698	5,975	39,629	-	142,795	116,813	62,197	8,269	28,582	-	27,598
52950	HEALTH INSURANCE	3,507,641	3,617,872	110,231	315,276	117,276	748,638	571,204	172,512	172,512	230,881	59,697	200,828
52970	DENTAL INSURANCE	284,398	318,816	34,418	25,911	10,651	71,427	48,072	5,295	13,510	18,756	4,800	19,697
52980	VISION INSURANCE	45,468	45,716	248	3,569	1,459	10,032	7,086	768	2,004	2,695	677	2,800
52990	DISABILITY INSURANCE	39,056	41,009	1,953	-	-	-	-	-	-	-	-	-
53000	SUPP PENSION RETIREES	-	-	-	-	-	-	-	-	-	-	-	-
53690	WORK COMP - OLD CLAIMS	30,000	10,000	(20,000)	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES					1,656,738	997,734	5,395,896	3,899,578	534,265	1,058,741	1,492,104	359,671	1,343,665
59000	SALARY REIMBURSEMENT	(1,277,837)	(1,105,471)	172,366	(10,673)	(218,406)	(12,395)	-	-	-	-	(3,197)	-
59010	FRINGE REIMBURSEMENT	(702,809)	(608,008)	94,801	(5,870)	(120,123)	(6,817)	-	-	-	-	(1,758)	-
NET PERSONNEL SERVICES					1,640,195	659,205	5,376,684	3,899,578	534,265	1,058,741	1,492,104	354,716	1,343,665
OPERATING SUPPLIES/EXPENSES													
52610	MEDICAL SVCS.	11,390	14,390	3,000	-	-	-	-	-	-	-	-	-
53210	POSTAGE	473,105	437,827	(35,278)	-	50	-	-	-	-	-	-	4,265
53240	DUES & SUBSCRIPTIONS	58,280	62,980	4,700	680	2,000	3,800	2,500	600	500	400	1,500	300
53250	FREIGHT	34,900	44,050	9,150	3,000	300	10,500	10,000	200	400	5,800	100	1,500
53310	PRINTING & BINDING	148,390	162,740	14,350	100	-	500	1,000	100	4,500	-	1,000	10,600
53320	ADVERTISING	20,900	19,900	(1,000)	500	-	2,000	1,000	-	800	-	-	-
53330	RENTAL-EQUIPMENT	18,320	44,500	26,180	1,500	-	16,000	13,500	-	-	-	-	-
53340	RENTAL-CLOTHING	32,500	34,100	1,600	5,100	-	14,000	15,000	-	-	-	-	-
53350	RENTAL-OUTSIDE PROPERTY	10,500	7,700	(2,800)	-	-	-	-	1,200	-	-	2,500	-
53360	MISCELLANEOUS EXPENSE	3,600	3,600	-	-	-	-	-	-	-	-	-	-
53370	PUBLIC OUTREACH ED.	18,000	23,000	5,000	-	-	-	-	-	-	-	-	-
53410	LOCAL TRAVEL	4,700	4,600	(100)	400	200	50	250	500	50	100	750	400
53420	LONG DISTANCE TRAVEL	60,700	68,200	7,500	5,000	2,500	-	1,000	3,000	2,000	4,500	2,500	200
53470	BLDG. & GRND. MAINT.	126,482	181,800	55,318	7,100	-	45,000	40,000	-	200	16,500	-	-
53480	SLUDGE DISPOSAL	5,640,023	4,814,370	(825,653)	-	-	3,922,991	891,380	-	-	-	-	-
53490	SCREENING & GRIT DISPOSAL	135,755	151,000	15,245	34,000	-	75,000	42,000	-	-	-	-	-
53510	VEHICLE FUEL & MAINTENANCE	207,250	245,350	38,100	90,000	3,500	65,000	30,000	-	8,000	-	1,600	25,000
53610	REPAIRS BLDGS, STRUCT, EQUIP.	492,500	751,765	259,265	55,000	1,000	320,000	275,000	-	200	27,000	-	7,500
53620	REPAIR-HIGHWAY & WALKS	17,000	22,000	5,000	12,000	-	-	-	50	1,000	60,021	-	750
53630	MAINTENANCE CONTRACTS	978,004	1,105,374	127,370	10,682	44,700	325,736	151,688	-	-	-	-	-
53640	SERVICE AGREEMENTS	164,774	441,264	276,490	-	-	300,524	140,740	-	-	-	-	-
53650	HIGHWAY & LANDSCAPE	9,000	21,000	12,000	7,000	-	4,000	10,000	-	-	-	-	-
53660	INSURANCE	640,000	620,000	(20,000)	-	-	-	-	-	-	-	-	-
53680	WORK COMP-INSURANCE	410,000	418,200	8,200	-	-	-	-	-	-	-	-	-
53900	CENTRAL PHONE SVCS.	4,500	5,000	500	-	-	-	-	-	-	-	-	-
54000	TELEPHONE	177,720	191,320	13,600	31,000	12,000	17,500	10,000	700	7,220	1,300	800	7,600
54020	FUEL OIL #2 - DIESEL	18,000	23,000	5,000	-	-	18,000	5,000	-	-	-	-	-
54060	FUEL-GAS	470,234	420,145	(50,090)	26,917	-	225,095	113,291	-	-	23,398	-	-
54090	ELECTRICITY	3,535,694	3,543,108	7,414	164,789	-	1,782,261	1,440,784	-	-	-	-	-

FY 2016 Operating Budget Detail

ACCT. NUMBER	BUDGET ACCOUNT	FY 2015 BUDGET	FY 2016 PROPOSED	CHANGE FROM FY 2015	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	36,500	56,500	20,000	3,000	-	25,000	20,000	-	-	3,500	-	-	-
54200	CLOTHING	28,500	37,700	9,200	5,000	300	8,000	7,500	300	1,000	3,000	500	6,000	-
54332	CHLORINE/HYPOCHLORITE	320,177	290,690	(29,487)	-	-	273,702	16,988	-	-	-	-	-	-
54333	CARBON FEED	71,235	62,000	(9,235)	-	-	57,500	4,500	-	-	-	-	-	-
54335	POLYMER	-	84,000	84,000	-	-	74,000	84,000	-	-	-	-	-	-
54336	SODIUM HYDROXIDE	162,458	74,000	(88,458)	-	-	74,000	-	-	-	-	-	-	-
54337	SODIUM BISULFITE	243,770	227,437	(16,334)	-	-	214,557	12,880	-	-	-	-	-	-
54338	SODA ASH	-	19,800	19,800	-	-	-	19,800	-	-	-	-	-	-
54340	LAB SUPPLIES	296,300	327,840	31,540	-	-	20,000	18,000	-	3,000	229,600	500	56,740	-
54370	SUPPLIES BUILDING & MAINT.	287,650	372,450	84,800	69,500	-	190,000	100,000	100	500	550	2,400	2,500	-
54410	EDUCATIONAL SUPP. & EXP.	65,350	85,750	20,400	2,000	2,000	4,000	4,000	1,800	2,500	1,000	8,500	3,500	-
54420	COMPUTER SUPPLIES	85,200	113,750	28,550	1,300	100	36,000	5,000	50	1,200	500	850	400	-
54430	OTHER OP. SUPPLIES & EXP.	20,550	21,950	1,400	12,000	-	1,000	1,500	2,200	50	-	-	200	-
54440	SAFETY EQUIPMENT	25,900	54,950	29,050	5,000	-	20,000	11,800	100	1,000	2,250	5,500	7,000	-
54500	OFFICE EXPENSE	86,475	104,985	18,510	5,500	1,500	11,000	7,000	3,225	4,000	3,100	3,550	4,600	-
57913	LEASE INTEREST EXPENSE	15,000	15,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING SUPP. & EXP.		15,667,287	15,831,085	163,798	558,068	70,150	8,082,715	3,507,100	14,125	38,120	382,519	36,815	134,790	-
PROFESSIONAL SERVICES		472,850	452,850	(20,000)	300	-	8,000	9,000	-	-	550	-	-	-
52600	REGULATORY EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
52620	ARCHITECT/ENG. SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-
52630	LECTURES/ED./PROF. SVCS.	-	-	-	-	-	-	-	-	-	-	-	-	-
52650	SECURITY SERVICES	47,600	42,100	(5,500)	10,000	8,000	6,500	2,000	-	-	1,300	-	-	-
52660	LEGAL SERVICES	201,000	196,000	(5,000)	-	-	-	-	-	-	-	-	-	-
52670	MGMT/AUDIT SERVICES	2,214,375	262,050	(1,952,325)	-	-	-	-	-	-	-	-	-	-
52680	CLERICAL SERVICES	16,500	16,000	(500)	-	-	-	-	10,000	-	-	-	-	-
52690	OTHER SERVICES	214,200	213,700	(500)	500	5,000	700	-	-	-	45,000	-	44,000	-
TOTAL PROFESSIONAL SERVICES		3,166,525	1,182,700	(1,983,825)	10,800	13,000	15,200	11,000	10,000	-	46,850	-	44,000	-
TOTAL OPERATIONS & MAINTENANCE		40,970,964	40,646,635	(324,329)	2,209,062	742,355	13,474,600	7,417,677	558,390	1,096,861	1,921,473	391,531	1,522,455	-
CAPITAL OUTLAYS		82,000	91,000	9,000	-	30,000	25,000	36,000	-	-	-	-	-	-
16510	AUTOMOTIVE EQUIP.	-	-	-	4,000	-	517,000	394,200	-	-	25,000	-	-	-
16520	BLDG. & PLANT EQUIP.	973,000	1,000,200	27,200	-	-	-	-	-	-	-	-	-	-
16540	ED. AND REC. EQUIP.	-	-	-	-	-	-	-	-	-	-	-	-	-
16570	LABORATORY EQUIP.	73,000	-	(73,000)	-	-	-	-	-	-	-	-	-	-
16580	OFFICE FURN&EQUIP.	272,000	437,000	165,000	-	-	-	20,000	-	-	-	-	-	-
16583	COMPUTER SOFTWARE	370,000	532,000	162,000	-	-	105,000	20,000	-	-	-	-	32,000	-
16585	COMPUTER HARDWARE	475,000	600,000	125,000	-	-	110,000	80,000	-	-	-	-	-	-
16590	OTHER EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
16600	REPLACEMENT RESERVE	1,327,500	1,905,860	578,360	464,760	30,000	433,000	414,000	-	20,000	270,500	-	148,600	-
16610	BUILDING & OTHER STRUCT.	106,000	75,000	(31,000)	-	-	-	-	-	-	-	-	-	-
16630	IMP.-NOT BLDG OR STRUCT.	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAYS		3,678,500	4,641,060	962,560	468,760	60,000	1,190,000	964,200	-	20,000	295,500	-	180,600	-
DEBT SERVICE		840,196	1,006,246	166,050	-	-	-	-	-	-	-	-	-	-
	PROGRAMMED NEW DEBT	23,028,273	25,284,371	2,256,099	-	-	-	-	-	-	-	-	-	-
	PRINCIPAL	19,183,692	18,820,746	(362,946)	-	-	-	-	-	-	-	-	-	-
	INTEREST	43,052,161	45,111,564	2,059,202	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE		\$ 87,701,626	\$ 90,399,059	\$ 2,697,433	\$ 2,677,822	\$ 802,355	\$ 14,664,600	\$ 8,381,877	\$ 558,390	\$ 1,116,861	\$ 2,216,973	\$ 391,531	\$ 1,703,055	\$ 55,986.810
TOTAL		\$ 87,701,626	\$ 90,399,059	\$ 2,697,433	\$ 2,677,822	\$ 802,355	\$ 14,664,600	\$ 8,381,877	\$ 558,390	\$ 1,116,861	\$ 2,216,973	\$ 391,531	\$ 1,703,055	\$ 55,986.810
					OPERATIONS & ENGINEERING					PLANNING, POLICY, & REGULATION				

