

Narragansett Bay Commission

FY 2023

ANNUAL BUDGET



LAURIE HORRIDGE
Executive Director

VINCENT J. MESOLELLA
Chairman



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Narragansett Bay Commission
Rhode Island**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

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, 2021. The GFOA also awarded NBC 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. 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.



Photo: Providence River, Rhode Island

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BOARD OF COMMISSIONERS

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

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Photo: Seal in Providence River, Rhode Island

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.

| EXECUTIVE DIRECTOR | | | | |
|------------------------|----------------------------|------------------|-----------------------------------|------------------------------------|
| ADMINISTRATION | CONSTRUCTION & ENGINEERING | FINANCE | OPERATIONS & MAINTENANCE | ENVIRONMENTAL SCIENCE & COMPLIANCE |
| Administration | Construction Services | Finance | Operations & Maintenance Services | Technical Analysis & Compliance |
| Human Resources | Engineering | Accounting | Interceptor Maintenance | Pretreatment |
| Legal | | Customer Service | Field’s Point | Laboratory |
| Information Technology | | Purchasing | Bucklin Point | Environmental Monitoring |
| | | General Services | | |



*Photo: Sunset over Field’s Point Wastewater Treatment Facility Wind Turbines
Providence River, Rhode Island*

NARRAGANSETT BAY COMMISSION

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Budget Message

“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: Narragansett Bay at Sunset

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its Fiscal Year (FY) 2023 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 collections system, and water quality monitoring efforts. This budget also demonstrates NBC’s commitment to providing excellent service at a reasonable cost to its ratepayers through the careful allocation of resources. The Budget incorporates the GFOA S.M.A.R.T. Goal framework, and an increased number of performance measures based on output and outcome.

Fiscal Year 2023 Outlook

NBC’s Budget is based on the Strategic Plan, which sets forth NBC’s goals and priorities for the next ten years. This narrative serves to link the allocation of resources in the FY 2023 Budget to each program’s short-term service level objectives and the Goals in the Strategic Plan listed below. A complete Strategic Plan overview is in the Budget Process and Policies section of the Budget.

Strategic Plan Goals



Core Business

NBC’s Core Business Goal in FY 2023 and beyond is the successful operation and maintenance of its treatment and collection systems, as well as the completion of capital investments to ensure NBC’s compliance with the

Rhode Island Pollution Discharge Elimination System (RIPDES) permits issued to NBC by the Rhode Island Department of Environmental Management (RIDEM) and the Consent Agreement associated with the permits. The alignment of the FY 2023 Budget with the Core Business Goal is evident in the \$44.9 million or 15.7% increase in the budget over the prior year driven by a \$42.8 million or 23.7% increase in the Capital Budget.

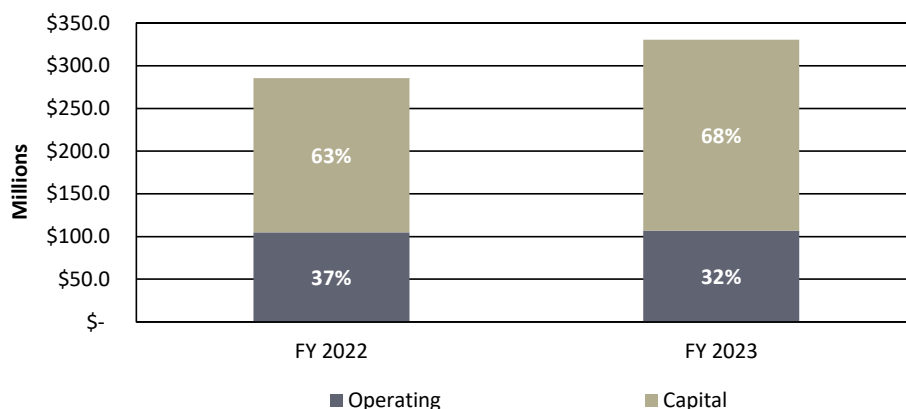
FY 2023 Budget

(In Millions)

| | FY 2022 | FY 2023 | Difference | % Change |
|------------------|-----------------|-----------------|----------------|--------------|
| Operating Budget | \$ 104.9 | \$ 107.0 | \$ 2.1 | 2.0% |
| Capital Budget | 180.8 | 223.6 | 42.8 | 23.7% |
| Total | \$ 285.7 | \$ 330.6 | \$ 44.9 | 15.7% |

The following graph shows NBC’s investment in capital improvements, with the FY 2023 Capital Budget increasing from 63% to 68% of the total Annual Budget on a year-over-year basis.

Operating vs. Capital Budget



The increase in the Capital Budget is due to programmed Capital Improvement Program (CIP) expense of \$219.8 million in FY 2023, which is 24.7% higher than the prior year. NBC broke ground on the \$488.6 million Pawtucket Tunnel project on June 18, 2021. The tunnel is the centerpiece of Phase III of the federally mandated Combined Sewer Overflow Abatement Program, referred to as RestoredWaters RI.

The RestoredWaters RI initiative consists of four phases, A, B, C and D to be completed by 2041. Design and construction of the Phase III A Facilities is the largest component of the CIP, with \$173.3 million programmed in FY 2023. The CSO Phase III A Facilities consist of eleven construction contracts, of which three are complete, with the remaining in the design or construction phase. The estimated project, excluding costs incurred prior to July 1, 2020, is \$821.7 million. The CSO Phase III A Facilities are currently scheduled to be operational by 2027. The funding of this project, commensurate with mitigating ratepayer impact is a priority.



Photo: Aerial View of the CSO Phase III A Tunnel Site in Pawtucket, RI



The CIP also includes \$28.9 million for the Bucklin Point Resiliency Improvements, \$9.0 million for the Field’s Point Resiliency Improvements, and \$8.6 million for other projects. The CIP shows additional planned expenditures during FY 2024 – 2028 of \$562.1 million for a total of \$781.9 million. This year’s budget also supports the capital program through funding for three new positions in the Construction and Engineering Division. This includes a Resident Representative in the Construction Section, and a Principal Environmental Engineer and an Environmental Engineer in the Engineering Section. Please refer to the Capital Budget – CIP section of the Budget for additional information regarding the CIP.

CIP by Major Project
(In millions)

| Major Project | FY 2023 | FY 2024 – FY 2028 | Total |
|---------------------------------------|-----------------|----------------------|-----------------|
| CSO Phase III A Facilities | \$ 173.3 | \$ 403.9 | \$ 577.2 |
| Field’s Point Resiliency Improvements | 9.0 | 88.4 | 97.4 |
| Bucklin Point Resiliency Improvements | 28.9 | 12.7 | 41.6 |
| All Other Projects | 8.6 | 57.1 | 65.7 |
| Total CIP | \$ 219.8 | \$ 562.1 | \$ 781.9 |

NBC’s Core Business Goal includes compliance with the RIPDES permit effluent limitations and monitoring requirements. NBC’s FY 2023 Budget and performance measures are based on meeting or surpassing its RIPDES permit limits for the wastewater treatment facilities (WWTFs) located at Field’s Point and Bucklin Point. The RIPDES permit levels are in the following table and are wastewater industry standards for measuring the effectiveness of wastewater treatment and the quality of effluent discharged into the receiving waters.

RIPDES Discharge Permit Limits

| | Field’s Point WWTF | | | | Bucklin Point WWTF | | | |
|-----------------|--------------------|------|-------------|----------|--------------------|------|-------------|----------|
| | TSS | cBOD | Enterococci | Nitrogen | TSS | cBOD | Enterococci | Nitrogen |
| Unit of measure | mg/l | mg/l | MPN/100ml | mg/l | mg/l | mg/l | MPN/100ml | mg/l |
| Permit/Goal | 20 | 20 | 35 | 5 | 20 | 20 | 35 | 5 |
| CY 2021 Actual | 5.02 | 3.16 | 6.9 | 2.56 | 5.06 | 1.15 | 6.4 | 2.81 |

The FY 2023 Budget and performance measures are based on RIPDES permit limits of 20 milligrams per liter (mg/l) for both Carbonaceous Biochemical Oxygen Demand (cBOD) and Total Suspended Solids (TSS) at Field’s Point and Bucklin Point. The RIPDES permits set forth daily and monthly limits for both parameters, with levels being less restrictive from November through April. The RIPDES permit also sets forth enterococci limits of 35 Most Probable Number (MPN) or viable cells in a liquid sample per 100ml for both WWTFs. Enterococci are bacteria found in the intestinal tract of warm-blooded animals. Lastly, the RIPDES permits set forth seasonal total nitrogen permit limits of 5 mg/l from May to October at the Field’s Point and Bucklin Point WWTFs.

The FY 2023 Budget includes the allocation of resources to support excellent wastewater treatment and collection. This includes two new positions, a Utility Operator, and an Assistant Control Systems Administrator, that will support operations. On a year-over-year basis, the expenses with the most significant increases relate to utilities. The budget for electricity is \$0.7 million or 19.4% higher than the prior year. The increase is primarily due to a 18.7% increase in the composite rate per kWh. The FY 2023 budget for natural gas is \$0.4 million or 54.7% higher due to an increase of 0.3 million budgeted Therms for supplemental fuel for the Biogas Facility, as well as a projected 7.4% increase in the composite rate per Therm. A related expense, for operating the Biogas Facility is \$0.2 million or 56.7% lower than the prior year due to updated engineering estimates.

Resources have been allocated in FY 2023 to support the core business goal through the budgeting of \$5.4 million for biosolids disposal, a byproduct of the wastewater treatment process. This is 0.8% higher than the prior year and includes a 4.4% increase in the budgeted contract disposal rate based on the Consumer Price

Index (CPI). The budget for chemicals is \$1.2 million, which is \$0.1 million lower than the prior year primarily due to the receipt of multi-year bids that were lower than the FY 2022 budgeted rates.

The FY 2023 Budget also includes programmed Operating Capital Program (OCP) expense of \$3.8 million in FY 2023 for asset purchases, replacements, and betterments. Approximately 46.0% of the total OCP, or \$1.8 million is allocated for the purchase of assets such as pumps, drives, valves, flow meters, and vehicles for wastewater treatment and collections. The most significant investments at Field’s Point include \$0.3 million for the replacement of bar racks and the grit tank unit, while at Bucklin Point, \$0.2 million is budgeted for the replacement of the effluent pump and the roof on the carbon feed building.



Photo: Bar Rack

Environmental Performance

The FY 2023 Budget reflects NBC’s commitments to minimize environmental impacts through investments in energy efficiency and sustainability initiatives. This year’s budget reflects the generation of 29.4 million kWh from sustainable energy investments, which is 83.0% of the FY 2023 budgeted electricity use. NBC’s on-site sustainable resources are projected to generate 10.2 million kWh in FY 2023. In addition, the budget reflects Net Metering Credits (NMC) for off-site sustainable energy production of 19.2 million kWh. NBC retains 100% of the NMC generated from the wind turbines in Coventry and 25% of the NMC earned through its Power Purchase Agreements (PPA). The FY 2023 budgeted production from the off-site facilities is projected to reduce expense by \$2.8 million. The FY 2023 budget includes payment of 75% of the PPA generated NMC or \$1.1 million. The budget also includes Renewable Energy Credit (REC) revenue of \$0.7 million from NBC’s sustainable portfolio in FY 2023.

FY 2023 Budgeted Electricity Generated from Sustainable Sources



On-site Sustainable kWh - 10.2 M

7.6 M - Field's Point Wind Turbines
2.6 M - Bucklin Point Biogas Facility

Off-site Sustainable kWh - 19.2 M

8.8 M - NBC Wind Turbines in Coventry
10.4 M - Green PPA

Total Sustainable Production - 29.4 M kWh (83.0% of budgeted use)

NBC has programmed \$1.0 million for the design and construction of a solar carport adjacent to Field’s Point. NBC estimates that the project will generate REC revenue of \$4.2 thousand in FY 2023 along with savings of \$27.1 thousand based on the production of 0.2 million kWh.

The FY 2023 budget supports NBC’s Environmental Performance Strategic Plan Goal to continuously evaluate environmental performance to identify, quantify, and minimize NBC’s impact on the environment. The budget includes laboratory capital investments of \$0.4 million for the replacement of the Cyanide Analyzer, Industrial Metals Analyzer, Saltwater Analyzer, and sample refrigerators along with a bioassay aquatic filtration system and a new autoclave data logger probe system. Capital resources are also directed to NBC’s sampling program through the replacement of several assets including a sampling vessel, vehicle, fixed-site sondes, and nutrient sampling probes at a cost of \$0.3 million.



Photo: Cyanide Analyzer

NBC’s Environmental Monitoring program protects public health through ensuring proper operation of the wastewater treatment plants and protecting the quality of receiving waters. The RIPDES permit requires once daily sampling for TSS, cBOD, total residual chlorine and ph and twice daily sampling for fecal coliform and

enterococci. NBC has allocated resources to support the ancillary services needed for sampling and data analysis efforts. The FY 2023 budget for lab supplies and lab chemicals and gases is \$73 thousand higher than the prior year, reflecting vendor price increases. The budget also includes approximately \$97 thousand for maintenance contracts to ensure continuous operation of critical laboratory equipment including the water purification system, nutrient analyzers, autoclaves, extractors, and instruments as well as calibration of instruments and fume hoods.

Financial Management



The most significant financial challenge facing NBC is ensuring sufficient resources for operating, maintenance and capital needs while simultaneously mitigating ratepayer impact. The FY 2023 Operating Budget is \$2.1 million or 2.0% higher than the prior year, including the Transfer to the Project Fund. In addition to the highlights below, please refer to the Operating Budget section of the Budget for additional information regarding the Operating Budget.

Operating Budget

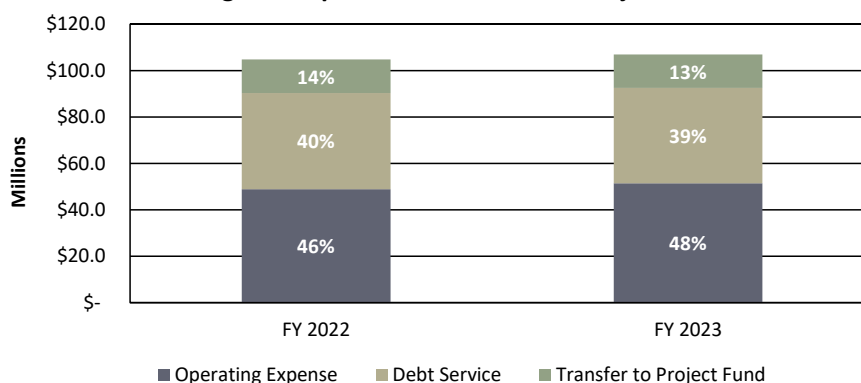
(In Millions)

| | FY 2022 | FY 2023 | Difference | % Change |
|---|-----------------|-----------------|---------------|-------------|
| Revenue | \$ 104.9 | \$ 107.0 | \$ 2.1 | 2.0% |
| Expense | | | | |
| Operating Expense | 48.9 | 51.4 | 2.5 | 5.1% |
| Debt Service | 41.5 | 41.2 | (0.3) | (0.7%) |
| Transfer to Project Fund | 14.5 | 14.4 | (0.1) | (0.7%) |
| Expense and Transfer to Project Fund | \$ 104.9 | \$ 107.0 | \$ 2.1 | 2.0% |

With respect to revenue, the FY 2023 budgeted revenue is \$2.1 million or 2.0% higher than the prior year. The increase is due to the return of customer behavior to pre-pandemic patterns and an across-the-board 0.56% sewer user rate increase, resulting in user fee revenue that is 1.8% higher than the prior year. FY 2023 budgeted revenue reflects the reinstatement of late fee charges, temporarily suspended by the Rhode Island Public Utilities Commission (PUC) in response to the pandemic. To support NBC's financial analysis capabilities and rate case development, this year's budget includes funding for a new Revenue Analyst position. Funding is also included for rate case assistance in anticipation of filing a rate application with the PUC for new rates effective July 1, 2024.

The following chart shows that Operating Expense has increased from 46% to 48% of the FY 2023 budgeted Expense and Transfer to Project Fund, while Debt Service has decreased from 40% to 39%.

Budgeted Expense and Transfer to Project Fund



Operating Expense is \$51.4 million which is 5.1% higher than the prior year. Operating Expense has four expense categories including Personnel, Operating Supplies and Expense, Professional Services and Lease/Subscription Expense. Personnel expense is 56.4% of total Operating Expense and is 3.7% higher on a year-to-year basis. The budget reflects the terms of the negotiated union contracts executed in March 2022 that will be in effect through June 30, 2025, along with funding for eight additional positions.

The FY 2023 budget for Operating Supplies and Expense is \$20.0 million, which is 5.2% higher than the prior year. In addition to the large increases related to utilities, this year’s budget includes an additional \$0.4 million for software subscriptions and maintenance, which is due in large part to the reclassification of expense previously budgeted as operating capital. Insurance expense is \$0.2 million or 15.9% higher than the prior year due to an increase in the premium for the cybersecurity policy.

The FY 2023 budget for Professional Services is \$0.4 million or 19.6% higher than the FY 2022 budget. This includes an increase of \$0.2 million in Other Services for electronic payment transaction fees. Regulatory expense is \$0.1 million 14.6% higher than the prior year due to a higher PUC regulatory assessment.

Lease/Subscription Expense is a new expense category this year based on the implementation of GASB 87 and GASB 96. The FY 2023 budget includes \$0.1 million for the wind turbine land leases in Coventry.

The FY 2023 budget for Debt Service is \$0.3 million or 0.8% lower than the prior year due to debt amortization and the FY 2023 budgeted Transfer to Project Fund is \$0.1 million less than the prior year. Please refer to the Long-Term Financial Plan section for more information regarding debt service and the Transfer to the Project Fund as well as capital funding and rate impacts.

Staffing

Another NBC Strategic Plan Goal is Staffing, which involves recruiting, developing, and retaining highly qualified staff. This year’s budget reflects the implementation of a one-year extension of the Collective Bargaining Agreement (CBA) through the year ending June 30, 2022, and a new 3-year Collective Bargaining Agreement through the year ending June 30, 2025. The CBAs include a 2.0% COLA in FY 2022 and a 2.5% COLA in FY 2023 along with contracted step increases. Comparable merit increases for non-union employees are also included in the budget.

NBC continues to offer its employees comprehensive benefits. The budget includes a 6.0% increase in the budgeted healthcare premium and the employee premium co-payments are unchanged. This year’s budget funds the Workplace Wellness initiative that provides a financial incentive for employees who actively participate in wellness programs. NBC’s budget reflects an investment in safety and training. In addition to other programs, NBC has allocated \$30,000 for online training, \$46,000 for management training, and \$6,500 for flagger recertification. The budget also includes funding for a new HR Training Specialist position to provide support for NBC’s training initiatives.

The total number of Full-Time Equivalents (FTEs) included in the FY 2023 budget is 305. Budgeted turnover is unchanged from the prior year at 8.0 FTEs, resulting in 297.0 funded FTEs as shown in the following table.

| Budgeted FTEs | | | |
|----------------------|----------------|----------------|---------------|
| | FY 2022 | FY 2023 | Change |
| Total | 297.0 | 305.0 | 8.0 |
| Less: turnover | (8.0) | (8.0) | 0.0 |
| Net FTEs | 289.0 | 297.0 | 8.0 |

Customer Focus



The FY 2023 budget reflects NBC's continued customer focus with the provision of excellent service. This budget allocates resources to the timely and accurate monthly billing of NBC's 85,300 customer accounts. In FY 2023, NBC continues to focus on training of Customer Service staff and the development of expanded user guides. Customer Service is enhanced through the inclusion of \$0.7 million in the FY 2023 budget for electronic payment transaction fees, enabling customers to pay their bills online with no fee. The FY 2023 budget also includes \$7,200 for a new call monitoring system to record customer calls and ensure service quality. The postage budget is \$21 thousand higher than the prior year, reflecting postage rate increases. The budget also includes funding for a new Customer Service Representative position to provide additional customer support.

Communication

In terms of communication, the FY 2023 budget includes resources for NBC's Watershed Explorers Education Program that reaches out to elementary 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 the students. Efforts will continue this fiscal year to educate the public about the ongoing progress with RestoredWaters RI, including enhanced video content of construction activity and a naming contest for the Tunnel Boring Machine.

Fiscal Year 2022 in Review

FY 2022 continued to be challenging for all due to COVID-19. NBC staff returned to the office in June 2021 and all employees were required to be vaccinated by September 30, 2021. NBC made on-site COVID-19 testing available and followed CDC guidance to protect the health of employees and the public. Regardless, many employees were impacted, and NBC made best efforts to balance employee and operational needs.

NBC had numerous achievements in FY 2022. NBC's cost centers reported 129 accomplishments with 51 or 39% focused on NBC's Core Business Goal. In addition, 29% of the accomplishments related to the Financial Management Goal and 11% of the accomplishments related to the Staffing Goal. The following table outlines the percentage of FY 2022 accomplishments by goal and division.

FY 2022 Major Accomplishments

| Strategic Plan Goals | Administration | Construction Services | Finance | Operations & Maintenance | Environmental Science & Compliance | Total | Percent |
|----------------------|----------------|-----------------------|-----------|--------------------------|------------------------------------|------------|-------------|
| Core Business | 13 | 7 | 3 | 16 | 12 | 51 | 39% |
| Environmental | - | - | - | - | 9 | 9 | 7% |
| Financial Management | 2 | 1 | 35 | - | - | 38 | 29% |
| Customer Focus | 1 | - | 3 | - | 2 | 6 | 5% |
| Staffing | 13 | - | - | - | 1 | 14 | 11% |
| Communication | 4 | - | - | 1 | 5 | 10 | 8% |
| Organizational | - | - | 1 | - | - | 1 | 1% |
| Total | 33 | 8 | 42 | 17 | 29 | 129 | 100% |

NBC's core business success was acknowledged by the receipt of several Rhode Island Clean Water Association (RICWA) Awards. Both the Field's Point and Bucklin Point facilities were recognized with Gold Awards for outstanding permit compliance for the second consecutive year, a significant accomplishment given the number of regulated parameters. In addition, NBC's Field's Point facility earned RICWA's Matera Safety Award in recognition of exemplary employee safety efforts.

NBC also received the New England Water Environment Association (NEWEA) STORMY Award which recognizes agencies for best stormwater management solutions in New England. NBC completed a Green Stormwater Infrastructure (GSI) project in Central Falls that involved the construction of an underground infiltration system, stormwater systems, and installation of a new infilled synthetic turf system. This innovative project addressed stormwater and at the same time, resulted in a new, usable resource for NBC's ratepayers in the community.



Photo: Central Falls High School soccer game at Macomber Field

In terms of national recognition, NBC won the Excellence in Management Award at the Platinum level from the National Association of Clean Water Agencies (NACWA), one of only four Platinum Awards in the country. To earn this award, NBC demonstrated implementation of management practices that address the range of challenges identified in NACWA's Ten Attributes of Effectively Managed Water Sector Utilities and Keys to Management Success. NBC also received the United States Environmental Protection Agency (USEPA) Merit Award for the Rhode Island Water and Wastewater Agency Response Network. The response network allows RI water and wastewater systems to receive rapid mutual aid and assistance from each other to restore facilities damaged by natural or man-made incidents.



NBC's facilities continued to provide highly effective wastewater treatment, protecting Narragansett Bay from high loadings of conventional and other pollutants. From July 1, 2021, through February 2022, Field's Point treated an average of 44.9 million gallons per day (MGD) and Bucklin Point treated an average of 20.2 MGD. In terms of effluent quality, cBOD averaged less than 4 mg/l at each facility, well within the monthly average RIPDES seasonal permit limits of 20-25 mg/l while TSS averaged below 10 mg/l, well below the monthly average RIDPES seasonal permit limits of 20-30 mg/l.

NBC's IM section inspected approximately two miles of interceptors and maintained 502 catch basins to reduce grit deposits into the system. In addition, 72 tons of sediment was removed from the collection system, and 29 tons of material was captured in CSO netting facilities for safe disposal. Operations and Maintenance staff replaced fiber optic modems at Field's Point to improve signal transmission and reliability to communication processors and upgraded the CSO Tunnel licensed radio system. NBC continued its enhancement of asset management with the implementation of a bar code system at Bucklin Point.

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 mandates. NBC uploaded the data to NBC's Snapshot of Upper Narragansett Bay webpage to make it available to the public. NBC monitored the urban rivers twice per week for bacteria in support of the nine minimum controls program. Staff collected a total of 29,030 samples, with the majority or 64% related to WWTF monitoring. In addition, to assess water quality, 16% of the samples related to river nutrient and bacteria, while 10% of the samples collected were for bay nutrient and bacteria.



Environmental Compliance and Science staff prepared comprehensive water quality and plant performance reports on topics such as CSO Phase II efficacy and historical nitrogen levels of Narragansett Bay. NBC participated in National Grid's Continuous Energy Improvement (CEI) Program to identify operational changes that would increase energy efficiency.

NBC Pretreatment staff inspected its Significant Industrial Users multiple times throughout the year to ensure compliance and issued 1,754 Notices of Violation for each incident of non-compliance. The new local limits for

permitted users were implemented and the Wastewater Rules and Regulations were revised. The annual Pretreatment Report was also submitted on time to RIDEM.

The Construction and Engineering staff focused on planning, design, and construction of projects in the CIP. During FY 2022, NBC is anticipated to spend \$176.6 million on capital projects. Five capital projects were completed in FY 2022 at a cost of \$7.5 million. The completed projects are shown in the following table.

| Completed Projects | | |
|---------------------------|--------------------------------|-------------------|
| (In Thousands) | | |
| Project Number | Project Name | Cost |
| 90900 | COB Facilities Improvements | \$ 5,720.8 |
| 30479 | Siphon Inspection and Cleaning | 826.0 |
| 1140100 | River Model Development | 443.9 |
| 1140500 | NBC Energy Sustainability | 438.6 |
| 1140300 | Greenhouse Gas Study | 39.1 |
| Total | | \$ 7,468.4 |

Financing of the capital program continued to be a priority in FY 2022. NBC borrowed \$45.0 million from the Rhode Island Infrastructure Bank (RIIB), the 2021 Series A bonds. This loan includes \$1.0 million of principal forgiveness and capitalized interest of \$0.6 million. The majority of the proceeds, \$39.0 million, were used to finance the CSO Phase III A Facilities. In addition, Finance staff worked closely with Engineering staff to secure a third Water Infrastructure Finance and Innovation Act (WIFIA) loan to finance the Field’s Point Resiliency Improvements project. NBC is working diligently to close the \$52.0 million WIFIA 3 loan near the end of FY 2022.

From a financial perspective, NBC anticipates that FY 2022 revenue will be \$.9 million higher than the budget. User fee revenue is projected to be \$1.3 million higher due to a return to pre-pandemic customer behavior and an April 1, 2022, 0.56% rate increase to recover electronic payment transaction fees. Late fee revenue is projected \$79 thousand lower than budget due to the reinstatement of late fees one month later than anticipated.

NBC’s FY 2022 Operating Expense is projected to be under budget. Turnover during the year was higher than the budgeted level and NBC projects personnel expense will be 5.8% or approximately \$1.6 million below budget. Electricity expense is anticipated to be \$0.5 million higher than the budget due to higher kWh purchases caused by biosolids disposal operational issues at Field’s Point and lower on-site sustainable kWh production. The higher electricity expense is offset by lower supplemental natural gas purchases of \$0.3 million and biogas expense of \$0.3 million because the biogas facilities have not been running consistently. Utility expense is reduced by NBC’s sustainable energy production through the application of NMC. The NMC earned by the NBC turbines is projected to be under budget by 1.1 million kWh due to a mechanical issue with one of the turbines. This is partially offset by 0.4 million kWh higher PPA facility production and a 12.9% higher NMC rate. Biosolids expense is projected to finish \$0.6 million under budget due to the production of 973 or 9.4% fewer dry tons than what was budgeted, primarily at Field’s Point. FY 2022 Insurance expense is \$0.1 million more than budget due to a higher cyber liability insurance premium.

NBC received the GFOA Distinguished Budget Presentation Award for the twentieth consecutive year for NBC’s FY 2022 Budget along with Special Capital Recognition. NBC’s consistently sound financial performance is evident with thirty consecutive years of operating surpluses. Staff successfully implemented new financial reporting software to generate reports and extract information from the Oracle Enterprise Resource Planning system along with new debt reporting software.



From a technology standpoint, the Information Technology (IT) department implemented a number of cyber security measures. IT replaced the door access systems with a secure, easier to manage solution, implemented a new phone system, and upgraded the time and attendance software. The disaster recovery room at Bucklin Point was also relocated during the CSO Phase III A Facilities construction.

HR managed employee safety and staffing disruptions due to COVID-19. This included the administration of the mandatory vaccination program, testing protocols, close contact notifications, and determining return to work dates. In addition, HR developed an employee training website to provide technical and professional opportunities, completed leadership training, and developed an Operator Essentials training manual for Field's Point. NBC's safety training was transitioned from being classroom-based training to a blended program with 85% online content. NBC received the 2021 Best Places to Work in Rhode Island Award for the eleventh consecutive year.

In terms of public outreach, NBC conducted forty virtual education lessons through its Watershed Explorers program and developed an animated WWTF educational tour to enhance its virtual education. Through this program, 560 students from nine schools in NBC's service area received monthly lessons and learned about the health of their school's watershed. As part of this program, NBC announced its inaugural Environmental Educator of the Year Award to Kimberly Heon. She is a second-grade teacher at Agnes Little Elementary School in Pawtucket who has participated in NBC's Watershed Explorers Program for over 15 years. Her dedication to engaging her students in hands-on water quality science and environmental lessons to reinforce key science concepts is both admirable and noteworthy.



Photo: Watershed Explorers Program in-class water quality testing

Summary

As we reflect on the second year of the COVID-19 pandemic, we at the NBC emerge more confident than ever of the critical role that wastewater treatment plays in our communities. New construction, like RestoredWaters RI, ensures that future generations will have access to clean water. We will continue to ally with NACWA and fellow wastewater agencies around the country to advocate for increased federal clean water infrastructure funding and support for our most vulnerable ratepayers.

We often speak of our Board of Commissioners and our staff as #H2OHEROES, and indeed, all of NBC's accomplishments are owing to these devoted environmentalists. Their work is often unseen and underappreciated, but it is critical for our society to function.

During FY 2023, NBC will continue to work to protect its community, ratepayers and all Rhode Islanders while enhancing the water quality of Narragansett Bay. I look forward to collaborating with staff and community partners to achieve our environmental goals.

Laurie Horridge
Executive Director

About 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 (Act) was clouded by the scheduled expiration of the 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 by the State 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.



Photo: Slater Mill on the Blackstone River

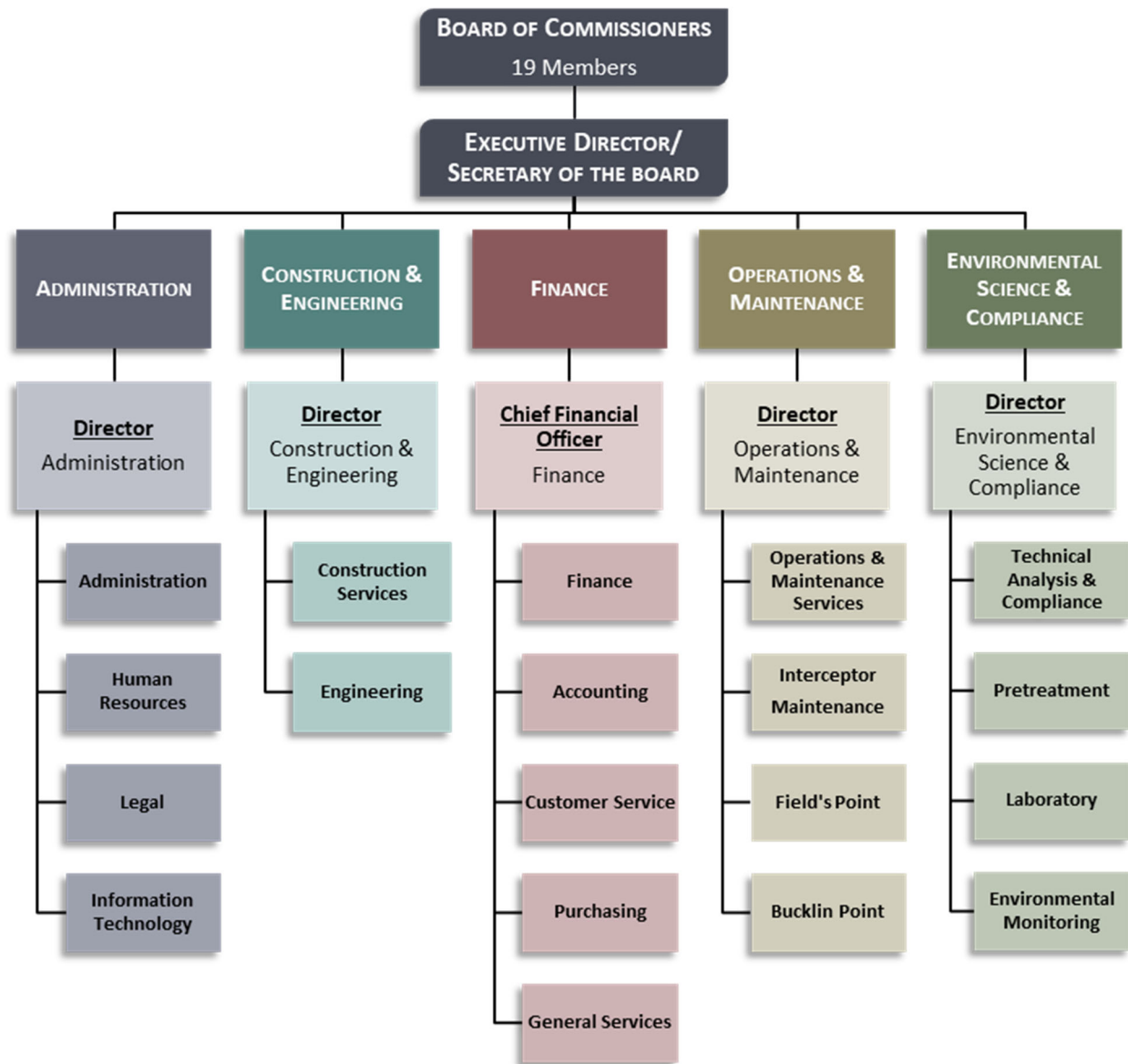
The Commission

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.

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 operation and maintenance expense and 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 Programs headed by Program Managers who report to the Division Director. The next page contains a brief description of the Divisions and the responsibilities of each program or section level. Additional discussion of the organization structure is in the Division Summaries section.



Program Level Operational Responsibilities Overview

ADMINISTRATION DIVISION

Responsible for creating, planning, implementing, and integrating the strategic direction of the organization. Provide support function including human resources and information technology.

ADMINISTRATION: Lead and direct the resources of the organization to provide safe and reliable wastewater collection and treatment services to NBC ratepayers at a reasonable cost. Advises the Board of Commissioners on daily operations and collaborates on policy development and strategic issues.

HUMAN RESOURCES: Administer and process employee records, recruitment and retention, workers' compensation, employee benefits and collective bargaining agreements. This section is also responsible for establishing and maintaining an in-house training program.

LEGAL: Provide legal advice to NBC staff regarding issues that may arise during NBC's business activities.

CONSTRUCTION AND ENGINEERING DIVISION

Responsible for the planning, design, and construction of capital improvement projects.

CONSTRUCTION SERVICES: Manage the construction of NBC's capital improvement projects including bidding, contract award and resident engineering.

ENGINEERING: Plan and design facilities necessary for the collection and treatment of wastewater and provide facilities and maintenance services for the NBC Campus.

FINANCE DIVISION

Responsible for finance, accounting, rate setting, debt issuance, customer service, purchasing, utilities and ensuring compliance with applicable state and federal laws, rules, and regulations.

FINANCE: Ensure overall sound financial management including the annual budget, operating budget, capital budget, debt management, rate setting, NBC retirement plans, cash management, and compliance.

ACCOUNTING: Maintain NBC financial records, issues monthly financial statements in accordance with GAAP, payroll, payment processing and IRS related reporting.

CUSTOMER SERVICE: Provide accurate and timely billing and collection of approximately 85,000 accounts in the NBC service area and all other aspects of providing excellent customer service.

PURCHASING: Ensure the legal, timely and cost-effective purchasing of goods and services. This section is also responsible for NBC's insurance and risk management and the support of renewable energy efforts.

GENERAL SERVICES: Responsible for overhead items such as funding of the Health Reimbursement Arrangement, unemployment, gas and electricity utilities, and debt service.

OPERATIONS AND MAINTENANCE DIVISION

Responsible for operating and maintaining NBC's infrastructure.

OPERATIONS AND MAINTENANCE SERVICES: Ensure process control for NBC's treatment facilities in accordance with state and federal regulatory requirements. Maintain the Asset Management Program and issue sewer connection permits.

INTERCEPTOR MAINTENANCE: Monitor and maintain NBC's infrastructure and collection system throughout the service area to ensure system capacity and proper sewage flow conditions.

FIELD'S POINT: Operate and maintain the Field's Point facilities to produce the highest quality effluent in the most efficient manner.

BUCKLIN POINT: Operate and maintain the Bucklin Point facilities to produce the highest quality effluent in the most efficient manner.

ENVIRONMENTAL SCIENCE AND COMPLIANCE DIVISION

Responsible for ensuring agency compliance with state and federal regulations and permits, agency energy and environmental sustainability and water quality science.

TECHNICAL ANALYSIS AND COMPLIANCE: Ensure compliance with state and federal regulations and develop sound environmental science and resultant data to support NBC's mission. Perform pollution prevention, energy management, environmental compliance and sustainability, and NBC health and safety. Provide data analysis to NBC staff, regulatory authorities, stakeholders, and the public.

PRETREATMENT: Maintain the federally mandated pretreatment program to protect NBC's wastewater treatment plants and infrastructure from toxins and pollutants, ultimately protecting our receiving waters.

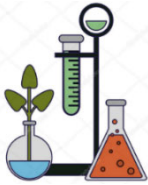
LABORATORY: Ensure the production of high-quality analytical data using diagnostic measurements to comply with Federal and State regulations.

ENVIRONMENTAL MONITORING: Monitor water quality throughout NBC's service area through sampling. Design and implement monitoring programs to respond to state and federal mandates, including RIPDES permit requirements.

Governmental Regulation

NBC's core business goal is to ensure compliance with state and federal environmental and financial regulations.

Environmental Regulation



NBC is regulated by the Rhode Island Department of Environmental Management (RIDEM) and the United States Environmental Protection Agency (USEPA) for compliance with the Federal Clean Air and Clean Water Acts.

Rhode Island Pollutant Discharge Elimination System (RIPDES) permits for each of the wastewater treatment plants were signed in January 2019. The RIPDES Permits established 3,260 annual compliance points for Field's Point and 2,940 for Bucklin Point. NBC conducts extensive sampling and testing to evaluate compliance levels and ensure that facility processes are meeting compliance standards. The RIPDES permit also requires NBC to employ Best Management Practices (BMPs) while maintaining the sewage collection system. Additionally, NBC is subject to notification requirements if the public is exposed to sanitary sewage. Each wastewater treatment facility must also comply with a RIPDES Stormwater Discharge Permit, which requires monitoring and implementation of BMPs to protect the receiving waters of Narragansett Bay.

NBC is also under a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) Program that will address NBC's 61 CSOs in both the Field's Point and Bucklin Point service areas. The CSO Program will be completed in three phases. Approximately 98% of the annual CSO volume will receive treatment when all three phases of the CSO Program are completed. The first phase of the CSO abatement facilities addresses 40% of the CSO volume that will be treated and has been in service since November 2008. NBC constructed additional CSO abatement facilities in Phase II, and those facilities became operational in December 2014. NBC is now in the third and final Phase of the CSO Abatement Program. The Phase III facilities consist of four phases A, B, C and D. NBC and RIDEM have agreed to scheduled completion dates for each of these phases that also incorporates time for RIDEM review and approval of design and other parameters.

The wastewater treatment facilities operate 24 hours per day and 365 days per year and require uninterrupted operation. Therefore, NBC has emergency generators in case of a grid power failure. The generators are subject to Federal and State Air Pollution Control emissions limitations and operating requirements and require sampling of various parameters and annual reporting to RIDEM.

Financial Regulation

Long-Term Debt

NBC's long-term debt issuance is subject to regulatory approval and other tax and reporting requirements. A summary of the most important of these requirements is set forth below. Please refer to the Debt Policy in the Budget Process and Policies section of the Budget for more detailed information. Primary compliance items are as follows:

Tax-Exempt Bonds

NBC has financed capital improvements in part through the issuance of tax-exempt revenue bonds which are subject to certain Internal Revenue Service (IRS) requirements to maintain their tax-exempt status. NBC has established procedures to ensure compliance with these regulations.

Continuing Disclosure

In connection with the issuance of public debt, NBC has entered into Continuing Disclosure Agreements (Agreements) in accordance with Securities and Exchange Commission (SEC) Rule 15c2-12. Pursuant to the Agreements, NBC must file its audited financial statements and annual operating data through the Municipal Securities Rulemaking Board's Electronic Municipal Market Access (EMMA) website within the time limits prescribed under the Agreements. In addition, the Agreements require disclosure on EMMA of the occurrence of certain material events listed in the Agreements within 10 business days of such occurrence. NBC has established procedures to ensure compliance with these requirements.

Division of Public Utilities and Carriers (Division)

NBC is required by Rhode Island General Laws §39-3-15 to receive Division approval prior to entering a debt obligation with a term of more than one year.

User Rates and Charges

NBC is entirely funded through a system of fees and charges, which are set forth in "tariffs" regulated by the Rhode Island Public Utilities Commission (PUC). All filings for rate relief must first be authorized by the Board. Tariff changes through the PUC process take between 90 days and nine months. The three types of rate applications are provided below.



General Rate Relief

In addition to specific filing requirements set forth in the Rhode Island General Laws and the PUC's Rules of Practice and Procedure, a rate application includes written testimony and schedules from NBC's witnesses, including outside experts that support the application. The Division participates as the ratepayer advocate, and certain other parties may request PUC approval to participate as Intervenors. Public notice is required.

During the application review process, NBC responds to data requests from the PUC, the Division, and Intervenors, if any. Subsequent to review of the testimony, data responses and investigation by their own witnesses, the Division and Intervenors submit written testimony and schedules supporting their respective positions. After reviewing the testimonies filed by the Division and Intervenors, NBC may submit rebuttal testimony. Thereafter, the Division and Intervenors may file surrebuttal testimony.

Also, during this process, the PUC holds public hearings in NBC's service area for ratepayer comment. At any time during the process, if NBC, the Division and/or the Intervenors reach an agreement, the parties may negotiate a settlement agreement which is presented to the PUC for approval at a public hearing. If the parties do not reach a settlement agreement, the PUC holds hearings on the contested issues.

In both a settlement hearing and a contested hearing, the PUC enters documents into evidence and witnesses who have submitted testimony are cross examined. The PUC must render a decision within nine months of the filing date through a majority vote at an open meeting. NBC must then make a compliance filing that sets forth the final tariffs in accordance with the PUC's decision. A written Report and Order is typically issued by the PUC after the effective date of the new approved rates.

Rate Relief for Debt Service and Debt Service Coverage

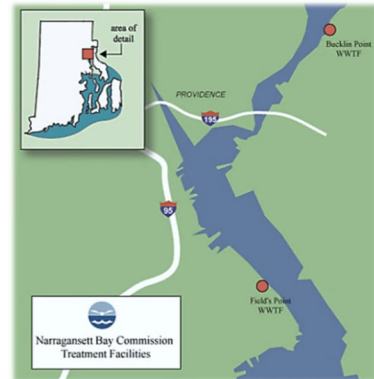
The PUC approved a "Debt Service Compliance Filing Mechanism" that allows NBC to seek rate relief solely for debt service and debt service coverage. This approach permits an expedited rate relief process that provides NBC with the flexibility needed to fund its large capital programs as well as issue variable rate debt. 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. Public notice requirements also apply to these filings. Testimony, supporting schedules and discovery are also part of this process. The PUC conducts a hearing prior to issuing its decision, and a written Report and Order is issued typically after the effective date of the new rates.

Tariff Advice Filings

NBC can also request minor changes in existing tariffs or the addition of new rules or services through a tariff advice filing. These filings typically request modifications to NBC's Terms and Conditions, miscellaneous user charges like lien sale fees, user classification definitions, and abatement fee calculations. The Division typically reviews the application and submits a recommendation based on its analysis. Although public notice is provided, hearings may or may not be conducted. The PUC review and approval process may take up to nine months, and a written Report and Order may or may not be issued.

NBC Facilities

NBC owns and operates Rhode Island's two largest Wastewater Treatment Facilities (WWTFs) along with an extensive infrastructure of interceptors, pump stations, tide-gates, a septage receiving station and combined sewer overflows. The location of the two wastewater treatment facilities is shown on the adjacent map. The Field's Point WWTF is in Providence and serves the greater Providence metropolitan area including the City of Providence, the Town of Johnston, the Town of North Providence and portions of the Town of Lincoln and the City of Cranston. The Bucklin Point WWTF is in East Providence and serves the Cities of Pawtucket and Central Falls, and parts of the Towns of Cumberland, Lincoln, and Smithfield and portions of the City of East Providence.



Field's Point Service Area Facilities and Technology



Photo: Aeration Tanks at the Fields Point Wastewater Treatment Facility

The Field's Point WWTF provides advanced wastewater treatment for dry weather flows of up to 65 million gallons per day (MGD) and sustained wet weather flows of 77 MGD. The plant provides primary treatment and disinfection for an additional 123 MGD of wet weather flows through its wet weather facility. Total treatment capacity at Field's Point is 200 MGD.

This facility uses an Integrated Fixed Film Activated Sludge (IFAS) process for advanced wastewater treatment, which includes grit removal, primary sedimentation, secondary aeration, nitrogen removal, final clarification, and chlorination and dechlorination after disinfection. Final effluent is discharged to the Providence River.

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 (Providence), and the Central Avenue Pump Station (Johnston). The Ernest Street Pump Station, located at the FPWWTF, handles 98% of the flow. The Tunnel Pump Station located next to the Ernest Street Pump Station pumps stored combined sewage flow from the CSO tunnel to Field's Point for full treatment.

Nineteen permanent flow metering stations, also maintained by NBC, measure flow at various points in the sewer system. In addition, NBC owns and maintains 35 CSOs, 32 tide gates and 80 miles of interceptors in the Field's Point service area. NBC has begun its comprehensive long-term CSO Abatement Program to minimize overflows from its combined sewers which are discussed later in this section.

Bucklin Point Service Area Facilities and Technology

The Blackstone Valley District Commission (BVDC) was established by the Rhode Island General Assembly in 1947 to plan, design, construct, operate and maintain facilities including the Bucklin Point WWTF for the abatement of pollution generated in the Blackstone Valley. The former BVDC was merged into NBC on January 1, 1992.



Photo: Bucklin Point Wastewater Treatment Facility

The Bucklin Point WWTF provides secondary treatment and nitrogen removal for flows of up to 46 MGD per day and primary treatment and disinfection for flows of up to 116 MGD.

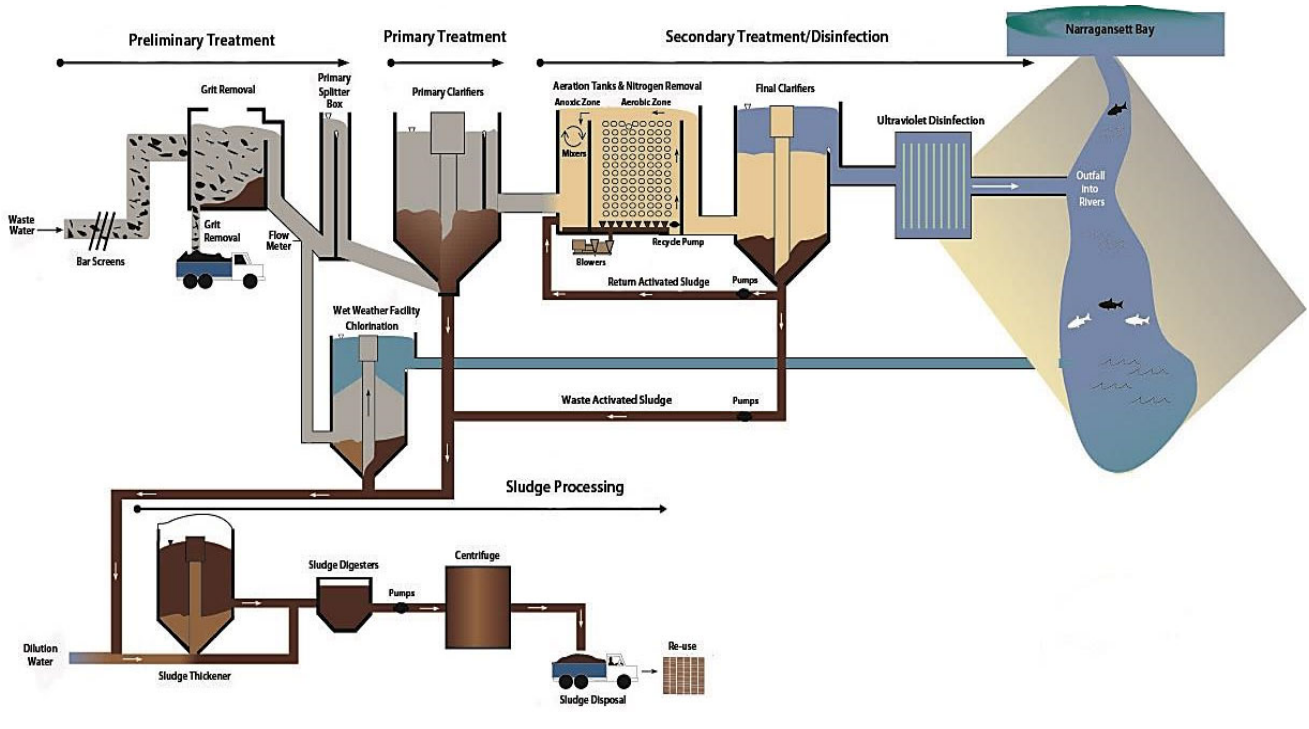
Three pump stations in the Bucklin Point service area are also owned and operated by NBC, including the Omega Pump Station (East Providence), the Saylesville Pump Station (Lincoln) and the Washington Highway Pump Station (Lincoln). NBC also owns and operates a Septage Receiving Station in Lincoln.

NBC is responsible for ensuring that the overflows from the 26 CSOs in the Bucklin Point service area comply with federal and state discharge requirements. NBC also owns and maintains 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.



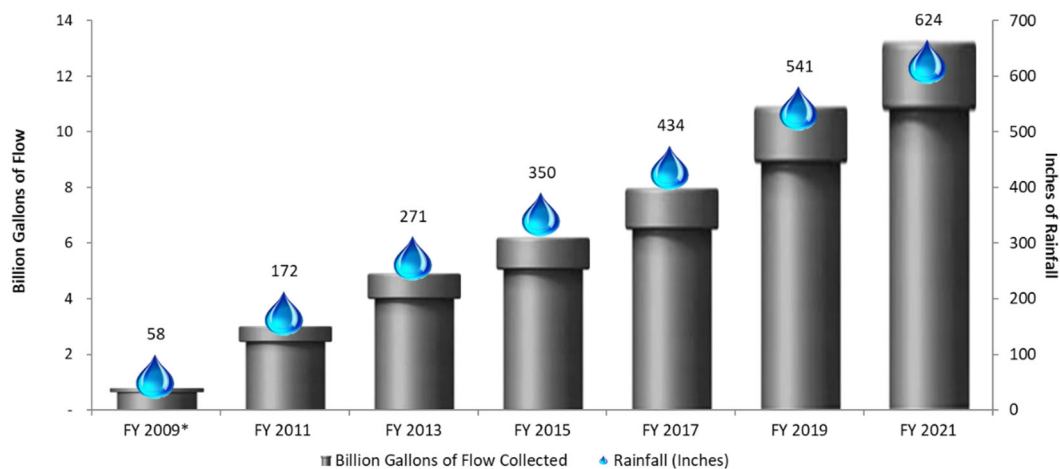
Combined Sewer Overflow Abatement Program

NBC is under a Consent Agreement with RIDEM to implement a federally mandated CSO Program that will address the Commission's 61 CSOs in both the Field's Point and Bucklin Point service areas. The CSO Program will be completed in three phases.

CSO Phase I Facilities

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 thirteen billion gallons of flow that previously would have overflowed directly into rivers and Narragansett Bay have been stored and treated. The graph below shows the cumulative collection and rainfall from FY 2009 to date.

CSO Phase I Facilities – Cumulative Collection of Flow



*Facilities operational in November 2008

CSO Phase II Facilities

The CSO Phase II Facilities became operational in FY 2014. The most significant components of the Phase II Facilities are two main interceptors in the Field's Point Service area and a wetlands treatment facility. 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 convey the flows to the CSO Tunnel constructed in Phase I. Additionally, a wetlands treatment facility was constructed to include a storage tank. During small storms, flows are stored until the flow can be pumped into the collection system for treatment. During larger storms, treatment is provided by the wetlands.



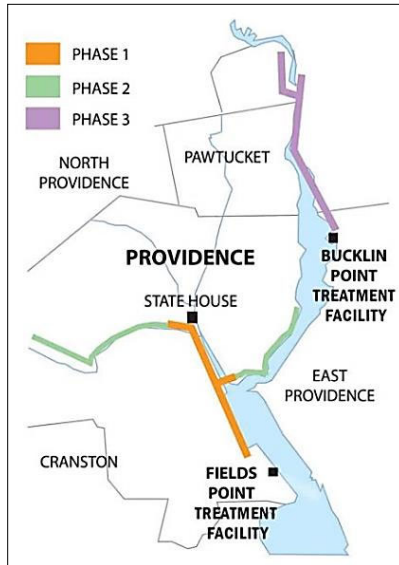
Photo: WCS01 Gate & Screening Structure

CSO Phase III Facilities

The CSO Phase III Facilities, also known as RestoredWaters RI, is the third and final phase of the federally mandated CSO Abatement Program required as part of a Consent Agreement between NBC and RIDEM. Phase III of the CSO Program includes four sub-phases, A, B, C, and D, to be completed by 2041.



Completion of CSO Phase III A Facilities (Phase III A) design is concurrent with design of the Phase III B Facilities. The Phase III A facilities include a 11,200 ft long deep rock tunnel in Pawtucket and Central Falls along the Seekonk and Blackstone Rivers, and a tunnel pump station to pump flow from the tunnel to the Bucklin Point WWTF in East Providence. It also includes near surface facilities to convey flow from the existing CSO outfalls to the tunnel, regulator modifications, and green stormwater infrastructure.



There are eleven Phase III A construction projects of which three are complete and the remaining still in the design or construction phase. The estimated project cost, excluding costs incurred prior to July 1, 2020, is \$821.7 million. Phase III A facilities are scheduled to be operational by March 2027. Phase III B facilities include near surface facilities to convey CSO flow to the tunnel, regulator modifications, and green stormwater infrastructure. Construction of Phase III B facilities is scheduled to be completed and operational by 2031 or earlier if determined to be cost-effective by RIDEM.

A description of the facilities to be constructed in each of the four sub-phases, as well as the estimated costs and schedules, are included in the Capital Budget CIP section of this document.

Energy Conservation and Sustainable Energy

NBC uses approximately 35.4 million kWh of electricity annually which has presented NBC with the opportunity to maximize energy efficiency and employ sustainable resources through its Sustainable Energy program. This involves the identification and implementation of conservation methods, and the use of sustainable energy resources to mitigate environmental impact.



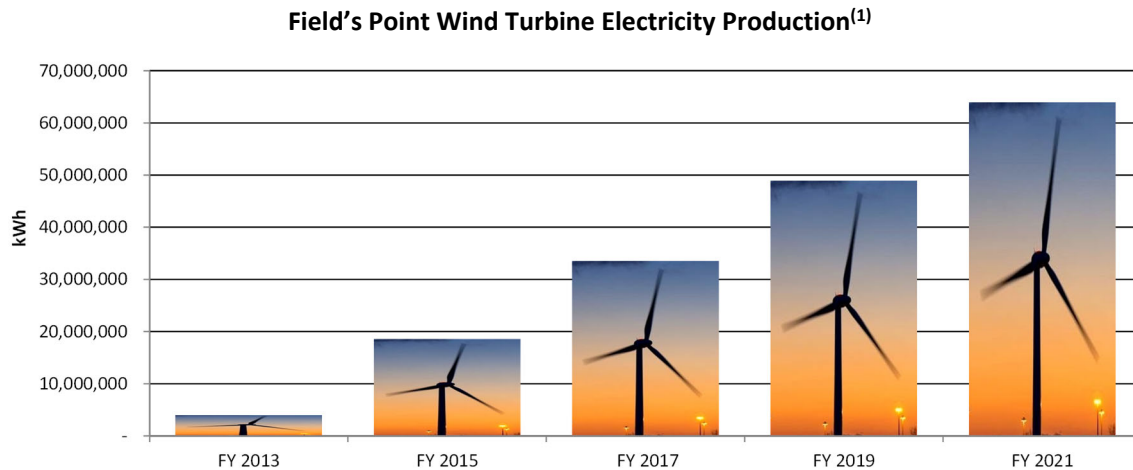
On-site Sustainable Energy Production

Bucklin Point Biogas Facility

NBC's Biogas Facility at Bucklin Point converts biogas, which is a mixture of different gases produced by the anaerobic breakdown of organic matter in wastewater sludge, into heat and electricity. This energy is used to support facility operations on-site. NBC continues to evaluate the gas conditioning system to ensure operation of the Biogas Facility complies with the strict emission permit requirements. This facility is also expected to generate Renewable Energy Credits (RECs) which will be sold by NBC.

Field's Point Wind Turbines

In October 2012, NBC began operation of three 1.5 MW wind turbines located at the Field's Point campus. The turbines convert wind energy into electricity which NBC uses on-site to support facility operations. Any excess electricity is net metered to the state's electric grid to offset billable usage. Since they became operational in FY 2013, the wind turbines have generated approximately 64.0 million kWh of electricity to date (see graph below), reducing electricity purchases, and generating REC revenue.



⁽¹⁾Facilities became operational in October 2012

Off-Site Sustainable Energy Production

NBC's Wind Turbines in Coventry

In 2016, NBC purchased three 1.5 MW wind turbines at a remote site located in Coventry, RI. Two of the turbines, Coventry 3 and 4 were purchased in July 2016 and a third turbine, Coventry 1 was purchased in October 2016. The Coventry turbines have generated more than 42 million kWh of clean wind energy which is net metered to the state's electric grid to offset NBC's electricity bills. The Coventry wind turbines also generate REC which NBC sells.

Power Purchase Agreement (PPA)



Photo: NBC's Solar PPA Facilities in North Kingstown, RI

In 2017, NBC executed a Power Purchase Agreement (PPA) for sustainable energy generating facilities located at off-site locations. In accordance with the 25-year contract, the electricity generated is net-metered on NBC's electric accounts. NBC will compensate the contractor based on 75% of kWh generated multiplied by the prevailing net-metering rate and will retain the remaining 25% of the net-metering credits. The projects also generate REC to be sold by NBC.

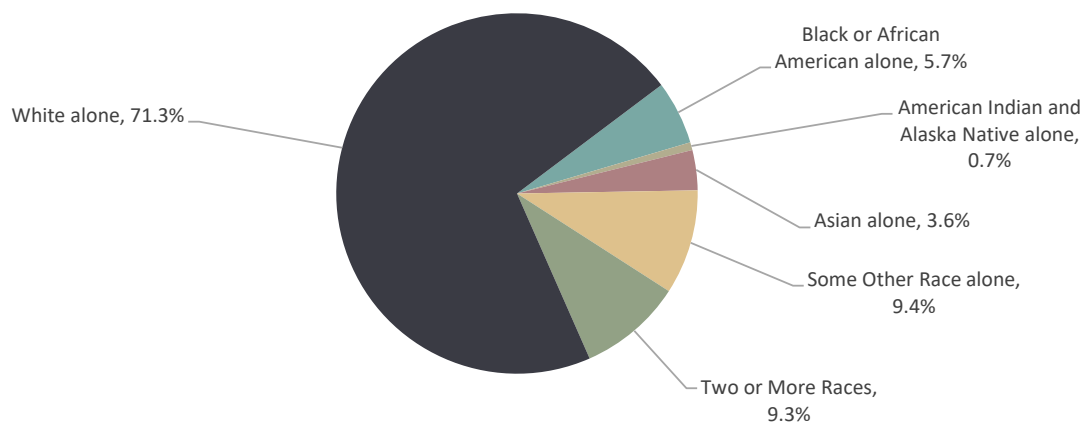
Demographics

Rhode Island Population

According to the 2020 U.S. Census, the total Rhode Island population is 1,097,379. NBC services approximately 394,000 people or 36% of Rhode Island's population.

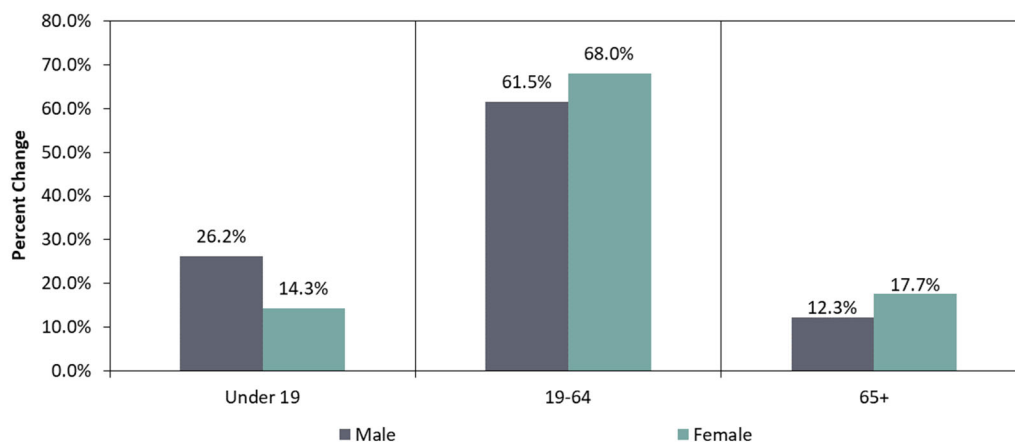
Race and Ethnicity ⁽¹⁾

The following chart shows that 71.3% of the Rhode Island population is White alone, followed by 9.4% Some Other Race alone, 9.3% Two or More Races, 5.7% Black or African American alone, and 3.6% Asian alone. The 2020 Census also indicates that 16.6% of the Rhode Island population is Hispanic or Latino compared to the 18.7% of the national population.



Rhode Island Population Percent by Age Group and Gender 2020⁽¹⁾

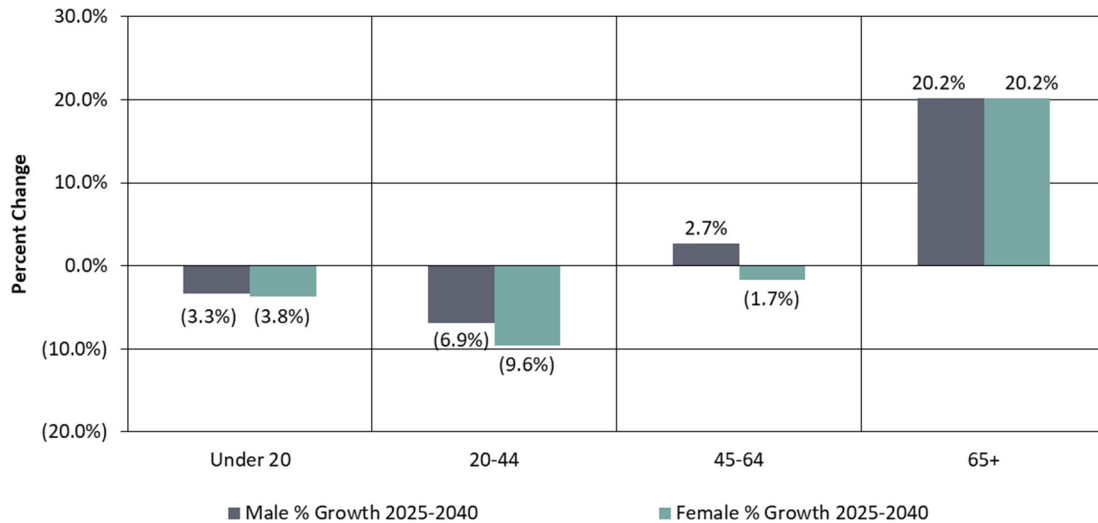
The graph below illustrates the 2020 Rhode Island population by age group and gender. The population is highest for both male and female in the 19-64 age group, then male in the under 19 age group and female in the 65+ age group. The smallest population for male is the 65+ age group and for female the under 19 age group.



⁽¹⁾ Based on 2020 U.S. Census

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

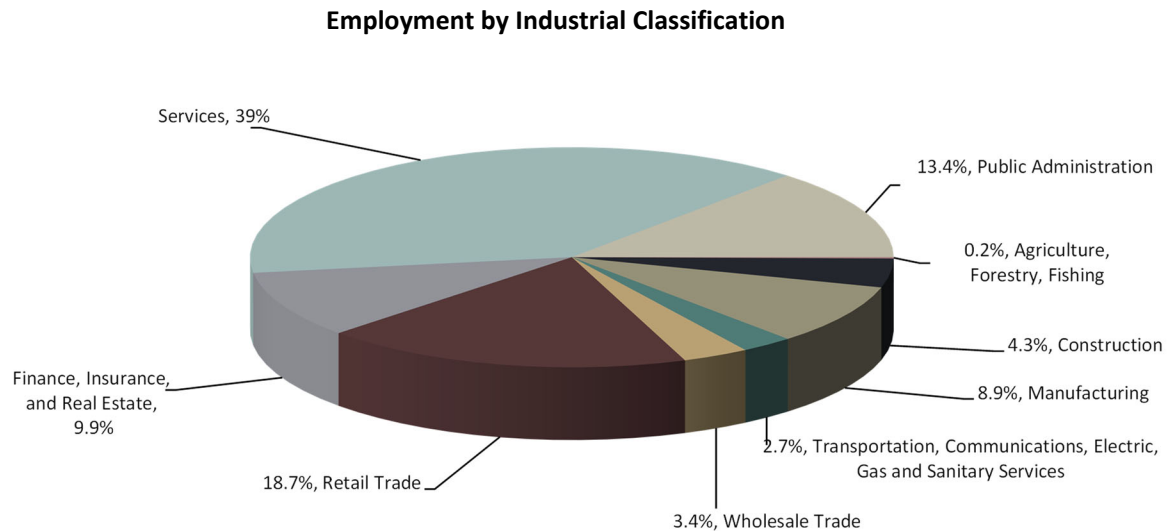
The graph below illustrates the projected population growth from 2025-2040 in Rhode Island by age group and gender. The population is projected to decrease in the 45-64 age groups for female and in both the male and female populations for both the under 20 and 20-44 age groups. The steepest decline will be among the female population in the 20-44 age groups at 9.6%. The population is projected to increase in the 45-64 age groups for male, and for both male and female in the 65+ age groups. The most significant increase will be for both male and female within the 65+ age group at 20.2%.



*Source: Rhode Island Statewide Planning- Population Projections

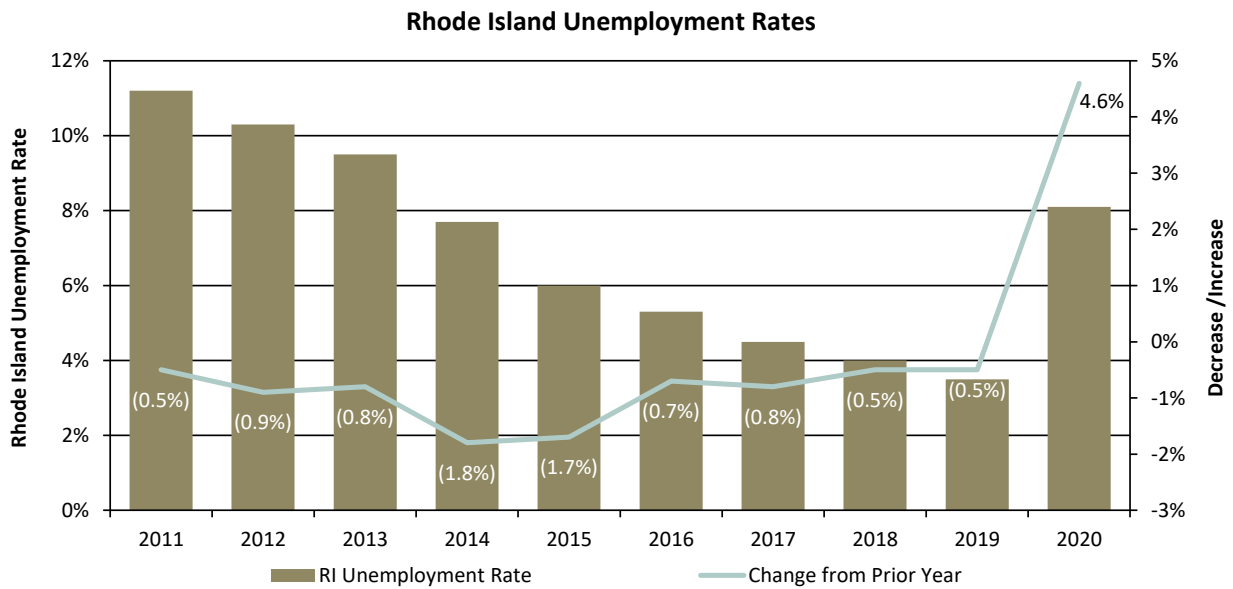
Rhode Island Economy

According to the Rhode Island Department of Labor and Training, the majority of the economic base of Rhode Island is the services industries at 39.2%, followed by retail trade at 18.7%. The chart below shows the employment by industrial classification for calendar year 2020.



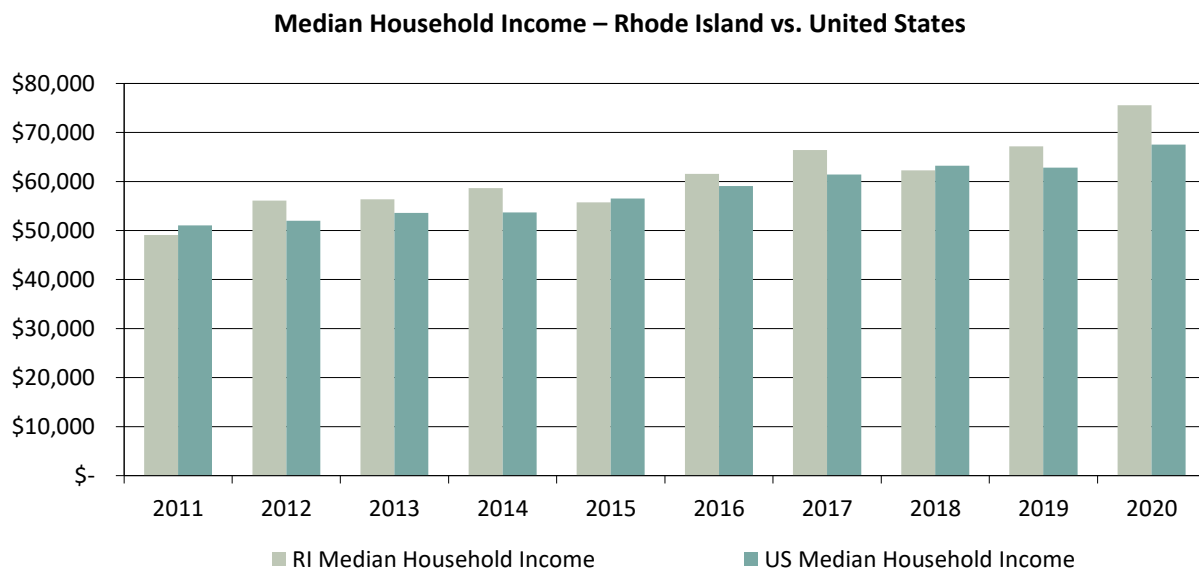
*Source: RI Department of Labor and Training Labor Market Information 2020

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 decreased each of the past nine years since 2011 but increased by 4.6% from 2019 to 2020. In 2020, the Rhode Island unemployment rate of 8.1%, was the highest that it has been since 2013, primarily due to impacts of the COVID-19 pandemic.



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

The graph below shows the median household income in Rhode Island for the years 2011-2020 compared to national statistics. In 2020, the Rhode Island median household income increased by approximately 12% or \$8,352 in 2020 CPI-U-RS (Consumer Price Index Research Series Using Current Methods) adjusted dollars, with median household income of \$75,519. Rhode Island's median household income was above the national level all ten years except 2011, 2015 and 2018 when it dropped below the national level by 4%, 1% and 1% respectively.

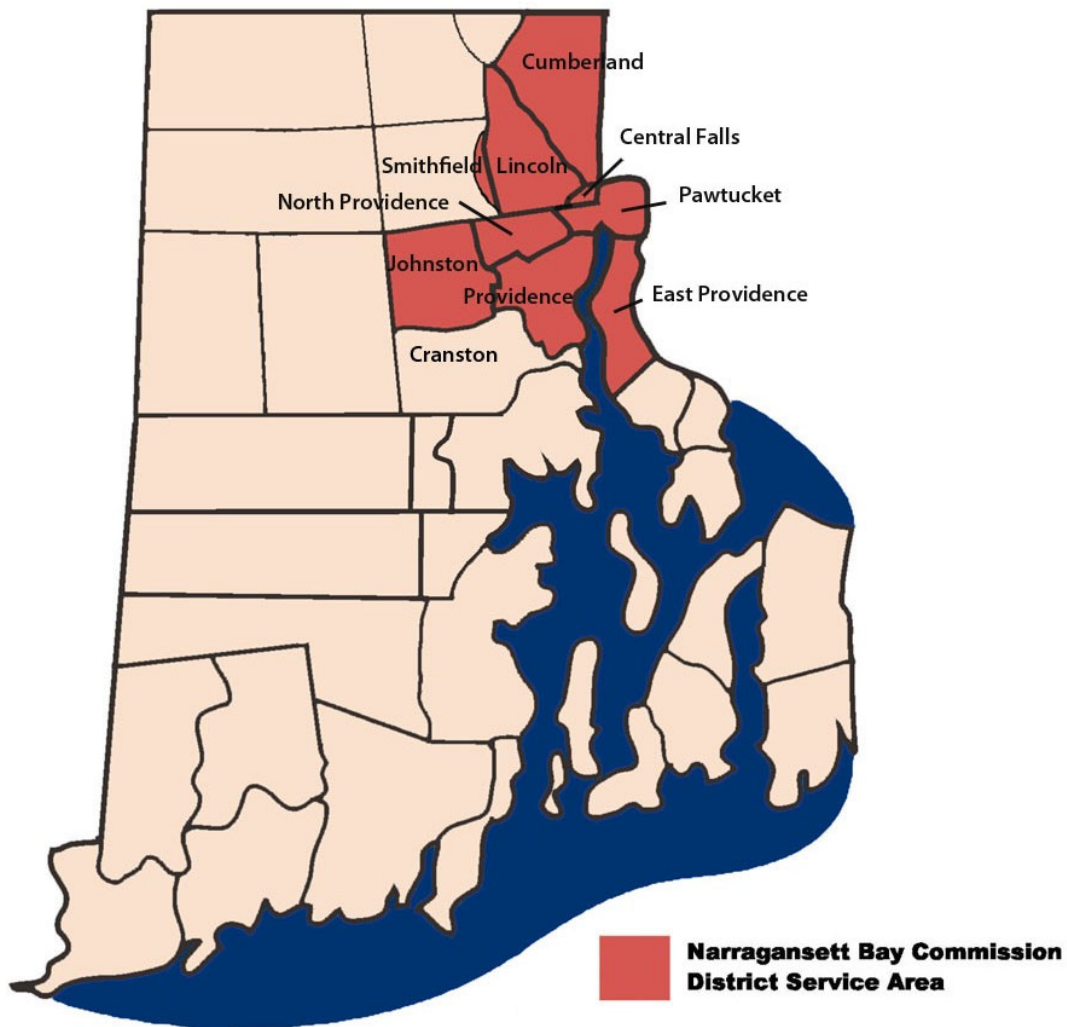


*Source: United States Census Bureau – Median Household Income by State – 1984 thru 2020

NBC Service Area

NBC provides reliable, cost-effective wastewater collection and treatment services to over 390,000 residents and approximately 7,700 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.

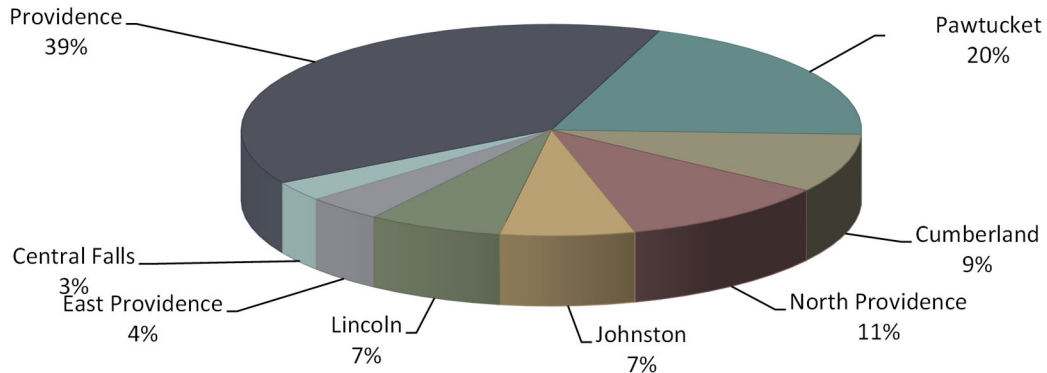
The State of Rhode Island is 1,097.0 square miles and NBC's service area is 70.8 square miles or 6.5%. The map below shows NBC's service area.













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, 79% of the accounts are in Providence,

Pawtucket, Cumberland, and North Providence. The following chart illustrates the distribution of accounts across the eight communities.

Percentage of Accounts by Community

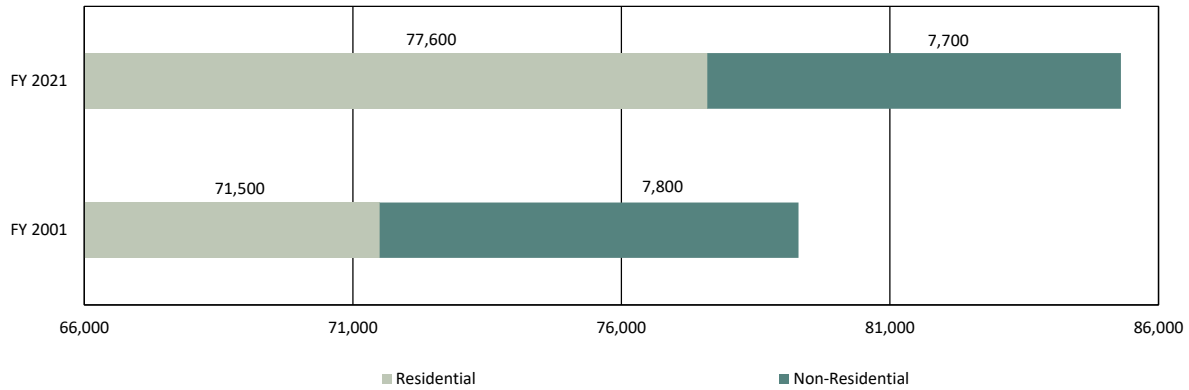


The residential customer class has approximately 77,600 accounts, while the non-residential customer class has approximately 7,700 accounts. The largest NBC customers are primarily service and education providers. The ten largest customers based on FY 2021 billings are shown in the table below:

| Top Ten NBC Customers | | |
|--|------------------|---|
| Customer | FY 2021 Billings | Percentage of Total Annual User Charges |
| 1  Rhode Island Hospital | \$ 1,776,185 | 1.76% |
| 2  Providence Housing Authority | 1,690,331 | 1.67% |
| 3  Brown University | 1,124,132 | 1.11% |
| 4  City of Providence | 666,284 | 0.66% |
| 5  City of Pawtucket | 660,885 | 0.65% |
| 6  Rhode Island Resource Recovery | 654,764 | 0.65% |
| 7  State of Rhode Island | 431,577 | 0.43% |
| 8  Providence College | 424,718 | 0.42% |
| 9  Johnson & Wales University | 364,262 | 0.36% |
| 10  Providence School Department | 364,096 | 0.36% |

Over the last twenty years, there has been a 7.6% increase in the number of customer accounts. This is the net effect of a 1.3% decrease in the number of non-residential accounts from approximately 7,800 to 7,700 and an 8.5% increase in the number of residential accounts from approximately 71,500 to 77,600.

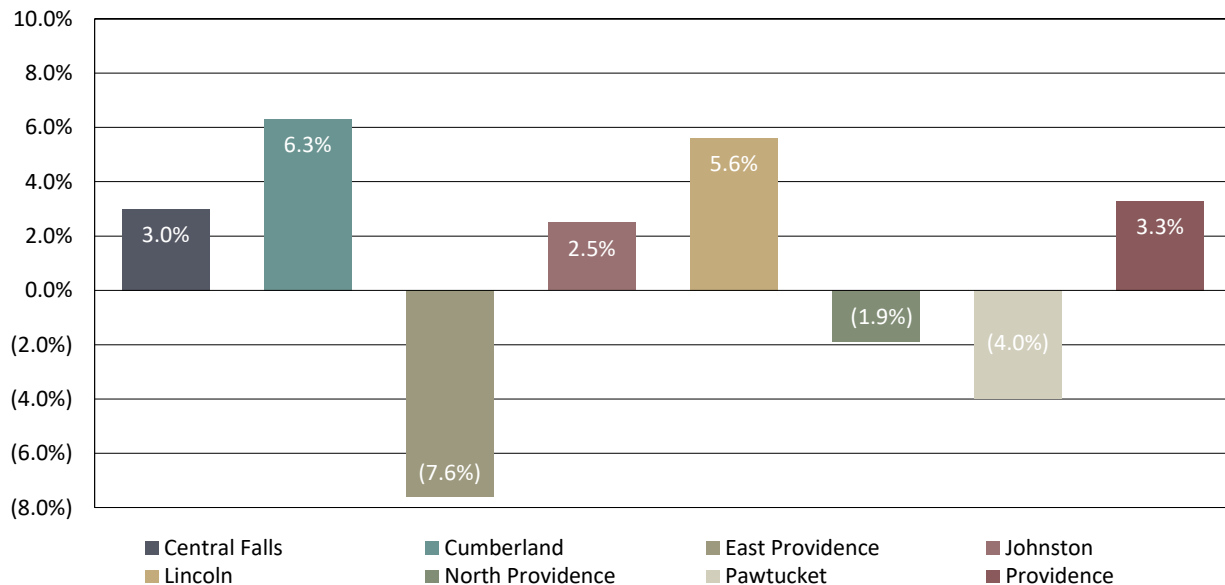
Number of Accounts by Customer Class



NBC Service Area Population and Statistical Information

The Rhode Island Office of Statewide Planning projects the state population by city and town. The graph below displays the projected population growth for NBC’s service area for the years 2025 to 2040. The most significant percentage increases in population over the fifteen years are 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 populations of East Providence and Pawtucket are projected to decline by 7.6% and 4.0% respectively over this same period.

Projected Population Growth by City/Town 2025-2040



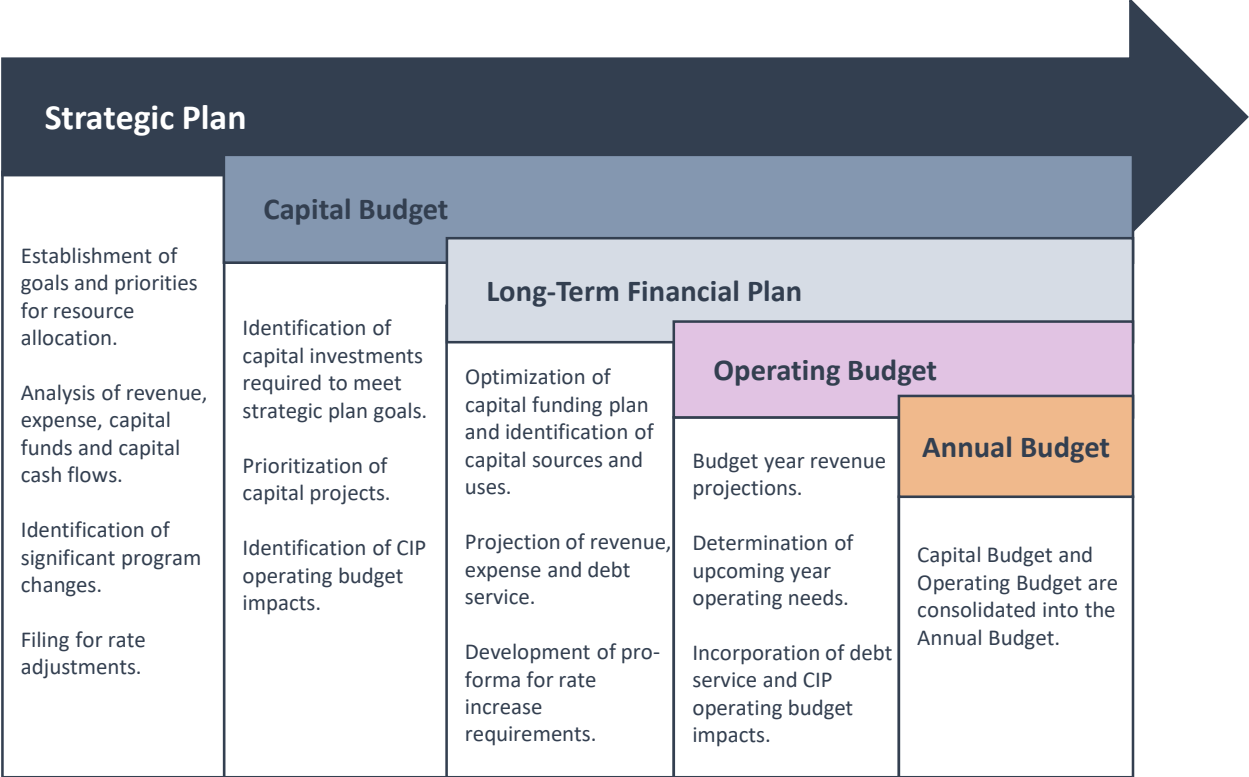
*Source: Rhode Island Statewide Planning – Population Projections

Budget Process and Policies

The development of the Annual Budget (the Budget) is driven by NBC’s Strategic Plan (SP). The SP outlines seven goals and their subsequent objectives, which are outlined on the following page. Throughout the year, NBC staff analyzes the agency’s financial and operational needs. This includes a review of revenue, expense, available capital funds, and capital cash flows. Significant program changes that may have financial impact are also identified and based on this information, the need to file for rate relief for the upcoming budget year is evaluated.

The Capital and Operating Budgets are developed on parallel tracks. The Capital Budget must be completed first so that the Long-Term Financial Plan (the Plan) may be updated. The Capital Budget is comprised of the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). The CIP operating cost impacts are incorporated into the Plan, and outputs, including debt service, are incorporated into the Operating Budget. The Plan is used to determine capital sources and uses as well as debt service based on the CIP cash draws. Debt service has the largest impact on the Operating Budget. The Operating Budget is developed considering debt service, the budget year’s operational needs, and projecting revenue. Once complete, the Capital Budget and the Operating Budget are combined to produce the Annual Budget.

An overview of the relationship between the planning and budget process is shown in the following graphic. Additional information is provided in the budget calendar later in this section.



The Strategic Plan and the FY 2023 Budget

NBC’s first Strategic Plan was developed in 2004 with input from staff, along with outside stakeholders such as NBC’s Commissioners, Citizen Advisory Committee members, and other interested parties. The Strategic Plan is a dynamic document, and its content has been revised and expanded five times, most recently in 2018. The Strategic Plan is focused on establishing clearly defined strategies to be implemented by staff to achieve the major Goals and their Objectives. A *Strategic Plan Goal* is a long-term result that the NBC is working to achieve, encompassing the fundamentals of the organization’s mission and move towards its desired future. An *Objective* is an intermediate measurable result that will get the agency closer to achieving its established strategic goal. These objectives are given a Keycode to be more easily identified and the objectives are measured through target measures.

Prior to the development of budget figures, managers identified priorities and the resources required to meet them. The budget was allocated based on these needs and the total resources available. This planning process resulted in a budget document with integrated performance data and a greater focus on resource allocation for both operating programs and CIP projects based on NBC’s strategic goals. All Sections 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 Strategic Plan and the S.M.A.R.T. Goal Framework

The FY 2023 budget aligns the performance measures to the S.M.A.R.T goal framework of the GFOA. This goal setting framework “ensures the best chance of success for achieving goals” and transitions target measures to the four types of performance indicators: input, output, efficiency, and outcome. This planning process ensures that the allocation of budgeted resources are in line with each Section’s short-term service level objectives or target measures and the long-term goals or objective. Finance staff worked with each of the Section Managers to ensure that performance data aligned with the indicators in accordance with this framework as shown below.

| S | M | A | R | T |
|--|---|---|---|--|
| Specific | Measurable | Attainable | Result-Oriented | Time-Limited |
| A specific goal is more likely to be reached because people know precisely what the objective is | Establish standards of evidence for gauging progress toward the goal and whether intended benefits are being realized | Goals should have a certain amount of “stretch” in them – achieving the goal should require going beyond current patterns of performance and ways of thinking | The goal should be focused on results that make a real difference to financial position | The goal should have a clear timeframe for achievement |

The following page shows the seven Strategic Plan Goals along with the Objectives identified by a Key Code.

Key
Code

Objectives (Key Code Description) by Strategic Plan Goal



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

CB1

Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements

CB2

Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements

CB3

Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies

CB4

Maintain NBC's asset management program to ensure continuous operation and the protection of assets

CB5

Ensure climate resiliency of NBC's existing and future facilities



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

EP1

Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact

EP2

Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements

EP3

Ensure current, relevant, and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects



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

FM1

Ensure sufficient operating and capital funding with the least ratepayer impact through the use of best practice

FM2

Maximize the efficiency, fairness, and accuracy of NBC's rate structure, billing, and collection processes

FM3

Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards

FM4

Ensure compliance with Federal and State laws and regulations related to financial transactions and reporting

FM5

Develop and administer programs to increase efficiency and cost-effectiveness of operations

FM6

Ensure the timely, efficient, and cost-effective purchase of goods and services

FM7

Effectively administer NBC's risk management and employee benefit programs

FM8

Identify new revenue or debt financing opportunities



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

CF1

Provide excellent customer service

CF2

Establish agency-wide customer service focused training programs

CF3

Maximize automation and computerization throughout the agency

CF4

Maintain programs and participate in projects that give back to NBC's service area

CF5

Enhance customer communication through consistent procedures and the implementation of new technologies



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

S1

Ensure compliance with Federal and State labor laws

S2

Provide professional, technical and safety training to maximize team performance and employee safety

S3

Maintain competitive and cost-effective benefits, compensation, and wellness programs to attract and retain qualified staff

S4

Employ best practices to retain qualified employees and ensure succession planning

S5

Maintain positive relationships with collective bargaining units



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

C1

Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission

C2

Employ new technology to enhance communications with internal and external customers

C3

Ensure updated information about NBC's programs and projects is accessible to the public



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

OP1

Evaluate and optimize NBC's organizational structure, processes, and practices to maximize agency performance

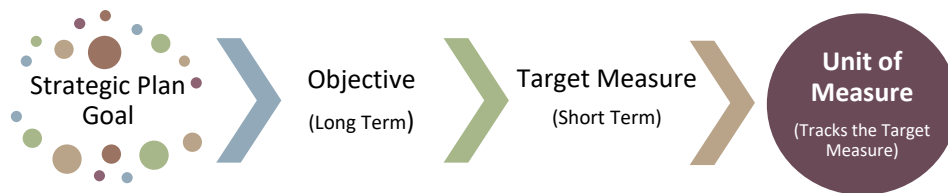
OP2

Communicate NBC's Strategic Plan to employees to facilitate achievement of NBC's goals

OP3

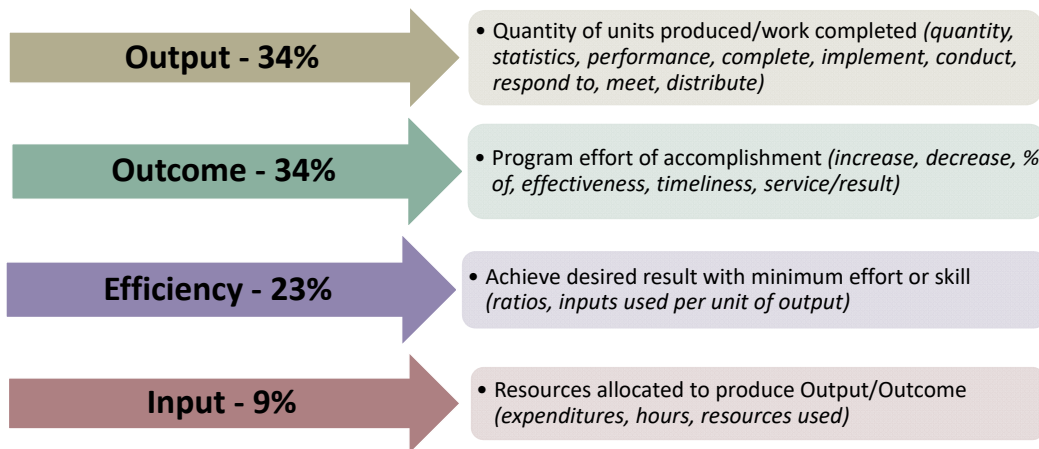
Conduct NBC business in an open manner and in conformance with all state ethics standards

Objectives are then linked to each Section’s target measures by one of four types of performance indicators. A unit of measure is then depicted by the Section Manager to track the budgeted goal and actual performance for each of the target measures within their Section.

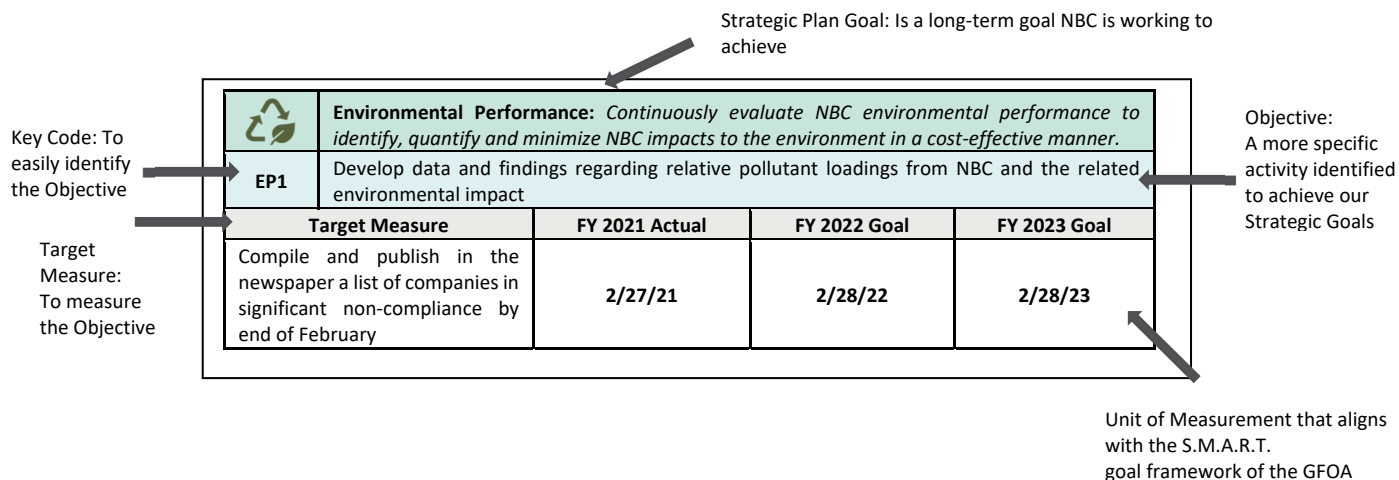


NBC’s Target Measures by S.M.A.R.T Goal Performance Indicator

The Target Measures are classified by the S.M.A.R.T goal performance indicator for the entire NBC Organization. Of the 308 Target Measures, the majority or 68% are Output and Outcome related, and represent result related or quantifiable measures. The remaining 32% correlate to resources used or productivity and are either Efficiency or Input related.



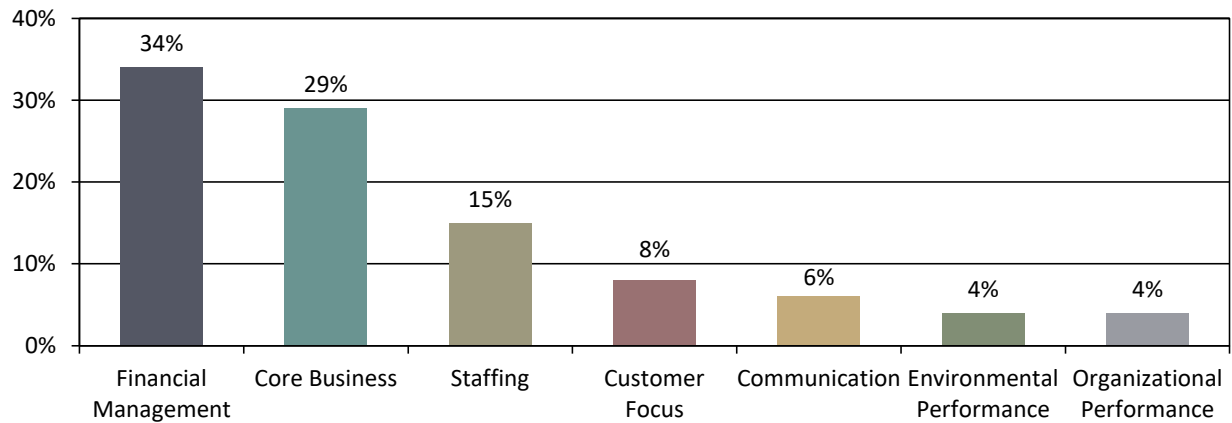
The diagram below describes each of the components of the target measures that are included as part of each cost centers’ budgets in the Division Summaries section.



Operating Budget Strategic Plan

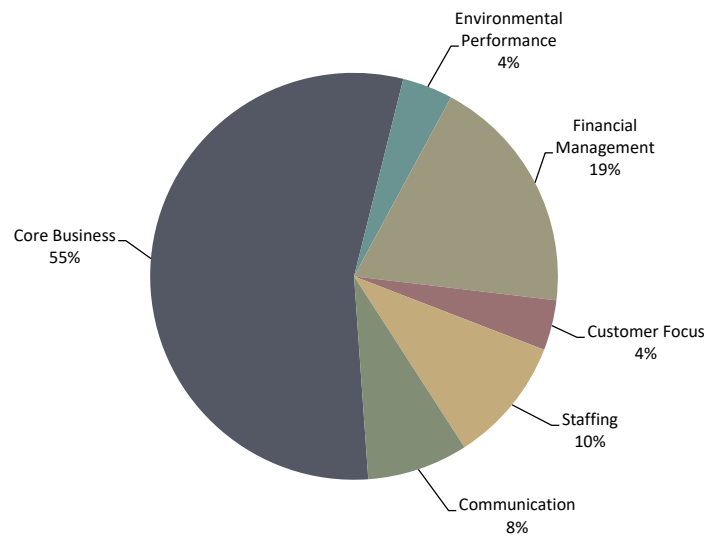
Finance and Section Managers worked to identify and incorporate Target Measures into their budgets. The Target Measures are linked to an objective and indicate a clear pathway forward toward the strategic plan. Section Managers determined that approximately 63% of the FY 2023 Target Measures were aligned to Financial Management and Core Business goals. In addition, 15% of the Target Measures relate to Staffing and 8% to Customer Focus. The remaining 14% are aligned to the Communication, Environmental Performance, and Organizational Performance goals. Each of the objectives and measures were reviewed and approved by the Executive Director. The following graph illustrates the percentage of Target Measures by Strategic Plan Goal.

FY 2023 Target Measures by Strategic Plan Goal



Fiscal Year 2023 Priorities



Each Section included their top priorities for FY 2023. The chart below shows the percentage of NBC's priorities by Strategic Plan Goal. Of the 77 priorities for FY 2023 for the NBC, 42 or 55% are categorized as Core Business followed by Financial Management at 19% or 15 priorities.




Capital Budget Strategic Plan

The Strategic Plan is also integrated into the Capital Budget which includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). NBC's Strategic Plan ensures NBC's ability to meet water quality objectives set forth by regulatory requirements through achieving short and long-term objectives at a reasonable cost.

Approximately 89% of programmed OCP assets support NBC's Core Business Strategic Plan Goal. These assets include infrastructure, applications, and compliance at \$3.3M. In addition, \$500 thousand or 11% of assets align with NBC's Environmental Performance Strategic Plan Goal and support sampling and laboratory analysis. The following table outlines the percentage of FY 2023 programmed capital assets by Strategic Plan Goal.

| Percentage of Operating Capital Program Assets by Strategic Plan Goal | | |
|---|------------|---|
|  Core Business: Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed. | | |
| Key Code | Percentage | Code Description |
| CB3 | 14% | Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements. |
| CB4 | 75% | Maintain NBC's asset management program to ensure continuous operation and the protection of assets. |
|  Environmental Performance: Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner. | | |
| Key Code | Percentage | Code Description |
| EP2 | 11% | Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements. |

Due to the magnitude of the CIP and NBC's funding constraints, NBC evaluated proposed capital improvements based on strategic value. As part of the CIP development process, NBC identifies one or more Key Codes of the Core Business Strategic Plan Goal that a project will address. The highest percentage or 40%, are aligned with Key Code CB2, to manage the planning, design, and construction of capital improvements. Approximately 27% of the projects are aligned with Key Code CB1, to ensure compliance with State and Federal regulations, permits, consent agreements, certifications as well as NBC rules and regulations, guidelines, and reporting requirements. In addition, 16% of the projects in the CIP are aligned with Key Code CB3, to ensure operation and maintenance of NBC wastewater treatment and collection system. The remaining projects are aligned with Key Code CB5 at 13%, to ensure climate resiliency of NBC's existing and future facilities; and Key Code CB4 at 4%, to ensure continuous operation and the protection of assets through NBC's asset management program.

| Percentage of CIP Projects Aligned to Strategic Plan Core Business Goal | | |
|---|------------|--|
|  Core Business: Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed. | | |
| Key Code | Percentage | Code Description |
| CB1 | 27% | Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements. |
| CB2 | 40% | Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements. |
| CB3 | 16% | Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies. |
| CB4 | 4% | Maintain NBC's asset management program to ensure continuous operation and the protection of assets. |
| CB5 | 13% | Ensure climate resiliency of NBC's existing and future facilities. |

NBC Budget Calendar

July-September | Analyze

- Preliminary projections of FY 2023 revenue, expense, and financial obligations.
- Needs are compared to PUC Approved Cost of Service to determine if rate relief may be required.
- Review of updates to the Strategic Plan.

October-January | Develop

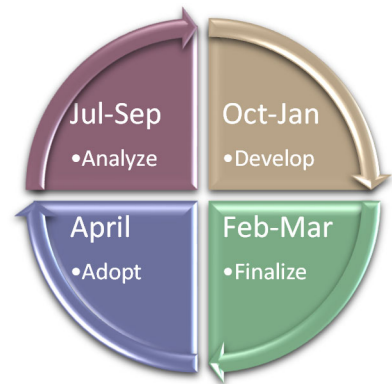
- Development of Short and Long-Term Budget Directives.
- Operating Budget – Section Managers update mission, overview, and operational responsibilities for their Sections. They submit major accomplishments for the prior year and top priorities for the new budget year, along with updates to the performance data.
 - Finance prepares budget workbooks with FY 2022 year-to-date expense and FY 2023 projected personnel expense which are distributed to Section Managers.
 - Finance reviews the performance measure data and prepares the Division summary information.
 - Demographic information is updated and the About NBC section is drafted.
 - The Introduction, Glossary and Acronym sections are prepared.
 - The Budget Process and Policies section is updated and completed.
- Capital Budget
 - **Operating Capital Program (OCP)** - Section Managers submit their requests for the FY 2023 budget and subsequent five years. The FY 2023 requests include detailed information documenting the need, cost, type, and useful life of the asset. The assets are tied to the Strategic Goals and assigned a priority ranking.
 - **Capital Improvement Program (CIP)** - Project Managers identify new projects and provide updated information regarding ongoing capital projects including project overviews, cash flows, costs, schedules, and operating expense impact projections.
- Finance staff reviews the CIP and OCP submittals and prepares summary documents for internal review. The draft OCP plan is reviewed by Division Directors. The CIP information is presented to the CIP Review Committee for review and the assignment of priorities.

February-March | Finalize

- Capital Budget - The FY 2023 capital sources and uses are determined and the Capital Budget is completed. The Capital Budget is presented to the Board for review and approval in February.
- The long-term financial model is updated, and new debt service and CIP operating cost impacts are incorporated into the budget. The Long-Term Financial Plan section of the Budget is outlined.
- Operating Budget - Section Managers submit their detailed FY 2023 proposed budgets, including identification of Section and personnel changes. Finance reviews the information, incorporates budget figures for the large operating accounts, and prepares a consolidated budget submittal document which Section Managers use to make presentations to the Executive Director.
 - Finance finalizes the revenue projections.
 - Operating expenses are adjusted to arrive at a balanced budget.
 - The Operating Budget Revenue and Expense profiles are prepared.
- The Operating Budget and Capital Budget are incorporated into the Annual Budget document and the remaining sections of the Budget are finalized including the Budget Message and the Budget Summary.
- The final Annual Budget document is prepared and printed.

April | Adopt

- The Annual Budget is presented to the public at the Board of Commissioners meeting prior to adoption.
- The budget document is published on NBC's website and NBC welcomes public comment.



Budget Monitoring and Amendment Procedures

Operating Budget Monitoring

- Budget accounts are maintained by section. Budget transfers are required to prevent any account expense being significantly overrun to ensure overall spending is below budget.
- Finance reviews the budget versus actual report by section monthly and ensures budget transfers are completed if required.
- The monthly financial statements including the budget vs. actual report and Operating Capital Program (OCP) changes are provided to the Board and presented to the Finance Committee.
- Revenue and expense accruals are made at the close of every accounting period in order to reflect the current financial status.

Operating Budget Amendments

- NBC exercises strong financial management controls to ensure total expense does not exceed the amount approved in the current year's budget. The Section Manager and Division Director submit budget transfers which are reviewed and authorized by Finance staff. In accordance with the Budget Resolution, the transfer requests are then forwarded to the Chief Financial Officer (CFO) for final approval.
- Budget transfers from capital to operating expense are not permitted.
- All budget transfers are reviewed by Finance and tracked on NBC's computerized financial system.

Operating Capital Program

- All OCP purchases shall be assigned an allocation number by Finance which must be referenced in purchasing documents.
- Section Managers may request reallocation of OCP funds for unanticipated or emergency items.
- Finance and Accounting shall review all OCP reallocation change requests.
- The CFO is authorized to approve changes to the OCP, adjust between line items and between cost centers for the budget year ensuring the total expenditures do not exceed the total amount approved in the budget year.
- All capital asset items are purchased in accordance with NBC's Capital Asset Policy and NBC's Purchasing Rules and Regulations.

Capital Improvement Program

- The Executive Director (ED) is authorized to expend funds on capital projects for preliminary planning, staff time and other services in order to assess project need, scope and feasibility prior to project review and approval by the Board and inclusion in the CIP.
- Inclusion of a project in the CIP does not constitute Board approval. Once a project has been developed in scope and the basis for capital budget estimated, the ED must acquire Board Authorization to contract expenditures and ancillary costs.
- Finance reviews all Capital Budgets and Purchase Orders to establish funding and confirm authorization. The CFO must approve all CIP Purchase Orders and Amendments.
- The ED may authorize Change Order Requests (CORs) up to a maximum of 5% of the total contract amount. Once the 5% limit is reached, the ED must receive Board approval to raise the limit. In the case of an emergency or safety issue, the ED may exceed the 5% limit without Board approval and will notify the Board. The COR will be discussed at the next Board meeting.
- CIP budgets and expenses are tracked by funding source on NBC's computerized financial system.

Financial Policies and Procedures

Basis of Budgeting/Accounting

The accounting policies of NBC conform to Generally Accepted Accounting Principles (GAAP) as applicable to governmental proprietary fund types (enterprise funds). For enterprise funds, the intent of the governing body is that the expense of providing goods and services to the general public on a continuing basis will be financed or recovered through user charges. The financial statements of NBC are prepared using the accrual basis of accounting; however, the budget is adopted on a modified accrual basis of accounting consistent with GAAP. The major difference is how debt service and capital expenditures are reflected.

The NBC prepares its budget on a modified accrual basis. Accordingly, revenue must be both measurable and available for the current period. With respect to expense, there are a few differences between how certain items are treated in the financial statements and the budget. Although capital expenditures are depreciated in the financial statements, they are expensed in the budget. In addition, in the financial statements, principal payments are shown as a reduction of a liability, but they are budgeted as expense. Lastly, depreciation and bad debt expense are included in the financial statements, but they are not budgeted or expensed. See the table below for a summary of the differences.

| | Basis of Accounting | Basis of Budget |
|----------------------------|-------------------------|-------------------------------|
| | Full Accrual | Modified Accrual |
| Revenue Recognition | When earned | When measurable and available |
| Expense Recognition | When liability incurred | When liability incurred |
| Capital Expenditures | Increase Asset | Budgeted as expense |
| Depreciation | Expensed | Not Budgeted as expense |
| Principal Payments | Reduction of liability | Budgeted as expense |
| Bad Debt | Expensed | Not budgeted as expense |

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 FY 2023 budget year begins July 1, 2022 and ends June 30, 2023. The prior fiscal year or FY 2022 is the 12-month period that ends June 30, 2022.

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) and will prepare its Annual Comprehensive Financial Report in accordance with GFOA's standards for Excellence in Reporting. NBC shall also ensure the timely completion of the Single Audit (if applicable) and Non-Union Defined Benefit Plan audit each fiscal year.

NBC will issue timely and accurate monthly financial statements so that information is available to management and the public.

Restricted Account reporting required by the PUC shall be completed in a timely manner.

Budget

NBC does not have statutory budget constraints. NBC's by-laws set forth that the Board shall establish, through a Budget Resolution, a monetary limit up to which the Executive Director may spend. NBC shall prepare a balanced budget in which total revenue and source of funds equals the total expense and use of funds. NBC will allocate resources to support the goals and objectives set forth in the Strategic Plan and employ sound financial practices to determine budgeted revenue, expense, capital sources and uses. The NBC shall:

1. Prepare its annual budget in accordance with the GFOA Distinguished Budget Presentation Award criteria, incorporating prior year GFOA reviewer comments.
2. NBC will budget annual debt service based on the known costs for all fixed rate transactions. For variable rate debt, NBC shall budget based on the fixed principal amortization amounts, an assumed interest rate based on a historical average or other method consistent with industry standards, plus remarketing, letter of credit, or other applicable fees. Budgeted debt service shall also include projected new debt service for programmed bond issues at an assumed interest rate and principal amortization schedule.
3. Operating budget transfers and OCP changes are reported to the Board and/or Finance Committee at regularly scheduled meetings.

Revenue, Rates and Charges

NBC estimates revenue conservatively based on historical data and trends, rate changes, and other factors. In addition, NBC annually updates the Long-Term Financial Plan to project changes in user rates and the rate base, CIP impacts, capital funding and future needs. The Plan includes a constraint that net revenue (gross revenue less operating expense) is at least equal to 125% of the annual debt service and that rates and charges are adequate to meet the rate covenants as set forth in the Trust Indenture. Other revenue objectives include:

1. NBC shall maintain a revenue recovery system that is fair and equitable.
2. NBC shall file for rate relief in a timely manner to ensure the adequacy of rates and charges.
3. Potential new revenue sources shall be reviewed annually.
4. Fees and charges shall be established to recover operating and/or capital costs if possible.

Expense

NBC budgets expenses conservatively to ensure that there are sufficient resources to operate NBC's facilities safely and effectively, which includes the identification of operational changes and CIP expense impacts.

Large operating accounts shall be analyzed monthly with historical data and trends used to estimate quantities and pricing. NBC shall seek to lock-in the electricity and natural gas supply rates for the entire budget year and shall closely monitor the renewable energy portfolio.

An increase in the number of funded Full Time Equivalent (FTEs) other than through the annual budget process is limited and subject to approval by the CFO and the Executive Director. Benefits and compensation are in conformance with union contracts and other constraints such as required pension contributions. Other key short-term guidelines are established annually as part of the budget process.

Long-Range Financial Planning

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. The Strategic Plan is periodically updated to ensure NBC meets current and future regulatory requirements at a reasonable cost.

NBC uses a Long-Term Financial Plan which is updated annually to assess the impacts of current and future operating and capital requirements. The Plan is used to develop and support financing strategies that will provide stability, continuity and minimize ratepayer impact.

Each year, NBC shall update the Capital Budget for the current budget year and five subsequent fiscal years.

Debt

The NBC is authorized to issue bonds, notes, and other revenue obligations pursuant to R.I.G.L. 46-25. NBC debt obligations will be issued in compliance with all applicable state and federal laws. All debt issuances shall be presented to the Board for review and approval. The NBC shall:

1. Ensure sufficient financing is available to fund the Capital Improvement Program.
2. Maintain a strong credit rating and provide information to the public to ensure continued access to the capital markets.
3. Investigate and evaluate new funding options and strategies to mitigate ratepayer impact.
4. Achieve the lowest cost of borrowing while minimizing the risk of market changes.

Debt Issuance Limitations

NBC is not subject to any statutory debt limitations. NBC must notify the Rhode Island Public Finance Management Board (PFMB) 30 days prior to issuance of debt and pay the PFMB a fee of 1/40th of 1% of the principal amount of the bond issue. NBC must also receive authorization from the Rhode Island Division of Public Utilities and Carriers (Division) to issue debt with a maturity greater than one year.

Debt Issuance Strategy

NBC will at least annually, or more frequently if needed, update the long-term financial plan to determine the optimum financing strategy that takes into consideration the CIP, cash flows, market conditions, funding sources, tax constraints, debt service coverage, ratepayer impact, and other relevant items. The Long-Term Financial Plan shall be used as the basis for the financing strategy including the timing, amount, and type of debt issuance.

The Chief Financial Officer (CFO), in conjunction with NBC's Municipal Advisor (MA), will evaluate the options generated in the Plan and make recommendations to the Executive Director and the Chairman. Based upon the review and approval of the Executive Director and the Chairman, the CFO and the MA will perform additional analysis and research market conditions and other factors. Bond Counsel review and advice will also be included as part of the evaluation. Once the type of issuance and a not-to-exceed debt issuance amount has been determined, an authorizing resolution shall be presented to NBC's Board for review and approval.

Long-Term Debt Issuance

1. NBC shall consider ratepayer impact as part of the debt structuring process as well as market conditions. NBC's least cost of financing may change from time to time. NBC's current permanent financing options include:
 - a) The United States Environmental Protection Agency (USEPA) Water Infrastructure Finance and Innovation Act (WIFIA) program
 - b) Subsidized loans from the Rhode Island Infrastructure Bank (RIIB)
 - c) Tax-exempt or taxable revenue bonds
 - d) Fixed or variable rate revenue bonds

2. Principal maturities for long-term debt are not to exceed the useful life of the assets financed through the bond issue.
3. In general, tax-exempt debt will include a call provision for maturities longer than 10 years. Taxable debt may include a make-whole call provision.
4. The CFO and the MA shall make a recommendation to the Executive Director and the Chairman whether the issuance will be competitively bid or negotiated. NBC may also choose a direct placement through a competitive process administered by its MA if it is determined to be in NBC's best interest. The method of issuance may be modified from time to time as NBC's needs change, new or modified financial market methods emerge, or if a lower effective market interest cost is expected to result.
5. NBC shall consider the use of credit enhancements to the extent that anticipated present value savings exceed the cost of the enhancement.
6. NBC shall consider the issuance of "Green Bonds" to the extent that the anticipated interest rate savings exceed the additional administrative compliance monitoring burdens.
7. NBC may issue variable rate debt subject to a thorough analysis and evaluation of savings and risks. 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.

Refunding Transactions

The CFO and MA shall monitor NBC's debt portfolio to take advantage of refunding opportunities that may generate sufficient savings. Advance refunding (if permitted by law) criteria guidelines include:

1. Overall net present value savings over 4% shall be considered.
2. Individual maturities with net present value savings in excess of 3%. However, a net present value savings threshold could be lower for current refundings.
3. Escrow efficiency (as determined by dividing the net present value savings by the negative arbitrage plus net present value savings) on the escrow should be greater than 60%.

An authorizing resolution for refunding transactions shall be presented to NBC's Board for review and approval.

Defeasance

Subject to Board authorization, if it is determined to be in NBC's best interest to enhance coverage and mitigate the need for rate relief, NBC may elect to defease certain bonds if sufficient resources are available.

Short-Term Borrowings

Subject to Board authorization, NBC may issue short-term debt to meet cash flow needs for the capital program in anticipation of a bond issue or to meet temporary operating cash flow needs.

Trust Indenture Compliance

NBC shall ensure compliance with the Bond Authorizing Resolution including the Trust Indenture and Supplemental Indentures. Compliance includes but is not limited to:

1. Compliance with the flow of funds including the funding of the debt service payment accounts and monthly certifications to the Trustee.
2. Compliance with rate covenants.
3. Compliance with the Additional Bonds Test.
4. Filing of all annual certifications and reporting to the Trustee.

Other Contractual Agreements

NBC will comply with the terms and conditions as set forth in other debt issuance related agreements such as WIFIA loan agreements, RIIB loan agreements, Direct Purchase Agreements, Letters of Credit, etc.

Continuing Disclosure

NBC shall ensure compliance with the Continuing Disclosure Agreements (Agreements) executed upon the issuance of public debt in accordance with SEC Rule 15c2-12. As set forth in the Agreements, NBC shall provide the Annual Comprehensive Financial Report and annual operating information to the Dissemination Agent for posting on EMMA within the time limits set forth in the Agreements. Notice of the occurrence of certain material events as listed in the Agreements shall be filed within ten business days of such occurrence. In accordance with the WIFIA Agreements, a link to the EMMA posting shall be e-mailed to the WIFIA compliance team on the same date that the posting is made on EMMA.

Tax-Exempt Debt Post-Issuance Compliance

NBC will comply with all relevant federal tax law provisions including but not limited to spend-down expectations, arbitrage requirements, limitations on private use of tax-exempt bond financed facilities and recordkeeping requirements. NBC will take all appropriate actions to preserve the tax-exempt status of interest paid on its tax-exempt debt obligations to investors. NBC shall use the procedures set forth in the Post-Issuance Compliance Guide Regarding Use of Tax-Exempt Bond Financed Property and Proceeds to ensure compliance.

Cash Management

NBC employs practices that serve to strengthen NBC's cash position, enhance collections, as well as efficiently and safely disburse funds. NBC will ensure compliance with restrictions on the Restricted Accounts in the Project Fund as set forth by the PUC and the Trust Indenture as well as with the flow of funds as set forth in the Trust Indenture.

The "prudent investor" standard shall be applied to the investment of financial assets. Investments shall comply with all legal requirements, preserve the value and safety of capital, maximize earnings, and minimize risk, and 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.

Capital Assets and Depreciation

Capital expenditures shall be classified and recorded in accordance with GAAP and are budgeted in the annual Capital Budget. Staff shall use the decision tree set forth in the Capital Asset policy to determine if a replacement, renovation, or betterment purchase should be capitalized or expensed. Capital assets shall be based on actual cost and include ancillary costs. Capital assets shall be recorded as follows:

| Basis for Asset Valuation | |
|--|--|
| Purchased Assets | Asset value shall be based on vendor invoice or other supporting documentation. |
| Constructed Assets | All direct costs (including labor) associated with the construction project shall be included in establishing the asset valuation. |
| Criteria For Capital Assets | |
| New Purchases | All assets with an acquisition cost of \$5,000 or more and a useful life of three or more years will be capitalized. Any asset with a purchase price of less than \$5,000 or less than three years useful life will be expensed. |
| Replacements, Renovations and Betterments | Replacement, renovations, and/or betterments with costs equal to or greater than \$5,000, and equal to or greater than three years useful life will be capitalized. The replacement of capital items such as vehicles and equipment are charged to the respective replacement reserve account. |

Capital assets other than Construction in Progress (CIP) will be entered into the appropriate asset categories and depreciated on a straight-line method upon their acquisition.

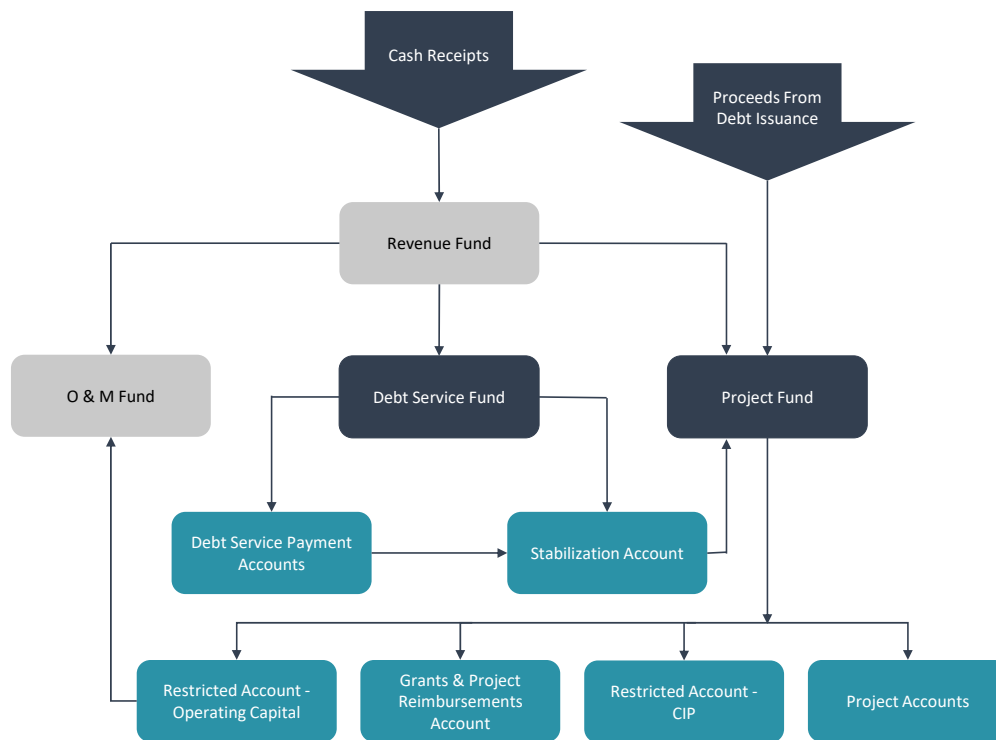
Trust Indenture and Funds

On April 15, 2004, a Trust Indenture was executed by and between NBC and the Trustee providing for the issuance of NBC’s revenue bonds pursuant to supplemental indentures thereto. Since that time, NBC has executed 30 Supplemental Indentures and collectively these are referred to as the “Trust Indenture.” The 30 Supplemental Indentures are as follows:

| Indenture Number | Date | Indenture Number | Date |
|------------------|-------------------|------------------|-------------------|
| 1 | April 15, 2004 | 16 | November 28, 2012 |
| 2 | December 30, 2004 | 17 | March 21, 2013 |
| 3 | August 4, 2005 | 18 | June 6, 2013 |
| 4 | December 15, 2005 | 19 | December 12, 2013 |
| 5 | December 21, 2006 | 20 | March 6, 2014 |
| 6 | February 8, 2007 | 21 | October 28, 2014 |
| 7 | October 15, 2007 | 22 | May 5, 2015 |
| 8 | December 12, 2007 | 23 | July 30, 2015 |
| 9 | July 1, 2008 | 24 | June 2, 2016 |
| 10 | November 1, 2008 | 25 | April 4, 2019 |
| 11 | October 6, 2009 | 26 | August 27, 2019 |
| 12 | February 12, 2010 | 27 | March 19, 2020 |
| 13 | June 24, 2010 | 28 | October 26, 2020 |
| 14 | March 29, 2011 | 29 | October 26, 2020 |
| 15 | June 28, 2012 | 30 | November 16, 2021 |

Flow of Funds

The following schematic provides a general overview of the flow of cash as directed by the Trust Indenture. This diagram is not intended to be a complete representation of all transfer activity and the Trust Indenture is the governing document for specific questions.



*Funds highlighted in gray are held by the NBC, all other Funds are held by the Trustee. Teal boxes are accounts.

NBC FUNDS ⁽¹⁾

| FUND | USE OF FUND and FUNDING STATUS |
|--|---|
| <i>Revenue Fund</i> | 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. |
| <i>Operation and Maintenance Fund</i> | The Operation and Maintenance (O&M) Fund is used to pay for current operations, administrative, maintenance, ordinary current repairs of NBC's facilities and infrastructure expense. |
| <i>Debt Service Fund</i> | 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. |
| <i>Project Fund</i> | Funds from the Project Fund are designated to pay for improvements and additions to NBC's capital assets. This includes expenditures related to the Capital Budget for the Capital Improvement Program (CIP) and Operating Capital Program (OCP). |
| <i>Operating Reserve for Revenue Stability Fund</i> | The Operating Reserve for Revenue Stability Fund may be used when there are insufficient funds in the Revenue Fund to make the monthly transfers to other accounts. |
| <i>Renewal and Replacement Fund</i> | The Renewal and Replacement Fund is used for the replacement or renewal of capital assets of the wastewater treatment system and related infrastructure when the expense is not covered by the Project Fund. This Fund is not currently permitted by the RIPUC to be funded. |
| <i>Debt Service Reserve Fund</i> | The Debt Service Reserve Fund is funded if a reserve fund is required as part of a debt issuance and used when there are insufficient funds in the Debt Service Fund to cover debt service. This fund has a \$3.0 M balance for the 2013 Series C Wastewater System Revenue Bond issue that was partially refunded in FY 2020. |
| <i>Operation and Maintenance Reserve Fund</i> | The O&M Reserve Fund is designated to pay current operating expense for NBC whenever monies on deposit in the O&M Fund are deemed insufficient. This Fund is not currently permitted by the RIPUC to be funded. |
| <i>Redemption Fund</i> | The Redemption Fund is used for redemption fees, and/or principal and interest on the redemption of bonds. This Fund is not funded except when bonds are redeemed. |
| <i>Insurance Reserve Fund</i> | The Insurance Reserve Fund is used should NBC determine that it cannot reasonably obtain required insurance. This Fund is not funded as NBC has obtained required insurance policies. |
| <i>Unrestricted Fund</i> | 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. |
| <i>Environmental Enforcement Fund</i> | The Environmental Enforcement Fund (EEF) is within the Revenue Fund and consists of monies recovered through administrative or civil enforcement action and cannot be used for normal operating expense in accordance with chapter 46-25 of the Rhode Island General Laws. Amounts in the EEF fund are insignificant and therefore the Fund is not included in the annual budget. |

(1) Although the purpose of this information is to highlight the more significant features of the Funds, the Trust Indenture will prevail in the event of any inconsistency.

Trust Transfers

The Trust Indenture establishes the flow of funds and all revenue, 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 as described below.

The first such amount applied is the transfer from the Revenue Fund and deposited into the Operation and Maintenance Account in the Operation and Maintenance Fund. NBC has calculated the FY 2023 monthly transfers for operating expense (including lease expense) in accordance with Section 608 of the Trust Indenture. The transfer amounts are based on the actual operating expense in FY 2022 multiplied by the percentage increase in the FY 2023 budget. In accordance with Section 504(2) the following amounts shall be transferred from the Revenue Fund to the Operation and Maintenance Fund on the third day prior to the last business day of each calendar month set forth as follows:

| Monthly transfers from the Revenue Fund to the Operations and Maintenance Fund | |
|--|----------------------|
| Date | Amount |
| Jul 26, 2022 | \$ 5,071,782 |
| Aug 26, 2022 | 4,480,074 |
| Sep 27, 2022 | 2,828,057 |
| Oct 28, 2022 | 4,729,001 |
| Nov 25, 2022 | 3,697,086 |
| Dec 27, 2022 | 4,077,367 |
| Jan 27, 2023 | 2,923,133 |
| Feb 24, 2023 | 3,986,281 |
| Mar 28, 2023 | 4,907,291 |
| Apr 25, 2023 | 4,907,292 |
| May 26, 2023 | 4,907,291 |
| Jun 27, 2023 | 4,907,291 |
| Total | \$ 51,421,946 |

In addition, each month, the NBC must transfer amounts from the Revenue Fund to Accounts held by the Trustee in the Debt Service Fund. The amounts below are the 1/6th of the interest payment due each six months and 1/12th of the principal. If there is sufficient cash in the Revenue Fund, NBC will deposit a percentage of receipts into the Stabilization Account based on RIPUC restrictions of receipts for debt service. The funds in the Stabilization Account not needed to fund the Debt Service Payment Accounts are transferred to the Restricted Accounts in the Project Fund and are used to fund the Capital Budget.

| Monthly transfers from the Revenue Fund to the Debt Service Fund | | |
|--|------------------------------|-------------------------------------|
| Date | Debt Service Payment Account | 2008 A Debt Service Payment Account |
| Jul 26, 2022 | \$ 3,248,975 | \$ 191,087 |
| Aug 26, 2022 | 3,249,335 | 191,087 |
| Sep 27, 2022 | 3,314,286 | 314,179 |
| Oct 28, 2022 | 3,315,548 | 314,179 |
| Nov 25, 2022 | 3,316,550 | 314,179 |
| Dec 27, 2022 | 3,317,546 | 314,179 |
| Jan 27, 2023 | 3,318,507 | 314,179 |
| Feb 24, 2023 | 3,319,348 | 314,179 |
| Mar 28, 2023 | 3,320,971 | 314,179 |
| Apr 25, 2023 | 3,321,583 | 314,179 |
| May 26, 2023 | 3,321,583 | 314,179 |
| Jun 27, 2023 | 3,321,583 | 314,179 |
| Total | \$ 39,685,815 | \$ 3,523,964 |

Budget Summary

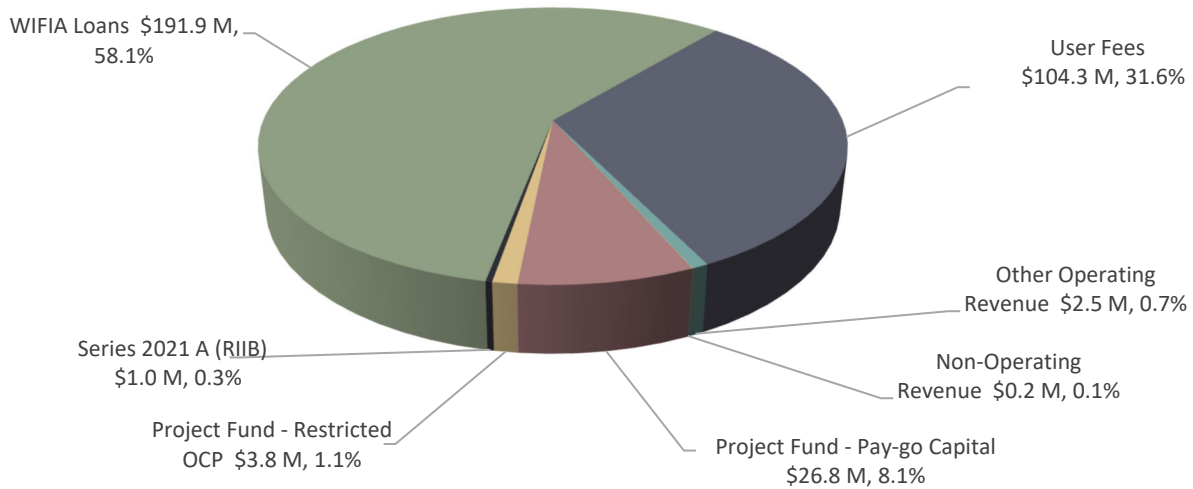
The FY 2023 Budget is \$330.6 million or \$44.9 million more than the prior year. The most significant change is in the increase in the Capital Budget related to the construction of the CSO Phase III A Facilities.

Budget Summary

| Revenue and Source of Funds | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference |
|--|-----------------------|-----------------------|-----------------------|----------------------|
| Operating Revenue | | | | |
| User Fees | \$ 102,984,256 | \$ 102,476,288 | \$ 104,302,164 | \$ 1,825,876 |
| Pretreatment Fees | 71,700 | 80,000 | 72,000 | (8,000) |
| Septage Fees | 352,135 | 354,000 | 355,000 | 1,000 |
| Connection Permit Fees | 357,070 | 390,000 | 322,000 | (68,000) |
| Late Fees | (1,446) | 450,000 | 900,000 | 450,000 |
| Customer Service Fees | 194,485 | 200,000 | 181,000 | (19,000) |
| Renewable Energy Credits | 604,033 | 694,837 | 652,131 | (42,706) |
| <i>Total Operating Revenue</i> | <u>104,562,233</u> | <u>104,645,125</u> | <u>106,784,295</u> | <u>2,139,170</u> |
| Non Operating Revenue | | | | |
| Investment Income | 2,978 | 100,000 | 100,000 | - |
| Miscellaneous Income | 280,907 | 91,000 | 77,000 | (14,000) |
| <i>Total Non-Operating Revenue</i> | <u>283,885</u> | <u>191,000</u> | <u>177,000</u> | <u>(14,000)</u> |
| Sources of Capital Funds | | | | |
| Project Fund - Pay-go Capital | 10,891,817 | 6,333,000 | 26,836,186 | 20,503,186 |
| Project Fund - Restricted OCP | 3,192,306 | 4,327,000 | 3,812,000 | (515,000) |
| Series 2019 A (RIIB) | 6,918,592 | - | - | - |
| Series 2021 A (RIIB) | - | - | 1,000,000 | 1,000,000 |
| Series 2020 B (WIFIA 1) | 64,376,780 | 140,137,000 | 102,300,903 | (37,836,097) |
| Series 2020 C (WIFIA 2) | 2,111,284 | 30,008,000 | 80,656,987 | 50,648,987 |
| Series 2022 A (WIFIA 3) | - | - | 8,982,856 | 8,982,856 |
| <i>Total Sources of Capital Funds</i> | <u>87,490,779</u> | <u>180,805,000</u> | <u>223,588,932</u> | <u>42,783,932</u> |
| Total Revenue and Source of Funds | \$ 192,336,896 | \$ 285,641,125 | \$ 330,550,227 | \$ 44,909,102 |
| Expense and Use of Funds | | | | |
| Operating Expense | | | | |
| Personnel | \$ 25,234,834 | \$ 27,975,072 | \$ 29,013,109 | 1,038,037 |
| Operating Supplies/Expense | 15,565,785 | 19,042,787 | 20,037,937 | 995,150 |
| Professional Services | 1,592,497 | 1,886,795 | 2,257,500 | 370,705 |
| Lease/Subscription Expense | - | - | 113,400 | 113,400 |
| <i>Total Operating Expense</i> | <u>42,393,116</u> | <u>48,904,654</u> | <u>51,421,946</u> | <u>2,517,292</u> |
| Debt Service | | | | |
| Principal | 29,902,698 | 28,170,271 | 28,427,904 | 257,633 |
| Interest | 13,479,756 | 13,297,646 | 12,726,133 | (571,513) |
| <i>Total Debt Service</i> | <u>43,382,454</u> | <u>41,467,917</u> | <u>41,154,037</u> | <u>(313,880)</u> |
| Transfer to Project Fund | <u>19,070,548</u> | <u>14,463,554</u> | <u>14,385,312</u> | <u>(78,242)</u> |
| <i>Total Transfer to Project Fund</i> | <u>19,070,548</u> | <u>14,463,554</u> | <u>14,385,312</u> | <u>(78,242)</u> |
| Uses of Capital Funds | | | | |
| Operating Capital Program (OCP) | 3,192,306 | 4,327,000 | 3,812,000 | (515,000) |
| Capital Improvement Program (CIP) | 83,847,136 | 176,278,000 | 219,776,932 | 43,498,932 |
| Cost of Issuance/Other | 451,336 | 200,000 | - | (200,000) |
| <i>Total Uses of Capital Funds</i> | <u>87,490,779</u> | <u>180,805,000</u> | <u>223,588,932</u> | <u>42,783,932</u> |
| Total Expense and Use of Funds | \$ 192,336,896 | \$ 285,641,125 | \$ 330,550,227 | \$ 44,909,102 |

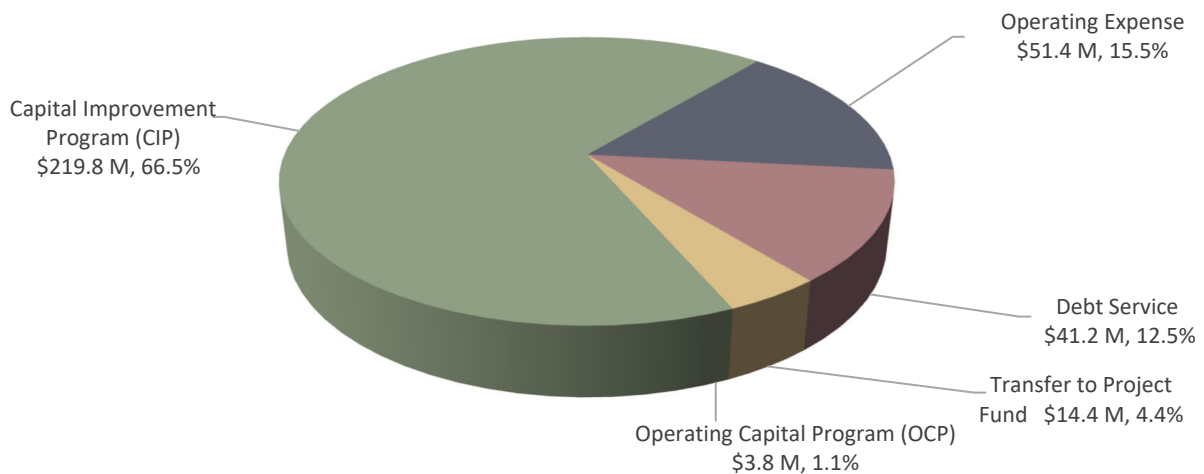
The following graphs shows FY 2023 budgeted revenue and sources of funds. WIFIA Loans are the largest source of funds at \$191.9 million or 58.1% of the total. User fee revenues are the next largest source of funds at \$104.3 million or 31.6% of the total.

Revenue and Source of Funds



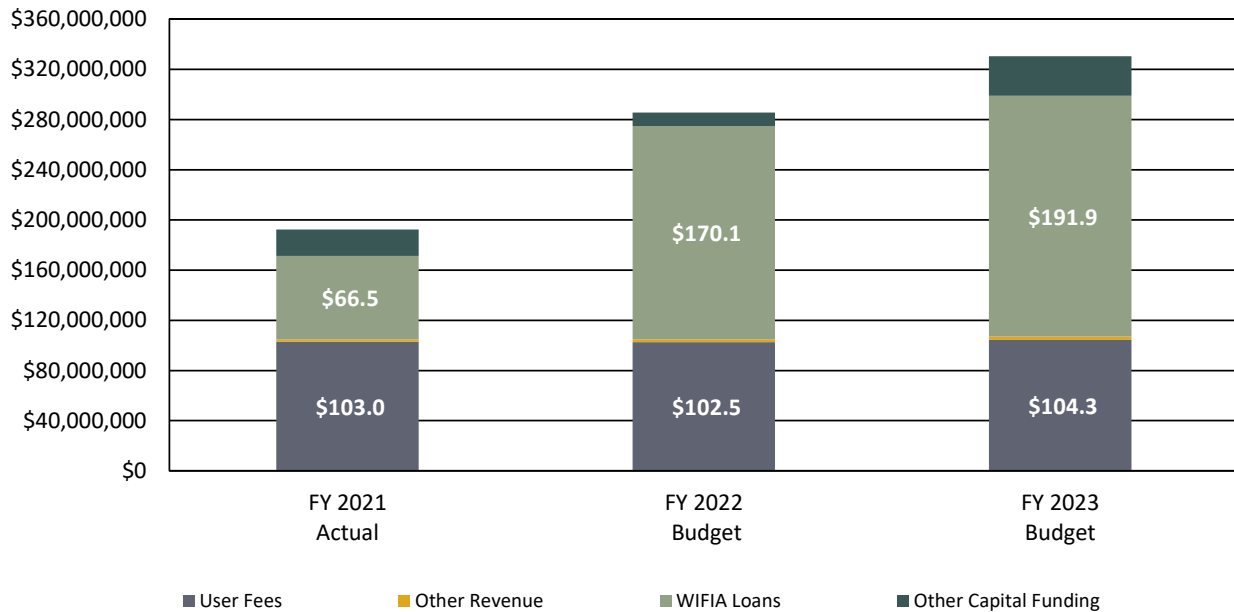
The graph below shows the FY 2023 budgeted expense and use of funds. The largest programmed line item is \$219.8 million or 66.5% for capital improvements. Operating expense consisting of personnel, operating supplies/expense, professional services, and lease/subscription expense is 51.4 million or 15.5% of the total budgeted expense and use in FY 2023. FY 2023 budgeted debt service is \$41.2 million or 12.5%.

Expense and Use of Funds



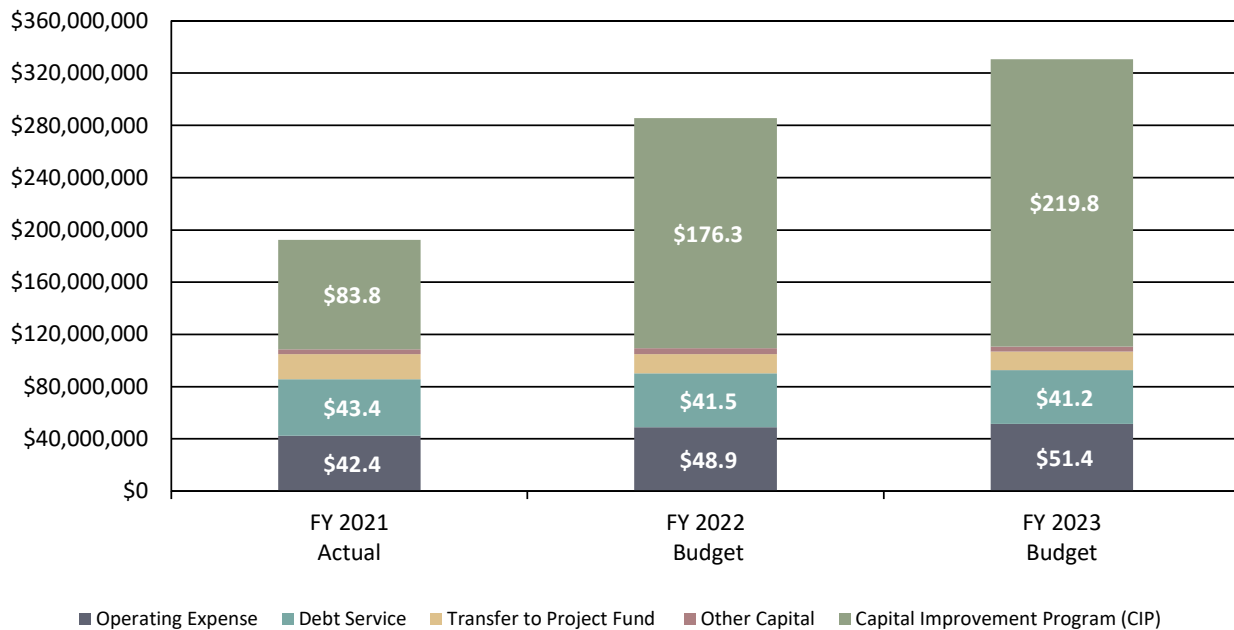
The FY 2023 Budget is 15.7% higher than the prior year. The most significant increases relate to capital funding. WIFIA funding increased 12.8% over the prior year from \$170.1 million to \$191.9 million. User fee revenue is \$1.8 million or 1.8% higher than the prior year.

Revenue and Source of Funds



NBC's increased investment in capital is evident in the chart below which shows a large increase in expenditures in the CIP. The FY 2023 CIP increased from \$176.3 million to \$219.8 million which is 24.7% higher than the prior year. Operating Expense is \$2.5 million or 5.1% higher than the prior year and Debt Service is \$0.3 million lower than the FY 2022 Budget.

Expense and Use of Funds

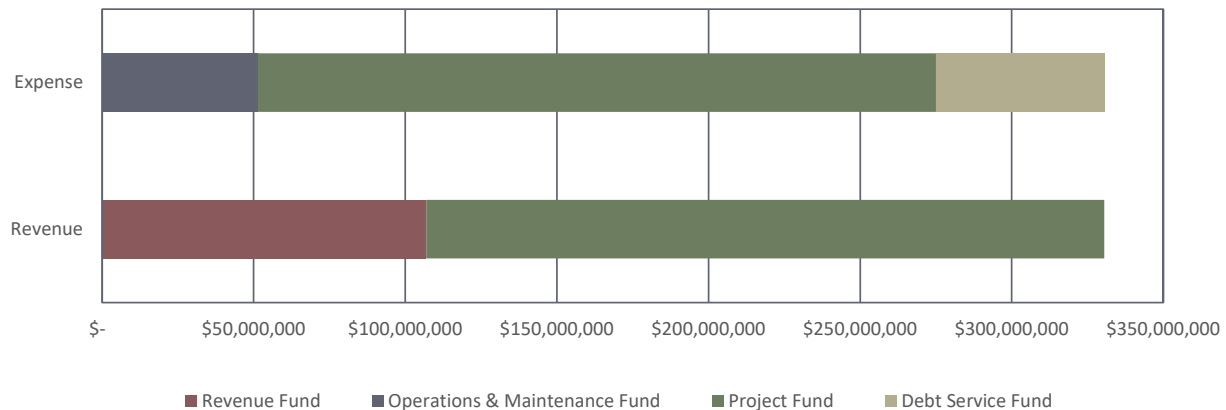


FY 2023 Budget by Fund

Pursuant to GASB criteria, NBC is considered an Enterprise Fund for accounting purposes. In addition, NBC has several funds established pursuant to a Trust Indenture. Please refer to the Budget Process and Policies section of the Budget for detail regarding each of the funds. The following table and chart show the FY 2023 Budget by Fund. The amounts budgeted in the Project Fund reflect NBC’s programmed CIP activity in FY 2023.

| | Revenue Fund | Operations and Maintenance Fund | Project Fund | Debt Service Fund | Total |
|--|-----------------------|---------------------------------|-----------------------|----------------------|-----------------------|
| Revenue and Sources of Funds | | | | | |
| User Fees | \$ 104,302,164 | \$ - | \$ - | \$ - | \$ 104,302,164 |
| Pretreatment Fees | 72,000 | - | - | - | 72,000 |
| Septage Fees | 355,000 | - | - | - | 355,000 |
| Connection Permit Fees | 322,000 | - | - | - | 322,000 |
| Late Fees | 900,000 | - | - | - | 900,000 |
| Customer Service Fees | 181,000 | - | - | - | 181,000 |
| Renewable Energy Credits | 652,131 | - | - | - | 652,131 |
| Investment Income | 100,000 | - | - | - | 100,000 |
| Miscellaneous Non-Operating Revenue | 77,000 | - | - | - | 77,000 |
| Project Fund - Pay-go Capital | - | - | 26,836,186 | - | 26,836,186 |
| Project Fund - Restricted OCP | - | - | 3,812,000 | - | 3,812,000 |
| Series 2019 A (RIIB) | - | - | - | - | - |
| Series 2021 A (RIIB) | - | - | 1,000,000 | - | 1,000,000 |
| Series 2020 B (WIFIA 1) | - | - | 102,300,903 | - | 102,300,903 |
| Series 2020 C (WIFIA 2) | - | - | 80,656,987 | - | 80,656,987 |
| Series 2022 A (WIFIA 3) | - | - | 8,982,856 | - | 8,982,856 |
| Total Revenue and Source of Funds | \$ 106,961,295 | \$ - | \$ 223,588,932 | \$ - | \$ 330,550,227 |
| Expense and Use of Funds | | | | | |
| Personnel | \$ - | \$ 29,013,109 | \$ - | \$ - | \$ 29,013,109 |
| Operating Supplies/Expense | - | 20,037,937 | - | - | 20,037,937 |
| Professional Services | - | 2,257,500 | - | - | 2,257,500 |
| Lease/Subscription Expense | - | 113,400 | - | - | 113,400 |
| Debt Service | - | - | - | 41,154,037 | 41,154,037 |
| Transfer to Project Fund | - | - | - | 14,385,312 | 14,385,312 |
| Operating Capital Program (OCP) | - | - | 3,812,000 | - | 3,812,000 |
| Capital Improvement Program (CIP) | - | - | 219,776,932 | - | 219,776,932 |
| Debt Service Payment Account/Other | - | - | - | - | - |
| Total Expense and Use of Funds | \$ - | \$ 51,421,946 | \$ 223,588,932 | \$ 55,539,349 | \$ 330,550,227 |

Revenue and Expense By Fund



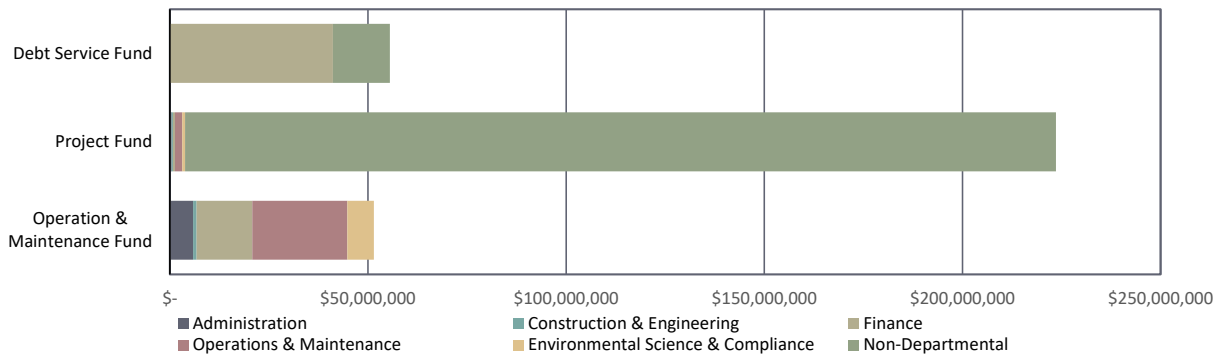
FY 2023 Budget by Fund and Organization

The following table and chart show the relationship between major funds and the Divisions/Sections.

Fund - Organization Matrix

| Division / Section | Operation & Maintenance Fund | Project Fund | Debt Service Fund | TOTAL |
|---|------------------------------|-----------------------|----------------------|-----------------------|
| Administration | | | | |
| Administration | \$ 1,325,754 | \$ 195,000 | \$ - | \$ 1,520,754 |
| Human Resources | 874,821 | - | - | 874,821 |
| Legal | 828,806 | - | - | 828,806 |
| IT | 2,827,434 | 260,000 | - | 3,087,434 |
| <i>Subtotal</i> | <i>5,856,815</i> | <i>455,000</i> | <i>-</i> | <i>6,311,815</i> |
| Construction & Engineering | | | | |
| Construction | 86,613 | 50,000 | - | 136,613 |
| Engineering | 807,962 | 245,000 | - | 1,052,962 |
| <i>Subtotal</i> | <i>894,575</i> | <i>295,000</i> | <i>-</i> | <i>1,189,575</i> |
| Finance | | | | |
| Finance | 2,878,198 | 150,000 | - | 3,028,198 |
| Accounting | 872,610 | - | - | 872,610 |
| Customer Service | 3,182,442 | 210,000 | - | 3,392,442 |
| Purchasing | 401,477 | - | - | 401,477 |
| General Services | 6,713,012 | 150,000 | 41,154,037 | 48,017,049 |
| <i>Subtotal</i> | <i>14,047,739</i> | <i>510,000</i> | <i>41,154,037</i> | <i>55,711,776</i> |
| Operations & Maintenance | | | | |
| IM | 2,170,817 | 121,000 | - | 2,291,817 |
| Operations & Maintenance Services | 1,790,054 | 73,000 | - | 1,863,054 |
| Fields Point | 12,346,691 | 756,000 | - | 13,102,691 |
| Bucklin Point | 7,659,030 | 878,000 | - | 8,537,030 |
| <i>Subtotal</i> | <i>23,966,592</i> | <i>1,828,000</i> | <i>-</i> | <i>25,794,592</i> |
| Environmental Science & Compliance | | | | |
| Technical Analysis & Compliance | 1,055,118 | - | - | 1,055,118 |
| Pretreatment | 1,228,095 | 40,000 | - | 1,268,095 |
| Lab | 2,698,090 | 403,000 | - | 3,101,090 |
| Environmental Monitoring | 1,674,922 | 281,000 | - | 1,955,922 |
| <i>Subtotal</i> | <i>6,656,225</i> | <i>724,000</i> | <i>-</i> | <i>7,380,225</i> |
| Non-Departmental | | | | |
| Capital Improvement Program (CIP) | - | 219,776,932 | - | 219,776,932 |
| Transfer to Project Fund | - | - | 14,385,312 | 14,385,312 |
| Debt Service Payment Account/Other | - | - | - | - |
| <i>Subtotal</i> | <i>-</i> | <i>219,776,932</i> | <i>14,385,312</i> | <i>234,162,244</i> |
| TOTAL | \$ 51,421,946 | \$ 223,588,932 | \$ 55,539,349 | \$ 330,550,227 |

FY 2023 Expense and Use by Fund and Division



Net Position

Net position is defined as total assets and deferred outflows less liabilities and deferred inflows. The data in the FY 2023 Budget has been used to project net position by Fund for June 30, 2023.

Projected Net Position

| Fund | Net Position June 30, 2021 | Net Change | Projected Net Position June 30, 2022 | Net Change | Projected Net Position June 30, 2023 |
|--|-------------------------------|----------------------|--|----------------------|--|
| Revenue Fund | \$ 28,164,731 | \$ 3,300,000 | \$ 31,464,731 | \$ - | \$ 31,464,731 |
| Operation and Maintenance Fund | (7,239,227) | (6,500,000) | (13,739,227) | - | (13,739,227) |
| Debt Service Fund | 35,227,313 | (1,081,412) | 34,145,901 | (1,081,412) | 33,064,489 |
| Project Fund | 526,575,780 | 27,712,000 | 554,287,780 | 27,712,000 | 581,999,780 |
| Operating Reserve for Revenue Stability Fund | 4,500,459 | (459) | 4,500,000 | - | 4,500,000 |
| Renewal and Replacement Fund | - | - | - | - | - |
| Debt Service Reserve Fund | 2,963,177 | (182) | 2,962,995 | - | 2,962,995 |
| Operation and Maintenance Reserve Fund | - | - | - | - | - |
| Redemption Fund | - | - | - | - | - |
| Insurance Reserve Fund | - | - | - | - | - |
| Unrestricted Fund | - | - | - | - | - |
| Rebate Fund | - | - | - | - | - |
| Environmental Enforcement Fund | 74,068 | - | 74,068 | - | 74,068 |
| Net Position | \$ 590,266,301 | \$ 23,429,947 | \$ 613,696,248 | \$ 26,630,588 | \$ 640,326,836 |

Significant changes in the net position are as follows:

Revenue Fund: The Revenue Fund net position is expected to increase by \$3.3 million or 11.7% from FY 2021 to FY 2022 due to the transfer of excess year-end cash balance in the Operations and Maintenance Fund that was transferred to the Revenue Fund. NBC did not budget for a surplus or a transfer for a prior year surplus in FY 2022 budget. No change to the Revenue Fund net position is projected between the FY 2022 and FY 2023 since the budget is balanced.

Operations and Maintenance Fund: The FY 2021 negative net position reflects the net pension liability and OPEB liability recorded as a result of GASB Statements 68 and 75. From FY 2021 to FY 2022 the Operations and Maintenance Fund net position projected deficit is expected to increase by \$6.5 million due to the transfer of excess year-end cash balance to the Revenue Fund. No change to the Operations and Maintenance Fund net position is projected between FY 2022 and FY 2023 since the budget is balanced.

Debt Service Fund: The Debt Service Fund net position is projected to decrease by 3.1% in FY 2022 and decrease in FY 2023 by 3.2%. The Debt Service Fund net position is calculated by determining the debt payment account cash balance (4/6^{ths} of the interest payments and 10/12^{ths} of the principal payments due in September), plus the coverage in the stabilization account, less the accrued interest.

Project Fund: In FY 2022, the Project Fund net position is projected to increase by 5.3% or \$27.7 million due to transfers from the Debt Service Fund. This is the annual transfer of prior year coverage to the Operating Capital Accounts in the Project fund to be used to fund the Capital Budget. The net position is projected to increase by 5.0% or \$27.7 million in FY 2023, based on the FY 2022 level.

Operating Reserve for Revenue Stability Fund: The PUC maximum cash balance allowed in this fund is \$4.5 million. The net position is returned to this level at fiscal year-end with the transfer of interest earnings to the Revenue Fund.

Renewal and Replacement Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

Debt Service Reserve Fund: NBC funded a Debt Service Reserve Fund related to the 2013 Series C Wastewater System Revenue Bonds in the amount of \$3.5 million and certain series of these bonds were refunded in FY 2020, reducing the amount held in the reserve to \$3.0 million. The net position is returned to this level at fiscal year-end with the transfer of interest earnings to the Revenue Fund.

Redemption Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

Insurance Reserve Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

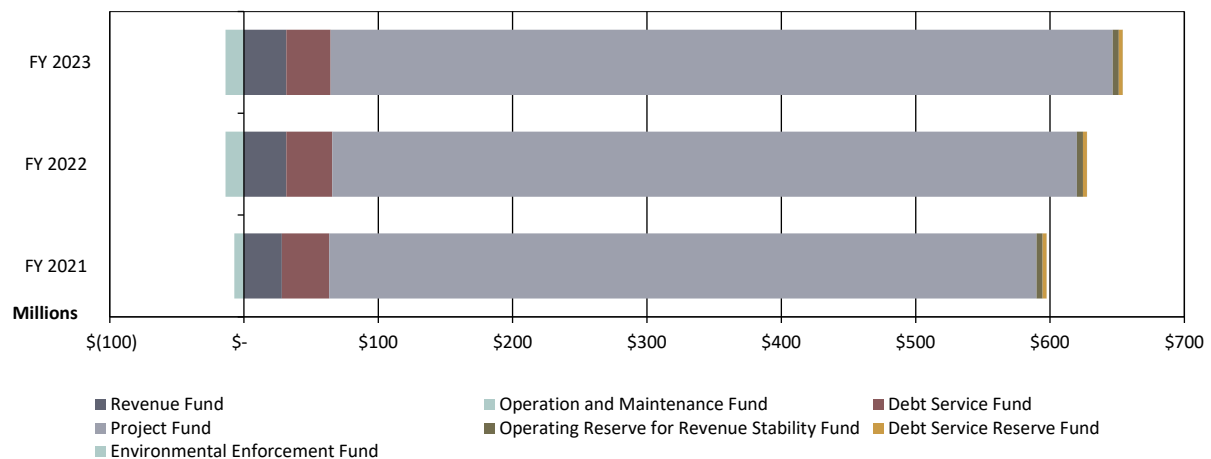
Unrestricted Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

Rebate Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

Environmental Enforcement Fund: This fund is not impacted by activity in the budget. No change in fund balance is projected for FY 2021 and FY 2022. The net change from FY 2022 to FY 2023 is projected to be zero.

The year-end projected net position for FY 2021, FY 2022 and FY 2023 is shown in the chart below with the largest increase in the fund balance in the Project Fund.

Projected Net Position by Fund



FY 2023 Budget – Key Assumptions

The development of the FY 2023 budget was governed by the following:

Key long-term guidelines:

- The Strategic Plan guides the development of priorities, as well as program objectives and measures; and also determines the strategic value of the capital projects in the Capital Improvement Program (CIP) and the capital assets in the Operating Capital Program (OCP).
- The operating capital policy defines operating capital assets as those with a cost greater than \$5,000 and a minimum useful life of three years that are new, replacements, betterments, or renovations.
- The operating budget incorporates the revenue, expense, and savings impact of capital projects.
- The Long-Term Financial Plan shall optimize the financing plan for NBC's CIP to ensure sufficient funding and mitigate ratepayer impact.

Key short-term guidelines:

- Flat Fee Revenue - The average annual growth from FY 2018 through FY 2022 was used as the basis for the FY 2023 budget. NBC projects that the number of dwelling units will increase by 502 over the FY 2022 projected level, resulting in 122,397 dwelling units. The number of FY 2023 budgeted non-residential meters was calculated by applying the average annual growth from FY 2021 through FY 2022 to each meter size.
- Consumption fee revenue is based on the 12-month moving total through February 2022.
- Across-the-board rate increase of 0.56% effective May 1, 2022.
- Reinstatement of late fee charges effective February 1, 2022.
- Miscellaneous revenue includes Renewable Energy Credit (REC) sales at an average rate of \$22.18/REC and assumes 29.4 million kWh of electricity production from renewable sources.
- Contracted COLA of 2.0% and step increases for union employees in FY 2022 (contract signed in March 2022 with implementation retroactive to July 2021).
- Contracted COLA of 2.5% and step increases for union employees in FY 2023 and comparable projected merit increases for non-union employees.
- NBC's FY 2023 budgeted contribution rate to the Rhode Island State Retirement System on behalf of participating union employees increased from 28.01% to 29.04%.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees decreased from 5.28% to 4.48% in FY 2023.
- Health insurance reflects a 6.0% increase in the health insurance premium and NBC contributions of \$1,800 (individual) or \$3,600 (family) to the Health Reimbursement Arrangement (HRA).

FY 2023 Budget – Key Assumptions *(Continued)*

- Dental and vision insurance premiums are unchanged from FY 2022, and fringe benefits are budgeted based on actual enrollment and a weighted average for unfilled positions.
- The FY 2023 budget includes Full-Time Equivalents (FTEs) as follows:

| FY 2023 Budgeted FTEs | |
|-----------------------|--------------|
| FY 2022 FTEs | 297.0 |
| FY 2023 New FTEs | 8.0 |
| Total FTEs | 305.0 |
| Less: Turnover | (8.0) |
| Net FTEs | 297.0 |

- Biosolids expense reflects a projected Consumer Price Index (CPI) adjustment of 4.4% to the contracted biosolids disposal rate. Budgeted dry ton production is based on a 2-year average and is 359 dry tons or 3.5% lower than the prior year.
- Electricity expense is 19.4% higher than FY 2022 and is based on:

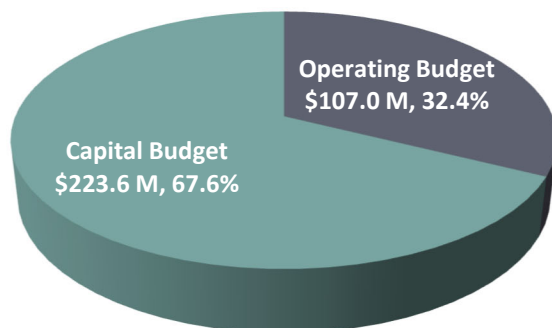
| FY 2023 Budgeted Electricity | | |
|------------------------------|------------------|-----------------------|
| Expense Factor | kWh | % Change from FY 2022 |
| Electricity Used | 35.4 million kWh | 0.7% |
| Produced "behind-the-meter" | 10.2 million kWh | (1.4%) |
| Electricity Purchased | 25.2 million kWh | 1.5% |
| Average Supply Rate | \$0.0700/kWh | 17.5% |
| Average Composite Rate | \$0.1156/kWh | 18.7% |

- Net Metering Credits (NMC) kWh production reflects a 287 thousand kWh or 1.5% decrease from the prior year and no change in the budgeted NMC rate of \$0.1470/kWh.
- Natural gas expense is based on a 2-year average plus 526,600 Therms for the Biogas Facility and a 7.4% increase in the budgeted composite rate per Therm. Total Therms budgeted is 44.0% higher than the prior year and the contracted natural gas supply rate is unchanged at \$0.5360/Therm.
- Per PUC order, NBC will absorb electronic payment transaction fees.
- The FY 2023 budgeted chemical rates are based on bid pricing as follows:

| | FY 2023 | % Change |
|---------------------|-----------|----------|
| Sodium Hypochlorite | \$ 0.7741 | (4.1%) |
| Sodium Bisulfite | 1.2800 | (4.8%) |
| Carbon Feed | 1.9800 | 12.1% |
| Polymer-Liquid | 1.3880 | 3.1% |
| Sodium Hydroxide | 1.7448 | (28.4%) |
| Polymer-Powder | 2.3537 | 29.6% |
| Soda Ash | 433.5100 | (4.6%) |

NBC's FY 2023 Budget consists of the Operating and Capital Budgets. The Operating Budget is prepared annually for the upcoming budget year, and the detail is provided in the Operating Budget section. The Capital Budget is prepared for the budget year and five following years, and the detail is provided in the Capital Budget Section. CIP impact on the Operating Budget, as well as debt service are incorporated into the Operating Budget with additional information in the Long-Term Financial Plan section. The chart below shows that \$223.6 million or 67.6% of the FY 2023 Budget is for the Capital Budget.

FY 2023 Annual Budget



Below are summaries of the FY 2023 Operating and Capital Budgets.

FY 2023 Operating Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---|-------------------|-------------------|-------------------|--------------|----------|
| Revenue | | | | | |
| Operating Revenue | \$104,562,233 | \$104,645,125 | \$106,784,295 | \$ 2,139,170 | 2.0% |
| Non-Operating Revenue | 283,885 | 191,000 | 177,000 | (14,000) | (7.3%) |
| <i>Total Revenue</i> | 104,846,118 | 104,836,125 | 106,961,295 | 2,125,170 | 2.0% |
| Expense | | | | | |
| Operating Expense | 42,393,116 | 48,904,654 | 51,421,946 | 2,517,292 | 5.1% |
| Debt Service | 43,382,454 | 41,467,917 | 41,154,037 | (313,880) | (0.8%) |
| <i>Total Expense</i> | 85,775,570 | 90,372,571 | 92,575,983 | 2,203,412 | 2.4% |
| Transfer to Project Fund | 19,070,548 | 14,463,554 | 14,385,312 | (78,242) | (0.5%) |
| <i>Total Expense and Transfer to Project Fund</i> | \$ 104,846,118 | \$ 104,836,125 | \$ 106,961,295 | \$ 2,125,170 | 2.0% |

FY 2023 Capital Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|--|-------------------|-------------------|-------------------|---------------|----------|
| Sources | | | | | |
| Project Fund - Restricted and Pay-go Capital | \$ 14,084,123 | \$ 10,660,000 | \$ 30,648,186 | \$ 19,988,186 | 187.5% |
| RIIB and Revenue Bonds | 6,918,592 | - | 1,000,000 | 1,000,000 | - |
| WIFIA | 66,488,064 | 170,145,000 | 191,940,746 | 21,795,746 | 12.8% |
| <i>Total Sources of Capital Funds</i> | 87,490,779 | 180,805,000 | 223,588,932 | 42,783,932 | 23.7% |
| Uses | | | | | |
| Operating Capital Program (OCP) | 3,192,306 | 4,327,000 | 3,812,000 | (515,000) | (11.9%) |
| Capital Improvement Program (CIP) | 83,847,136 | 176,278,000 | 219,776,932 | 43,498,932 | 24.7% |
| Cost of Issuance/Other | 451,336 | 200,000 | - | (200,000) | (100.0%) |
| <i>Total Uses of Capital Funds</i> | \$ 87,490,779 | \$ 180,805,000 | \$ 223,588,932 | \$ 42,783,932 | 23.7% |

Budgeted Revenue

| ACCOUNT NUMBER | ACCOUNT | FY 2022 BUDGET | FY 2023 BUDGET | DIFFERENCE | % CHANGE |
|------------------------------------|-------------------------------|-----------------------|-----------------------|---------------------|-----------------|
| 41000 | RESIDENTIAL FLAT FEE | \$ 28,823,882 | \$ 29,221,060 | \$ 397,178 | 1.4% |
| 41100 | RESIDENTIAL CONSUMPTION | 33,593,590 | 32,173,349 | (1,420,241) | (4.2%) |
| 41501 | COMMERCIAL FLAT FEE | 14,784,854 | 14,735,800 | (49,054) | (0.3%) |
| 41502 | INDUSTRIAL FLAT FEE | 720,105 | 722,222 | 2,117 | 0.3% |
| 41510 | COMMERCIAL CONSUMPTION | 22,724,378 | 25,284,984 | 2,560,606 | 11.3% |
| 41511 | INDUSTRIAL CONSUMPTION | 1,829,478 | 2,164,749 | 335,271 | 18.3% |
| 42001 | PRETREATMENT APPLICATION FEES | 80,000 | 72,000 | (8,000) | (10.0%) |
| 42500 | SEWER CONNECTION PERMIT FEES | 51,000 | 47,000 | (4,000) | (7.8%) |
| 42595 | CAPACITY CHARGE FEES | 339,000 | 275,000 | (64,000) | (18.9%) |
| 42599 | REAL ESTATE CLOSING | 176,000 | 158,000 | (18,000) | (10.2%) |
| 42600 | ABATEMENT APPLICATION FEE | 5,000 | 4,000 | (1,000) | (20.0%) |
| 42602 | RETURNED CHECK FEE REVENUE | 19,000 | 19,000 | - | 0.0% |
| 42604 | REC INCOME TURBINES | 176,429 | 168,610 | (7,819) | (4.4%) |
| 42605 | REC INCOME COVENTRY WIND | 197,039 | 195,192 | (1,847) | (0.9%) |
| 42606 | REC INCOME GREEN SOLAR/WIND | 256,157 | 230,039 | (26,118) | (10.2%) |
| 42607 | REC INCOME BIOGAS ELECTRIC | 65,212 | 58,290 | (6,922) | (10.6%) |
| 43500 | SEPTAGE INCOME | 354,000 | 355,000 | 1,000 | 0.3% |
| 45500 | LATE CHARGE PENALTY | 450,000 | 900,000 | 450,000 | 100.0% |
| TOTAL OPERATING REVENUE | | \$ 104,645,125 | \$ 106,784,295 | \$ 2,139,170 | 2.0% |
| 45100 | INTEREST INCOME REVENUE | 55,000 | 50,000 | (5,000) | (9.1%) |
| 45200 | INTEREST INCOME O & M | 45,000 | 50,000 | 5,000 | 11.1% |
| 49000 | DISCOUNTS EARNED | 2,730 | 3,000 | 270 | 9.9% |
| 49002 | MISCELLANEOUS INCOME | 34,580 | 62,000 | 27,420 | 79.3% |
| 49003 | RENTAL REVENUE | 53,690 | 12,000 | (41,690) | (77.6%) |
| TOTAL NON OPERATING REVENUE | | \$ 191,000 | \$ 177,000 | \$ (14,000) | (7.3%) |
| TOTAL REVENUE | | \$ 104,836,125 | \$ 106,961,295 | \$ 2,125,170 | 2.0% |

Budgeted Operating Expense

| ACCOUNT NUMBER | ACCOUNT | FY 2022 BUDGET | FY 2023 BUDGET | DIFFERENCE | % CHANGE |
|------------------------------------|--------------------------------|-------------------|-------------------|------------------|-------------|
| PERSONNEL | | | | | |
| 52100 | UNION REGULAR | \$ 6,768,829 | \$ 6,899,924 | \$ 131,095 | 1.9% |
| 52150 | UNION OVERTIME | 668,600 | 668,600 | - | 0.0% |
| 52300 | NON-UNION REGULAR | 12,442,929 | 13,225,371 | 782,442 | 6.3% |
| 52350 | NON-UNION OVERTIME | 236,730 | 236,730 | - | 0.0% |
| 52400 | NON-UNION LIMITED | 63,600 | 63,600 | - | 0.0% |
| 52800 | UNION PENSION | 1,965,668 | 2,003,739 | 38,071 | 1.9% |
| 52810 | FICA | 1,543,820 | 1,613,705 | 69,885 | 4.5% |
| 52820 | UNEMPLOYMENT | 45,000 | 45,000 | - | 0.0% |
| 52920 | NON UNION PENSION | 1,304,330 | 1,382,570 | 78,240 | 6.0% |
| 52940 | UNION RETIREMENT HEALTH | 357,393 | 309,115 | (48,278) | (13.5%) |
| 52950 | HEALTH INSURANCE | 4,837,702 | 5,122,262 | 284,560 | 5.9% |
| 52970 | DENTAL INSURANCE | 354,943 | 346,713 | (8,230) | (2.3%) |
| 52980 | VISION INSURANCE | 53,681 | 53,845 | 164 | 0.3% |
| 52990 | LTD INSURANCE | 53,505 | 56,869 | 3,364 | 6.3% |
| TOTAL PERSONNEL | | 30,696,730 | 32,028,043 | 1,331,313 | 4.3% |
| 59000 | SALARY REIMBURSEMENT | (1,755,908) | (1,945,119) | (189,211) | 10.8% |
| 59001 | FRINGE REIMBURSEMENT | (965,750) | (1,069,815) | (104,065) | 10.8% |
| NET PERSONNEL SERVICES | | 27,975,072 | 29,013,109 | 1,038,037 | 3.7% |
| OPERATING SUPPLIES/EXPENSES | | | | | |
| 52610 | MEDICAL SVCS. | 14,500 | 15,000 | 500 | 3.4% |
| 53210 | POSTAGE | 379,201 | 400,100 | 20,899 | 5.5% |
| 53240 | DUES & SUBSCRIPTIONS | 90,066 | 89,367 | (699) | (0.8%) |
| 53250 | FREIGHT | 52,550 | 57,150 | 4,600 | 8.8% |
| 53310 | PRINTING & BINDING | 146,985 | 142,595 | (4,390) | (3.0%) |
| 53320 | ADVERTISING | 18,800 | 19,800 | 1,000 | 5.3% |
| 53330 | RENTAL- EQUIPMENT | 23,250 | 23,000 | (250) | (1.1%) |
| 53340 | RENTAL- CLOTHING | 30,000 | 32,000 | 2,000 | 6.7% |
| 53350 | RENTAL-OUTSIDE PROPERTY | 26,100 | 25,500 | (600) | (2.3%) |
| 53360 | MISCELLANEOUS EXPENSE | 6,500 | 7,000 | 500 | 7.7% |
| 53370 | PUBLIC OUTREACH ED. | 51,000 | 51,000 | - | 0.0% |
| 53410 | LOCAL TRAVEL | 6,700 | 6,550 | (150) | (2.2%) |
| 53420 | LONG DISTANCE TRAVEL | 136,500 | 114,000 | (22,500) | (16.5%) |
| 53470 | BLDG. & GRND. MAINT. | 356,226 | 305,798 | (50,428) | (14.2%) |
| 53480 | BIOSOLID DISPOSAL | 5,352,447 | 5,394,708 | 42,261 | 0.8% |
| 53490 | SCREENING & GRIT DISPOSAL | 297,590 | 245,200 | (52,390) | (17.6%) |
| 53510 | VEHICLE FUEL & MAINTENANCE | 203,650 | 229,150 | 25,500 | 12.5% |
| 53610 | REPAIRS BUILDING & STRUCTURE | 508,938 | 551,150 | 42,212 | 8.3% |
| 53615 | REPAIRS PROCESS EQUIPMENT | 685,847 | 614,847 | (71,000) | (10.4%) |
| 53620 | REPAIR-HIGHWAY & WALKS | 73,000 | 41,500 | (31,500) | (43.2%) |
| 53630 | MAINTENANCE CONTRACTS | 655,793 | 699,825 | 44,032 | 6.7% |
| 53635 | MAINT. CONTRACTS-OFFICE EQUIP. | 183,268 | 143,864 | (39,404) | (21.5%) |
| 53640 | SERVICE AGREEMENTS | 444,418 | 385,389 | (59,029) | (13.3%) |
| 53645 | SOFTWARE SUBSCRIPTIONS | 871,838 | 375,797 | (496,041) | (56.9%) |
| 53646 | SOFTWARE MAINTENANCE | - | 854,688 | 854,688 | 0.0% |
| 53650 | HIGHWAY & LANDSCAPE | 16,500 | 18,800 | 2,300 | 13.9% |
| 53660 | INSURANCE | 876,055 | 1,124,229 | 248,174 | 28.3% |
| 53680 | WORK. COMP. INSURANCE | 494,137 | 463,323 | (30,814) | (6.2%) |
| 53900 | CENTRAL PHONE SVCS. | 4,000 | - | (4,000) | (100.0%) |
| 54000 | TELEPHONE | 330,516 | 319,800 | (10,716) | (3.2%) |
| 54020 | DIESEL FOR EQUIPMENT | \$ 44,000 | \$ 34,000 | \$ (10,000) | (22.7%) |

Budgeted Operating Expense

| ACCOUNT NUMBER | ACCOUNT | FY 2022 Budget | FY 2023 Budget | Budgeted Difference | % Change |
|---|-----------------------------------|-----------------------|-----------------------|---------------------|---------------|
| 54060 | FUEL-GAS | \$ 641,178 | \$ 991,643 | \$ 350,465 | 54.7% |
| 54090 | ELECTRICITY | 3,429,346 | 4,095,676 | 666,330 | 19.4% |
| 54091 | NBC NET METERING CREDIT | (1,243,654) | (1,293,638) | (49,984) | 4.0% |
| 54092 | FP TURBINES | 237,000 | 249,000 | 12,000 | 5.1% |
| 54093 | COVENTRY WIND | 499,150 | 324,000 | (175,150) | (35.1%) |
| 54095 | GREEN PPA | 1,212,596 | 1,143,440 | (69,156) | (5.7%) |
| 54096 | GREEN PPA NET METERING CREDITS | (1,616,794) | (1,524,587) | 92,207 | (5.7%) |
| 54097 | BIOGAS | 296,400 | 128,400 | (168,000) | (56.7%) |
| 54110 | WATER | 130,000 | 131,000 | 1,000 | 0.8% |
| 54200 | CLOTHING | 58,325 | 59,525 | 1,200 | 2.1% |
| 54332 | CHLORINE/HYPOCHLORITE | 587,411 | 513,882 | (73,529) | (12.5%) |
| 54333 | CARBON FEED | 47,854 | 53,620 | 5,766 | 12.0% |
| 54335 | POLYMER | 141,906 | 167,657 | 25,751 | 18.1% |
| 54336 | SODIUM HYDROXIDE | 84,697 | 60,639 | (24,058) | (28.4%) |
| 54337 | SODIUM BISULFITE | 425,306 | 366,255 | (59,051) | (13.9%) |
| 54338 | SODA ASH | 45,005 | 58,524 | 13,519 | 30.0% |
| 54339 | UV DISINFECTION | 180,001 | 180,000 | (1) | (0.0%) |
| 54340 | LAB SUPPLIES | 483,000 | 311,557 | (171,443) | (35.5%) |
| 54345 | LAB CHEMICALS & GASES | - | 244,724 | 244,724 | 0.0% |
| 54370 | SUPPLIES BUILDING & MAINT. | 581,150 | 538,100 | (43,050) | (7.4%) |
| 54410 | EDUCATIONAL SUPP. & EXP. | 91,295 | 98,170 | 6,875 | 7.5% |
| 54420 | COMPUTER SUPPLIES | 99,050 | 95,050 | (4,000) | (4.0%) |
| 54430 | OTHER OP. SUPPLIES & EXP. | 17,740 | 13,200 | (4,540) | (25.6%) |
| 54440 | SAFETY EQUIPMENT | 85,900 | 102,770 | 16,870 | 19.6% |
| 54500 | OFFICE EXPENSE | 148,550 | 144,200 | (4,350) | (2.9%) |
| TOTAL OPERATING SUPPLIES/EXPENSE | | 19,042,787 | 20,037,937 | 995,150 | 5.2% |
| PROFESSIONAL SERVICES | | | | | |
| 52600 | REGULATORY EXPENSE | 545,405 | 625,200 | 79,795 | 14.6% |
| 52630 | EDUCATIONAL PROFESSIONAL SERVICE: | 46,000 | 46,000 | - | 0.0% |
| 52650 | SECURITY SERVICES | 37,390 | 36,000 | (1,390) | (3.7%) |
| 52660 | LEGAL SERVICES | 240,000 | 270,000 | 30,000 | 12.5% |
| 52670 | MGMT/AUDIT SERVICES | 283,500 | 332,500 | 49,000 | 17.3% |
| 52680 | TEMPORARY/CLERICAL SERVICES | 35,400 | 10,400 | (25,000) | (70.6%) |
| 52690 | OTHER SERVICES | 699,100 | 937,400 | 238,300 | 34.1% |
| TOTAL PROFESSIONAL SERVICES | | 1,886,795 | 2,257,500 | 370,705 | 19.6% |
| LEASE/SUBSCRIPTION EXPENSE | | | | | |
| 55000 | LEASES PAID | - | 104,916 | 104,916 | 0.0% |
| 56000 | SUBSCRIPTIONS PAID | - | - | - | 0.0% |
| 57950 | INTEREST EXPENSE - LEASES | - | 8,484 | 8,484 | 0.0% |
| 57960 | INTEREST EXPENSE - SUBSCRIPTIONS | - | - | - | 0.0% |
| TOTAL LEASE/SUBSCRIPTIONS EXPENSE | | - | 113,400 | 113,400 | 0.0% |
| TOTAL OPERATING EXPENSE | | \$ 48,904,654 | \$ 51,421,946 | \$ 2,517,292 | 5.1% |
| DEBT SERVICE | | | | | |
| | PRINCIPAL | 28,170,271 | 28,427,904 | 257,633 | 0.9% |
| | INTEREST | 13,297,646 | 12,726,133 | (571,513) | (4.3%) |
| TOTAL DEBT SERVICE | | \$ 41,467,917 | \$ 41,154,037 | \$ (313,880) | (0.8%) |
| TRANSFER TO PROJECT FUND | | | | | |
| | TRANSFER TO PROJECT FUND | 14,463,554 | 14,385,312 | (78,242) | (0.5%) |
| TOTAL TRANSFER TO PROJECT FUND | | \$ 14,463,554 | \$ 14,385,312 | \$ (78,242) | (0.5%) |
| TOTAL EXPENSE AND TRANSFER TO PROJECT FUND | | \$ 104,836,125 | \$ 106,961,295 | \$ 2,125,170 | 2.0% |

Budgeted Capital Sources of Funds

| ACCOUNT NUMBER | ACCOUNT | FY 2022 BUDGET | FY 2023 BUDGET | DIFFERENCE | % CHANGE |
|-------------------------------|------------------------------------|-----------------------|-----------------------|----------------------|--------------|
| 11370/11380 | PROJECT FUND - PAY-GO CAPITAL | \$ 6,333,000 | \$ 26,836,186 | \$ 20,503,186 | 323.8% |
| 11381 | OPERATING CAPITAL - RESTRICTED CIP | 4,327,000 | 3,812,000 | (515,000) | (11.9%) |
| 11494 | RECEIVABLE - RIIB-PL22 | - | 1,000,000 | - | 0.0% |
| 11550 | RECEIVABLE - WIFIA 1 | 140,137,000 | 102,300,903 | (37,836,097) | (27.0%) |
| 11552 | RECEIVABLE - WIFIA 2 | 30,008,000 | 80,656,987 | 50,648,987 | 168.8% |
| 11553 | RECEIVABLE - WIFIA 3 | - | 8,982,856 | 8,982,856 | 0.0% |
| TOTAL SOURCES OF FUNDS | | \$ 180,805,000 | \$ 223,588,932 | \$ 42,783,932 | 23.7% |

Budgeted Capital Uses of Funds

| ACCOUNT NUMBER | ACCOUNT | FY 2022 BUDGET | FY 2023 BUDGET | DIFFERENCE | % CHANGE |
|--|--|-----------------------|-----------------------|----------------------|-----------------|
| OPERATING CAPITAL PROGRAM | | | | | |
| 16510 | AUTOMOTIVE EQUIPMENT | \$ - | \$ 517,000 | \$ 517,000 | (100.0%) |
| 16515 | AUTOMOTIVE EQUIPMENT REPLACEMENT | 447,500 | 63,000 | (384,500) | (62.5%) |
| 16520 | BUILDING & PLANT EQUIPMENT | 143,000 | 1,728,000 | 1,585,000 | (18.3%) |
| 16525 | BUILDING & PLANT EQUIPMENT REPLACEMENT | 1,585,500 | 185,000 | (1,400,500) | 65.7% |
| 16550 | COMPUTER EQUIPMENT | 336,000 | 140,000 | (196,000) | 43.0% |
| 16555 | COMPUTER EQUIPMENT REPLACEMENT | 614,000 | 6,000 | (608,000) | (29.0%) |
| 16570 | LAB & SAMPLING EQUIPMENT | 564,000 | 485,000 | (79,000) | 0.0% |
| 16575 | LAB & SAMPLING EQUIPMENT REPLACEMENT | 338,000 | 403,000 | 65,000 | 36.8% |
| 16580 | OFFICE FURNITURE & EQUIPMENT | 190,000 | 50,000 | (140,000) | 26.7% |
| 16586 | OFFICE FURNITURE & EQUIPMENT REPLACEMENT | 9,000 | 60,000 | 51,000 | 0.0% |
| 16610 | BUILDINGS & OTHER STRUCTURES | - | 100,000 | 100,000 | 0.0% |
| 16615 | BUILDINGS & OTHER STRUCTURES REPLACEMENT | 100,000 | 75,000 | (25,000) | 0.0% |
| TOTAL OPERATING CAPITAL PROGRAM | | \$ 4,327,000 | \$ 3,812,000 | \$ (515,000) | 12.0% |
| CAPITAL IMPROVEMENT PROGRAM | | | | | |
| 16700 | WASTEWATER TREATMENT FACILITY IMPROVEMENTS | 2,276,000 | 1,761,044 | (514,956) | 0.0% |
| 16700 | BUCKLIN POINT RESILIENCY | 22,772,000 | 28,910,458 | 6,138,458 | 0.0% |
| 16700 | FIELD'S POINT RESILIENCY | 6,133,000 | 8,874,856 | 2,741,856 | 0.0% |
| 16700 | INFRASTRUCTURE MANAGEMENT | 2,280,000 | 1,986,050 | (293,950) | 0.0% |
| 16700 | CSO PHASE III A FACILITIES | 140,137,000 | 173,336,614 | 33,199,614 | 0.0% |
| 16700 | SEWER SYSTEM IMPROVEMENTS | 1,239,000 | 1,527,607 | 288,607 | 0.0% |
| 16700 | INTERCEPTOR CLEANING & RESTORATION | 1,319,000 | 508,000 | (811,000) | 0.0% |
| 16700 | INTERCEPTOR RESTORATION & CONSTRUCTION | 122,000 | 2,872,303 | 2,750,303 | 0.0% |
| TOTAL CAPITAL IMPROVEMENT PROGRAM | | \$ 176,278,000 | \$ 219,776,932 | \$ 43,498,932 | 24.7% |
| COST OF ISSUANCE/OTHER | | | | | |
| 11277 | COST OF ISSUANCE/OTHER | 200,000 | - | (200,000) | 0.0% |
| TOTAL COST OF ISSUANCE/OTHER | | \$ 200,000 | \$ - | \$ (200,000) | (100.0%) |
| TOTAL CAPITAL BUDGET | | \$ 180,805,000 | \$ 223,588,932 | \$ 42,783,932 | 23.7% |

Long-Term Debt

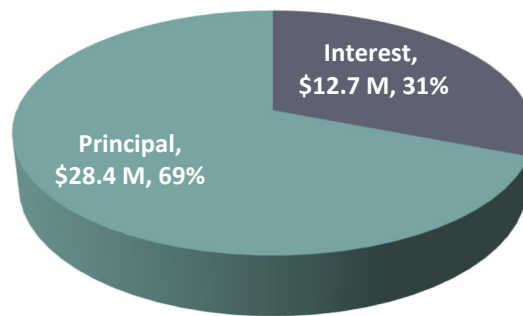
NBC has issued long-term debt to finance capital improvements and plans to issue additional debt to finance the Capital Improvement Program. For more information regarding debt issuance, please see the Debt Policy section in the Budget Process and Policies section of the budget along with the Proforma and Financing of the Capital Budget sections in the Long-Term Financial Plan section of the budget.

NBC's credit ratings are shown in the following table.

| | Rating/Outlook | | |
|--------------------------|------------------|---------------|---------------|
| | Long-Term Rating | 2020 Series B | 2020 Series C |
| S&P Global Ratings | AA-/Stable | AA-/Stable | AA-/Stable |
| Kroll Bond Rating Agency | N/A | AA/Stable | AA/Stable |

The chart below shows that \$28.4 million or 69% of the FY 2023 budgeted debt service is for principal payments and \$12.7 million or 31% is for interest payments.

FY 2023 Debt Service



Budgeted Debt Service

| ACCOUNT NUMBER | ACCOUNT | FY 2022 BUDGET | FY 2023 BUDGET | DIFFERENCE | % CHANGE |
|---------------------------|--------------------------------|----------------------|----------------------|---------------------|---------------|
| DEBT SERVICE | | | | | |
| 57903 | INTEREST EXPENSE-2015 SERIES A | \$ 128,600 | \$ 128,600 | \$ - | 0.0% |
| 57905 | INTEREST EXPENSE-2013 SERIES C | 358,874 | 263,458 | (95,416) | (26.6%) |
| 57907 | INTEREST EXPENSE-2008 SERIES A | 1,293,049 | 1,273,965 | (19,084) | (1.5%) |
| 57912 | INTEREST EXPENSE SRF | 6,673,058 | 6,250,671 | (422,387) | (6.3%) |
| 57917 | INTEREST EXPENSE-2020 SERIES A | 4,469,065 | 4,434,438 | (34,627) | (0.8%) |
| 57918 | REVENUE ANTICIPATION NOTES | 375,000 | 375,000 | - | 0.0% |
| 57920 | PRINCIPAL PAID | 28,170,271 | 28,427,904 | 257,633 | 0.9% |
| TOTAL DEBT SERVICE | | \$ 41,467,917 | \$ 41,154,037 | \$ (313,880) | (0.8%) |

The following section shows NBC's FY 2023 budgeted principal and interest payments by bond issue, annual debt service principal and interest payments, outstanding debt, and debt issuance details.

| FY 2023 Budgeted Principal and Interest (Accrued) | | | | | |
|--|--------------------------|------------------------------------|----------------------|----------------------|----------------------|
| FY 2023 Budget | | | | | |
| Series | Par Amount (Millions) | Purpose | Interest/Fees | Principal | Total |
| RIIB Loans | | | | | |
| 2003 Series | \$ 40.000 | Wastewater Treatment & Collections | \$ 111,103 | \$ 2,295,000 | \$ 2,406,103 |
| 2004 Series B | 40.000 | Wastewater Treatment & Collections | 80,592 | 2,297,000 | 2,377,592 |
| 2005 Series B | 30.000 | Wastewater Treatment & Collections | 76,594 | 1,686,000 | 1,762,594 |
| 2006 Series A | 30.000 | Wastewater Treatment & Collections | 100,121 | 1,642,000 | 1,742,121 |
| 2007 Series B | 25.000 | Wastewater Treatment & Collections | 109,846 | 1,440,000 | 1,549,846 |
| 2009 Series A | 55.000 | Wastewater Treatment & Collections | 706,848 | 2,814,609 | 3,521,456 |
| 2010 Series A | 2.000 | Wastewater Treatment & Collections | 18,654 | 89,151 | 107,804 |
| 2010 Series B | 20.000 | Wastewater Treatment & Collections | 293,612 | 1,009,000 | 1,302,612 |
| 2011 Series A | 30.000 | Wastewater Treatment & Collections | 499,854 | 1,372,070 | 1,871,925 |
| 2012 Series A | 25.750 | Wastewater Treatment & Collections | 422,827 | 1,215,518 | 1,638,345 |
| 2013 Series B | 25.000 | Wastewater Treatment & Collections | 430,340 | 1,166,186 | 1,596,525 |
| 2014 Series A | 45.000 | Wastewater Treatment & Collections | 931,997 | 2,041,000 | 2,972,997 |
| 2015 Series B | 41.754 | Wastewater Treatment & Collections | 1,094,806 | 1,112,428 | 2,207,234 |
| 2016 Series A | 23.000 | Wastewater Treatment & Collections | 442,209 | 1,016,000 | 1,458,209 |
| 2019 Series A | 35.000 | Wastewater Treatment & Collections | 682,992 | 1,463,943 | 2,146,935 |
| 2019 Series B | 10.000 | Wastewater Treatment & Collections | 160,190 | 443,000 | 603,190 |
| 2021 Series A | 45.000 | Wastewater Treatment & Collections | 88,087 | - | 88,087 |
| Subtotal RIIB Loans | \$ 522.504 | | \$ 6,250,671 | \$ 23,102,904 | \$ 29,353,575 |
| Revenue Bonds | | | | | |
| 2008 Series A | 66.360 | Wastewater Treatment & Collections | 1,273,965 | 1,000,000 | 2,273,965 |
| 2013 Series C | 34.970 | Wastewater Treatment & Collections | 263,458 | 1,915,000 | 2,178,458 |
| 2015 Series A | 40.085 | Wastewater Treatment & Collections | 128,600 | - | 128,600 |
| 2020 Series A | 196.360 | Wastewater Treatment & Collections | 4,434,438 | 2,410,000 | 6,844,438 |
| Subtotal Revenue Bonds | \$ 337.775 | | \$ 6,100,462 | \$ 5,325,000 | \$ 11,425,462 |
| WIFIA Loans | | | | | |
| 2020 Series B | 268.711 | CSO Phase III A Facilities | - | - | - |
| 2020 Series C | 190.634 | Wastewater Treatment & Collections | - | - | - |
| 2022 Series A | 52.020 | Wastewater Treatment & Collections | - | - | - |
| Subtotal WIFIA Loans | \$ 511.364 | | \$ - | \$ - | \$ - |
| Total Long-Term Debt | \$ 1,371.643 | | \$ 12,351,133 | \$ 28,427,904 | \$ 40,779,037 |
| Revenue Anticipation Notes | | | \$ 375,000 | \$ - | \$ 375,000 |
| Total Debt Service | \$ 1,371.643 | | \$ 12,726,133 | \$ 28,427,904 | \$ 41,154,037 |

Annual Debt Service Payments

| Fiscal Year June 30, | RIIB Loans ⁽¹⁾ | | Revenue Bonds | | WIFIA Loans ⁽³⁾⁽⁴⁾ | | WIFIA 3 Loan ⁽⁵⁾ | | Total |
|-------------------------|---------------------------|-------------------------|-----------------------|----------------------|-------------------------------|-----------------------|-----------------------------|----------------------|-------------------------|
| | Principal | Interest ⁽²⁾ | Principal | Interest | Principal | Interest | Principal | Interest | |
| 2023 | \$ 23,102,903 | \$ 6,386,718 | \$ 5,325,000 | \$ 6,151,644 | \$ - | \$ - | \$ - | \$ - | \$ 40,966,265 |
| 2024 | 23,614,795 | 6,250,528 | 7,730,000 | 5,959,017 | - | - | - | - | 43,554,340 |
| 2025 | 23,040,162 | 6,022,369 | 8,150,000 | 5,730,363 | - | - | - | - | 42,942,893 |
| 2026 | 19,854,787 | 5,526,383 | 12,140,000 | 5,504,339 | - | - | - | - | 43,025,508 |
| 2027 | 18,528,178 | 5,078,350 | 13,570,000 | 5,260,382 | - | - | - | - | 42,436,910 |
| 2028 | 17,223,611 | 4,626,141 | 15,355,000 | 5,007,558 | - | - | - | - | 42,212,310 |
| 2029 | 17,708,377 | 4,135,763 | 15,670,000 | 4,596,142 | - | - | - | - | 42,110,283 |
| 2030 | 18,451,326 | 3,633,488 | 16,710,000 | 4,258,490 | - | - | - | 1,450,065 | 44,503,369 |
| 2031 | 19,032,942 | 3,183,961 | 16,935,000 | 3,899,355 | - | - | - | 1,450,065 | 44,501,323 |
| 2032 | 16,059,093 | 2,791,769 | 17,190,000 | 3,526,780 | - | 7,789,005 | - | 1,450,065 | 48,806,711 |
| 2033 | 14,703,979 | 2,417,282 | 17,095,000 | 3,142,159 | - | 7,789,005 | - | 1,450,065 | 46,597,490 |
| 2034 | 9,698,904 | 2,086,891 | 20,750,000 | 2,706,252 | - | 7,789,005 | - | 1,450,065 | 44,481,116 |
| 2035 | 15,638,251 | 1,762,295 | 15,375,000 | 2,283,079 | - | 7,789,005 | 1,776,374 | 1,428,304 | 46,052,308 |
| 2036 | 9,282,625 | 1,467,320 | 10,915,000 | 1,967,085 | - | 7,789,005 | 1,820,435 | 1,384,243 | 34,625,714 |
| 2037 | 8,807,362 | 1,245,572 | 11,900,000 | 1,681,244 | - | 7,789,005 | 1,865,589 | 1,339,090 | 34,627,861 |
| 2038 | 14,135,346 | 967,981 | 6,950,000 | 1,438,692 | - | 7,789,005 | 1,911,863 | 1,292,816 | 34,485,703 |
| 2039 | 13,752,829 | 640,956 | 7,150,000 | 1,243,225 | 243,796 | 7,787,274 | 1,959,284 | 1,245,394 | 34,022,758 |
| 2040 | 4,559,086 | 411,607 | 7,360,000 | 1,031,597 | 36,051,379 | 7,529,578 | 401,846 | 1,216,470 | 58,561,563 |
| 2041 | 1,921,000 | 310,686 | 7,575,000 | 813,770 | 38,458,867 | 7,000,555 | 65,827 | 1,210,741 | 57,356,447 |
| 2042 | 1,986,000 | 245,343 | 7,805,000 | 589,453 | 39,586,425 | 6,446,434 | 2,019,482 | 1,185,196 | 59,863,333 |
| 2043 | 2,052,000 | 177,908 | 8,035,000 | 358,426 | 40,744,458 | 5,876,085 | 461,786 | 1,154,801 | 58,860,463 |
| 2044 | 2,121,000 | 108,325 | 8,270,000 | 120,618 | 41,963,439 | 5,288,859 | 2,081,027 | 1,123,651 | 61,076,919 |
| 2045 | 2,192,500 | 36,505 | - | - | 51,745,766 | 4,623,523 | 529,763 | 1,091,669 | 60,219,727 |
| 2046 | - | - | - | - | 56,267,189 | 3,855,716 | 1,872,375 | 1,062,243 | 63,057,523 |
| 2047 | - | - | - | - | 6,412,588 | 3,404,634 | 2,192,227 | 1,012,452 | 13,021,900 |
| 2048 | - | - | - | - | - | 3,353,964 | 2,246,602 | 958,076 | 6,558,642 |
| 2049 | - | - | - | - | - | 3,353,964 | 2,302,327 | 902,352 | 6,558,642 |
| 2050 | - | - | - | - | 3,851,053 | 3,323,156 | 2,359,433 | 845,245 | 10,378,887 |
| 2051 | - | - | - | - | 19,385,074 | 3,137,267 | 2,417,956 | 786,722 | 25,727,019 |
| 2052 | - | - | - | - | 21,180,790 | 2,812,740 | 2,477,931 | 726,747 | 27,198,208 |
| 2053 | - | - | - | - | 21,440,412 | 2,471,770 | 2,539,393 | 665,285 | 27,116,860 |
| 2054 | - | - | - | - | 21,678,398 | 2,126,820 | 2,602,380 | 602,299 | 27,009,896 |
| 2055 | - | - | - | - | 21,959,655 | 1,777,715 | 2,666,929 | 537,749 | 26,942,048 |
| 2056 | - | - | - | - | 22,219,276 | 1,424,284 | 2,733,079 | 471,599 | 26,848,238 |
| 2057 | - | - | - | - | 22,478,898 | 1,066,698 | 2,800,870 | 403,809 | 26,750,274 |
| 2058 | - | - | - | - | 22,760,154 | 704,786 | 2,870,342 | 334,336 | 26,669,619 |
| 2059 | - | - | - | - | 22,976,506 | 338,893 | 2,941,538 | 263,141 | 26,520,077 |
| 2060 | - | - | - | - | 9,692,537 | 77,540 | 3,014,499 | 190,179 | 12,974,756 |
| 2061 | - | - | - | - | - | - | 3,089,270 | 115,408 | 3,204,678 |
| 2062 | - | - | - | - | - | - | 3,165,896 | 38,782 | 3,204,678 |
| Totals | \$ 297,467,056 | \$ 59,514,139 | \$ 257,955,000 | \$ 67,269,670 | \$ 521,096,660 | \$ 132,305,288 | \$ 59,186,322 | \$ 30,839,126 | \$ 1,425,633,261 |

(1) Interest on the RIIB SRF Loans and SRF Revenue Bonds is shown at fully subsidized rates under the RIIB program.

Under certain circumstances, such RIIB SRF Loans and SRF Revenue Bonds could require the payment of interest at unsubsidized market rates.

The aggregate principal amount of \$277,382,327 of the RIIB SRF Loans is shown net of principal forgiveness for projects financed under the American Recovery and Reinvestment Act of 2009 and for certain "Green" related projects. Interest amounts include 0.50% fee paid to RIIB.

Includes RIIB Loan dated 11/16/2021 in the principal amount of \$44 million (net of \$1 million principal forgiveness).

(2) Includes debt service savings achieved on RIIB SRF Loan refundings.

(3) Includes Wastewater System Revenue Refunding Bonds (CSO Phase III Project), 2020 Series B (Taxable Compound Interest Bonds) dated October 26, 2020.

Principal payments include projected capitalized interest.

Refunded the Commission's Wastewater System Revenue Bonds (CSO Phase III Project), 2019 Series C (Taxable Compound Interest Bonds)

(4) Includes Wastewater System Revenue Bonds (Bucklin Point Resiliency Improvements Project), 2020 Series C (Taxable Compound Interest Bonds) dated October 26, 2020.

Principal payments include projected capitalized interest.

(5) Includes preliminary debt service for planned 2022 Series C - WIFIA III. Principal payments include projected capitalized interest.

Outstanding Debt to Maturity

| Fiscal Year | | | | | |
|-----------------|-------------------|----------------------|----------------------------|------------------------------|----------------|
| <u>June 30,</u> | <u>RIIB Loans</u> | <u>Revenue Bonds</u> | <u>WIFIA⁽¹⁾</u> | <u>WIFIA 3⁽²⁾</u> | <u>Total</u> |
| 2023 | | \$ 252,630,000 | \$ 521,096,660 | \$ 59,186,322 | \$ 832,912,982 |
| 2024 | 250,749,358 | 244,900,000 | 521,096,660 | 59,186,322 | 1,075,932,340 |
| 2025 | 227,709,196 | 236,750,000 | 521,096,660 | 59,186,322 | 1,044,742,178 |
| 2026 | 207,854,409 | 224,610,000 | 521,096,660 | 59,186,322 | 1,012,747,391 |
| 2027 | 189,326,231 | 211,040,000 | 521,096,660 | 59,186,322 | 980,649,213 |
| 2028 | 172,102,620 | 195,685,000 | 521,096,660 | 59,186,322 | 948,070,602 |
| 2029 | 154,394,243 | 180,015,000 | 521,096,660 | 59,186,322 | 914,692,225 |
| 2030 | 135,942,917 | 163,305,000 | 521,096,660 | 59,186,322 | 879,530,898 |
| 2031 | 116,909,974 | 146,370,000 | 521,096,660 | 59,186,322 | 843,562,956 |
| 2032 | 100,850,882 | 129,180,000 | 521,096,660 | 59,186,322 | 810,313,863 |
| 2033 | 86,146,903 | 112,085,000 | 521,096,660 | 59,186,322 | 778,514,884 |
| 2034 | 76,447,999 | 91,335,000 | 521,096,660 | 59,186,322 | 748,065,981 |
| 2035 | 60,809,748 | 75,960,000 | 521,096,660 | 57,579,225 | 715,445,633 |
| 2036 | 51,527,122 | 65,045,000 | 521,096,660 | 55,932,267 | 693,601,049 |
| 2037 | 42,719,760 | 53,145,000 | 521,096,660 | 54,244,458 | 671,205,878 |
| 2038 | 28,584,414 | 46,195,000 | 521,096,660 | 52,514,784 | 648,390,858 |
| 2039 | 14,831,586 | 39,045,000 | 520,852,864 | 50,742,208 | 625,471,657 |
| 2040 | 10,272,500 | 31,685,000 | 484,801,485 | 49,666,231 | 576,425,216 |
| 2041 | 8,351,500 | 24,110,000 | 446,342,618 | 48,868,756 | 527,672,874 |
| 2042 | 6,365,500 | 16,305,000 | 406,756,193 | 47,005,744 | 476,432,437 |
| 2043 | 4,313,500 | 8,270,000 | 366,011,735 | 45,750,319 | 424,345,553 |
| 2044 | 2,192,500 | - | 324,048,296 | 43,809,958 | 370,050,753 |
| 2045 | - | - | 272,302,530 | 42,234,930 | 314,537,459 |
| 2046 | - | - | 216,035,341 | 40,207,374 | 256,242,714 |
| 2047 | - | - | 209,622,753 | 38,129,526 | 247,752,279 |
| 2048 | - | - | 209,622,753 | 36,000,140 | 245,622,893 |
| 2049 | - | - | 209,622,753 | 33,817,938 | 243,440,691 |
| 2050 | - | - | 205,771,700 | 31,581,608 | 237,353,308 |
| 2051 | - | - | 186,386,626 | 29,289,808 | 215,676,434 |
| 2052 | - | - | 165,205,836 | 26,941,164 | 192,146,999 |
| 2053 | - | - | 143,765,424 | 24,534,263 | 168,299,687 |
| 2054 | - | - | 122,087,026 | 22,067,663 | 144,154,689 |
| 2055 | - | - | 100,127,371 | 19,539,881 | 119,667,252 |
| 2056 | - | - | 77,908,095 | 16,949,400 | 94,857,495 |
| 2057 | - | - | 55,429,197 | 14,294,666 | 69,723,863 |
| 2058 | - | - | 32,669,043 | 11,574,084 | 44,243,127 |
| 2059 | - | - | 9,692,537 | 8,786,021 | 18,478,558 |
| 2060 | - | - | - | 5,928,803 | 5,928,803 |
| 2061 | - | - | - | 3,204,678 | 3,204,678 |
| 2062 | - | - | - | - | - |

⁽¹⁾ Original WIFIA amortization schedule - will change due to variances between actual and projected draws

⁽²⁾ Preliminary schedule - will change based on final loan amount, interest rate, and draws

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2022

| Fiscal Year | \$40,000,000 - 2003 Series RIIB Loan Dated November 13, 2003 | | \$40,000,000 - 2004 Series B RIIB Loan Dated December 30, 2004 | | \$30,000,000 - 2005 Series B RIIB Loan Dated December 15, 2005 | | |
|--------------|---|---------------------|---|---------------------|---|---------------------|----------|
| | Ending June 30, | Principal | Interest | Principal | Interest | Principal | Interest |
| 2023 | | \$ 2,295,000 | 1.650% | \$ 2,297,000 | 1.495% | \$ 1,686,000 | 1.525% |
| 2024 | | 2,344,000 | 1.670% | 2,342,000 | 1.515% | 1,720,000 | 1.535% |
| 2025 | | 2,397,000 | 1.670% | 1,266,000 | 1.535% | 1,755,000 | 1.555% |
| 2026 | | | | | | 1,793,000 | 1.565% |
| 2027 | | | | | | | |
| 2028 | | | | | | | |
| 2029 | | | | | | | |
| 2030 | | | | | | | |
| 2031 | | | | | | | |
| 2032 | | | | | | | |
| 2033 | | | | | | | |
| 2034 | | | | | | | |
| 2035 | | | | | | | |
| 2036 | | | | | | | |
| 2037 | | | | | | | |
| 2038 | | | | | | | |
| 2039 | | | | | | | |
| 2040 | | | | | | | |
| 2041 | | | | | | | |
| 2042 | | | | | | | |
| 2043 | | | | | | | |
| 2044 | | | | | | | |
| 2045 | | | | | | | |
| Total | | \$ 7,036,000 | | \$ 5,905,000 | | \$ 6,954,000 | |

Details

| | March 1st | September 1st | March 1st | September 1st | March 1st | September 1st |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Interest Payment Date(s) | March 1st | September 1st | March 1st | September 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | | September 1st | |

Issuance Details

| | | | |
|---|---|---|---|
| Tax Status | Tax-Exempt | Tax-Exempt | Tax-Exempt |
| Type of Sale | Private Placement | Private Placement | Private Placement |
| UW/Purchaser | RIIB | RIIB | RIIB |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| Original TIC or Loan Rate. | | | |
| Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021 | 1.849% | 1.904% | 1.897% |

Non-callable

Callable

Outstanding Debt – RIIB Loans

**Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2022**

| Fiscal Year | \$30,000,000 2006 Series A RIIB Loan Dated December 21, 2006 | | \$25,000,000- 2007 Series B RIIB Loan Dated December 12, 2007 | | \$55,000,000 - 2009 Series A* RIIB Loan Dated October 6, 2009 <small>*Principal Forgiveness: \$8,302,113.52</small> | | | | |
|--------------|--|------------------|---|-----------|--|-----------|-----------|-------------------|--------|
| | Ending June 30, | Principal | Interest | Principal | Interest | Principal | Interest | | |
| 2023 | \$ | 1,642,000 | 1.325% | \$ | 1,440,000 | 1.545% | \$ | 2,814,609 | 2.330% |
| 2024 | | 1,672,000 | 1.335% | | 1,469,000 | 1.565% | | 2,893,571 | 2.390% |
| 2025 | | 1,703,000 | 1.340% | | 1,500,000 | 1.585% | | 2,978,476 | 2.450% |
| 2026 | | 1,734,000 | 1.350% | | 1,531,000 | 1.600% | | 3,065,929 | 2.490% |
| 2027 | | 1,770,000 | 1.355% | | 1,563,000 | 1.615% | | 3,157,626 | 2.540% |
| 2028 | | | | | 1,596,000 | 1.630% | | 3,252,720 | 2.590% |
| 2029 | | | | | 1,629,000 | 1.645% | | 3,354,606 | 2.650% |
| 2030 | | | | | | | | 3,459,040 | 2.690% |
| 2031 | | | | | | | | 3,609,322 | 2.740% |
| 2032 | | | | | | | | | |
| 2033 | | | | | | | | | |
| 2034 | | | | | | | | | |
| 2035 | | | | | | | | | |
| 2036 | | | | | | | | | |
| 2037 | | | | | | | | | |
| 2038 | | | | | | | | | |
| 2039 | | | | | | | | | |
| 2040 | | | | | | | | | |
| 2041 | | | | | | | | | |
| 2042 | | | | | | | | | |
| 2043 | | | | | | | | | |
| 2044 | | | | | | | | | |
| 2045 | | | | | | | | | |
| Total | \$ | 8,521,000 | | \$ | 10,728,000 | | \$ | 28,585,899 | |

Details

| | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Interest Payment Date(s) | March 1st | September 1st | March 1st | September 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | | September 1st | |

Issuance Details

| | | | |
|---|---|---|---|
| Tax Status | Tax-Exempt | Tax-Exempt | Tax-Exempt |
| Type of Sale | Private Placement | Private Placement | Private Placement |
| UW/Purchaser | RIIB | RIIB | RIIB |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021 | 1.802% | 2.029% | 1.377% |

Non-callable

Callable

Outstanding Debt – RIIB Loans

**Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2022**

| Fiscal Year | \$2,000,000 - 2010 Series A* RIIB Loan Dated February 12, 2010 <small>*Principal Forgiveness: \$301,895.04</small> | | \$20,000,000 - 2010 Series B RIIB Loan Dated June 24, 2010 | | \$30,000,000 - 2011 Series A* RIIB Loan Dated March 29, 2011 <small>*Principal Forgiveness: \$1,845,345.21</small> | | | | |
|--------------|---|----------------|--|-----------|---|-----------|-----------|-------------------|--------|
| | Ending June 30, | Principal | Interest | Principal | Interest | Principal | Interest | | |
| 2023 | \$ | 89,151 | 2.240% | \$ | 1,009,000 | 2.630% | \$ | 1,372,070 | 2.790% |
| 2024 | | 91,698 | 2.310% | | 1,041,000 | 2.730% | | 1,417,118 | 2.920% |
| 2025 | | 95,094 | 2.370% | | 1,074,000 | 2.800% | | 1,464,981 | 3.050% |
| 2026 | | 97,641 | 2.440% | | 1,110,000 | 2.870% | | 1,517,536 | 3.140% |
| 2027 | | 101,037 | 2.500% | | 1,147,000 | 2.920% | | 1,571,968 | 3.230% |
| 2028 | | 104,433 | 2.560% | | 1,187,000 | 2.970% | | 1,632,031 | 3.270% |
| 2029 | | 108,679 | 2.620% | | 1,228,000 | 3.010% | | 1,692,095 | 3.310% |
| 2030 | | 112,924 | 2.680% | | 1,272,000 | 3.010% | | 1,756,850 | 3.340% |
| 2031 | | | | | 1,315,000 | 2.990% | | 1,824,422 | 3.380% |
| 2032 | | | | | | | | 1,893,870 | 3.410% |
| 2033 | | | | | | | | | |
| 2034 | | | | | | | | | |
| 2035 | | | | | | | | | |
| 2036 | | | | | | | | | |
| 2037 | | | | | | | | | |
| 2038 | | | | | | | | | |
| 2039 | | | | | | | | | |
| 2040 | | | | | | | | | |
| 2041 | | | | | | | | | |
| 2042 | | | | | | | | | |
| 2043 | | | | | | | | | |
| 2044 | | | | | | | | | |
| 2045 | | | | | | | | | |
| Total | \$ | 800,656 | | \$ | 10,383,000 | | \$ | 16,142,941 | |

Details

| | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Interest Payment Date(s) | March 1st | September 1st | March 1st | September 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | | September 1st | |

Issuance Details

| | | | |
|---|---|---|---|
| Tax Status | Tax-Exempt | Tax-Exempt | Tax-Exempt |
| Type of Sale | Private Placement | Private Placement | Private Placement |
| UW/Purchaser | RIIB | RIIB | RIIB |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021 | 1.022% | 3.163% | 2.759% |

Non-callable

Callable

Outstanding Debt – RIIB Loans

**Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2022**

| Fiscal Year | \$25,750,000 - 2012 Series A* RIIB Loan Dated June 28, 2012 <small>*Principal Forgiveness: \$354,202.00</small> | | \$25,000,000 - 2013 Series B* RIIB Loan Dated June 6, 2013 <small>*Principal Forgiveness: \$80,965.77</small> | | \$45,000,000 - 2014 Series A RIIB Loan Dated March 6, 2014 | | | | |
|--------------|--|-------------------|--|-----------|--|-----------|-----------|-------------------|--------|
| | Ending June 30, | Principal | Interest | Principal | Interest | Principal | Interest | | |
| 2023 | \$ | 1,215,518 | 1.890% | \$ | 1,166,186 | 1.530% | \$ | 2,041,000 | 1.830% |
| 2024 | | 1,244,102 | 2.110% | | 1,191,114 | 1.820% | | 2,088,000 | 2.000% |
| 2025 | | 1,276,685 | 2.250% | | 1,218,042 | 2.000% | | 2,140,000 | 2.190% |
| 2026 | | 1,312,165 | 2.360% | | 1,247,970 | 2.170% | | 2,198,000 | 2.290% |
| 2027 | | 1,348,645 | 2.390% | | 1,280,826 | 2.310% | | 2,259,000 | 2.480% |
| 2028 | | 1,389,125 | 2.320% | | 1,316,754 | 2.400% | | 2,327,000 | 2.590% |
| 2029 | | 1,428,500 | 2.360% | | 1,355,610 | 2.470% | | 2,398,000 | 2.680% |
| 2030 | | 1,469,876 | 2.650% | | 1,396,466 | 2.420% | | 2,475,000 | 2.760% |
| 2031 | | 1,514,251 | 2.430% | | 1,436,322 | 2.450% | | 2,555,000 | 2.830% |
| 2032 | | 1,559,627 | 2.750% | | 1,480,178 | 2.480% | | 2,640,000 | 2.880% |
| 2033 | | 1,610,932 | 2.760% | | 1,523,034 | 2.510% | | 2,730,000 | 2.920% |
| 2034 | | | | | 1,565,965 | 2.530% | | 2,823,000 | 2.790% |
| 2035 | | | | | | | | 2,917,000 | 2.800% |
| 2036 | | | | | | | | | |
| 2037 | | | | | | | | | |
| 2038 | | | | | | | | | |
| 2039 | | | | | | | | | |
| 2040 | | | | | | | | | |
| 2041 | | | | | | | | | |
| 2042 | | | | | | | | | |
| 2043 | | | | | | | | | |
| 2044 | | | | | | | | | |
| 2045 | | | | | | | | | |
| Total | \$ | 15,369,426 | | \$ | 16,178,465 | | \$ | 31,591,000 | |

Details

| | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Interest Payment Date(s) | March 1st | September 1st | March 1st | September 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | | September 1st | |

Issuance Details

| | | | |
|---|---|---|---|
| Tax Status | Tax-Exempt | Tax-Exempt | Tax-Exempt |
| Type of Sale | Private Placement | Private Placement | Private Placement |
| UW/Purchaser | RIIB | RIIB | RIIB |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021 | 2.588% | 2.592% | 2.967% |

Non-callable

Callable

Outstanding Debt – RIIB Loans

**Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2022**

| Fiscal Year | \$41,753,500 - 2015 Series B* RIIB Loan Dated July 30, 2015 <small>*Principal Forgiveness: \$512,070.00</small> | | \$23,000,000 - 2016 Series A RIIB Loan Dated June 2, 2016 | | \$35,000,000 - 2019 Series A* RIIB Loan Dated April 4, 2019 <small>*Principal Forgiveness: \$1,000,000.00</small> | | | | |
|--------------|--|-------------------|---|-----------|--|-----------|-----------|-------------------|--------|
| | Ending June 30, | Principal | Interest | Principal | Interest | Principal | Interest | | |
| 2023 | \$ | 1,112,428 | 1.590% | \$ | 1,016,000 | 1.000% | \$ | 1,463,943 | 1.030% |
| 2024 | | 1,135,908 | 1.710% | | 1,030,000 | 1.100% | | 1,486,286 | 1.070% |
| 2025 | | 1,161,284 | 1.800% | | 1,047,000 | 1.200% | | 1,509,600 | 1.110% |
| 2026 | | 1,187,660 | 2.050% | | 1,065,000 | 1.290% | | 1,533,886 | 1.170% |
| 2027 | | 1,218,933 | 2.230% | | 1,084,000 | 1.590% | | 1,559,143 | 1.230% |
| 2028 | | 1,251,205 | 2.360% | | 1,107,000 | 1.770% | | 1,586,343 | 1.300% |
| 2029 | | 1,287,374 | 2.460% | | 1,132,000 | 1.900% | | 1,614,514 | 1.360% |
| 2030 | | 1,325,542 | 2.550% | | 1,159,000 | 1.990% | | 1,644,629 | 1.440% |
| 2031 | | 1,365,606 | 2.610% | | 1,188,000 | 2.050% | | 1,676,686 | 1.630% |
| 2032 | | 1,408,567 | 2.670% | | 1,218,000 | 2.110% | | 1,712,629 | 1.790% |
| 2033 | | 1,453,527 | 2.710% | | 1,250,000 | 2.150% | | 1,751,486 | 1.920% |
| 2034 | | 1,499,488 | 2.610% | | 1,283,000 | 2.190% | | 1,794,229 | 2.010% |
| 2035 | | 1,546,448 | 2.630% | | 1,317,000 | 2.230% | | 1,838,914 | 2.090% |
| 2036 | | 1,631,000 | 2.650% | | 1,353,000 | 2.270% | | 1,886,514 | 2.170% |
| 2037 | | 1,683,000 | 2.880% | | 1,390,000 | 2.300% | | 1,937,029 | 2.230% |
| 2038 | | 1,739,000 | 2.870% | | 1,429,000 | 2.330% | | 1,990,457 | 2.290% |
| 2039 | | 1,798,000 | 2.860% | | | | | 2,045,829 | 2.350% |
| 2040 | | 1,859,000 | 2.850% | | | | | 2,105,086 | 2.420% |
| 2041 | | 1,921,000 | 2.850% | | | | | | |
| 2042 | | 1,986,000 | 2.840% | | | | | | |
| 2043 | | 2,052,000 | 2.840% | | | | | | |
| 2044 | | 2,121,000 | 2.830% | | | | | | |
| 2045 | | 2,192,500 | 2.830% | | | | | | |
| Total | \$ | 35,936,470 | | \$ | 19,068,000 | | \$ | 31,137,200 | |

Details

| | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Interest Payment Date(s) | March 1st | September 1st | March 1st | September 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | | September 1st | |

Issuance Details

| | | | |
|---|---|---|---|
| Tax Status | Tax-Exempt | Tax-Exempt | Tax-Exempt |
| Type of Sale | Private Placement | Private Placement | Private Placement |
| UW/Purchaser | RIIB | RIIB | RIIB |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021 | 3.049% | 2.467% | 2.300% |

Non-callable

Callable

Outstanding Debt – RIIB Loans

**Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2022**

| Fiscal Year | \$10,000,000 - 2019 Series B RIIB Loan Dated April 4, 2019 | | \$45,000,000 - 2021 Series A RIIB Loan Dated November 16, 2021 <small>*Principal Forgiveness: \$1,000,000.00</small> | | |
|--------------|--|---------------------|---|----------------------|----------|
| | Ending June 30, | Principal | Interest | Principal | Interest |
| 2023 | | \$ 443,000 | 0.770% | \$ - | |
| 2024 | | 449,000 | 0.800% | - | |
| 2025 | | 454,000 | 0.830% | - | |
| 2026 | | 461,000 | 0.880% | - | |
| 2027 | | 467,000 | 0.920% | - | |
| 2028 | | 474,000 | 0.970% | - | |
| 2029 | | 480,000 | 1.020% | - | |
| 2030 | | 488,000 | 1.080% | 1,892,000 | 0.810% |
| 2031 | | 495,000 | 1.220% | 2,053,333 | 0.890% |
| 2032 | | 504,000 | 1.340% | 3,642,222 | 0.960% |
| 2033 | | 513,000 | 1.440% | 3,872,000 | 1.160% |
| 2034 | | 523,000 | 1.510% | 210,222 | 1.310% |
| 2035 | | 534,000 | 1.570% | 7,484,889 | 1.430% |
| 2036 | | 545,000 | 1.620% | 3,867,111 | 1.520% |
| 2037 | | 556,000 | 1.670% | 3,241,333 | 1.600% |
| 2038 | | 568,000 | 1.720% | 8,408,889 | 1.670% |
| 2039 | | 581,000 | 1.760% | 9,328,000 | 1.730% |
| 2040 | | 595,000 | 1.810% | | |
| 2041 | | | | | |
| 2042 | | | | | |
| 2043 | | | | | |
| 2044 | | | | | |
| 2045 | | | | | |
| Total | | \$ 9,130,000 | | \$ 44,000,000 | |

Details

| | | | | |
|---------------------------|---------------|---------------|---------------|---------------|
| Interest Payment Date(s) | March 1st | September 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | |

Issuance Details

| | | |
|---|---|---|
| Tax Status | Tax-Exempt | Taxable |
| Type of Sale | Private Placement | Private Placement |
| UW/Purchaser | RIIB | RIIB |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021 | 1.910% | 1.803% |

Non-callable

Callable

Outstanding Debt – Revenue Bonds

**Narragansett Bay Commission
Wastewater System Revenue Bonds
As of June 30, 2022**

| Fiscal Year | \$66,360,000 - 2008 Series A NBC Wastewater System Refunding Revenue Bonds Dated July 17, 2008 | | \$34,970,000 - 2013 Series C NBC Wastewater System Revenue Bonds (Partially Refunded) Dated December 12, 2013 | |
|--------------|---|-----------|--|-----------|
| | Ending June 30, | Principal | Interest | Principal |
| 2023 | \$ 1,000,000 | 2.290% | \$ 1,915,000 | 5.000% |
| 2024 | 2,500,000 | 2.290% | 2,785,000 | 5.000% |
| 2025 | 3,500,000 | 2.290% | 2,165,000 | 5.000% |
| 2026 | 4,700,000 | 2.290% | | |
| 2027 | 4,200,000 | 2.290% | | |
| 2028 | 4,200,000 | 2.290% | | |
| 2029 | 4,200,000 | 2.290% | | |
| 2030 | 5,000,000 | 2.290% | | |
| 2031 | 5,000,000 | 2.290% | | |
| 2032 | 5,000,000 | 2.290% | | |
| 2033 | 5,700,000 | 2.290% | | |
| 2034 | 5,700,000 | 2.290% | | |
| 2035 | 5,765,000 | 2.290% | | |
| 2036 | | | | |
| 2037 | | | | |
| 2038 | | | | |
| 2039 | | | | |
| 2040 | | | | |
| 2041 | | | | |
| 2042 | | | | |
| 2043 | | | | |
| 2044 | | | | |
| Total | \$ 56,465,000 | | \$ 6,865,000 | |

Details

| | | |
|---------------------------|----------------------------|----------------------------|
| Interest Payment Date(s) | March 1st September 1st | March 1st September 1st |
| Principal Payment Date(s) | September 1st | September 1st |

Issuance Details

| | | |
|--------------------|--|--|
| Tax Status | Tax-Exempt | Tax-Exempt |
| Type of Sale | Private Placement | Negotiated |
| UW/Purchaser | JP Morgan Direct Purchase | US Bancorp, Barclays, Morgan Stanley |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| True Interest Cost | 2.290% | 4.133% |

Non-callable

Callable

Outstanding Debt – Revenue Bonds

**Narragansett Bay Commission
Wastewater System Revenue Bonds
As of June 30, 2022**

| Fiscal Year | \$40,085,000 - 2015 Series A NBC Wastewater System Revenue Bonds (Partially Refunded) Dated May 5, 2015 | | \$196,360,000 - 2020 Series A NBC Wastewater System Refunding Revenue Bonds - GREEN Dated March 19, 2020 | | |
|--------------|--|---------------------|---|-----------------------|----------|
| | Ending June 30, | Principal | Interest | Principal | Interest |
| 2023 | | \$ - | | \$ 2,410,000 | 1.448% |
| 2024 | | - | | 2,445,000 | 1.440% |
| 2025 | | - | | 2,485,000 | 1.497% |
| 2026 | | - | | 7,440,000 | 1.597% |
| 2027 | | - | | 9,370,000 | 1.764% |
| 2028 | | 3,215,000 | 4.000% | 7,940,000 | 1.864% |
| 2029 | | | | 11,470,000 | 1.964% |
| 2030 | | | | 11,710,000 | 2.044% |
| 2031 | | | | 11,935,000 | 2.094% |
| 2032 | | | | 12,190,000 | 2.184% |
| 2033 | | | | 11,395,000 | 2.264% |
| 2034 | | | | 15,050,000 | 2.344% |
| 2035 | | | | 9,610,000 | 2.404% |
| 2036 | | | | 10,915,000 | 2.464% |
| 2037 | | | | 11,900,000 | 2.544% |
| 2038 | | | | 6,950,000 | 2.624% |
| 2039 | | | | 7,150,000 | 2.917% |
| 2040 | | | | 7,360,000 | 2.917% |
| 2041 | | | | 7,575,000 | 2.917% |
| 2042 | | | | 7,805,000 | 2.917% |
| 2043 | | | | 8,035,000 | 2.917% |
| 2044 | | | | 8,270,000 | 2.917% |
| Total | | \$ 3,215,000 | | \$ 191,410,000 | |

Details

| | | | | |
|---------------------------|---------------|------------|---------------|---------------|
| Interest Payment Date(s) | February 1st | August 1st | March 1st | September 1st |
| Principal Payment Date(s) | September 1st | | September 1st | |

Issuance Details

| | | |
|--------------------|--|--|
| Tax Status | Tax-Exempt | Federally Taxable |
| Type of Sale | Negotiated | Negotiated |
| UW/Purchaser | Morgan Stanley, Janney Montgomery Scott | Barclays, Janney Montgomery Scott, J.P. Morgan, Ramirez & Co., Inc. |
| Purpose | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections, CSO |
| True Interest Cost | 3.798% | 2.516% |

Non-callable

Callable

Outstanding Debt – WIFIA

Narragansett Bay Commission
Wastewater System Revenue Bonds - WIFIA
As of June 30, 2022

| Fiscal Year | \$268,710,610 - 2020 Series B NBC Wastewater System Revenue Bonds Dated October 26, 2020 | | \$190,633,824 - 2020 Series C NBC Wastewater System Revenue Bonds Dated October 26, 2020 | | \$52,019,941 - 2022 Series A NBC Wastewater System ⁽¹⁾ Revenue Bonds Dated TBD | | |
|--------------|---|-----------------------|---|-----------------------|--|----------------------|-------------------------|
| | Ending June 30, | Principal | Interest | Principal | Interest | Principal | Interest ⁽¹⁾ |
| 2023 | | \$ - | 1.42% | \$ - | 1.60% | \$ - | 2.45% |
| 2024 | | - | 1.42% | - | 1.60% | - | 2.45% |
| 2025 | | - | 1.42% | - | 1.60% | - | 2.45% |
| 2026 | | - | 1.42% | - | 1.60% | - | 2.45% |
| 2027 | | - | 1.42% | - | 1.60% | - | 2.45% |
| 2028 | | - | 1.42% | - | 1.60% | - | 2.45% |
| 2029 | | - | 1.42% | - | 1.60% | - | 2.45% |
| 2030 | | - | 1.42% | - | 1.60% | 1,450,065 | 2.45% |
| 2031 | | - | 1.42% | - | 1.60% | 1,450,065 | 2.45% |
| 2032 | | - | 1.42% | - | 1.60% | 1,450,065 | 2.45% |
| 2033 | | - | 1.42% | - | 1.60% | 1,450,065 | 2.45% |
| 2034 | | - | 1.42% | - | 1.60% | 1,450,065 | 2.45% |
| 2035 | | - | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2036 | | - | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2037 | | - | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2038 | | - | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2039 | | 249,026 | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2040 | | 36,824,738 | 1.42% | - | 1.60% | 1,618,316 | 2.45% |
| 2041 | | 39,283,871 | 1.42% | - | 1.60% | 1,276,568 | 2.45% |
| 2042 | | 40,435,617 | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2043 | | 41,618,491 | 1.42% | - | 1.60% | 1,616,586 | 2.45% |
| 2044 | | 42,863,622 | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2045 | | 52,855,795 | 1.42% | - | 1.60% | 1,621,432 | 2.45% |
| 2046 | | 56,435,545 | 1.42% | 1,016,851 | 1.60% | 2,934,619 | 2.45% |
| 2047 | | 715,950 | 1.42% | 5,711,674 | 1.60% | 3,204,678 | 2.45% |
| 2048 | | - | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2049 | | - | 1.42% | - | 1.60% | 3,204,678 | 2.45% |
| 2050 | | - | 1.42% | 3,851,053 | 1.60% | 3,204,678 | 2.45% |
| 2051 | | - | 1.42% | 19,385,074 | 1.60% | 3,204,678 | 2.45% |
| 2052 | | - | 1.42% | 21,180,790 | 1.60% | 3,204,678 | 2.45% |
| 2053 | | - | 1.42% | 21,440,412 | 1.60% | 3,204,678 | 2.45% |
| 2054 | | - | 1.42% | 21,678,398 | 1.60% | 3,204,678 | 2.45% |
| 2055 | | - | 1.42% | 21,959,655 | 1.60% | 3,204,678 | 2.45% |
| 2056 | | - | 1.42% | 22,219,276 | 1.60% | 3,204,678 | 2.45% |
| 2057 | | - | 1.42% | 22,478,898 | 1.60% | 3,204,678 | 2.45% |
| 2058 | | - | 1.42% | 22,760,154 | 1.60% | 3,204,678 | 2.45% |
| 2059 | | - | 1.42% | 22,976,506 | 1.60% | 3,204,678 | 2.45% |
| 2060 | | - | 1.42% | 9,692,537 | 1.60% | 3,204,678 | 2.45% |
| 2061 | | - | - | - | - | 3,204,678 | 2.45% |
| 2062 | | - | - | - | - | 3,204,678 | 2.45% |
| Total | | \$ 311,282,655 | | \$ 216,351,278 | | \$ 90,025,448 | |

Details

| | | | |
|----------------------------|------------------------------|---|--------------------------------------|
| Interest Payment Date(s) | March 1st September 1st | March 1st September 1st | March 1st September 1st |
| Interest Payments Commence | September 1, 2031 | September 1, 2031 | September 1, 2029 |
| Principal Payment Date(s) | September 1st | September 1st | September 1st |
| Issuance Details | | | |
| Tax Status | Federally Taxable | Federally Taxable | Federally Taxable |
| Type of Sale | Private Placement | Private Placement | Private Placement |
| UW/Purchaser | USEPA | USEPA | USEPA |
| Purpose | CSO Phase III A Facilities | Wastewater Treatment and Collections, CSO | Wastewater Treatment and Collections |
| True Interest Cost | 1.42% | 1.60% | 2.45% ⁽¹⁾ |

Non-callable

Callable

⁽¹⁾ To be determined at closing



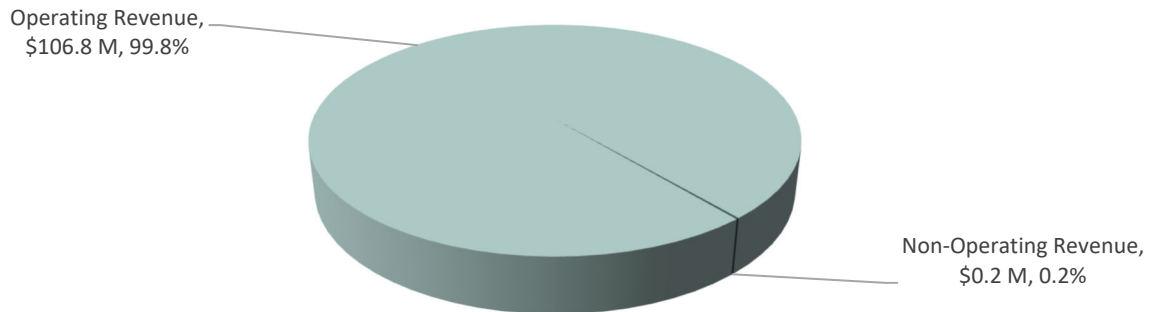
Operating Budget

NBC's FY 2023 Operating Budget is \$107.0 million, which is an increase of \$2.1 million or 2.0% over the FY 2022 budget.

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Budgeted Difference | % Change |
|---|-----------------------|-----------------------|-----------------------|------------------------|-------------|
| Revenue | | | | | |
| Operating Revenue | | | | | |
| User Fees | \$ 102,984,256 | \$ 102,476,288 | \$ 104,302,164 | \$ 1,825,876 | 1.8% |
| Pretreatment Fees | 71,700 | 80,000 | 72,000 | (8,000) | (10.0%) |
| Septage Income | 352,135 | 354,000 | 355,000 | 1,000 | 0.3% |
| Connection Permit Fees/Capacity Charge | 357,070 | 390,000 | 322,000 | (68,000) | (17.4%) |
| Late Fees | (1,446) | 450,000 | 900,000 | 450,000 | 100.0% |
| Customer Service Fees | 194,485 | 200,000 | 181,000 | (19,000) | (9.5%) |
| Renewable Energy Credits | 604,033 | 694,837 | 652,131 | (42,706) | (6.1%) |
| <i>Total Operating Revenue</i> | 104,562,233 | 104,645,125 | 106,784,295 | 2,139,170 | 2.0% |
| Non-Operating Revenue: | | | | | |
| Investment Income | 2,978 | 100,000 | 100,000 | - | 0.0% |
| Miscellaneous Income | 280,907 | 91,000 | 77,000 | (14,000) | (15.4%) |
| <i>Total Non-Operating Revenue</i> | 283,885 | 191,000 | 177,000 | (14,000) | (7.3%) |
| Total Revenue | \$ 104,846,118 | \$ 104,836,125 | \$ 106,961,295 | \$ 2,125,170 | 2.0% |
| Expense | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 25,234,834 | \$ 27,975,072 | \$ 29,013,109 | \$ 1,038,037 | 3.7% |
| Operating Supplies/Expense | 15,565,785 | 19,042,787 | 20,037,937 | 995,150 | 5.2% |
| Professional Services | 1,592,497 | 1,886,795 | 2,257,500 | 370,705 | 19.6% |
| Lease/Subscription Expense | - | - | 113,400 | 113,400 | 100.0% |
| <i>Total Operating Expense</i> | 42,393,116 | 48,904,654 | 51,421,946 | 2,517,292 | 5.1% |
| Debt Service | | | | | |
| Principal | 29,902,698 | 28,170,271 | 28,427,904 | 257,633 | 0.9% |
| Interest | 13,479,756 | 13,297,646 | 12,726,133 | (571,513) | (4.3%) |
| <i>Total Debt Service</i> | 43,382,454 | 41,467,917 | 41,154,037 | (313,880) | (0.8%) |
| Total Expense | \$ 85,775,570 | \$ 90,372,571 | \$ 92,575,983 | \$ 2,203,412 | 2.4% |
| Transfer to Project Fund | 19,070,548 | 14,463,554 | 14,385,312 | (78,242) | (0.5%) |
| Total Expense and Transfer to Project Fund | \$ 104,846,118 | \$ 104,836,125 | \$ 106,961,295 | \$ 2,125,170 | 2.0% |

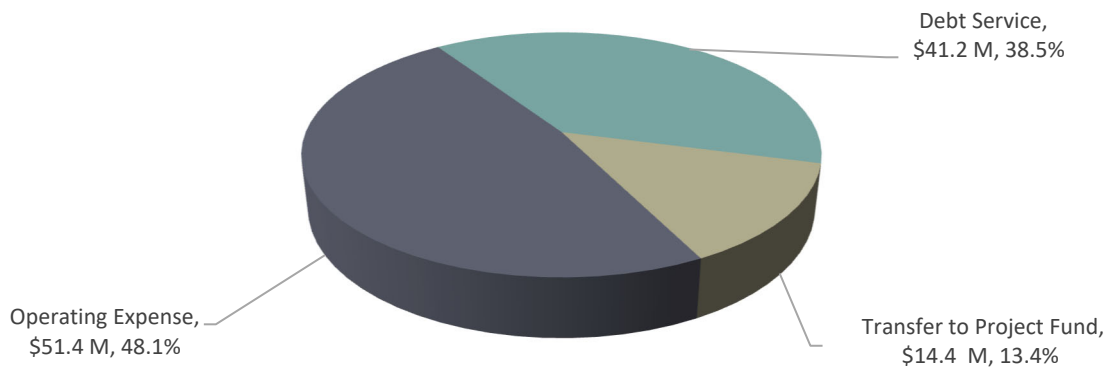
The FY 2023 budgeted revenue is \$107.0 million, which is \$2.1 million higher than last year’s budget. Operating revenue is \$106.8 million or 99.8% of total revenue. This is \$2.1 million or 2.0% higher than the prior year. Non-operating revenue is \$0.2 million or 0.2% of total revenue. The chart below illustrates the sources of FY 2023 budgeted operating and non-operating revenue.

Sources of Revenue



The largest budgeted use of revenue in FY 2023 is Operating Expense, at \$51.4 million which is 48.1% of total uses of revenue. Budgeted Debt Service expense is \$41.2 million or 38.5% of total expense. The budget also includes a Transfer to the Project Fund in the amount of \$14.4 million. The chart below illustrates FY 2023 budgeted uses of revenue.

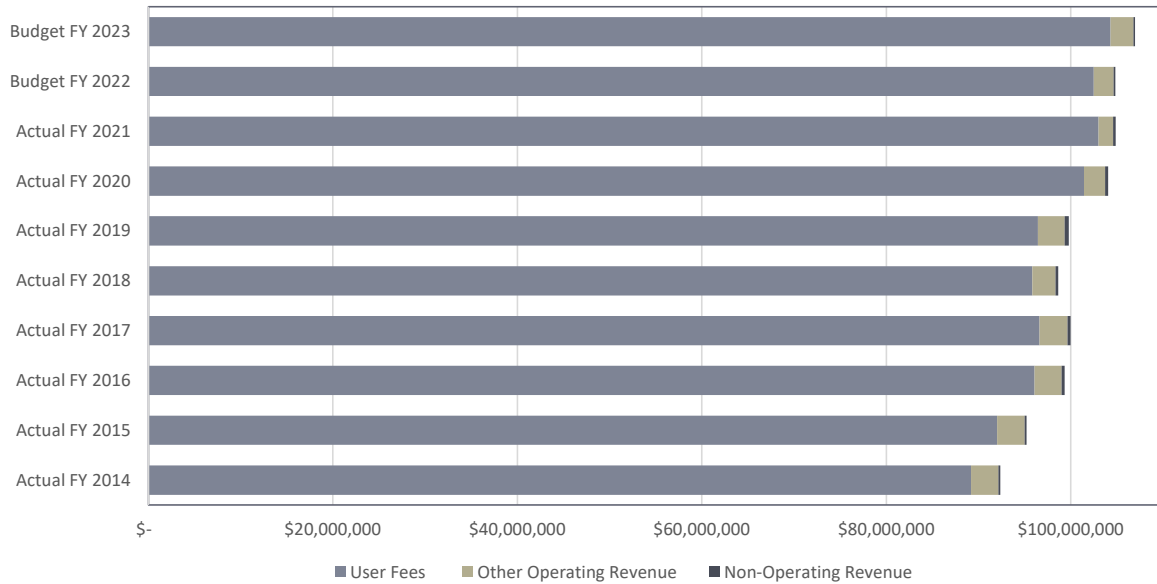
Uses of Revenue



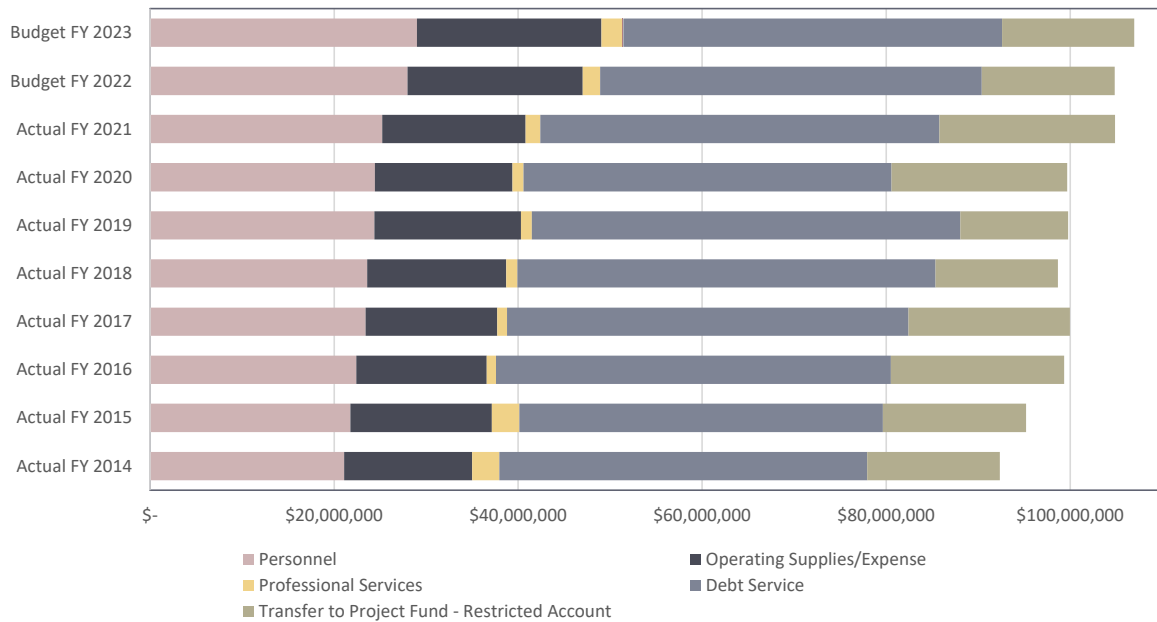
Historical Overview

Revenue has grown significantly over the past ten years, primarily to support Debt Service 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 Revenue Comparison

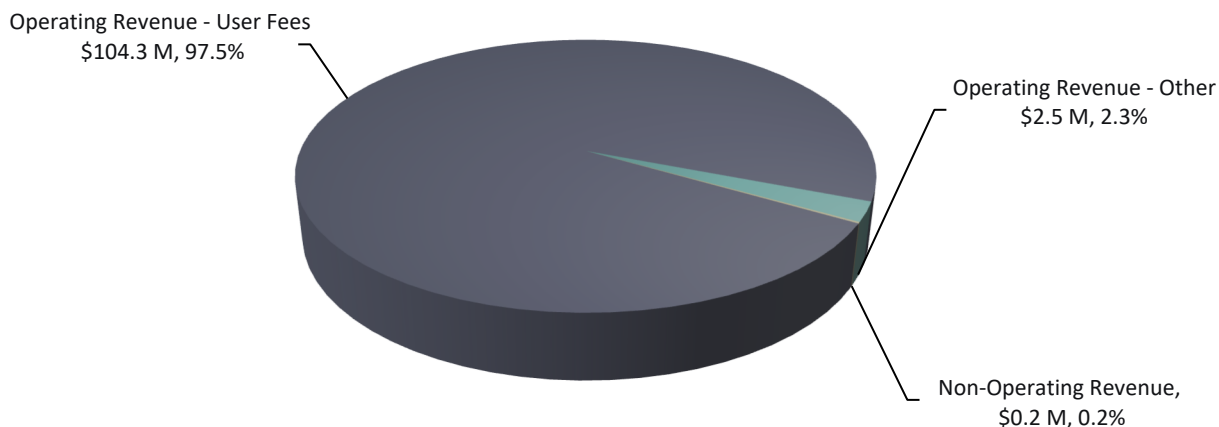


Ten-Year Historical Expense Comparison



Revenue Profile

Revenue by Category



Budgeted revenue in FY 2023 is \$107.0 million which is \$2.1 million or 2.0% more than FY 2022. This is the net effect of a 2.0% increase in Operating Revenue and 7.3% decrease in Non-Operating Revenue. Of the \$107.0 million in total revenue, \$104.3 million is from User Fees, \$2.5 million is from Other Operating Revenue and \$0.2 million is from Non-Operating Revenue. Historical and budgeted revenue are shown in the table below.

| Revenue | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Budgeted Difference | Percent Change |
|--|----------------------|----------------------|----------------------|----------------------|------------------------|-------------------|
| Operating Revenue | | | | | | |
| User Fees | \$101,434,770 | \$102,984,256 | \$102,476,288 | \$104,302,164 | \$ 1,825,876 | 1.8% |
| Pretreatment Fees | 61,354 | 71,700 | 80,000 | 72,000 | (8,000) | (10.0%) |
| Septage Income | 342,994 | 352,135 | 354,000 | 355,000 | 1,000 | 0.3% |
| Connection Permit Fees/Capacity Charge | 335,431 | 357,070 | 390,000 | 322,000 | (68,000) | (17.4%) |
| Late Fees | 837,184 | (1,446) | 450,000 | 900,000 | 450,000 | 100.0% |
| Customer Service Fees | 182,474 | 194,485 | 200,000 | 181,000 | (19,000) | (9.5%) |
| Renewable Energy Credits | 579,679 | 604,033 | 694,837 | 652,131 | (42,706) | (6.1%) |
| <i>Total Operating Revenue</i> | <i>103,773,886</i> | <i>104,562,233</i> | <i>104,645,125</i> | <i>106,784,295</i> | <i>2,139,170</i> | <i>2.0%</i> |
| Non-Operating Revenue | | | | | | |
| Investment Income | 205,334 | 2,978 | 100,000 | 100,000 | 0 | 0.0% |
| Miscellaneous Income | 136,971 | 280,907 | 91,000 | 77,000 | (14,000) | (15.4%) |
| <i>Total Non-Operating Revenue</i> | <i>342,305</i> | <i>283,885</i> | <i>191,000</i> | <i>177,000</i> | <i>(14,000)</i> | <i>(7.3%)</i> |
| Total Revenue | \$104,116,191 | \$104,846,118 | \$104,836,125 | \$106,961,295 | \$ 2,125,170 | 2.0% |

Operating Revenue

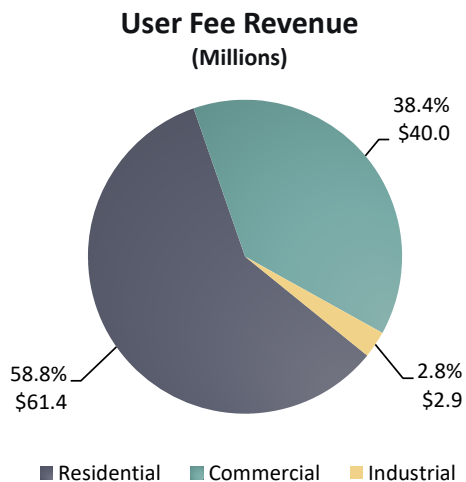
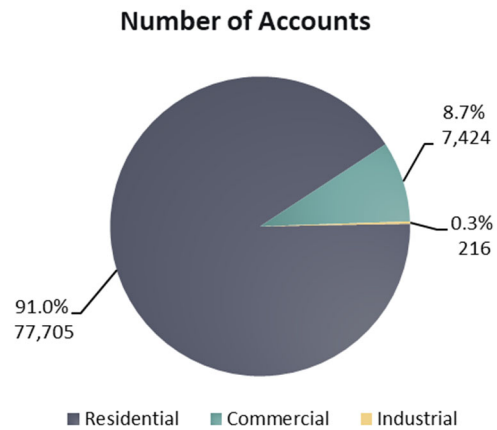
User Fee Revenue

User Fee revenue is 97.7% of FY 2023 budgeted Operating Revenue. FY 2023 budgeted User Fee revenue is \$104.3 million, which is \$1.8 million or 1.8% higher than the prior year. This increase is the result of the return to pre-pandemic consumption patterns, including a shift from residential to non-residential consumption. The higher User Fee revenue also reflects a 0.56% increase in sewer user rates for the recovery of electronic payment transaction fees that prior to the pandemic were passed on to customers. In addition, modest growth in flat fee revenue is also projected.

User Fee Revenue by Customer Class

NBC's user fee rate structure classifies users as residential, commercial, or industrial. NBC has approximately 77,705 residential accounts, which include residential structures with six dwelling units or less and all residential condominiums regardless of the number of dwelling units. Residential accounts comprise 91.0% of total accounts.

Commercial and industrial users, NBC's non-residential accounts, include residential structures containing more than six dwelling units, commercial, mixed-use, and industrial properties. NBC bills approximately 7,424 commercial and 216 industrial accounts, comprising 8.7% and 0.3% of total accounts, respectively. Non-residential accounts are 9.0% of the total accounts.



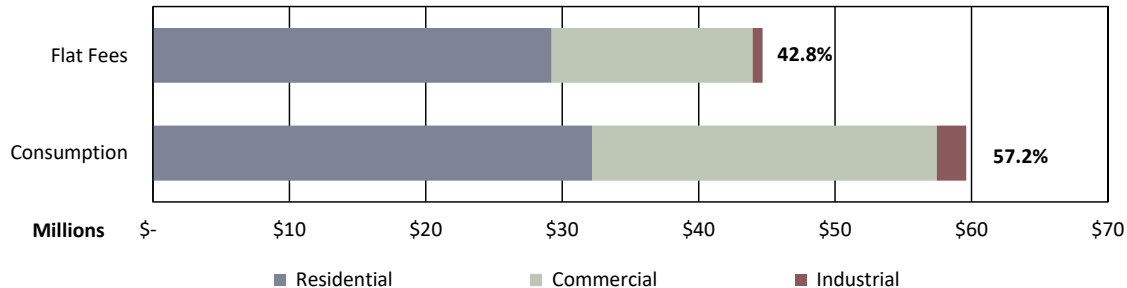
Customers are billed a flat fee and a consumption-based fee. Budgeted residential user fees are \$61.4 million or 58.9% of FY 2023 budgeted user fee revenue. Budgeted user fee revenue for the commercial and industrial customer classes are \$40.0 million and \$2.9 million, respectively, which is 41.1% of total user fee revenue. On a year-over-year basis, the budget reflects a return to pre-pandemic patterns, with a notable shift from the residential to non-residential customer class. The following table shows FY 2023 budgeted residential revenue is \$1.0 million or 1.6% lower than the prior year, while commercial revenue is \$2.5 million or 6.7% higher and industrial revenue is \$0.3 million or 13.2% higher than the prior year.

Budgeted User Fee Revenue by Customer Class

| | FY 2022 | FY 2023 | Difference | % Change |
|------------------------|-----------------------|-----------------------|---------------------|-------------|
| Residential | \$ 62,417,473 | \$ 61,394,409 | (\$ 1,023,064) | (1.6%) |
| Commercial | 37,509,233 | 40,020,784 | 2,511,551 | 6.7% |
| Industrial | 2,549,582 | 2,886,971 | 337,389 | 13.2% |
| Total User Fees | \$ 102,476,288 | \$ 104,302,164 | \$ 1,825,876 | 1.8% |

User Fee Revenue by Type

The following chart and table show the FY 2023 budgeted User Fee revenue by consumption and flat fees. The FY 2023 consumption revenue is \$59.6 million or 57.2% of the total. Flat fee revenue is \$44.7 million or 42.8% of the total.



As is shown in the following table, on a year-over-year basis, budgeted revenue from consumption fees is \$1.5 million or 2.5% higher, while revenue from flat fees is \$0.4 million or 0.8% higher than the prior year.

Budgeted User Fee Revenue by Type

| | FY 2022 | FY 2023 | Difference | % Change |
|------------------------|----------------------|-----------------------|---------------------|-------------|
| Consumption | \$ 58,147,446 | \$ 59,623,082 | \$ 1,475,636 | 2.5% |
| Flat Fees | 44,328,841 | 44,679,082 | 350,241 | 0.8% |
| Total User Fees | \$102,476,287 | \$ 104,302,164 | \$ 1,825,877 | 1.8% |

Consumption Revenue

Consumption fee Revenue is based upon billable water usage, with distinct consumption rates for each customer class. In response to the COVID-19 pandemic, the State of Rhode Island declared a state of emergency and the Governor issued numerous Executive Orders to mitigate the health and economic impacts of COVID-19, such as stay-at-home orders, travel restrictions, limitations on places of public interaction and payment of unemployment benefits. As a result, NBC experienced a shift from non-residential to residential consumption which continued into FY 2021. Many of these restrictions were lifted in FY 2022, and NBC has seen a return to pre-pandemic behavior with consumption shifting back towards non-residential customers.

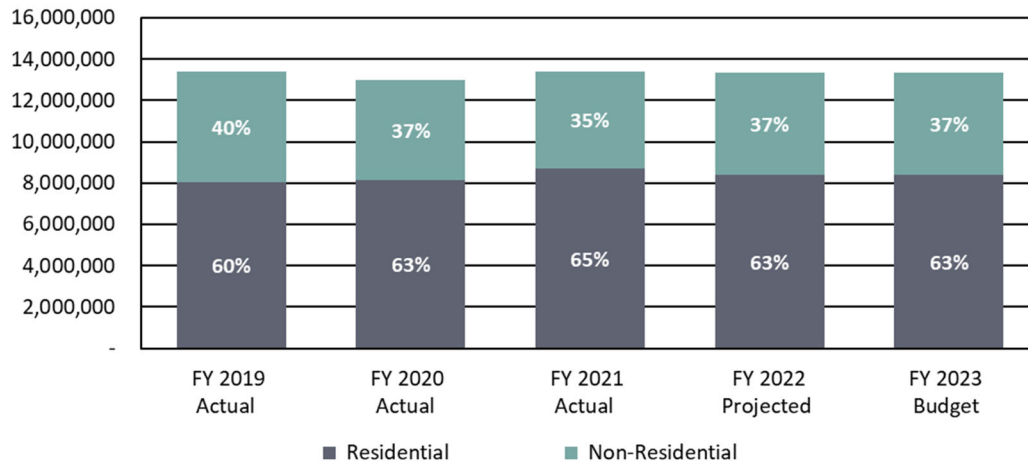
NBC used the 12-month moving total consumption (in Hundred Cubic Feet or “HCF”) as of February 2022 to project billable consumption for both FY 2022 and the budget year. The following table shows the actual, projected, and budgeted billable consumption in HCF by customer class. The percentage change in FY 2023 budgeted consumption compared to FY 2021 actual consumption is shown in the last column. The FY 2023 budgeted residential HCF is 3.6% lower than the FY 2021 actual HCF. On the other hand, FY 2023 budgeted billable HCF for the commercial and industrial customer classes are 6.1% and 9.5% higher, respectively.

Billable Consumption (HCF)

| | FY 2021 Actual | FY 2022 Projected | FY 2023 Budget | % Change FY 2023 vs. FY 2021 |
|------------------|-------------------|----------------------|-------------------|------------------------------------|
| Residential | 8,710,408 | 8,397,423 | 8,397,423 | (3.6%) |
| Commercial | 4,141,550 | 4,394,332 | 4,394,332 | 6.1% |
| Industrial | 524,473 | 574,204 | 574,204 | 9.5% |
| Total HCF | 13,376,431 | 13,365,959 | 13,365,959 | (0.1%) |

The chart below shows how COVID-19 impacted billable consumption. Residential consumption as a percent of total billed consumption increased from 60% in FY 2019 to 65% in FY 2021. NBC has since experienced a shift back to non-residential consumption in FY 2022, with non-residential consumption projected to increase from 35% to 37% of total billed consumption.

Residential vs. Non-Residential Billable Consumption (HCF)



FY 2023 budgeted consumption revenue is \$1.5 million higher as the result of two factors. First, \$0.3 million or 22.5% of the increase is due to the April 1, 2022, rate increase. Second, \$1.2 million or 77.5% of the higher increase is due to the increase in commercial billable HCF which is billed at a higher rate.

The following table shows consumption revenue shifting back towards the non-residential customer class as customers return to pre-pandemic patterns. FY 2023 budgeted residential consumption revenue is \$1.4 million or 4.2% lower than the prior year. On the other hand, FY 2023 budgeted commercial consumption revenue is \$2.6 million or 11.3% higher, and budgeted industrial consumption revenue is \$0.3 million or 18.3% higher.

Budgeted Consumption Revenue

| | FY 2022 | FY 2023 | Difference | % Change |
|--------------|----------------------|----------------------|---------------------|-------------|
| Residential | \$ 33,593,590 | \$ 32,173,349 | (\$ 1,420,241) | (4.2%) |
| Commercial | 22,724,378 | 25,284,984 | 2,560,606 | 11.3% |
| Industrial | 1,829,478 | 2,164,749 | 335,271 | 18.3% |
| Total | \$ 58,147,446 | \$ 59,623,082 | \$ 1,475,636 | 2.5% |

Flat Fee Revenue

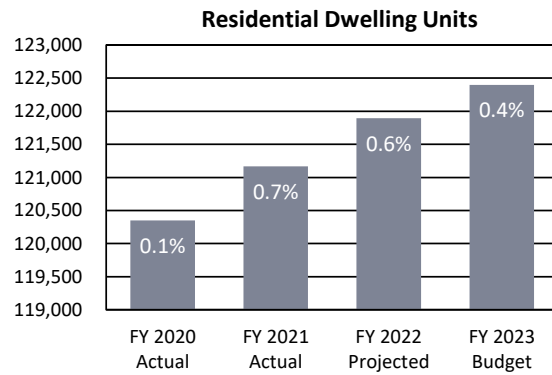
Flat fee revenue is based on the number of dwelling units for residential customers and billable meters by meter size for non-residential customers. FY 2023 budgeted flat fee revenue is \$0.4 million or 0.8% higher than the prior year. This reflects an update to the user rate base and the 0.56% user fee rate increase.

Budgeted Flat Fee Revenue

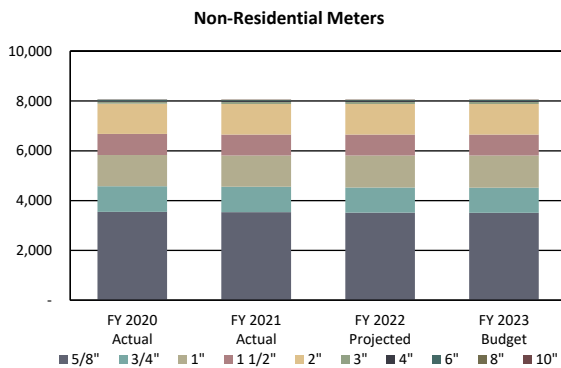
| | FY 2022 | FY 2023 | Difference | % Change |
|--------------|----------------------|----------------------|-------------------|-------------|
| Residential | \$ 28,823,882 | \$ 29,221,060 | \$ 397,178 | 1.4% |
| Commercial | 14,784,854 | 14,735,800 | (49,054) | (0.3%) |
| Industrial | 720,105 | 722,222 | 2,117 | 0.3% |
| Total | \$ 44,328,841 | \$ 44,679,082 | \$ 350,241 | 0.8% |

Residential Flat Fees

FY 2023 budgeted residential flat fee revenue is based on the projected number of dwelling units (DU) multiplied by the rate per DU. NBC has experienced continued growth in the number of DUs over the past several years. The average annual growth over the prior four years was used as the basis for the FY 2023 budgeted DUs. NBC estimates that the number of dwelling units will increase by 502 over the FY 2022 projected level, resulting in a total of 122,397 dwelling units. The chart on the right shows the number of dwelling units as well as the annual percent increase.



Non-Residential Flat Fees



FY 2023 budgeted non-residential flat fee revenue is based on the number of meters by meter size multiplied by the rate per meter size. The annual non-residential flat fee rates range from \$566 for a 5/8" meter to \$65,108 for a 10" meter.

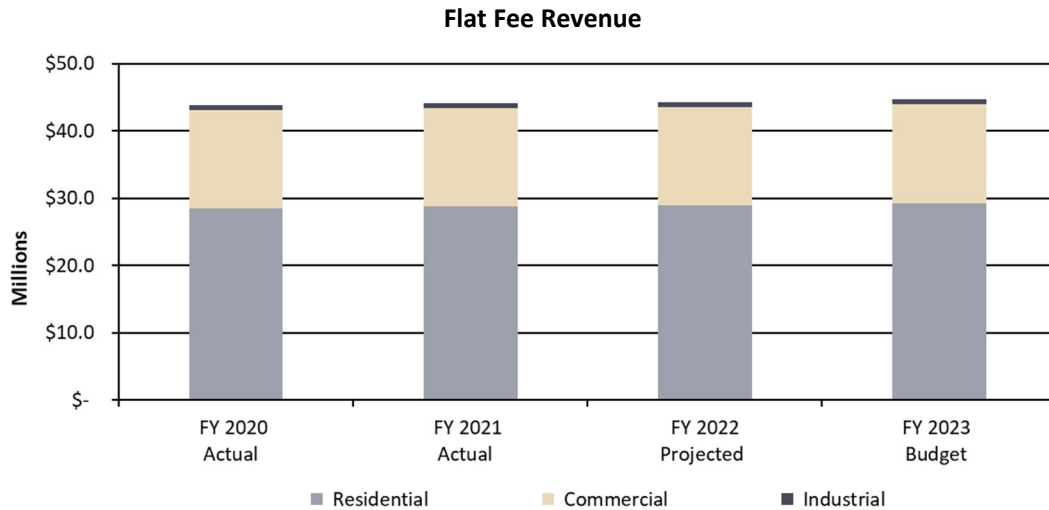
The chart on the left shows that non-residential meter counts are not expected to change significantly. The number of FY 2023 budgeted non-residential meters was calculated by first determining the projected changes from FY 2021 to FY 2022, and then applying those percentages to the FY 2022 projected meter counts. The FY 2023 budgeted non-residential flat fee revenue, is then calculated by

applying the rate per meter size to the number of meters. The allocation between commercial and industrial meters is based on the change in flat fee revenue.

The following table shows flat fee revenue by fiscal year. The following table shows the actual, projected, and budgeted flat fees by customer class. The percentage change in FY 2023 budgeted flat fee revenue compared to FY 2021 actual is shown in the last column. The FY 2023 budgeted flat fee revenue for the residential class is 1.6% higher, the commercial class is 0.5% higher and the industrial class remains relatively unchanged. Keep in mind that the FY 2023 budgeted flat fee revenue incorporates the 0.56% across-the-board rate increase effective May 1, 2022.

| | FY 2021 Actual | FY 2022 Projected | FY 2023 Budget | % Change FY 2023 vs. FY 2021 |
|--------------|----------------------|----------------------|----------------------|------------------------------|
| Residential | \$ 28,765,617 | \$ 28,930,268 | \$ 29,221,060 | 1.6% |
| Commercial | 14,656,348 | 14,660,012 | 14,735,800 | 0.5% |
| Industrial | 721,955 | 722,222 | 722,222 | 0.0% |
| Total | \$ 44,143,920 | \$ 44,312,502 | \$ 44,679,082 | 1.2% |

The following chart shows flat fee revenue by fiscal year with budgeted flat fee revenue slightly higher than the prior year projected level.



Sewer User Charge Rates

The following table below shows NBC’s rate filings since July 2016 and includes the May 1, 2022, rate increase for the recovery of the credit card transaction fee. For more information regarding future rate increases, please see the Long-Term Financial Plan section of the budget.

| Effective Date | 7/14/2016 | 1/1/2019 | 7/1/2019 | 5/1/2022 |
|--|------------|------------|---------------|----------|
| Type of Filing | Compliance | Compliance | General | General |
| Purpose | Debt | Debt | O&M/Rate Base | O&M |
| Revenue Increase | 1.48% | 2.88% | 5.88% | 0.55% |
| User Rate Increase | 1.53% | 2.98% | 6.17% | 0.56% |
| Average Annual Residential Fee (150 gpd) | \$477 | \$491 | \$516 | \$519 |

The table below shows NBC’s FY 2023 user rates for residential and non-residential users. At these rates, NBC’s estimated average annual residential sewer user fee based on usage of 150 gallons per day (gpd) is \$519.17.

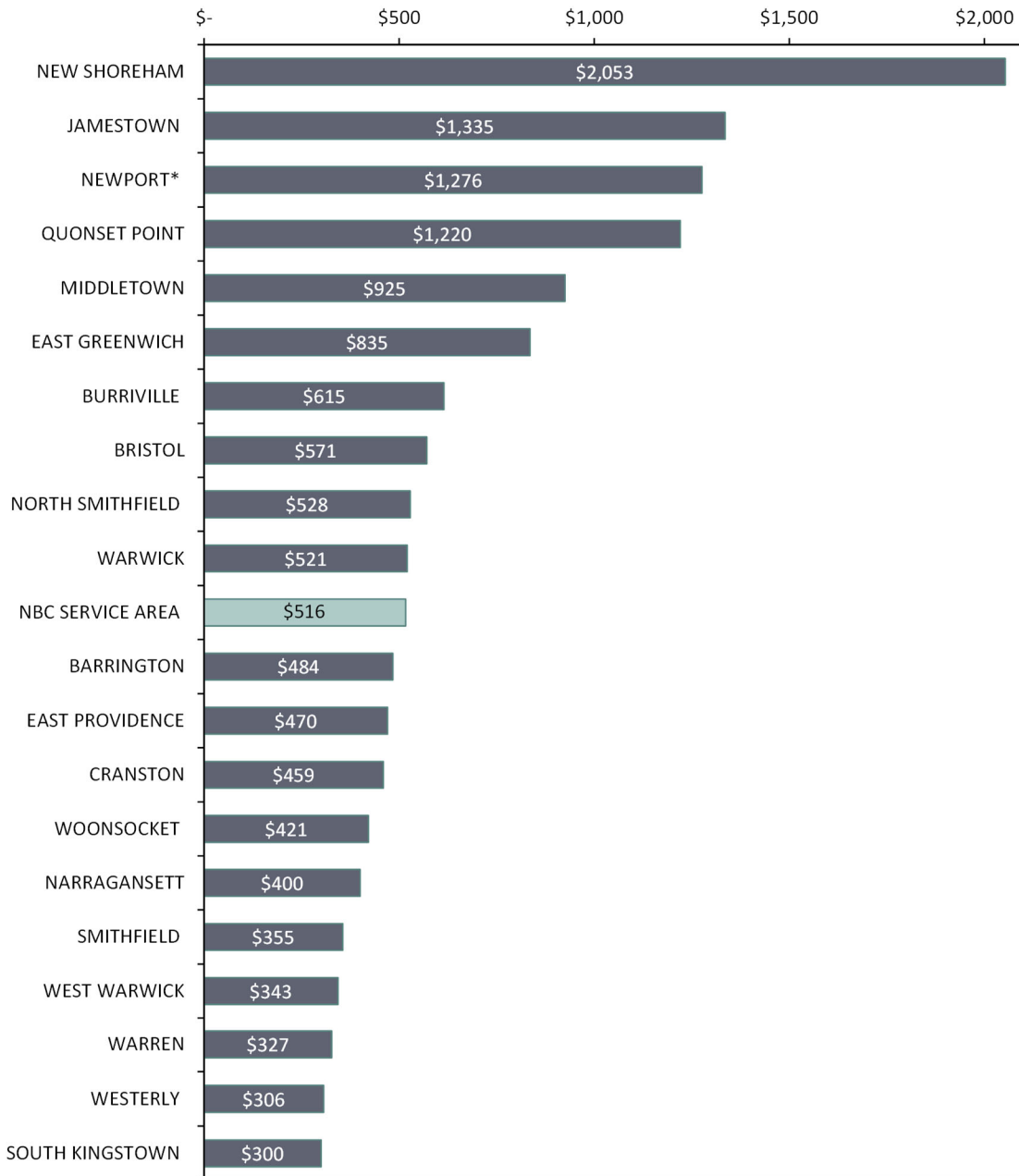
NBC User Fees Effective May 1, 2022

| Residential | | Non-Residential | |
|---|-----------------------------------|-------------------|----------------------|
| Customer Charge: | based on number of Dwelling Units | Meter Size | Annual Charge |
| Residential Customer Charge: | \$ 238.74/dwelling unit | 5/8" | 566 |
| Consumption Charge: | \$ 3.831/hcf | ¾" | 849 |
| Total Annual Average Residential Rate: | \$519.17 | 1" | 1,415 |
| (Based on 73.2 hcf* or 150 gallons per day) | | 1 ½" | 2,831 |
| Non-Residential | | 2" | 4,529 |
| Customer Charge: | based on Meter Size | 3" | 8,492 |
| Commercial Consumption Charge: | \$5.754/hcf | 4" | 14,154 |
| Industrial Consumption Charge: | \$3.770/hcf | 6" | 28,308 |
| | | 8" | 45,292 |
| | | 10" | 65,108 |

*hcf = hundred cubic feet

Since FY 2018, NBC has calculated the average annual residential sewer user fee based on the updated actual average consumption of 150 gpd per dwelling unit. The following table shows the results of NBC's 2021 annual sewer rate survey based upon usage of 150 gallons per day. The survey shows that despite NBC's large operation and significant capital improvements, NBC's average residential user rate of \$516 in 2021 was below the state average of \$679.

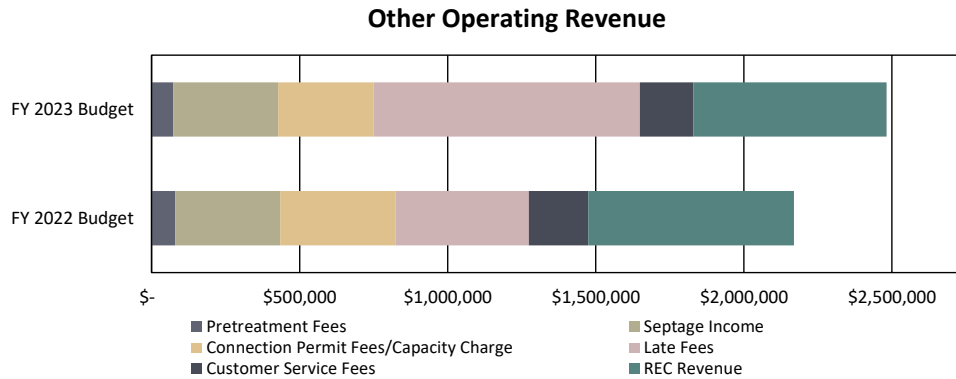
2021 Annual Rhode Island Residential Sewer Charges



* Newport includes stormwater fees

Other Operating Revenue

While NBC's primary source of operating revenue is from user fees, NBC has other operating revenue, which represents 2.3% of the total revenue. The chart below shows NBC's sources of other operating revenue which include Late Fees, Connection Permit Fees/Capacity Charge, Customer Service Fees, Renewable Energy Credit (REC) Revenue, Septage Income and Pretreatment Fees. The chart below shows budgeted other operating revenue is \$0.3 million or 14.4% higher in FY 2023 than the prior year due primarily to increased late fee revenue.



NBC assesses late fees at a rate of 1.0% per month on any unpaid balance past due 30 days from the billing date. Historically, NBC has earned late fee revenue equivalent to approximately 1.0% of annual user fee revenue. In June 2020, the PUC issued an order ("Order 23836") requiring the suspension of the assessment of late fees effective June 1, 2020. In a November 2021 open meeting, the PUC unanimously voted to allow utilities to reinstate late fees and interest charges. Effective February 1, 2022, NBC reinstated late fee charges for all customers. As a result, the budget for late fee charges is \$0.5 million or 100% higher in FY 2023.

NBC implemented a new Sewer Connection Permit Fees/Capacity Charge structure in FY 2020 based on whether the new service is a direct or indirect connection. The FY 2023 budgeted revenue from these fees and charges is \$322 thousand which is 17.4% lower than the prior year. Please see the following table for a comparison of the budgeted revenue from these fees.

| Connection Permit Fees/Capacity Charge | | | |
|---|-------------------|-------------------|--------------------|
| | FY 2022 Budget | FY 2023 Budget | Difference |
| Connection Permit Fees | \$ 51,000 | \$ 47,000 | \$ (4,000) |
| Capacity Charge | 339,000 | 275,000 | (64,000) |
| Total | \$ 390,000 | \$ 322,000 | \$ (68,000) |

The FY 2023 budget for customer service fees is \$19 thousand less than the prior year due to an \$18 thousand decrease in Real Estate Closing Fees. Abatement Application Fees have slightly decreased and Returned Check Fees remain unchanged from FY 2022. Please see the following table for a comparison of the budgeted revenue from these fees.

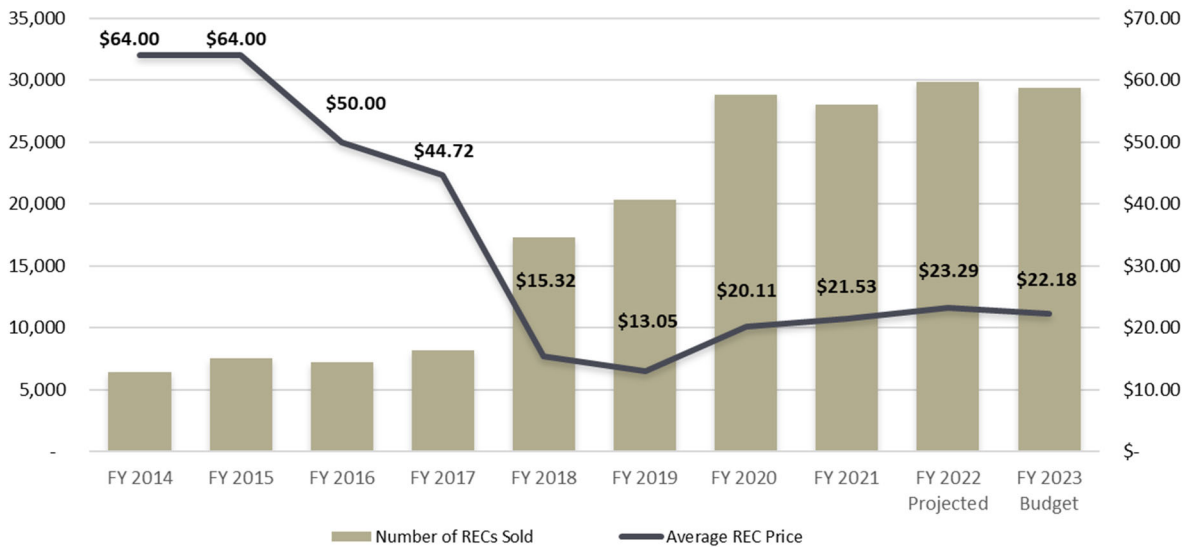
| Customer Service Fees | | | |
|------------------------------|-------------------|-------------------|--------------------|
| | FY 2022 Budget | FY 2023 Budget | Difference |
| Real Estate Closing Fee | \$ 176,000 | \$ 158,000 | \$ (18,000) |
| Abatement Application Fee | 5,000 | 4,000 | (1,000) |
| Returned Check Fee | 19,000 | 19,000 | - |
| Total | \$ 200,000 | \$ 181,000 | \$ (19,000) |

The FY 2023 budget also reflects a \$43 thousand or 6.1% decrease in Renewable Energy Credits (RECs) over the prior year. This is due to an estimated 4.8% decrease in the price per REC, as well as a slight decrease in the number of RECs generated. Total REC revenue budgeted in FY 2023 is \$652,131.

Budgeted REC Revenue

| | FY 2022 Budget | FY 2023 Budget | Difference |
|------------------|-------------------|-------------------|-------------|
| REC Revenue | \$ 694,837 | \$ 652,131 | \$ (42,706) |
| Average Rate/REC | \$ 23.29 | \$ 22.18 | \$ (1.11) |
| Number of RECs | 29,834 | 29,401 | (433) |

Number of RECs Sold and Average Price

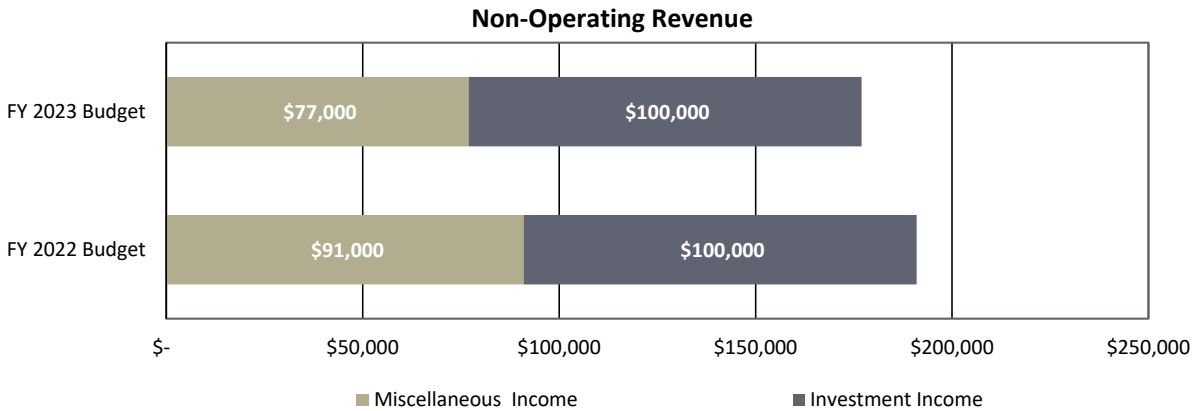


Users are regulated under R.I.G.L. 46-25-25 and NBC's Rules and Regulations and pay pretreatment permit application fees. The FY 2023 budgeted pretreatment permit application fees are \$8 thousand or 10.0% lower than the prior year.

Permitted haulers pay fees based upon the amount of septage that they discharge at NBC's Septage Receiving Station. The FY 2023 budgeted septage revenue is \$1 thousand or 0.3% higher than the prior year based on the FY 2022 projected level.

Non-Operating Revenue

Non-Operating revenue includes Investment Income and Miscellaneous Income. The following table shows that Non-Operating Revenue is projected to decrease \$14,000 or 7.3% from the FY 2022 budgeted level.



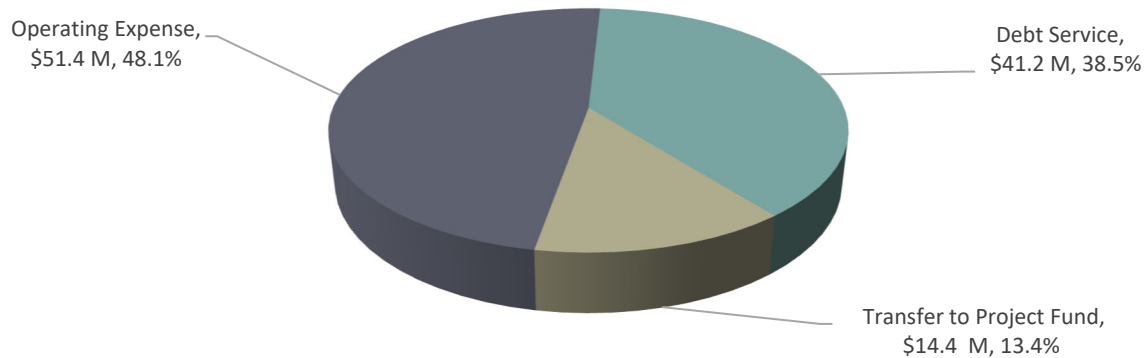
The budget for Investment Income is at the same level as the prior year. The budget reflects a \$14,000 or 15.4% decline in Miscellaneous Income due to a reduction in rental income. The following chart shows the Non-Operating Revenue on a year-to-year basis.

Non-Operating Revenue

| | FY 2022 Budget | FY 2023 Budget | Difference |
|----------------------|-------------------|-------------------|--------------------|
| Miscellaneous Income | \$ 91,000 | \$ 77,000 | \$ (14,000) |
| Investment Income | 100,000 | 100,000 | - |
| Total | \$ 191,000 | \$ 177,000 | \$ (14,000) |

Expense Profile

FY 2023 Expense by Category



FY 2023 Budgeted Expense and Transfer to Project Fund is \$106,961,295. This is an increase of \$2,125,170 or 2.0% from the FY 2022 budget. Operating Expense is the largest expense category at \$51.4 million, which is \$2.5 million or 5.1% more than the prior year. Budgeted Debt Service is 38.5% of the total and is \$0.3 million lower than the prior year. The calculation for debt service coverage is revenue less operating expense and debt service and is shown as a Transfer to the Project Fund. The FY 2023 budgeted Transfer to the Project Fund is \$.08 million lower than the FY 2022 budget. The table below shows historical and budgeted expense.

| Expense | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Budgeted Difference | % Change |
|---|-------------------|-------------------|-------------------|------------------------|----------|
| Operating Expense | | | | | |
| Personnel | \$ 25,234,834 | \$ 27,975,072 | \$ 29,013,109 | \$ 1,038,037 | 3.7% |
| Operating Supplies/Expense | 15,565,785 | 19,042,787 | 20,037,937 | 995,150 | 5.2% |
| Professional Services | 1,592,497 | 1,886,795 | 2,257,500 | 370,705 | 19.6% |
| Lease/Subscription Expense | - | - | 113,400 | 113,400 | - |
| <i>Total Operating Expense</i> | 42,393,116 | 48,904,654 | 51,421,946 | 2,517,292 | 5.1% |
| Debt Service | 43,382,454 | 41,467,917 | 41,154,037 | (313,880) | (0.8%) |
| Total Expense | \$ 85,775,570 | \$ 90,372,571 | \$ 92,575,983 | \$ 2,203,412 | 2.4% |
| Transfer to Project Fund | \$ 19,070,548 | \$ 14,463,554 | \$ 14,385,312 | \$ (78,242) | (0.5%) |
| Total Expense and Transfer to Project Fund | \$ 104,846,118 | \$ 104,836,125 | \$ 106,961,295 | \$ 2,125,170 | 2.0% |

Operating Expense

The following table and chart show that the largest percentage change to Operating Expense in FY 2023 is a 19.6% or \$0.4 million increase in Professional Services, followed by a 5.2% or \$1.0 million increase in Operating Supplies/Expense. Personnel expense increased by 3.7% or \$1.0 million. As a result of the implementation of GASB 87 and GASB 96, this year's budget reflects Lease/Subscription Expense separately.

| Operating Expense by Category | | | | | |
|--------------------------------|----------------------|----------------------|---------------------|-------------|---------------|
| | FY 2022 | FY 2023 | Difference | % Change | % of Total |
| Personnel | \$ 27,975,072 | \$ 29,013,109 | \$ 1,038,037 | 3.7% | 56.4% |
| Operating Supplies/Expense | 19,042,787 | 20,037,937 | 995,150 | 5.2% | 39.0% |
| Professional Services | 1,886,795 | 2,257,500 | 370,705 | 19.6% | 4.4% |
| Lease/Subscription Expense | - | 113,400 | 113,400 | - | 0.2% |
| Total Operating Expense | \$ 48,904,654 | \$ 51,421,946 | \$ 2,517,292 | 5.1% | 100.0% |

Personnel

The FY 2023 budget for Personnel expense is \$29.0 million which is 56.4% of total Operating Expense. This is a net increase of 3.7% or \$1.0 million over the prior year. Personnel expense consists of employee salaries and wages, retirement, benefits, and unemployment expense. Personnel expense is budgeted net of capital reimbursements to reflect the net impact of staff working on capital projects.

The NBC employs non-union employees and union employees. NBC's union employees are members of either the Rhode Island Laborers' District Council Public Service Employees' Local 1033 of the Laborers' 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.

The table below shows the FY 2023 budgeted Personnel expense by major component. Salaries and wages for union and non-union employees is \$913,537 higher than the prior year. This is due to a net increase of eight FTEs, as well as contracted COLA and step increases for union employees and merit increases for non-union employees. Budgeted retirement is \$137,918 or 2.7% higher and benefits are \$279,858 or 5.3% higher. The FY 2023 budgeted capital reimbursements are \$293,276 or 10.8% higher than the prior year and reduce personnel expense.

| Budgeted Personnel Expense | | | | |
|---------------------------------|----------------------|----------------------|---------------------|-------------|
| | FY 2022 | FY 2023 | Difference | % Change |
| Salaries and Wages ¹ | \$ 20,180,688 | \$ 21,094,225 | \$ 913,537 | 4.5% |
| Retirement ² | 5,171,211 | 5,309,129 | 137,918 | 2.7% |
| Benefits | 5,299,831 | 5,579,689 | 279,858 | 5.3% |
| Other | 45,000 | 45,000 | - | 0.0% |
| Capital Reimbursements | (2,721,658) | (3,014,934) | (293,276) | 10.8% |
| Total | \$ 27,975,072 | \$ 29,013,109 | \$ 1,038,037 | 3.7% |

¹ Includes overtime

² Includes FICA and Medicare

Budgeted Full-Time Equivalents (FTEs)

The number of net budgeted positions included in the FY 2023 budget is 297, which is 8.0 FTEs more than the prior year. Budgeted turnover remains unchanged at 8.0 FTEs. The following table shows the number of positions budgeted by cost center for the last ten years.

Budgeted FTEs by Cost Center

| Section | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 | FY 22 vs. FY 23 |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------------|
| Administration | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 6 | 7 | 7 | 9 | 2 |
| Human Resources | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 6 | 6 | 6 | 7 | 1 |
| Information Technology | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 12 | 13 | 13 | 12 | (1) |
| Legal | 5 | 5 | 5 | 5 | 5 | 5 | 6 | 7 | 7 | 7 | 7 | 0 |
| Construction | 13 | 13 | 13 | 11 | 11 | 10 | 10 | 9 | 10 | 11 | 12 | 1 |
| Engineering | 0 | 0 | 0 | 0 | 0 | 6 | 7 | 10 | 10 | 10 | 12 | 2 |
| Finance | 5 | 5 | 5 | 5 | 5 | 6 | 7 | 8 | 10 | 10 | 11 | 1 |
| Accounting | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 10 | 0 |
| Customer Service | 24 | 24 | 24 | 25 | 25 | 25 | 25 | 27 | 28 | 28 | 29 | 1 |
| Purchasing | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 2 | 4 | 4 | 4 | 0 |
| Interceptor Maintenance | 20 | 20 | 20 | 20 | 20 | 18 | 20 | 19 | 23 | 24 | 21 | (3) |
| Operations & Maintenance Services | 8 | 9 | 9 | 9 | 9 | 7 | 6 | 7 | 7 | 8 | 11 | 3 |
| Field's Point | 57 | 57 | 59 | 59 | 59 | 54 | 54 | 54 | 54 | 54 | 55 | 1 |
| Bucklin Point | 33 | 34 | 35 | 43 | 45 | 45 | 47 | 47 | 47 | 47 | 47 | 0 |
| Technical Analysis & Compliance | 5 | 5 | 5 | 5 | 5 | 4 | 4 | 10 | 10 | 10 | 10 | 0 |
| Pretreatment | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 14 | 0 |
| Laboratory | 16 | 16 | 17 | 17 | 17 | 17 | 17 | 18 | 19 | 19 | 19 | 0 |
| ESTA | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 0 | 0 | 0 | 0 | 0 |
| Environmental Monitoring | 17 | 17 | 17 | 17 | 17 | 17 | 17 | 15 | 15 | 15 | 15 | 0 |
| Total FTEs | 259 | 261 | 265 | 272 | 274 | 269 | 275 | 281 | 294 | 297 | 305 | 8 |
| Turnover | (3) | (2) | (3) | (4) | (4) | (2) | (6) | (9) | (9) | (8) | (8) | 0 |
| Net Budgeted FTEs | 257 | 259 | 262 | 268 | 270 | 267 | 269 | 272 | 285 | 289 | 297 | 8 |
| Increase (Decrease) Budgeted FTEs | - | 3 | 3 | 6 | 2 | (3) | 2 | 3 | 13 | 4 | 8 | |

New Positions

The following table shows the new positions included in this year's budget along with positions funded last year not funded in FY 2023.

FY 2023 Budget Summary of New Positions

| Title | Section |
|---|------------------------------------|
| Deputy Director | Administration |
| Assistant Administrative Coordinator | Administration |
| HR Training Coordinator | Human Resources |
| Resident Representative | Construction Services |
| Environmental Engineer | Engineering |
| Principal Environmental Engineer | Engineering |
| Revenue Analyst | Finance |
| Customer Service Representative | Customer Service |
| Utility Operator | Field's Point |
| Assistant Control Systems Administrator | Operation and Maintenance Services |

FY 2023 Budget Summary of Unfunded Positions

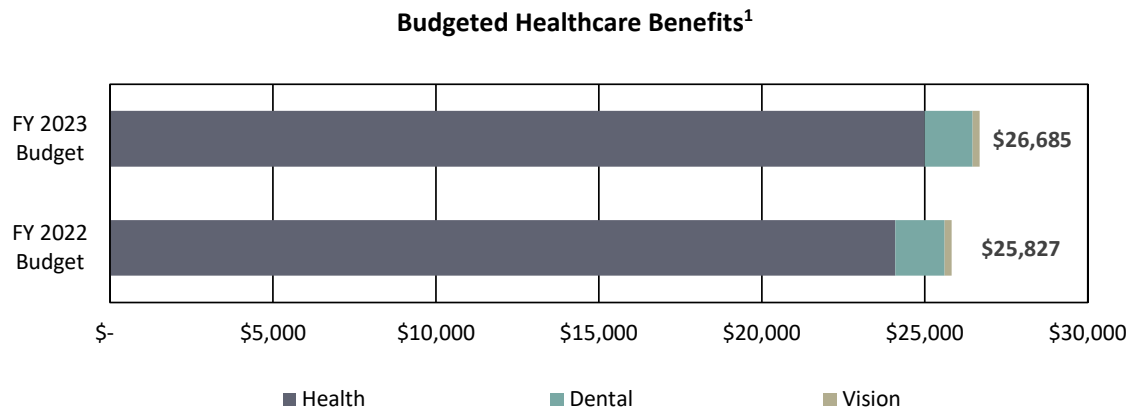
| Title | Section |
|---|-------------------------|
| Senior Network and Communications Administrator | Information Technology |
| Senior Technical Assistant | Interceptor Maintenance |

Turnover

NBC budgeted turnover is based on the projected number of FTE equivalent positions that will be vacant during the year due to administrative wait times associated with terminations, new hires, and promotions. The budgeted turnover remains unchanged from the prior year at 8.0 FTEs.

Health, Dental and Vision Benefits

The budgeted expense for health, dental and vision benefits are based on projected premiums, actual enrollment, and a weighted average for unfilled positions. The FY 2023 Budget also includes funding for the wellness initiative program offered by NBC to encourage wellness activities and the employer HRA contribution. It is net of employee premium co-payments. The following chart and table show the budgeted health, dental and vision insurance expense for family coverage is \$26,685 or 3.3% more than FY 2022.



¹ Includes Employer HRA contribution and wellness; net of Employee 20% premium co-payment

Retirement

The following table shows the budgeted percentages for retirement benefits. Union employees participate in the Employees’ Retirement System of Rhode Island (ERSRI). ERSRI sets the annual employer contribution rate for both the retirement (pension) and retiree health benefits. The FY 2023 budgeted employer contribution to the union pension increased from 28.0% to 29.0% and the union retiree health benefits decreased from 5.3% to 4.5%. NBC’s non-union employees participate in a defined contribution plan and a defined benefit plan administered by NBC. The FY 2023 Budget for non-union retirement expense remains unchanged at 10.0% of the budgeted non-union salaries and wages.

Employer Retirement Contributions

| Retirement Benefits | FY 2022 Budget | FY 2023 Budget | % Change |
|------------------------|----------------|----------------|----------|
| Union | | | |
| Retirement | 28.0% | 29.0% | 3.7% |
| Retirement Health | 5.3% | 4.5% | (15.2%) |
| <i>Total Union</i> | 33.3% | 33.5% | 0.2% |
| Non-Union | | | |
| Retirement | 10.0% | 10.0% | 0.0% |
| <i>Total Non-Union</i> | 10.0% | 10.0% | 0.0% |

Operating Supplies and Expense

Operating Supplies and Expense is 39.0% of the FY 2023 Operating Expense and increased by 5.2% or \$995,150 from the prior year. The largest operating expense line items relate to the wastewater treatment processes and utilities. The following table shows the significant changes in those line items on a year-over-year basis and additional information about these accounts is in the following section.

Budgeted Operating Supplies and Expense

| | FY 2022 | FY 2023 | Difference | % Change |
|---|----------------------|----------------------|-------------------|-------------|
| Biosolids | \$ 5,352,447 | \$ 5,394,708 | \$ 42,261 | 0.8% |
| Natural Gas | 641,178 | 991,643 | 350,465 | 54.7% |
| Electricity | 3,429,346 | 4,095,676 | 666,330 | 19.4% |
| Net Metering Credits (NMCs) | (2,860,448) | (2,818,226) | 42,222 | (1.5%) |
| Power Purchase Agreement (PPA) | 1,212,596 | 1,143,440 | (69,156) | (5.7%) |
| Biogas | 296,400 | 128,400 | (168,000) | (56.7%) |
| Chemicals | 1,332,179 | 1,220,577 | (111,602) | (8.4%) |
| Contracts and Service Agreements | 2,155,317 | 2,459,563 | 304,246 | 14.1% |
| Repairs Accounts | 1,194,785 | 1,165,997 | (28,788) | (2.4%) |
| Supplies Accounts | 1,064,150 | 1,094,381 | 30,231 | 2.8% |
| Insurance ¹ | 1,370,192 | 1,587,552 | 217,360 | 15.9% |
| Other | 3,854,645 | 3,574,225 | (280,420) | (7.3%) |
| Total Operating Supplies and Expense | \$ 19,042,787 | \$ 20,037,937 | \$ 995,150 | 5.2% |

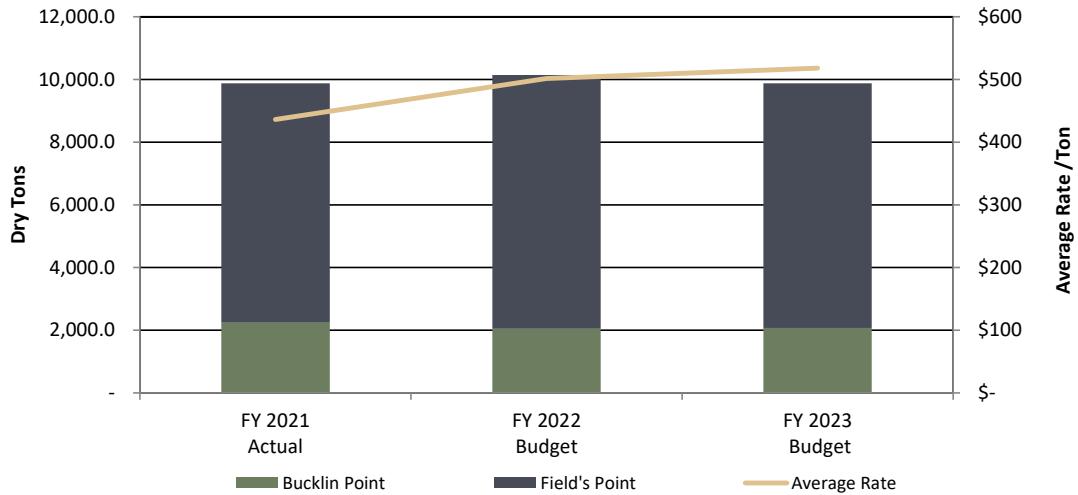
¹ Includes Insurance and Workers' Compensation Insurance

Biosolids

Biosolids disposal expense is \$5,394,708 which is \$42,261 or 0.8% higher than the prior year. The FY 2023 budgeted dry tons is based on a two-year average and is 359 dry tons or 3.5% lower than the prior year. The projected lower quantity is more than offset by the projected 4.4% or \$22.96 increase per dry ton in the contracted biosolids rate.

| Dry Tons | FY 2020 Actual | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Budgeted Difference | % Change |
|-------------------|---------------------|---------------------|---------------------|---------------------|------------------------|---------------|
| Field's Point | 7,985 | 7,638 | 8,090 | 7,812 | (278) | (3.4%) |
| Bucklin Point | 2,241 | 2,048 | 2,225 | 2,144 | (81) | (3.6%) |
| Dry Tons | 10,226 | 9,686 | 10,315 | 9,956 | (359) | (3.5%) |
| \$/Dry Ton | \$ 436.20 | \$ 501.52 | \$ 518.90 | \$ 541.86 | \$ 22.96 | 4.4% |
| Expense | \$ 4,460,581 | \$ 4,857,583 | \$ 5,352,447 | \$ 5,394,708 | \$ 42,261 | 0.8% |

Biosolids Dry Tons and Disposal Rate

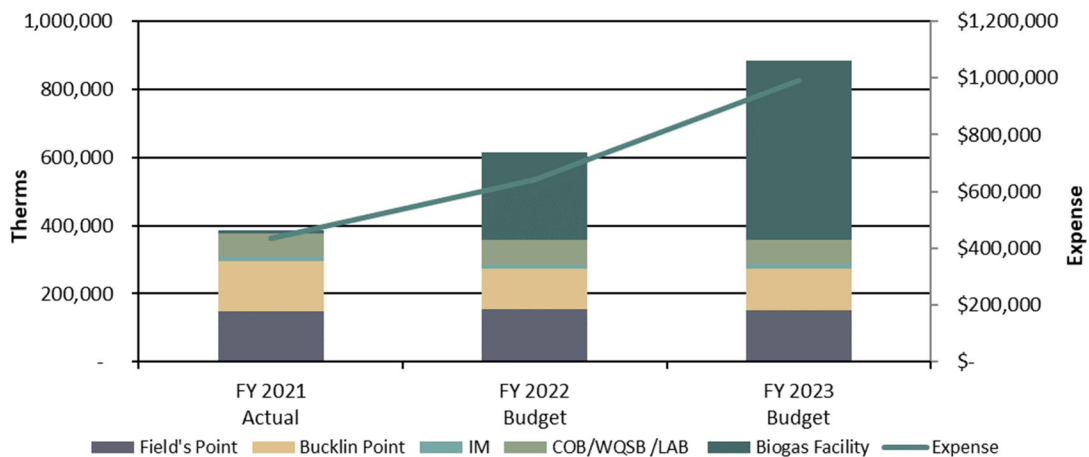


Natural Gas

The FY 2023 Natural Gas budget is \$991,644 which is 54.7% or \$350,466 higher than the prior year. The budget includes an increase of 270,134 therms for the Biogas Facility and a projected 7.4% increase in the composite rate to \$1.121 per Therm.

| Therms | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Field's Point | 148,403 | 154,051 | 152,131 | (1,920) | (1.2%) |
| Bucklin Point | 145,728 | 119,524 | 122,698 | 3,174 | 2.7% |
| Biogas Facility | 9,737 | 256,400 | 526,600 | 270,200 | 105.4% |
| IM | 14,185 | 13,468 | 13,448 | (20) | (0.2%) |
| COB/WQSB/LAB | 69,447 | 70,824 | 69,524 | (1,300) | (1.8%) |
| Therms | 387,500 | 614,267 | 884,401 | 270,134 | 44.0% |
| Composite Rate/Therm | \$ 1.122 | \$ 1.044 | \$ 1.121 | \$ 0.077 | 7.4% |
| Expense | \$ 434,780 | \$ 641,178 | \$ 991,644 | \$ 350,466 | 54.7% |

Natural Gas Usage and Expense



Electricity

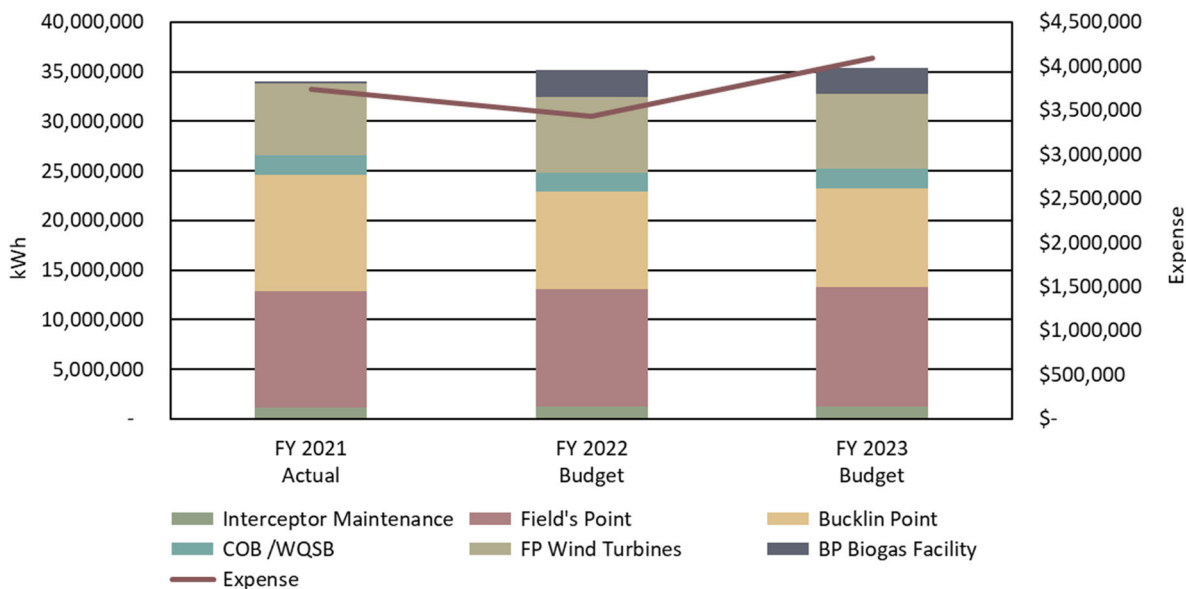
The FY 2023 budget for Electricity expense is \$4.1 million. This is calculated by applying the projected composite rate, which includes supply costs, to the kWh purchases by location. As shown in the table below, the FY 2023 budgeted electricity expense is \$666,330 or 19.4% higher than the prior year budget. The higher budget amount is due to an increase in electricity purchases of 376,091 kWh and an 18.7% increase in the composite rate per kWh. The FY 2023 budgeted Electricity expense is based upon the following assumptions:

- Total electricity use of 35.4 million kWh based on a 3-year average
- Purchased electricity of 25.2 million kWh
- “Behind the Meter” production of 10.2 million kWh
- Increased blended supply rate of \$0.070 per kWh based on supply rate increase to \$0.0774 per kWh on December 1, 2022
- Composite rate of \$0.1156/kWh

The following table and chart show the historical and budgeted electricity use and purchases by location.

Electricity Use and Expense

| Location | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|-------------------------------|---------------------|---------------------|---------------------|-------------------|---------------|
| Field’s Point | 11,710,442 | 11,830,634 | 12,083,591 | 252,957 | 2.1% |
| Bucklin Point | 11,717,362 | 9,813,836 | 9,935,954 | 122,118 | 1.2% |
| Interceptor Maintenance | 1,181,439 | 1,223,331 | 1,236,335 | 13,004 | 1.1% |
| COB/WQSB | 1,924,722 | 1,952,614 | 1,940,626 | (11,988) | (0.6%) |
| Total kWh Purchased | 26,533,965 | 24,820,415 | 25,196,506 | 376,091 | 1.5% |
| FP Wind Turbines | 7,258,894 | 7,575,302 | 7,601,823 | 26,521 | 0.4% |
| BP Biogas Facility | 244,500 | 2,800,000 | 2,628,000 | (172,000) | (6.1%) |
| “Behind the Meter” kWh | 7,503,394 | 10,375,302 | 10,229,823 | (145,479) | (1.4%) |
| Total kWh Used | 34,037,359 | 35,195,717 | 35,426,329 | 230,612 | 0.7% |
| Composite Rate/kWh | \$ 0.1099 | \$ 0.0974 | \$ 0.1156 | \$ 0.0182 | 18.7% |
| Expense | \$ 3,739,292 | \$ 3,429,346 | \$ 4,095,676 | \$ 666,330 | 19.4% |



Net Metering Credits (NMC) and Green Power Purchase Agreement (PPA)

NBC budgets NMC as a reduction in expense. NBC earns NMC through renewable energy that is produced off-site and is net metered. The calculation of the NMC is based on a PUC approved rate per kWh, and the NMC are applied to NBC’s electricity invoices. NBC earns NMC from turbines it owns in Coventry, RI and through renewable energy purchased through Power Purchase Agreements (PPAs).

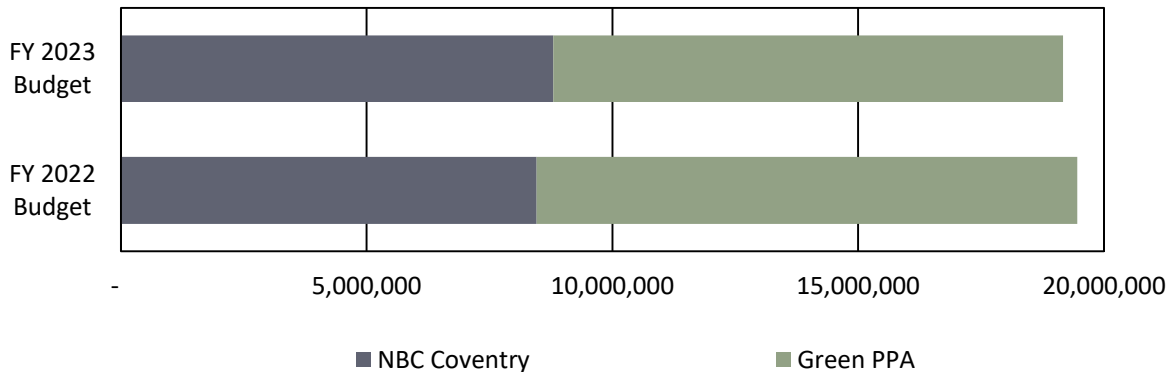
The NBC owns three off-site wind turbines and retains 100% of the NMC generated from those facilities. In addition, NBC has PPAs for sustainable energy facilities that generate NMC and are located off site. NBC retains 25% of the NMC generated from those facilities and pays the vendor 75% of the NMC.

As shown in the following table, the FY 2023 budgeted kWh production from the net-metered sources is 19.2 million kWh which is 1.5% or \$0.3 million kWh less than FY 2022. This is the net impact of 4.0% higher production from the NBC owned turbines in Coventry and 5.7% lower production from the PPA sources. The FY 2023 budgeted NMC rate is the same as prior year at \$0.147/kWh. The resulting total NMC budget is a \$1.7 million credit, which is \$27 thousand or 1.6% more than the prior year. The payment to the PPA vendor is budgeted at 75% of the NMC from the PPA facilities or \$1.1 million in the FY 2023 budget.

Budgeted Net Metering Credits and PPA Expense

| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---|-------------------|-------------------|-------------|----------|
| kWh from NMC Sources | | | | |
| NBC Coventry | 8,460,233 | 8,800,261 | 340,028 | 4.0% |
| Green PPA | 10,998,601 | 10,371,341 | (627,260) | (5.7%) |
| <i>Total Budgeted kWh</i> | 19,458,834 | 19,171,602 | (287,232) | (1.5%) |
| NMC Earned (reflected in budget as reduction in expense) | | | | |
| NBC Coventry NMC | \$ (1,243,655) | \$ (1,293,638) | \$ (49,983) | 4.0% |
| Green PPA NMC | (1,616,795) | (1,524,587) | 92,208 | (5.7%) |
| <i>Total Budgeted NMC</i> | \$ (2,860,450) | \$ (2,818,225) | \$ 42,225 | (1.5%) |
| PPA Payments | | | | |
| 75% of PPA NMC Earned | \$ 1,212,596 | \$ 1,143,440 | \$ (69,156) | (5.7%) |
| <i>Net Retained NMC</i> | \$ (1,647,854) | \$ (1,674,785) | \$ (26,931) | 1.6% |

Budgeted kWh from Net-Metered Sources



Biogas

The FY 2023 budget for Biogas expense is \$0.1 million which is \$0.2 million or 56.7% less than the prior year. The lower budget amount reflects updated engineering estimates associated with the testing, permitting, certification, and preventive maintenance of the Biogas facility.

Budgeted Biogas Expense

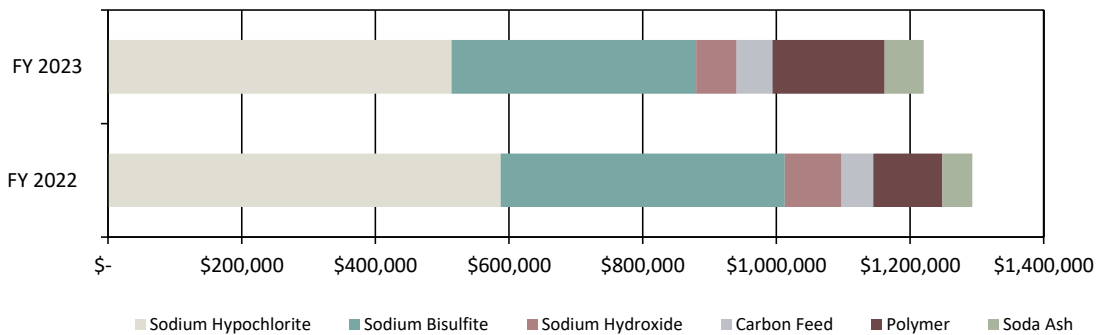
| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|--------|-------------------|-------------------|--------------|----------|
| Biogas | \$ 296,400 | \$ 128,400 | \$ (168,000) | (56.7%) |

Chemicals

Budgeted Chemical expense in FY 2023 is \$1,220,577 which is \$111,602 or 8.4% lower than the prior year due to lower pricing and projected lower use of certain chemicals. The table and chart below show the change in budgeted chemicals compared to the prior year.

Budgeted Chemical Expense

| Wastewater Treatment Facility | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|-------------------------------|--------------------|--------------------|--------------------|---------------|
| Field's Point | \$1,069,300 | \$931,006 | \$(138,294) | (12.9%) |
| Bucklin Point | 262,879 | 289,571 | 26,692 | 10.2% |
| Total | \$1,332,179 | \$1,220,577 | \$(111,602) | (8.4%) |



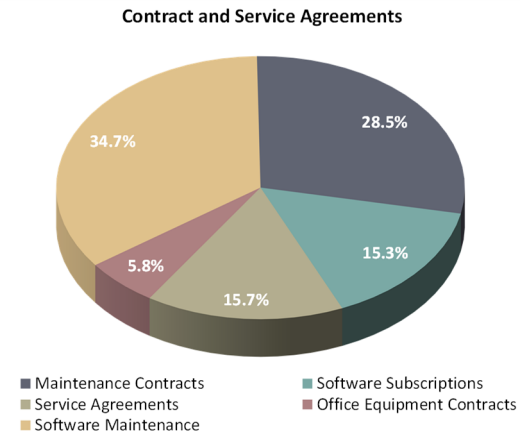
The following table shows the budgeted chemical quantities and rates for FY 2022 and FY 2023. The usage quantities are based on a 24-month average for all chemicals apart from Sodium Hydroxide, Carbon Feed and Polymer Powder which are based on the prior year budgeted use. The budgeted rates are based on contracted pricing through June 30, 2024. As is evident in the table, the price of all chemicals except carbon feed and polymer (both liquids and powder) is lower than the prior year and is based on actual bid pricing.

Budgeted Chemical Use and Rate

| Chemical | Budgeted Chemical Use | | | | Budgeted Chemical Rate | | | | FY 2023 Budget |
|-----------------------------------|-----------------------|---------|------------|----------|------------------------|-----------|------------|----------|---------------------|
| | FY 2022 | FY 2023 | Difference | % Change | FY 2022 | FY 2023 | Difference | % Change | |
| Sodium Hypochlorite (Gallons) | 728,076 | 663,844 | (64,232) | (8.8%) | \$ 0.8068 | \$ 0.7741 | (0.0327) | (4.1%) | \$ 513,882 |
| Sodium Bisulfite (Gallons) | 316,356 | 286,137 | (30,219) | (9.6%) | 1.3444 | 1.2800 | (0.0644) | (4.8%) | 366,255 |
| Sodium Hydroxide (Gallons) | 34,754 | 34,754 | - | 0.0% | 2.4370 | 1.7448 | (0.6922) | (28.4%) | 60,639 |
| Carbon Feed (Gallons) | 27,081 | 27,081 | - | 0.0% | 1.7670 | 1.9800 | 0.2130 | 12.1% | 53,620 |
| Polymer- Manich Liquid (Gallons) | 76,600 | 47,250 | (29,350) | (38.3%) | 1.3468 | 1.3880 | 0.0412 | 3.1% | 65,583 |
| Polymer-Emulsion Liquid (Gallons) | - | 4,050 | 4,050 | 0.0% | - | 12.81 | 12.81 | 0.0% | 51,881 |
| Polymer-Powder (Lbs.) | 21,325 | 21,325 | - | 0.0% | 1.8167 | 2.3537 | 0.5370 | 29.6% | 50,193 |
| Soda Ash (Tons) | 99 | 135 | 36 | 36.4% | 454.60 | 433.51 | (21.09) | (4.6%) | 58,524 |
| Total | | | | | | | | | \$ 1,220,577 |

Contract and Service Agreements

The budget for five related expense accounts, referred to collectively as Contract and Service Agreements, is \$2.5 million. The Contract and Service Agreements accounts consist of Maintenance Contracts, Software Subscriptions, Service Agreements, Office Equipment Contracts, and Software Maintenance. As shown in the chart to the right, Software Maintenance expense is the majority, or 34.7% of the total. Maintenance Contracts are 28.5% of the total, followed by Service Agreements at 15.7%, Software Subscriptions at 15.3% and Office Equipment Contracts at 5.8%.



The following table shows that the FY 2023 budget for these line items is 14.1% higher or \$304 thousand more than the prior year. To improve expense tracking, NBC added a new Software Maintenance account in the FY 2023 budget. These costs were previously budgeted in the Software Subscriptions account, which is 56.9% lower than the prior year as a result of this reallocation. Budgeted Service Agreement expense decreased \$59 thousand or 13.3% from the prior year. A discussion of each of the expense accounts is in the following section.

Budgeted Contract and Service Agreements

| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|----------------------------|---------------------|---------------------|-------------------|--------------|
| Maintenance Contracts | \$ 655,793 | \$ 699,825 | \$ 44,032 | 6.7% |
| Software Subscriptions | 871,838 | 375,797 | (496,041) | (56.9%) |
| Service Agreements | 444,418 | 385,389 | (59,029) | (13.3%) |
| Office Equipment Contracts | 183,268 | 143,864 | (39,404) | (21.5%) |
| Software Maintenance | - | 854,688 | 854,688 | - |
| Total | \$ 2,155,317 | \$ 2,459,563 | \$ 304,246 | 14.1% |

Maintenance Contracts

This account includes contracts for the physical servicing of equipment, such as blowers, mechanical systems, generators, and laboratory equipment. As shown below, FY 2023 reflects an increase of 6.7% or \$44,032 on a year-to-year basis. The majority of the Maintenance Contract expense is budgeted in the Operations and Maintenance Division at 65.8% of the total.

Budgeted Maintenance Contracts

| Division | FY 2022 Budget | FY 2023 Budget | Difference | % Change | % of Total |
|--------------------------------------|-------------------|-------------------|------------------|-------------|---------------|
| Administration | \$ 90,080 | \$ 93,486 | \$ 3,406 | 3.8% | 13.4% |
| Construction and Engineering | 52,586 | 49,084 | (3,502) | (6.7%) | 7.0% |
| Operations and Maintenance | 431,835 | 460,726 | 28,891 | 6.7% | 65.8% |
| Environmental Science and Compliance | 81,292 | 96,529 | 15,237 | 18.7% | 13.8% |
| Total | \$ 655,793 | \$ 699,825 | \$ 44,032 | 6.7% | 100.0% |

Software Subscriptions

The Software Subscriptions account includes software licensing fees in FY 2023. The FY 2023 budget for this account is \$375,797. The FY 2023 budget is \$496,041 lower due to the reallocation of certain Information Technology (IT) expenses and Operations and Maintenance services to the new Software Maintenance account. The majority, or 75.8%, of the total FY 2023 budget for this line item is in the Administration division. This division includes the IT section, and the budgeted items include user licensing fees for software, servers, and control room software subscriptions. The budget also contains funding for a new financial reporting software solution budgeted in the Finance Division.

Budgeted Software Subscriptions

| Division | FY 2022 Budget | FY 2023 Budget | Difference | % Change | % of Total |
|--------------------------------------|-------------------|-------------------|---------------------|----------------|---------------|
| Administration | \$ 713,245 | \$ 284,875 | \$ (428,370) | (60.1%) | 75.8% |
| Construction and Engineering | 1,226 | 1,263 | 37 | 3.0% | 0.3% |
| Finance | 7,000 | 58,100 | 51,100 | 730.0% | 15.5% |
| Operations and Maintenance | 150,367 | 29,060 | (121,307) | (80.7%) | 7.7% |
| Environmental Science and Compliance | - | 2,499 | 2,499 | - | 0.7% |
| Total | \$ 871,838 | \$ 375,797 | \$ (496,041) | (56.9%) | 100.0% |

Service Agreements

Service Agreements includes expense for services used on an as-needed basis, or in conjunction with a maintenance contract in cases where a service contract does not cover certain parts and services. The majority, \$0.3 million, is for electrical testing at the WWTFs. This is lower on a year-to-year basis and is based on actual bid pricing. NBC must ensure electrical testing is conducted on all transformers, motors, and underground high-power voltage lines, ensuring safe and uninterrupted operation of the facilities.

Budgeted Service Agreements

| Division | FY 2022 Budget | FY 2023 Budget | Difference | % Change | % of Total |
|------------------------------|-------------------|-------------------|--------------------|----------------|---------------|
| Administration | \$ 2,500 | \$ 2,500 | \$ - | - | 0.6% |
| Construction and Engineering | 1,100 | - | (1,100) | (100.0%) | - |
| Operations and Maintenance | 440,818 | 382,889 | (57,929) | (13.1%) | 99.4% |
| Total | \$444,418 | \$ 385,389 | \$ (59,029) | (13.3%) | 100.0% |

Office Equipment Contracts

This account includes contracts for audio visual equipment, elevators, fire alarms, telephone, and pest control. The FY 2023 budget is \$143,864, which is \$39,404 less than the prior year. The largest decrease is in the Information Technology section and reflects savings in NBC's telephone contract expense, due to the transition to a new vendor.

Budgeted Office Equipment Contracts

| Division | FY 2022 Budget | FY 2023 Budget | Difference | % Change | % of Total |
|--------------------------------------|-------------------|-------------------|--------------------|----------------|---------------|
| Administration | \$ 93,120 | \$ 51,650 | \$ (41,470) | (44.5%) | 35.9% |
| Construction and Engineering | 22,102 | 22,926 | 824 | 3.7% | 15.9% |
| Finance | 4,260 | 3,880 | (380) | (8.9%) | 2.7% |
| Operations and Maintenance | 61,786 | 65,408 | 3,622 | 5.9% | 45.5% |
| Environmental Science and Compliance | 2,000 | - | (2,000) | (100.0%) | - |
| Total | \$ 183,268 | \$ 143,864 | \$ (39,404) | (21.5%) | 100.0% |

Software Maintenance

The FY 2023 budget for Software Maintenance is \$854,688. This account is new and was established to distinguish software maintenance from software subscriptions. The majority or 80.0% of the total for this line item is in the Information Technology section within the Administration Division and represents maintenance for NBC's customer service, financial and asset management modules.

| Budgeted Software Maintenance | | | | | |
|--------------------------------------|---------------------------|---------------------------|-------------------|-----------------|-------------------|
| Division | FY 2022 Budget | FY 2023 Budget | Difference | % Change | % of Total |
| Administration | \$ - | \$ 683,725 | \$ 683,725 | - | 80.0% |
| Finance | - | 12,000 | 12,000 | - | 1.4% |
| Operations and Maintenance | - | 158,963 | 158,963 | - | 18.6% |
| Total | \$ - | \$ 854,688 | \$ 854,688 | 0.0% | 100.0% |

Repairs Accounts

The FY 2023 budget for two related expense accounts, referred to collectively as the Repairs Accounts, is \$1.2 million. The Repairs Accounts includes Repairs Building and Structure and Repairs Process Equipment.

| Budgeted Repairs Accounts | | | | |
|----------------------------------|---------------------------|---------------------------|--------------------|-----------------|
| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
| Repairs Building and Structure | \$ 508,938 | \$ 551,150 | \$ 42,212 | 8.3% |
| Repairs Process Equipment | 685,847 | 614,847 | (71,000) | (10.4%) |
| Total | \$ 1,194,785 | \$ 1,165,997 | \$ (28,788) | (2.4%) |

The Repairs Building and Structure Account budget increased by 8.3% or \$42,212 over the prior year and includes expense for maintaining and repairing items such as electrical generators, HVAC, fire alarm/suppression systems, and garage door operators. The Repairs Process Equipment Account decreased by 10.4% or \$71,000 from the prior year and includes maintenance and repairs of wastewater process equipment such as pumps, grit tanks, survey equipment, replacement parts for process equipment and flow monitoring meters. The FY 2023 Budget also includes funding for repairs not covered under service contracts. The majority of the Repairs Account expense, or 86.0% is budgeted in the Operations and Maintenance Division.

Supplies Accounts

The FY 2023 budget includes \$1.1 million for three related expense accounts, referred to collectively as the Supplies Accounts. Budgeted supplies expense increased by \$30 thousand or 2.8% from the prior year. NBC created a new Lab Chemicals and Gases account this year to distinguish laboratory chemicals, gases, and reagents from other lab supplies. The combined budget for the laboratory accounts is 15.2% higher due to higher pricing. A discussion of each of the expense accounts is in the following section.

| Budgeted Supplies Accounts | | | | |
|-----------------------------------|---------------------------|---------------------------|-------------------|-----------------|
| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
| Lab Supplies | \$ 483,000 | \$ 311,557 | \$ (171,443) | (35.5%) |
| Lab Chemicals and Gases | - | 244,724 | 244,724 | - |
| Supplies Building and Maintenance | 581,150 | 538,100 | (43,050) | (7.4%) |
| Total | \$1,064,150 | \$1,094,381 | \$ 30,231 | 2.8% |

Lab Supplies

Lab Supplies expense is \$312 thousand. This is \$171,443 or 35.5% lower than the prior year because some of these expenses are budgeted in the new Lab Chemicals and Gases account. Lab Supplies expense includes items such as small instruments, filtering apparatus, bioassay supplies and other scientific utensils needed for TSS, cBOD, total residual chlorine, ph, fecal coliform, enterococci, PFAS and bioassay testing. This account also includes deionized water unit filters, which purify water so particles will not contaminate the collected samples. NBC’s Environmental Science and Compliance division budget includes 96.1% of the budgeted lab supplies, with the remaining 3.9% of laboratory supplies budgeted in the Operations and Maintenance division.

Lab Chemicals and Gases

The Lab Chemicals and Gases account is a new account this year and is \$244,724. This account includes expenses for the chemicals and gases necessary to perform parameter testing. The majority of the Lab Chemicals and Gases expense, or 86.9% is budgeted in the Environmental Science and Compliance division. The remaining 13.1% is budgeted in the Operations and Maintenance division to support nitrogen removal and reagent chemical analysis testing of effluent to ensure RIPDES permit compliance.

Supplies Building and Maintenance

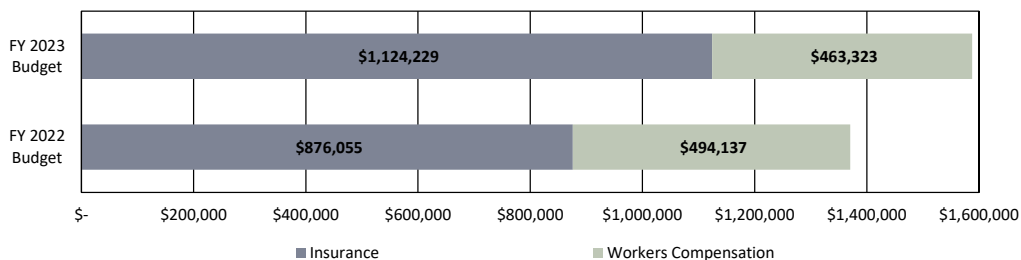
The FY 2023 budget for Supplies Building and Maintenance expense is \$538 thousand or 2.7% of the FY 2023 OSE budget. This account includes expense for plant cleaning supplies, small tools, hot water heaters, batteries, two-way radios, and welding rods. The FY 2023 Budget includes \$29 thousand for the purchase of CSO screening facility nets as well as general increases for other supplies used to maintain the WWTFs. The majority or 95.7% of Supplies Building and Maintenance expense is budgeted in the Operations and Maintenance Division, followed by Environmental Science and Compliance at 2.3%, and Construction and Engineering with 2.0%.

Insurance

The FY 2023 budget for Insurance, which includes both Insurance and Workers’ Compensation Insurance, is \$1.6 million. FY 2023 Insurance expense is \$217,360 or 15.9% higher than the prior year. Budgeted insurance policy premiums are \$248,174 or 28.3% higher primarily due to an increase of \$145,070 for cybersecurity. The FY 2023 budget for Workers’ Compensation Insurance is \$30,814 or 6.2% lower due to an improved experience modification. The following table and graph show the total budgeted Insurance Accounts expense on a year-to-year basis.

Budgeted Insurance Accounts

| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------|---------------------|---------------------|-------------------|--------------|
| Insurance | \$ 876,055 | \$ 1,124,229 | \$ 248,174 | 28.3% |
| Workers’ Compensation Insurance | 494,137 | 463,323 | (30,814) | (6.2%) |
| Total | \$ 1,370,192 | \$ 1,587,552 | \$ 217,360 | 15.9% |



Professional Services

The budget for Professional Services is \$2.3 million in FY 2023 which is 19.6% higher than the prior year. This increase is primarily driven by the budgeting of electronic payment transaction fees of \$0.6 million which increased the Other Services line-item budget by \$0.2 million or 34.1%. Regulatory expense increased by 14.6% or \$0.08 million for a projected increase in the annual PUC regulatory assessment. Management and Audit Services increased by \$0.05 million or 17.3% from the prior year and includes funding for human resource and legislative planning, as well as the procurement of a new auditing firm in FY 2023. The following table shows the professional services expense on a year-to-year basis.

| Budgeted Professional Services Expense | | | | |
|---|---------------------------|---------------------------|-------------------|-----------------|
| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
| Regulatory | \$ 545,405 | \$ 625,200 | \$ 79,795 | 14.6% |
| Management and Audit Services | 283,500 | 332,500 | 49,000 | 17.3% |
| Other Services | 699,100 | 937,400 | 238,300 | 34.1% |
| Other Professional Services | 358,790 | 362,400 | 3,610 | 1.0% |
| Total | \$ 1,886,795 | \$ 2,257,500 | \$ 370,705 | 19.6% |

Lease/Subscription Expense

The FY 2023 budget presentation includes new lease and subscription expense categories in accordance with GASB 87 and GASB 96. Two of the remote wind turbines are located on leased land and in accordance with GASB 87, NBC budgeted \$113 thousand for lease expense as is shown in the following table. NBC does not have any software subscriptions included in the FY 2023 that meet the GASB 96 criteria.

| Budgeted Lease/Subscription Expense | | | | |
|--|---------------------------|---------------------------|-------------------|-----------------|
| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
| Leases Paid | \$ - | \$ 104,916 | \$ 104,916 | - |
| Interest Expense – Lease | - | 8,484 | 8,484 | - |
| Total | \$ - | \$ 113,400 | \$ 113,400 | - |

Debt Service

Budgeted Debt Service in FY 2023 is \$41.2 million which is 0.8% or \$314 thousand less than the prior year due to the amortization schedules. Detailed debt service schedules including the FY 2023 budgeted principal and interest payments by bond issue are in the Budget Summary section of the Budget. In addition, please refer to the Long-Term Financial Plan section for more information.

| Budgeted Debt Service | | | | |
|------------------------------|---------------------------|---------------------------|---------------------|-----------------|
| | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
| Principal | \$ 28,170,271 | \$ 28,427,904 | \$ 257,633 | 0.9% |
| Interest | 13,297,646 | 12,726,133 | (571,513) | (4.3%) |
| Total | \$ 41,467,917 | \$ 41,154,037 | \$ (313,880) | (0.8%) |

Transfer to Project Fund

Budgeted debt service coverage, shown as a Transfer to the Project Fund, is calculated as revenue less operating expense and 13.4% of the FY 2023 Total Expense. The FY 2023 budgeted Transfer to Project Fund is \$14.4 million which is \$78 thousand less than the prior year. Please refer to the Long-Term Financial Plan section for more information regarding this line item.



Division Summaries

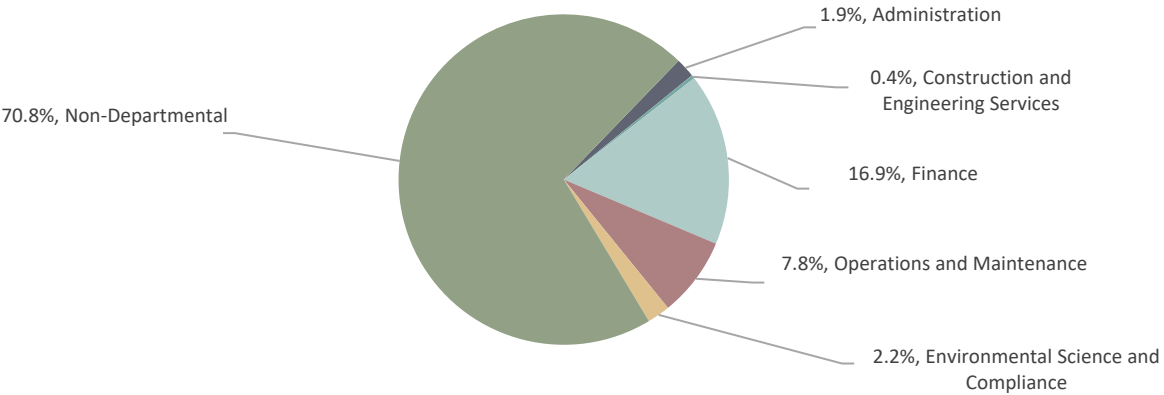
The graph below shows the FY 2023 Budget by Division. The majority of the budget, or 70.8%, is Non-Departmental and related to the Capital Improvement Program. The Finance Division is 16.9% of the total and includes debt service. Operations and Maintenance is 7.8% of the total budget.

FY 2023 Operating Expense by Division

| Division | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | % Change | % of Budget |
|---------------------------------------|----------------|----------------|----------------|----------|-------------|
| Operating Budget | | | | | |
| Administration | \$ 4,760,574 | \$ 5,409,004 | \$ 5,856,815 | 8.3% | 5.5% |
| Construction and Engineering Services | 699,838 | 906,358 | 894,575 | (1.3%) | 0.8% |
| Finance | 53,756,211 | 53,712,475 | 55,201,775 | 2.8% | 51.6% |
| Operations and Maintenance | 20,692,438 | 23,985,786 | 23,966,592 | (0.1%) | 22.4% |
| Environmental Science and Compliance | 5,866,509 | 6,358,948 | 6,656,225 | 4.7% | 6.2% |
| Non-Departmental | 19,070,548 | 14,463,554 | 14,385,312 | (0.5%) | 13.4% |
| Total Operating Budget | 104,846,118 | 104,836,125 | 106,961,295 | 2.0% | 100.0% |

| | | | | | |
|---------------------------------------|------------|-------------|-------------|---------|--------|
| Capital Budget | | | | | |
| Administration | 1,007,786 | 949,000 | 455,000 | (52.1%) | 0.2% |
| Construction and Engineering Services | 41,297 | 206,000 | 295,000 | 43.2% | 0.1% |
| Finance | 31,349 | 195,000 | 510,000 | 161.5% | 0.2% |
| Operations and Maintenance | 1,763,666 | 2,075,000 | 1,828,000 | (11.9%) | 0.8% |
| Environmental Science and Compliance | 348,208 | 902,000 | 724,000 | (19.7%) | 0.3% |
| Non-Departmental | 84,298,472 | 176,478,000 | 219,776,932 | 24.5% | 98.3% |
| Total Capital Budget | 87,490,778 | 180,805,000 | 223,588,932 | 23.7% | 100.0% |

| | | | | | |
|---------------------------------------|----------------|----------------|----------------|--------|--------|
| Annual Budget | | | | | |
| Administration | 5,768,360 | 6,358,004 | 6,311,815 | (0.7%) | 1.9% |
| Construction and Engineering Services | 741,135 | 1,112,358 | 1,189,575 | 6.9% | 0.4% |
| Finance | 53,787,560 | 53,907,475 | 55,711,775 | 3.3% | 16.9% |
| Operations and Maintenance | 22,456,104 | 26,060,786 | 25,794,592 | (1.0%) | 7.8% |
| Environmental Science and Compliance | 6,214,717 | 7,260,948 | 7,380,225 | 1.6% | 2.2% |
| Non-Departmental | 103,369,020 | 190,941,554 | 234,162,244 | 22.6% | 70.8% |
| Total Annual Budget | \$ 192,336,896 | \$ 285,641,125 | \$ 330,550,227 | 15.7% | 100.0% |

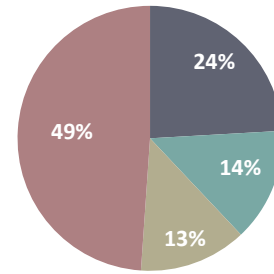


Administration Division

Division Summary

The Administration Division is \$ 6.3 million, including \$ 5.9 million Operating Expense and OCP of \$0.5 million. This is a decrease of 0.7% from the prior year. The division includes the Administration, Human Resources, Legal and IT programs.

**FY 2023 Administration Division Budget
by Program**



■ Administration ■ Human Resources ■ Legal ■ IT

Significant Budget Modifications

The FY 2023 Administration Division budget is \$46,189 or 0.7% lower than the prior year. Operating Expense is 8.3% higher than the prior year. Major program changes include 3.0 new FTEs to support succession planning and the training program. One less FTE is funded in the IT section due to the transition to an outside vendor for network and communications support. As result, there is a net increase of 2.0 FTEs in the FY 2023 Budget. The FY 2023 budget for Professional Services is 18.2% higher this year for consulting fees to assist with impact analysis of new legislation and the development of administrative guides. Budgeted Operating Capital is \$0.5 million or 52.1% lower than the prior year.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|--------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 3,224,220 | \$ 3,488,923 | \$ 3,722,509 | \$ 233,586 | 6.7% |
| Operating Supplies/Expense | 1,311,659 | 1,645,281 | 1,809,506 | 164,225 | 10.0% |
| Professional Services | 224,695 | 274,800 | 324,800 | 50,000 | 18.2% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 4,760,574 | 5,409,004 | 5,856,815 | 447,811 | 8.3% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 1,007,786 | 949,000 | 455,000 | (494,000) | (52.1%) |
| Total Expense and Use of Funds | 5,768,360 | 6,358,004 | 6,311,815 | (46,189) | (0.7%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 4,760,574 | 5,409,004 | 5,856,815 | 447,811 | 8.3% |
| Project Fund | 1,007,786 | 949,000 | 455,000 | (494,000) | (52.1%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 5,768,360 | \$ 6,358,004 | \$ 6,311,815 | \$ (46,189) | (0.7%) |
| FTE's | 31.0 | 33.0 | 35.0 | 2.0 | 6.1% |

Administration Division

FY 2022 Accomplishments

| ADMINISTRATION | |
|-----------------|---|
| CB1 | Ensured NBC was compliant with State and CDC COVID-19 guidelines |
| CB1 | Received RICWA Gold Awards at both Field's Point and Bucklin Point for exceptional permit compliance |
| CB2 | Initiated construction of the CSO Phase III A Facilities |
| CB3 | Received NEWEA STORMY Award for GSI project at Macomber Field in Central Falls |
| CB3 | Received USEPA Merit Award for Rhode Island Water and Wastewater Agency Response Network |
| C2 | Implemented a new website on the WordPress platform |
| C2 | Developed an animated WWTF tour to enhance virtual education |
| C2 | Completed a Strategic Communication Plan for CSO Phase III Facilities along with Restored Waters RI webpage |
| C3 | Returned to in-classroom teaching of the Watershed Explorers program |
| S4 | Completed two rounds of leadership training |
| S4 | Received the Best Places to Work in RI Award from Providence Business News |
| HUMAN RESOURCES | |
| FM7 | Evaluated and renewed NBC's Medical, Dental, and Life Insurance |
| FM7 | Assisted with the administration of the non-union retirement plans |
| S1 | Completed timely state and federal reporting to employees and government agencies |
| S1 | Managed fraudulent unemployment claim activity related to COVID-19 |
| S2 | Developed the Field's Point Operator Essentials Training Manual |
| S2 | Developed an employee training site to provide technical and professional training opportunities |
| S2 | Transitioned the classroom-based safety training program to 85% online content |
| S2 | Maintained COVID-19 policies and protocols to ensure employee safety |
| S3 | Provided wellness webinars and training programs to employees |
| S3 | Implemented a mandatory vaccination program with minimal exemptions |
| S3 | Completed market-based compensation study for Union Employees |
| S4 | Received the Best Places to Work in RI Award from Providence Business News |
| S4 | Administered the annual sick leave bank and bonuses for eligible employees |
| LEGAL | |
| CB1 | Successfully defended NBC against Access to Public Records Act claim |
| CB1 | Assisted Pretreatment with DEM's Pretreatment Compliance Inspection |
| CB1 | Finalized amendments to the Customer Service Rules & Regulations |
| CB3 | Assisted with the development of an RFQP for a Regional Biosolids Management Facility |
| CF3 | Assisted with the implementation of the lien sale module |
| IT | |
| CB3 | Replaced NBC door access systems with a secure, easier to manage solution |
| CB3 | Moved the disaster recovery data room at Bucklin Point to a temporary trailer location |
| CB3 | Upgraded the ADI Time and Attendance software |
| CB3 | Implemented cyber security measures in accordance with insurer's requirements |

Administration

Summary

The Administration section is responsible for leading and directing NBC's resources to provide safe and reliable wastewater collection and treatment services to NBC ratepayers at a reasonable cost. The program advises the Board of Commissioners on daily operations and collaborates with the Board and others regarding policy development and strategic issues.

Priorities

| KEY CODE | |
|------------|--|
| CB2 | Continue the construction of the CSO Phase III A Facilities |
| CB3 | Conduct Biosolids Regional Facility Feasibility Study |
| S5 | Ensure compliance with Collective Bargaining Agreements with LIUNA Local 1033 and AL-CIO Council 94 Locals 1010 and 2884 |
| C3 | Develop a hands-on interactive wastewater educational experience for local grade school students at Field's Point |

Significant Budget Modifications

Personnel includes a Deputy Director for succession planning and an Assistant Administrative Coordinator for increased administrative support. Professional Services includes funding to conduct the impact analysis of new legislation and to develop Collective Bargaining Agreement administrative guides.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|---------------------|---------------------|-------------------|--------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 798,924 | \$ 838,974 | \$ 1,032,104 | \$ 193,130 | 23.0% |
| Operating Supplies/Expense | 97,955 | 216,000 | 211,150 | (4,850) | (2.2%) |
| Professional Services | 31,111 | 32,500 | 82,500 | 50,000 | 153.8% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 927,990 | 1,087,474 | 1,325,754 | 238,280 | 21.9% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 36,299 | 130,000 | 195,000 | 65,000 | 50.0% |
| Total Expense and Use of Funds | 964,289 | 1,217,474 | 1,520,754 | 303,280 | 24.9% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 927,990 | 1,087,474 | 1,325,754 | 238,280 | 21.9% |
| Project Fund | 36,299 | 130,000 | 195,000 | 65,000 | 50.0% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 964,289 | \$ 1,217,474 | \$ 1,520,754 | \$ 303,280 | 24.9% |
| FTE's | 7.0 | 7.0 | 9.0 | 2.0 | 28.6% |

Administration

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| CB2 | Conduct a minimum of 9 capital project meetings | 9 | 9 | 9 |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--------------------------------------|----------------|--------------|--------------|
| CF4 | Grant 35 or more awards/scholarships | 35 | 35 | 35 |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| S1 | Submit affirmative action plan to the Equal Employment Opportunity Commission by due date | 11/1/2020 | 11/1/2021 | 11/1/2022 |
| S2 | Meet 2 or more times with union and non-union staff | 2 (Virtually) | 2 | 2 |
| S2 | Receive the Best Places to Work in RI Award | 11th Year | 12th Year | 13th Year |
| S2 | Prepare and distribute NBC's monthly newsletter to employees | Monthly | Monthly | Monthly |
| S2 | Include a minimum of 35 NBC Staff articles in monthly newsletter | 37 Articles | 35 | 35 |
| S5 | Negotiation of Collective Bargaining Agreement | N/A | 6/30/2022 | N/A |



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|---------------------------|--------------|--------------|
| C1 | Meet with RIDEM Officials quarterly | 4 | 4 | 4 |
| C1 | Meet and/or correspond 4 or more times with Rhode Island's Congressional Delegation | 4 | 4 | 4 |
| C1 | Conduct a minimum of 40 lessons at schools in the NBC service area | 40 (Virtually) | 40 | 40 |
| C1 | Arrange a minimum of 10 water quality testing field trips for local schools | 10 (Virtually) | 10 | 10 |
| C1 | Ensure 100% of participating schools attend the Watershed Explorer Environmental Education Conference | 0% - 0 Schools (COVID-19) | 100% | 100% |
| C1 | Respond to 100% of requests for WWTF presentations/tours | 100% | 100% | 100% |
| C3 | Update website weekly to provide current information on NBC activity | Weekly | Weekly | Weekly |



ORGANIZATIONAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| OP3 | Post NBC Board and/or Committee meeting notices 48 hours prior to meeting date on RI Secretary of State website, at State Library, RI State House, and NBC facilities | > 48 hours | > 48 hours | > 48 hours |
| OP3 | Post all draft/approved meeting minutes within 35 days on RI Secretary of State website | < 35 days | < 35 days | < 35 days |

Human Resources

Summary

The Human Resources section is responsible for the administration and processing of employee records, employee recruitment and retention, workers' compensation, equal employment opportunity for union and non-union personnel, and establishing and maintaining an in-house training program. The program is also responsible for multi-union contract administration and compliance, along with collective bargaining negotiations, and the evaluation and administration of employee benefits.

Priorities

| KEY CODE | |
|----------|---|
| S2 | Develop an online Operator Essentials training course |
| S2 | Deliver a Leadership Development Program to NBC's executive team |
| S3 | Effectively manage NBC's employee benefits program |
| S5 | Ensure compliance with Collective Bargaining Agreements with LIUNA Local 1033 and AFL-CIO Council 94 Locals 1010 and 2884 |

Significant Budget Modifications

Personnel includes a new HR Training Coordinator position to provide ongoing professional development and to support succession planning.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|--------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 635,076 | \$ 630,312 | \$ 720,551 | \$ 90,239 | 14.3% |
| Operating Supplies/Expense | 45,635 | 79,540 | 76,970 | (2,570) | (3.2%) |
| Professional Services | 76,056 | 77,300 | 77,300 | - | 0.0% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 756,767 | 787,152 | 874,821 | 87,669 | 11.1% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | - | - | - | - | - |
| Total Expense and Use of Funds | 756,767 | 787,152 | 874,821 | 87,669 | 11.1% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 756,767 | 787,152 | 874,821 | 87,669 | 11.1% |
| Project Fund | - | - | - | - | - |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 756,767 | \$ 787,152 | \$ 874,821 | \$ 87,669 | 11.1% |
| FTE's | 6.0 | 6.0 | 7.0 | 1.0 | 16.7% |

Human Resources

Target Measures



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| CF3 | Provide up to date information on NBC's Benefits Webpage quarterly | Quarterly | Quarterly | Quarterly |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|---------------------------|--------------|--------------|
| S1 | Submit annual EEO report by due date | 3/24/2021 | 11/1/2021 | 3/31/2022 |
| S1 | Submit State and Federal disclosures by due date | 9/27/2021 | 10/30/2021 | 10/30/2021 |
| S2 | Implement a minimum of 1 employee training program | N/A | 1 program | 1 program |
| S2 | Attend a minimum of 2 outside HR related seminars | 3 Seminars | 3 Seminars | 3 Seminars |
| S2 | Maintain education and learning programs that support vertical career progression | 3 Programs | 3 Programs | 3 Programs |
| S3 | Evaluate 100% of comparable benefit solutions six months prior to renewal | 100% | 100% | 100% |
| S3 | Implement a minimum of 2 "Good Health" programs | 2 Programs | 2 Programs | 2 Programs |
| S3 | Provide a minimum of 10 participant meetings with NBC's investment advisor | 10 Meetings | 10 Meetings | 10 Meetings |
| S3 | Implement a minimum of 6 Wellness Incentive Programs | 10 | 6 | 6 |
| S3 | Achieve a minimum of 50% participation in Wellness Incentive Programs | 56% | 50% | 50% |
| S3 | Achieve at least 40% of employees reaching the wellness incentive maximum | 69% | 40% | 30% |
| S3 | Maintain a workers' compensation experience modification rating of 2.0 or lower | 1.5 | ≤ 2.0 | ≤ 2.0 |
| S4 | Investigate workers' compensation injuries and make recommendations to prevent reoccurrence | 8 investigations 100% | 100% | 100% |
| S4 | Conduct 100% of exit interviews | 7 Exit Interviews 100% | 100% | 100% |
| S4 | Prepare and distribute 100% of employment postings within 1 week of approval | 74 Postings 100% | 100% | 100% |
| S4 | Receive the Best Places to Work in RI Award | 11th Year | 12th Year | 13th Year |
| S4 | Maintain the number of grievances filed | 3 Grievances | ≤10 | ≤10 |
| S5 | Negotiation of Collective Bargaining Agreement | N/A | 100% | N/A |

Legal Summary

The Legal section provides legal advice and services related to issues that arise in the course of NBC's business activities. NBC's legal staff has expertise in environmental, contractual, corporate, legislative, real estate, collections, and bankruptcy law. Outside legal services are used to supplement in-house expertise as needed.

Priorities

| KEY CODE | |
|----------|---|
| CB1 | Lobby, analyze, and opine on pending State legislation that will impact NBC |
| CB1 | Respond to all public record requests within the statutory timeframe to the appropriate Rhode Island agencies/parties |
| CF3 | Complete the implementation/integration of the lien sale, receivership, and bankruptcy modules with respect to the Customer Service Application |

Significant Budget Modifications

There are no significant changes to the Legal budget on a year-to-year basis.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|-------------------|-----------------|-------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 561,254 | \$ 637,267 | \$ 641,606 | \$ 4,339 | 0.7% |
| Operating Supplies/Expense | 9,304 | 24,650 | 22,200 | (2,450) | (9.9%) |
| Professional Services | 105,338 | 165,000 | 165,000 | - | 0.0% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 675,896 | 826,917 | 828,806 | 1,889 | 0.2% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | - | - | - | - | - |
| Total Expense and Use of Funds | 675,896 | 826,917 | 828,806 | 1,889 | 0.2% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 675,896 | 826,917 | 828,806 | 1,889 | 0.2% |
| Project Fund | - | - | - | - | - |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 675,896 | \$ 826,917 | \$ 828,806 | \$ 1,889 | 0.2% |
| FTE's | 7.0 | 7.0 | 7.0 | 0.0 | 0.0% |

Legal

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|------------------------------|--------------|--------------|
| CB1 | Issue 100% of Enforcement Actions within two weeks of request | 1 Enforcement Action 100% | 100% | 100% |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|---------------------|--------------|--------------|
| FM2 | Conduct a minimum of 1 lien sale annually | N/A | N/A | 2 lien sales |
| FM2 | Ensure at least 65% of accounts are paid prior to lien sale | N/A | N/A | 65% |
| FM2 | Monitor 100% of bankruptcies and file proof of claims where appropriate | 21 Flagged 100% | 100% | 100% |
| FM2 | Monitor 100% of discharged bankruptcy accounts | 57 Accounts 100% | 100% | 100% |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|---------------------|---------------------|---------------------|
| CF2 | Maintain Access to Public Records Act Certifications | 5 Certifications | 4 Certifications | 4 Certifications |
| CF2 | Respond to all public records requests within 30 days | 16 days | ≤30 days | ≤30 days |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Provide a minimum of 40 training hours | 50 hours | 40 hours | 40 hours |



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|------------------------------|-----------------|-----------------|
| C1 | Conduct/coordinate a minimum of 2 presentations | 2 Presentations | 2 Presentations | 2 Presentations |
| C3 | Review 100% of bills introduced | 2,501 Bills Reviewed 100% | 100% | 100% |
| C3 | Propose 100% of NBC related legislation amendments where appropriate | 11 Proposed 100% | 100% | 100% |
| C3 | Provide legislative reports to the Board on 100% of legislation of interest to NBC | 7 Reports 100% | 1/1/1900 | 1/1/1900 |
| C3 | Present the final Legislative Report to the Board in September | 9/29/2020 | 9/28/2021 | 9/1/2022 |



ORGANIZATIONAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| OP3 | Complete 100% of conflict-of-interest forms for NBC staff/Board of Commissioners | 0 Forms | 100% | 100% |

Information Technology

Summary

The Information Technology (IT) section is responsible for NBC's networks, security, telecommunications, hardware, software, and databases. IT ensures the agency has technology needed to perform expected services efficiently with a level of 99% uptime.

Priorities

| KEY CODE | |
|----------|---|
| CB3 | Engage in the triennial security audit with an approved vendor |
| CB3 | Upgrade the Field's Point Video Monitoring System |
| CB3 | Facilitate the transfer and implementation of IT infrastructure as part of the CSO Phase III A Facilities and Bucklin Point Resiliency projects |
| CB3 | Initiate the Cybersecurity Improvements (Project 20800C) |

Significant Budget Modifications

There is one less FTE funded in the FY 2023 IT budget due the outsourcing of network and communications services. The budget includes funding for new software and increased contract costs for the Microsoft 365 Office Exchange, the Oracle Database & ERP Suite, AUS CIS Mobile, Service/Help Desk and Hansen software. The FY 2023 Budget reflects a 68.3% reduction in Operating Capital.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 1,228,966 | \$ 1,382,370 | \$ 1,328,248 | \$ (54,122) | (3.9%) |
| Operating Supplies/Expense | 1,158,765 | 1,325,091 | 1,499,186 | 174,095 | 13.1% |
| Professional Services | 12,190 | - | - | - | - |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 2,399,921 | 2,707,461 | 2,827,434 | 119,973 | 4.4% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 971,487 | 819,000 | 260,000 | (559,000) | (68.3%) |
| Total Expense and Use of Funds | 3,371,408 | 3,526,461 | 3,087,434 | (439,027) | (12.4%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 2,399,921 | 2,707,461 | 2,827,434 | 119,973 | 4.4% |
| Project Fund | 971,487 | 819,000 | 260,000 | (559,000) | (68.3%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 3,371,408 | \$ 3,526,461 | \$ 3,087,434 | \$ (439,027) | (12.4%) |
| FTE's | 13.0 | 13.0 | 12.0 | (1.0) | (7.7%) |

Information Technology

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-------------------|--------------|----------------|
| CB1 | Complete Triennial Security audit and implement suggestions within 12 months | No Audit | No Audit | Complete Audit |
| CB3 | Ensure 100% of servers are running current supported Applications and Operating systems | 98% | 100% | 100% |
| CB3 | Ensure no more than 10 hours of downtime to maintain system availability | 0 hours | ≤ 10 | ≤ 10 |
| CB3 | Prevent 100% of security breaches into NBC email server | 1,494,177 Blocked | 100% | 100% |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|---------------------|--------------|--------------|
| FM6 | Complete 100% of planned capital items | 8 Completed 100% | 100% | 100% |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| CF5 | Respond to 100% service desk requests within two hours | 100% | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Provide a minimum of 250 employee training hours | 250 Hours | 250 Hours | 250 Hours |



ORGANIZATIONAL PERFORMANCE

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

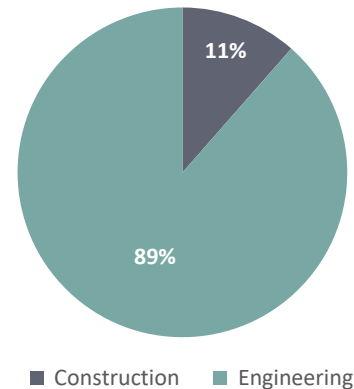
| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| OP1 | Ensure PC hardware does not exceed 5-year Desktop lifecycle | 100% | 100% | 100% |
| OP1 | Ensure Thin Clients hardware does not exceed 5-year Desktop lifecycle | 100% | 100% | 100% |
| OP1 | Ensure Oracle software updates are no more than one version behind the latest released version | 100% | 100% | 100% |
| OP1 | Ensure Hansen software updates are no more than one version behind the latest released version | 100% | 100% | 100% |
| OP1 | Ensure GIS software updates are no more than one version behind the latest released version | 100% | 100% | 100% |
| OP1 | Ensure AUS software updates are no more than one version behind the latest released version | 100% | 100% | 100% |
| OP1 | Ensure maximum number of current versions of application and operating systems are maintained on PCs | 100% | 100% | 100% |
| OP1 | Ensure maximum number of current versions of application and operating systems are maintained on Thin Clients | 100% | 100% | 100% |

Construction and Engineering Division

Division Summary

The Construction and Engineering Division manages the planning, design and construction of NBC's capital projects. The division includes the Construction Services and Engineering Programs.

FY 2023 Construction and Engineering Division Budget by Program



Significant Budget Modifications

The FY 2023 Construction and Engineering Division budget is \$77,217 higher than the prior year. The majority of the increase is due to Operating Capital that is \$89,000 or 43.2% higher. With regard to Operating Expense, the budget is \$11,783 or 1.3% lower due to lower Operating Supplies/Expense. The FY 2023 Budget includes 3.0 new FTEs to support NBC's extensive Capital Improvement Program. The majority of the increased personnel costs are to be reimbursed through capital funding, resulting in a net increase in personnel expense of \$29,249 or 6.7%.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|-------------------|------------|----------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 409,261 | \$ 439,018 | \$ 468,267 | \$ 29,249 | 6.7% |
| Operating Supplies/Expense | 284,934 | 456,540 | 415,908 | (40,632) | (8.9%) |
| Professional Services | 5,643 | 10,800 | 10,400 | (400) | (3.7%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 699,838 | 906,358 | 894,575 | (11,783) | (1.3%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 41,297 | 206,000 | 295,000 | 89,000 | 43.2% |
| Total Expense and Use of Funds | 741,135 | 1,112,358 | 1,189,575 | 77,217 | 6.9% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 699,838 | 906,358 | 894,575 | (11,783) | (1.3%) |
| Project Fund | 41,297 | 206,000 | 295,000 | 89,000 | 43.2% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 741,135 | \$ 1,112,358 | \$ 1,189,575 | \$ 77,217 | 6.9% |
| FTE's | 20.0 | 21.0 | 24.0 | 3.0 | 14.3% |

Construction and Engineering Division

FY 2022 Accomplishments

| KEY CODE | | CONSTRUCTION |
|----------|--|--|
| CB1 | | Ensured the CSO Phase III A Facilities bid documents met WIFIA requirements |
| CB2 | | Administered the design-build contract for the Bucklin Point Operations Building (Project 81700) |
| CB2 | | Administered the design-build contract for the CSO Phase III A Facilities - Pawtucket Tunnel (Project 30801C) |
| CB2 | | Assisted with the design of the CSO Phase III A Facilities |
| CB1 | | Ensured the CSO Phase III A Facilities bid documents met WIFIA requirements |
| KEY CODE | | ENGINEERING |
| CB3 | | Received the NEWEA STORMY Award for NBC's GSI project at Macomber Field in Central Falls |
| CB3 | | Enhanced facility management services by adding COB and IM facilities to the Building Management System |
| CB5 | | Retained professional engineering services to address aging infrastructure needs at the Ernest Street Pump Station |
| FM1 | | Assisted with the preparation of a third WIFIA Letter of interest and application for Field's Point Resiliency Improvements WIFIA Loan |

Construction Services

Summary

The Construction Services section is responsible for overseeing construction of capital improvement projects related to NBC's collection system and wastewater treatment facilities. Improvements to NBC's infrastructure are necessary to ensure proper collection and treatment of wastewater and stormwater in the service area.

Priorities

| KEY CODE | |
|----------|---|
| CB1 | Ensure compliance of the Bucklin Point Resiliency Improvements with WIFIA requirements |
| CB2 | Manage the design-build contract for the CSO Phase III A Facilities - Pawtucket Tunnel (Project 30801C) |
| CB2 | Construct a new UV Disinfection Building at the Bucklin Point WWTF (Project 81000) |
| CB2 | Complete the design-build contract for the Bucklin Point Operations Building (Project 81700) |

Significant Budget Modifications

Personnel includes a new Resident Representative position to perform project inspections, which is offset by increased budgeted capital reimbursements.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|--------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 33,380 | \$ 59,780 | \$ 61,113 | \$ 1,333 | 2.2% |
| Operating Supplies/Expense | 8,550 | 24,500 | 25,500 | 1,000 | 4.1% |
| Professional Services | - | - | - | - | - |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 41,930 | 84,280 | 86,613 | 2,333 | 2.8% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | - | 30,000 | 50,000 | 20,000 | 66.7% |
| Total Expense and Use of Funds | 41,930 | 114,280 | 136,613 | 22,333 | 19.5% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 41,930 | 84,280 | 86,613 | 2,333 | 2.8% |
| Project Fund | - | 30,000 | 50,000 | 20,000 | 66.7% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 41,930 | \$ 114,280 | \$ 136,613 | \$ 22,333 | 19.5% |
| FTE's | 10.0 | 11.0 | 12.0 | 1.0 | 9.1% |

Construction Services

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|--------------------------|--------------|--------------|
| CB2 | Resident engineering cost is 15% or less of construction cost (non-CSO contracts) | 11% | ≤ 15% | ≤ 15% |
| CB2 | Contract cost is less than 8% higher than original bid amount on an annual basis | -0.65% | ≤ 8% | ≤ 8% |
| CB2 | Ensure 85% of CIP contracts completed within six months of master schedule | 80% | 85% | 85% |
| CB2 | Receive 100% WBE, MBE and EEO plans for approval prior to award of contract | 6 Plans 100% | 100% | 100% |
| CB2 | Collect, review, and maintain certified payrolls | 90 Certified Payrolls | Monthly | Monthly |
| CB2 | Process 100% of Change Orders | 13 Change Orders 100% | 100% | 100% |
| CB2 | Ensure all Awards of Contracts are presented to the Board for Approval | 6 Presented 100% | 100% | 100% |
| CB2 | Conduct weekly meetings with all contractors for active ongoing projects | 52 | 52 | 52 |
| CB2 | Apply for and receive a Certificate of Approval from RIDEM prior to Funding | 5 COAs Received 100% | 100% | 100% |
| CB2 | Comply with MBE/WBE quarterly reporting requirements | 4 | Quarterly | Quarterly |
| CB2 | Develop 100% of contract plans and specifications by NBC staff as requested | 1 Plan 100% | 100% | 100% |
| CB2 | Review constructability and bid ability of all design specifications | 6 Reviews 100% | 100% | 100% |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|---------------------|--------------|--------------|
| FM4 | Ensure CSO Phase III A quarterly construction reports are submitted to the EPA | 4 | Quarterly | Quarterly |
| FM6 | Review and process 100% of contractual capital invoices | 78 Invoices 100% | 100% | 100% |
| FM6 | Ensure Change Orders that exceed 5% of bid are presented to the Board for approval | 2 Presented 100% | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| S2 | Provide a minimum of 100 training hours | 120 Hours | 100 Hours | 100 Hours |



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-------------------|--------------|--------------|
| C3 | Communicate ongoing construction updates to NBC staff, Board of Commissioners, and the public | 4 Updates 100% | 100% | 100% |

Engineering

Summary

The primary responsibility of the Engineering section is to plan and design the facilities necessary for the collection, pumping and treatment of wastewater within NBC's service area. Projects designed by the Engineering section are identified in NBC's five-year Capital Improvement Plan and include CSO facilities, wastewater treatment facility improvements, sewer system improvement projects and CSO interceptor repair and construction projects. The Engineering section also provides facilities engineering and maintenance services for the NBC campus.

Priorities

| KEY CODE | |
|----------|---|
| CB2 | Complete the Integration of GIS and Flow monitoring data for all sites |
| CB2 | Retain professional services to address the Bucklin Point Digester Complex Improvements |
| CB4 | Complete the Corporate Office Building HVAC upgrade |
| CB5 | Retain professional services to implement the Field's Point Resiliency Improvement projects |

Significant Budget Modifications

Personnel includes an Environmental Engineer and a Principal Environmental Engineer to support facilities planning and design. The higher personnel costs are partially offset by increased budgeted capital reimbursements.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|---------------------|------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 375,881 | \$ 379,238 | \$ 407,154 | \$ 27,916 | 7.4% |
| Operating Supplies/Expense | 276,384 | 432,040 | 390,408 | (41,632) | (9.6%) |
| Professional Services | 5,643 | 10,800 | 10,400 | (400) | (3.7%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 657,908 | 822,078 | 807,962 | (14,116) | (1.7%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 41,297 | 176,000 | 245,000 | 69,000 | 39.2% |
| Total Expense and Use of Funds | 699,205 | 998,078 | 1,052,962 | 54,884 | 5.5% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 657,908 | 822,078 | 807,962 | (14,116) | (1.7%) |
| Project Fund | 41,297 | 176,000 | 245,000 | 69,000 | 39.2% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 699,205 | \$ 998,078 | \$ 1,052,962 | \$ 54,884 | 5.5% |
| FTE's | 10.0 | 10.0 | 12.0 | 2.0 | 20.0% |

Engineering

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|-----------------------|--------------|--------------|
| CB1 | Ensure 100% of NBC records are recorded and archived as required | 21 boxes 100% | 100% | 100% |
| CB2 | Complete the design phase of Nutrient Removal projects | 0 | 1 | 0 |
| CB2 | Complete the design phase of Sewer Collection System projects | 0 | 2 | 2 |
| CB2 | Complete the design phase of the CSO Phase III Facilities | 2 | 2 | 5 |
| CB2 | Complete the design phase of WWTF Improvement projects | 4 | 2 | 4 |
| CB2 | Ensure that 100% of planning and design contract expense is ≤ 10% of the approved contract | 100% | < 10% | < 10% |
| CB2 | Record 100% of file easements for projects | No Easements | 100% | 100% |
| CB3 | Update NBC's GIS database | 5,947 Updates 100% | 100% | 100% |
| CB3 | Update NBC's GIS application software | 2 Updates 100% | 100% | 100% |
| CB4 | Perform required quarterly inspections for elevators and fire alarms | 4 Inspections | Quarterly | Quarterly |
| CB4 | Perform 100% of required mechanical equipment inspections | 36 Inspections | 100% | 100% |
| CB4 | Complete 85% of building maintenance requests within two weeks | 173 Requests 82% | 85% | 85% |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|---------------------|--------------|--------------|
| FM6 | Complete 100% of planned operating capital items | 2 Completed 100% | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Attend a minimum of 1 professional training session per year | N/A | 1 | 1 |



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| C3 | Conduct monthly capital project meetings | 9 | 8 | 8 |

Finance Division

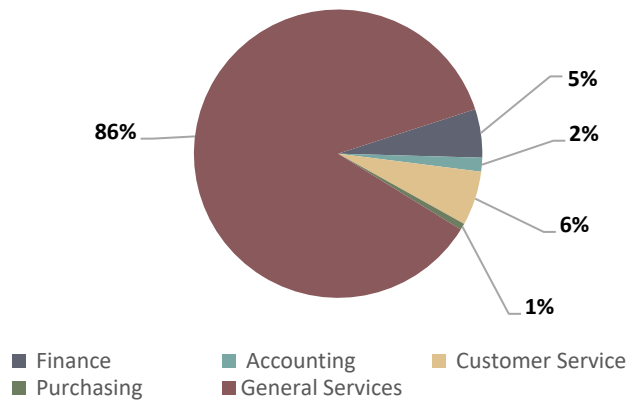
Division Summary

The Finance Division is responsible for finance, accounting, rate setting, debt issuance, purchasing and customer service. NBC's debt service, utilities, sustainable energy, and certain employee benefits are budgeted in the Finance Division's budget.

Significant Budget Modifications

The FY 2023 Finance Division budget is \$2.1 million or 3.3% higher than FY 2022 and includes 2.0 new FTEs, increased funding for NBC utilities, insurance, regulatory fees, legal services, electronic payment transaction fees and new financial reporting software. Lease/Subscription expense is a new category in FY 2023 and debt service reflects the current amortization schedules.

FY 2023 Finance Division Budget by Program



Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|----------------------|----------------------|----------------------|---------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 4,645,389 | \$ 5,404,393 | \$ 5,807,728 | \$ 403,335 | 7.5% |
| Operating Supplies/Expense | 4,554,366 | 5,432,970 | 6,398,611 | 965,641 | 17.8% |
| Professional Services | 1,174,002 | 1,407,195 | 1,728,000 | 320,805 | 22.8% |
| Lease/Subscription Expense | - | - | 113,400 | 113,400 | - |
| Total Operating Expense | 10,373,757 | 12,244,558 | 14,047,739 | 1,803,181 | 14.7% |
| Debt Service | 43,382,454 | 41,467,917 | 41,154,037 | - | (0.8%) |
| Operating Capital Program | 31,349 | 195,000 | 510,000 | 315,000 | 161.5% |
| Total Expense and Use of Funds | 53,787,560 | 53,907,475 | 55,711,776 | 2,118,181 | 3.3% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 10,373,757 | 12,244,558 | 14,047,739 | 1,803,181 | 14.7% |
| Project Fund | 31,349 | 195,000 | 510,000 | 315,000 | 161.5% |
| Debt Service Fund | 43,382,454 | 41,467,917 | 41,154,037 | (313,880) | (0.8%) |
| Total Funding Sources | \$ 53,787,560 | \$ 53,907,475 | \$ 55,711,776 | \$ 1,804,301 | 3.3% |
| FTE's | 52.0 | 52.0 | 54.0 | 2.0 | 3.8% |

Finance Division

FY 2022 Accomplishments

| KEY CODE | FINANCE |
|----------|--|
| CB3 | Implemented new software to develop user friendly reporting from the Oracle ERP |
| FM1 | Collaborated with the Municipal Advisor to refine the Long-Term Financial Model |
| FM1 | Received affirmation of the AA/Stable rating from Kroll Bond Rating Agency |
| FM1 | Received GFOA Distinguished Budget Presentation Award along with Special Capital Recognition |
| FM1 | Managed the Capital Improvement Program and capital funding |
| FM1 | Developed and administered the Operating Budget, finishing under budget for the 30th year |
| FM1 | Filed with the PUC for the recovery of electronic payment transaction fees |
| FM2 | Reinstituted the assessment of late fees including the provision of notice to customers |
| FM3 | Completed the FY 2021 Non-Union Defined Benefit Plan Financial Reports in conformance with GASB |
| FM4 | Completed and submitted post-issuance compliance filings on EMMA, to RIIB and USEPA |
| FM5 | Achieved a funding level of 129.28% for the Non-Union Defined Benefit Plan |
| FM8 | Executed a \$45 million taxable loan with the Rhode Island Infrastructure Bank |
| FM8 | Submitted a Letter of Interest and an application for a third WIFIA loan |
| FM8 | Submitted applications for ARPA grants for capital projects through the State of RI |
| KEY CODE | ACCOUNTING |
| FM1 | Modified the long-term debt schedules to reflect the defeasance of a 2002 Series RIIB loan |
| FM2 | Collaborated with Customer Service to address credit balance accounts |
| FM3 | Completed the FY 2021 Audits by the statutory deadline and the Annual Comprehensive Financial Report |
| FM3 | Completed the FY 2021 Single Audit by the November 30th deadline |
| FM3 | Received the GFOA Certificate of Achievement in Excellence in Financial Reporting for the 19th year |
| FM4 | Completed the monthly trust transfers, fund accounting and cash flow reports |
| FM4 | Prepared and distributed the IRS W-2, 1099, and ACA reporting for CY 2021 |
| FM4 | Prepared the monthly Restricted Account reporting required by the RIPUC |
| FM6 | Processed and submitted WIFIA, Operating Capital, and Restricted Account requests for payment |
| KEY CODE | CUSTOMER SERVICE |
| CB3 | Ensured the Customer Service Application performed to its capability |
| FM2 | Completed timely and accurate monthly billings of NBC's approximately 85,000 Accounts |
| FM2 | Billed more than \$100M in user fee revenue |
| FM2 | Obtained meter readings for an average of 200 customers per month |
| CF3 | Implemented the Mobile Enterprise Application |
| KEY CODE | PURCHASING |
| CB1 | Trained NBC staff to ensure compliance with State of RI Purchasing Regulations |
| FM4 | Ensured all purchases were in conformance with State Law and NBC Purchasing Regulations |
| FM5 | Managed the P-card program, increased vendor participation and transaction limits |
| FM6 | Assisted with emergency purchases |
| FM6 | Facilitated the purchase of nine vehicles, including trade-ins |
| FM7 | Reviewed and renewed 24 insurance policies |
| KEY CODE | GENERAL SERVICES |
| FM5 | Monitored Net Metering Credits |
| FM5 | Negotiated and prepared standard contracts for competitive electricity supply bidding |
| FM6 | Monitored electricity, natural gas and renewable energy usage and processed invoices |
| FM8 | Administered the sale of RECs |
| CF5 | Processed approximately 32,000 pieces of NBC outgoing mail and communications |

Finance

Summary

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

Priorities

| KEY CODE | |
|----------|--|
| FM1 | Develop, manage, and administer the annual operating and capital budgets in accordance with GFOA standards |
| FM1 | Maintain AA- rating from S&P Global Ratings and AA rating from Kroll Bond Rating Agency |
| FM4 | Ensure compliance with all applicable laws, rules and regulations, and agreements |

Significant Budget Modifications

Personnel includes a new Revenue Analyst position to support analysis of NBC's user fees, a new financial reporting software solution, a projected regulatory assessment fee increase, increased Bond counsel fees, and increased credit card convenience fees of \$244k.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 752,789 | \$ 1,061,203 | \$ 1,163,693 | \$ 102,490 | 9.7% |
| Operating Supplies/Expense | 15,327 | 53,445 | 92,505 | 39,060 | 73.1% |
| Professional Services | 1,068,670 | 1,281,305 | 1,622,000 | 340,695 | 26.6% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 1,836,786 | 2,395,953 | 2,878,198 | 482,245 | 20.1% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | - | 100,000 | 150,000 | 50,000 | 50.0% |
| Total Expense and Use of Funds | 1,836,786 | 2,495,953 | 3,028,198 | 532,245 | 21.3% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 1,836,786 | 2,395,953 | 2,878,198 | 482,245 | 20.1% |
| Project Fund | - | 100,000 | 150,000 | 50,000 | 50.0% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 1,836,786 | \$ 2,495,953 | \$ 3,028,198 | \$ 532,245 | 21.3% |
| FTE's | 10.0 | 10.0 | 11.0 | 1.0 | 10.0% |

Finance

Target Measures



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|------------------------------|--------------|--------------|
| FM1 | Timely filing for General Rate with PUC to maintain sufficient operating and capital funding by due date | No Filing | No Filing | No Filing |
| FM1 | Timely filing for Debt Service with PUC to maintain sufficient operating and capital funding by due date | No Filing | No Filing | No Filing |
| FM1 | Maintain at Least "AA-" Credit Rating from S&P Global | AA- | AA- | AA- |
| FM1 | Maintain at Least "AA" Credit Rating from Kroll Bond Rating Agency | AA | AA | AA |
| FM1 | Receive GFOA Distinguished Budget Presentation Award | 19 | 20 | 21 |
| FM1 | Process 100% of budget transfers 5 days prior to month end | 106 Budget Transfers 100% | 100% | 100% |
| FM1 | Process 100% of operating capital transfer requests | 15 Requests 100% | 100% | 100% |
| FM1 | Conduct monthly financial analysis of Large Operating Accounts | 12 | 12 | 12 |
| FM1 | Conduct monthly financial analysis of Budget Variances | 12 | 12 | 12 |
| FM1 | Conduct monthly financial analysis of Renewable Energy Portfolio | 12 | 12 | 12 |
| FM1 | Develop and administer the Capital Budget | 2/25/2021 | 2/28/2022 | 2/28/2023 |
| FM1 | Develop and administer the Operating Budget | 4/6/2021 | 4/30/2022 | 4/30/2023 |
| FM1 | Revise Capital Cash Flow Projected Draw a minimum of 2 times per year | 2 Updates | 2 Updates | 2 Updates |
| FM4 | Ensure total federal assistance for WIFIA 1 funded projects does not exceed 80% of the total eligible project costs | 51% | < 80% | < 80% |
| FM4 | Ensure total federal assistance for WIFIA 2 funded projects does not exceed 80% of the total eligible project costs | 49% | < 80% | < 80% |
| FM4 | Transmit Capital Project compliance reports to the RIPUC | 2 Reports | 2 Reports | 2 Reports |
| FM4 | Transmit the Restricted Account compliance reports to the RIPUC | 4 Reports | 4 Reports | 4 Reports |
| FM4 | Timely filing of ACFR and Operating Data on EMMA | Yes | Yes | Yes |
| FM4 | Submit all required documentation to RIIB | Yes | Yes | Yes |
| FM4 | Submit all required documentation to the USEPA | Yes | Yes | Yes |
| FM4 | Report Material Events within 10 days of Occurrence | WIFIA Loans < 10 Days | < 10 Days | < 10 Days |
| FM4 | Complete same day notice to WIFIA portfolio of EMMA posting | 100% | 100% | 100% |
| FM4 | Complete RIGL 35-14 Fiscal Integrity & Accountability Online Survey | 12/2/2020 | 12/31/2021 | 12/31/2022 |
| FM4 | Submit RIGL 42-10-1-1 PFMB Debt Reporting | 9/22/2020 | 9/30/2021 | 9/30/2022 |
| FM4 | Submit RIGL 42-90-1 Government Consultants Report | 9/30/2020 | 10/1/2021 | 10/1/2022 |
| FM4 | Provide Arbitrage Calculation Information | Yes | Yes | Yes |
| FM4 | Completion of post-issuance tax compliance certificates annually | 8/25/2020 | 9/1/2021 | 9/1/2022 |
| FM4 | Evaluate 100% of any new investments to ensure they are Permitted Investments | N/A | 100% | 100% |
| FM4 | Ensure Compliance with the Trust Indenture | Yes | Yes | Yes |
| FM7 | Complete Actuarial Study by due date | 6/8/2021 | 6/30/2022 | 6/30/2023 |
| FM7 | Fund Minimum ARC for Non-Union Defined Benefit Plan | 100% | 100% | 100% |
| FM7 | Review retirement plan investments quarterly | 4 | 4 | 4 |

Finance

Target Measures (Continued)



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Provide a minimum of 80 Training hours | 131 Hours | 80 Hours | 80 Hours |



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| C1 | Prepare and distribute annual Rhode Island Sewer User Fee Survey | 3/8/2021 | Yes | Yes |

Accounting

Summary

The Accounting section is responsible for preparing and issuing monthly financial statements in accordance with Generally Accepted Accounting Principles. Accounting 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, capital project expenditures, maintaining the general ledger and assisting with rate filings.

Priorities

| KEY CODE | |
|----------|---|
| CB4 | Establish a formal inventory of assets not placed in service |
| FM3 | Complete the FY 2022 Audit and receive a clean audit opinion and no management letter |
| FM4 | Ensure the proper calculation of the monthly trust transfers and prepare monthly financial statements |
| FM6 | Enhance processes and increase the number of vendors paid through ACH |

Significant Budget Modifications

The FY 2023 Accounting budget includes increased funding for the debt management software solution and additional funding for the annual audits.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|-----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 743,658 | \$ 763,913 | \$ 800,870 | \$ 36,957 | 4.8% |
| Operating Supplies/Expense | 20,366 | 17,260 | 21,740 | 4,480 | 26.0% |
| Professional Services | 57,004 | 45,000 | 50,000 | 5,000 | 11.1% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 821,028 | 826,173 | 872,610 | 46,437 | 5.6% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 5,749 | 10,000 | - | (10,000) | (100.0%) |
| Total Expense and Use of Funds | 826,777 | 836,173 | 872,610 | 36,437 | 4.4% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 821,028 | 826,173 | 872,610 | 46,437 | 5.6% |
| Project Fund | 5,749 | 10,000 | - | (10,000) | (100.0%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 826,777 | \$ 836,173 | \$ 872,610 | \$ 36,437 | 4.4% |
| FTE's | 10.0 | 10.0 | 10.0 | 0.0 | 0.0% |

Accounting

Target Measures



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------------------|--------------|--------------|
| FM3 | Implement Government Accounting Standard Boards (GASB) pronouncements that apply to NBC | 1 Pronouncement 100% | 100% | 100% |
| FM3 | Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting | 19th year | 20th year | 21st year |
| FM4 | Complete the Annual Comprehensive Financial Report by September 30th of each year | 9/28/2020 | 9/30/2021 | 9/30/2022 |
| FM4 | Number of Consecutive Years - No Management Letter Received for Annual Comprehensive Financial Report | 22 Years | 23 Years | 24 Years |
| FM4 | Address Annual Comprehensive Financial Report Findings within 5 days | 0 Findings | 0 Findings | 0 Findings |
| FM4 | Receive an Annual Financial Report clean opinion | Yes | Yes | Yes |
| FM4 | Complete the Single Audit by March 21st of each year | 10/8/2020 | 3/21/2022 | 3/22/2023 |
| FM4 | Address Single Audit findings within 5 days | 0 Findings | 0 Findings | 0 Findings |
| FM4 | Prepare monthly financial statements within five business days of month-end | ≤5 Days | ≤5 Days | ≤5 Days |
| FM4 | Prepare the restricted account reporting within 25 days of month-end | ≤ 25 Days | ≤ 25 Days | ≤ 25 Days |
| FM4 | Prepare trust transfers 3 days prior to the last business day of month-end | 4th Day | 4th Day | 4th Day |
| FM4 | Perform monthly fund reconciliation within 25 days after month-end | ≤25 Days | ≤25 Days | ≤25 Days |
| FM4 | Prepare 100% of W-2s and 1099s at calendar year-end | 361 W-2s and 1099s 100% | 100% | 100% |
| FM4 | Prepare 100% of the quarterly 941 payroll tax returns | 4 941s 100% | 100% | 100% |
| FM4 | Prepare and submit the consultant report for the RI Secretary of State by October 1st of each year | 9/30/2020 | 10/1/2021 | 10/1/2022 |
| FM4 | Post quarterly financial statements on NBC's website | 4 | Quarterly | Quarterly |
| FM4 | Submit the quarterly surcharge reports to RIDEM | 4 | Quarterly | Quarterly |
| FM6 | Process 100% of Capital invoices | 365 Invoices 100% | 100% | 100% |
| FM6 | Process 100% of Operating invoices | 3,606 Invoices 100% | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| S2 | Complete a minimum of 50 training hours | 65 Hours | 50 Hours | 50 Hours |

Customer Service

Summary

The Customer Service section is responsible for the billing and collection of more than \$100.0 million in annual user charges. Customer Service bills approximately 85,300 customers each month a flat fee and a consumption charge based on meter readings received from seven different water suppliers. The billing section responds to customer inquiries such as real estate closing requests. Customer Service has field investigators to conduct site visits, research accounts, and post properties as part of the collection process and manages the abatement program. Customer Service processes cash and electronic payments at the Corporate Office Building and through an online portal. Customer Service also manages user fee collection activity including phone calls, payment arrangements, water termination and support for the lien sale.

Priorities

| KEY CODE | |
|----------|---|
| CB3 | Ensure the Customer Service Application performs to its capability |
| FM2 | Ensure complete and accurate billing and streamline collection strategies to maximize results |
| CF1 | Provide Excellent Customer Service |
| S2 | Ensure all Customer Service staff is trained on the Mobile Enterprise Application |

Significant Budget Modifications

Personnel includes a new Customer Service Representative position to support customer care. Increased funding for postage expense, a new call center service, and the elimination of temporary staffing funding is also included in the budget.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 2,201,613 | \$ 2,373,696 | \$ 2,613,812 | \$ 240,116 | 10.1% |
| Operating Supplies/Expense | 453,196 | 508,111 | 532,630 | 24,519 | 4.8% |
| Professional Services | 26,523 | 60,890 | 36,000 | (24,890) | (40.9%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 2,681,332 | 2,942,697 | 3,182,442 | 239,745 | 8.1% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 25,600 | 85,000 | 210,000 | 125,000 | 147.1% |
| Total Expense and Use of Funds | 2,706,932 | 3,027,697 | 3,392,442 | 364,745 | 12.0% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 2,681,332 | 2,942,697 | 3,182,442 | 239,745 | 8.1% |
| Project Fund | 25,600 | 85,000 | 210,000 | 125,000 | 147.1% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 2,706,932 | \$ 3,027,697 | \$ 3,392,442 | \$ 364,745 | 12.0% |
| FTE's | 28.0 | 28.0 | 29.0 | 1.0 | 3.6% |

Customer Service

Target Measures



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|------------------------------|--------------|--------------|
| FM2 | Ensure a minimum of 98% of accounts have an actual meter reading within 12 months | 85,296 Meter Readings 99% | 98% | 98% |
| FM2 | Ensure 80% of accounts eligible for collection activity are selected for Notice 1 - phone call for accounts with over a 30-day balance | 25,112 Accounts 75% | 80% | 80% |
| FM2 | Create a minimum of 8% of Budget Agreements for accounts with over 30-day balance | 2,371 Agreements 9% | 8% | 8% |
| FM2 | Send foreclosure letters to 100% properties going into foreclosure | 73 Letters 100% | 100% | 100% |
| FM2 | Ensure 100% of accounts eligible for collection activity are selected for Notice 2 - sent a notice | 14,921 Notices 100% | 100% | 100% |
| FM2 | Ensure 50% of all accounts eligible for collection activity are selected for Notice 3 - posting of eligible WSO accounts | N/A | 50% | 50% |
| FM2 | Ensure 80% of all accounts eligible for collection activity are selected for Notice 4 - termination of service | N/A | 80% | 80% |
| FM2 | Ensure 100% of all accounts eligible for collection activity are selected for Notice 5 - lien eligible | N/A | 100% | 100% |
| FM2 | Average Days User fees outstanding | 50 Days | 50 | 50 |
| FM2 | Add 100% of new meters into the customer service application | 880 Meters 100% | 100% | 100% |
| FM2 | Investigate new sewer connection permits | 76 Permits 78% | 100% | 100% |
| FM2 | Process 100% of Abatement Applications | 35 Applications 100% | 100% | 100% |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|--------------------------------|----------------|----------------|
| CF3 | Increase percentage of customers enrolled in Autopay | 161 Enrollments 14% | > 5% | > 5% |
| CF3 | Increase percentage of customers enrolled in paperless billing | 9,493 Customers 256% | > 3% | > 3% |
| CF5 | Review 15 or more large user accounts | 15 Accounts | 15 Accounts | 15 Accounts |
| CF5 | Conduct a minimum of 1,000 manual site meter readings | 1,249 Meter Readings | 1,000 Readings | 1,000 Readings |
| CF5 | Increase percentage of customers registered online | 5,766 Registered Online 27% | > 25% | > 25% |
| CF5 | Process 95% of closing requests within 48 hours | 1,380 Closings 99.4% | 95% | 95% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Provide a minimum of 1,500 employee training hours | 1,500 Hours | 1,500 | 1,500 |

Purchasing Summary

The Purchasing section is responsible for ensuring the legal, timely, and cost-effective purchasing of goods and services. This section also oversees NBC's Insurance and Risk Management programs. The Purchasing section coordinates the contracting of REC sales and assists with sustainable energy projects.

Priorities

| KEY CODE | |
|----------|---|
| CB1 | Prepare robust purchasing specifications to ensure competitive bids |
| FM4 | Ensure compliance with Federal and State purchasing laws |
| FM5 | Encourage vendor participation in NBC's Purchasing Card Program |
| FM6 | Ensure the timely, efficient, and cost-effective purchase of goods and services needed to operate, maintain, and improve NBC's facilities |

Significant Budget Modifications

There are no significant changes to the Purchasing budget on a year-to-year basis.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|-------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 371,776 | \$ 368,552 | \$ 395,927 | \$ 27,375 | 7.4% |
| Operating Supplies/Expense | 4,353 | 4,650 | 5,550 | 900 | 19.4% |
| Professional Services | - | - | - | - | - |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 376,129 | 373,202 | 401,477 | 28,275 | 7.6% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | - | - | - | - | - |
| Total Expense and Use of Funds | 376,129 | 373,202 | 401,477 | 28,275 | 7.6% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 376,129 | 373,202 | 401,477 | 28,275 | 7.6% |
| Project Fund | - | - | - | - | - |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 376,129 | \$ 373,202 | \$ 401,477 | \$ 28,275 | 7.6% |
| FTE's | 4.0 | 4.0 | 4.0 | 0.0 | 0.0% |

Purchasing

Target Measures



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------------------|--------------|--------------|
| FM4 | Ensure NBC does not have more than 50 vehicles that weigh less than 8,500 tons | 47 Vehicles | ≤ 50 | ≤ 50 |
| FM5 | Ensure all P-Card transactions are reviewed and approved at month-end | 4,820 Transactions 100% | 100% | 100% |
| FM6 | Process 100% of purchase requisitions | 608 Requisitions 100% | 100% | 100% |
| FM6 | Complete 85% of bid specifications within 30 days | 46 Bid Specifications | 85% | 85% |
| FM7 | Evaluate and ensure 100% insurance policies are sufficient and in effect prior to expiration | 24 Insurance Policies | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Provide a minimum of 15 Training hours | 15 Hours | < 15 Hours | < 15 Hours |

General Services

Summary

The General Services section includes overhead items such as funding of the Health Reimbursement Arrangement and unemployment. Other items budgeted in General Services include natural gas and electricity, NMC, Power Purchase Agreement payments, sustainable energy support costs, and debt service.

Priorities

| KEY CODE | |
|----------|--|
| FM5 | Ensure NBC receives the lowest supply rate for Electricity and Natural Gas |
| FM5 | Ensure 100% of RECs are bundled and transferred prior to expiration |
| FM5 | Monitor Net Metering Credits |
| FM5 | Assist with the Sustainable Energy Program |

Significant Budget Modifications

The FY 2023 General Services budget includes increased funding for electricity purchases with a higher supply rate, increased natural gas purchases with a higher delivery rate, and increased insurance expense of \$248 thousand. The budget also includes electronic payment transaction fees. Lease/Subscription expense is a new category and Debt Service reflects the current amortization schedules.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|----------------------|----------------------|----------------------|-------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 575,553 | \$ 837,029 | \$ 833,426 | \$ (3,603) | (0.4%) |
| Operating Supplies/Expense | 4,061,124 | 4,849,504 | 5,746,186 | 896,682 | 18.5% |
| Professional Services | 21,805 | 20,000 | 20,000 | - | 0.0% |
| Lease/Subscription Expense | - | - | 113,400 | 113,400 | - |
| Total Operating Expense | 4,658,482 | 5,706,533 | 6,713,012 | 1,006,479 | 17.6% |
| Debt Service | 43,382,454 | 41,467,917 | 41,154,037 | (313,880) | (0.8%) |
| Operating Capital Program | - | - | 150,000 | 150,000 | - |
| Total Expense and Use of Funds | 48,040,936 | 47,174,450 | 48,017,049 | 842,599 | 1.8% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 4,658,482 | 5,706,533 | 6,713,012 | 1,006,479 | 17.6% |
| Project Fund | - | - | 150,000 | 150,000 | - |
| Debt Service Fund | 43,382,454 | 41,467,917 | 41,154,037 | (313,880) | (0.8%) |
| Total Funding Sources | \$ 48,040,936 | \$ 47,174,450 | \$ 48,017,049 | \$ 842,599 | 1.8% |

General Services

Target Measures



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-------------------|--------------|--------------|
| FM4 | Ensure timely funding for monthly trust transfers | 12 Transfers | Monthly | Monthly |
| FM4 | Prepare and submit monthly trust transfer certifications to Trustee on the third day prior to the last Business Day of each month | 12 Certifications | Monthly | Monthly |
| FM4 | Ensure weekly funding of the Health Reimbursement Account | 52 Weeks | Weekly | Weekly |
| FM5 | Submit the energy generation report to NBC's energy advisor each month | 12 | Monthly | Monthly |
| FM5 | Ensure quarterly submission of energy generation report to the renewable energy consultants, which include kilowatt hours | 4 | Quarterly | Quarterly |
| FM5 | Review supply and delivery rates for electricity annually | \$0.5786/kWh | Annual | Annual |
| FM5 | Review supply and delivery rates for natural gas annually | \$0.5220/Therm | Annual | Annual |
| FM8 | Ensure renewable energy credits are bundled and transferred at least semi-annually | 4 | > 2 | > 2 |
| FM8 | Ensure 100% of Field's Point Wind RECs are minted by the end of each fiscal year | 7,295 RECs | 100% | 100% |
| FM8 | Ensure 100% of Coventry Wind RECs are minted by the end of each fiscal year | 8,764 RECs | 100% | 100% |
| FM8 | Ensure 100% of Solar RECs are minted by the end of each fiscal year | 7,140 RECs | 100% | 100% |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

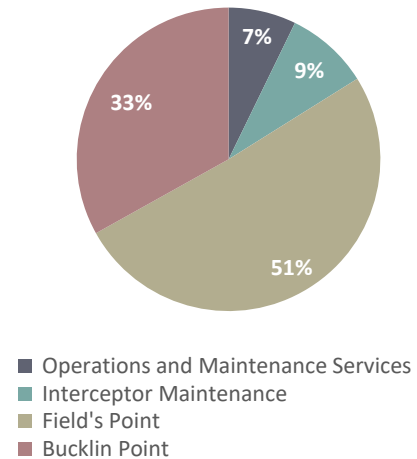
| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|-------------------------------------|--------------------------|--------------|--------------|
| CF5 | Process 100% of outgoing mail daily | 43,799 Pieces of Mail | 100% | 100% |

Operations and Maintenance Division

Division Summary

The Operations and Maintenance Division is responsible for the operation and maintenance of NBC's two wastewater treatment facilities and the collection system. This Division includes the Operations and Maintenance Services, Interceptor Maintenance, Field's Point and Bucklin Point Programs.

FY 2023 Operations and Maintenance Division Budget by Program



Significant Budget Modifications

The FY 2023 Operations & Maintenance Division budget is \$266,194 or 1.0% lower than the prior year due to Operating Capital that is \$247,000 or 11.9% lower than the prior year. The FY 2023 Budget reflects the transfer of NBC's sewer permitting program from Interceptor Maintenance section to the Operations and Maintenance Services section and the net addition of one FTE. The FY 2023 Budget for Operating Supplies/Expense is \$211,092 or 2.0% lower than the prior year.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|----------------------|----------------------|----------------------|---------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 11,872,289 | \$ 13,213,206 | \$ 13,398,104 | \$ 184,898 | 1.4% |
| Operating Supplies/Expense | 8,780,368 | 10,726,280 | 10,515,188 | (211,092) | (2.0%) |
| Professional Services | 39,781 | 46,300 | 53,300 | 7,000 | 15.1% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 20,692,438 | 23,985,786 | 23,966,592 | (19,194) | (0.1%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 1,763,666 | 2,075,000 | 1,828,000 | (247,000) | (11.9%) |
| Total Expense and Use of Funds | 22,456,104 | 26,060,786 | 25,794,592 | (266,194) | (1.0%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 20,692,438 | 23,985,786 | 23,966,592 | (19,194) | (0.1%) |
| Project Fund | 1,763,666 | 2,075,000 | 1,828,000 | (247,000) | (11.9%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 22,456,104 | \$ 26,060,786 | \$ 25,794,592 | \$ (266,194) | (1.0%) |
| FTE's | 131.0 | 133.0 | 134.0 | 1.0 | 0.8% |

Operations and Maintenance Division

FY 2022 Accomplishments

| KEY CODE | OPERATIONS AND MAINTENANCE SERVICES |
|----------|--|
| CB4 | Upgraded and replaced fiber optic modems at Field's Point to improve signal transmission and reliability to communication processors |
| CB4 | Upgraded the CSO Tunnel licensed radio system |
| CB4 | Implemented a bar code system at Bucklin Point to enhance Asset Management Inventory |
| C1 | Met with city and town officials within NBCs Service Area to strengthen communication |
| KEY CODE | INTERCEPTOR MAINTENANCE |
| CB1 | Achieved 100% compliance with all RIPDES Permit requirements for the Collection System |
| CB3 | Maintained 502 catch basins to properly convey stormwater to public sewers |
| CB3 | Inspected 1.3 miles of collection system sewers |
| CB3 | Removed approximately 72 tons of sediment from the collection system sewers |
| KEY CODE | FIELD'S POINT |
| CB1 | Ensured compliance with seasonal RIPDES limit of 5.0 mg/L for total nitrogen |
| CB3 | Continued to work with TAC to incorporate cost-effective operational changes for NBC |
| CB4 | Added two dewatering pumps to the gravity thickener pumping station for redundancy |
| CB4 | Relined Hypochlorite tanks 1, 2, 3, and 4 |
| KEY CODE | BUCKLIN POINT |
| CB1 | Achieved the seasonal RIPDES limit of 5.0 mg/L for total nitrogen |
| CB3 | Replaced the ultraviolet lamps in tank "A" of the UV disinfection system |
| CB3 | Completed inspections of all primary and final clarifier tanks and replaced brushes |
| CB4 | Replaced 750+ diffusers in Aeration Tank B |
| CB4 | Reorganized assets and implemented a bar code system for Asset Management Inventory |

Operations and Maintenance Services

Summary

The Operations and Maintenance Services section provides support for the management of NBC's two wastewater treatment facilities and the interceptor collection system. This section ensures compliance with all State and Federal regulations, reporting requirements, consent agreements and permits. The Operations and Maintenance Services section maintains the Asset Management Program and the computerized control systems to allow for continuous operations and process control. This section also manages the NBC's Sewer Permitting Program.

Priorities

| KEY CODE | |
|----------|---|
| CB4 | Implement a bar code system at Field's Point to enhance the Asset Management Inventory Module |
| CB4 | Further develop the Asset Management Committee, streamline the recording and tracking of assets, and integrate a paperless option for managing assets and work orders |
| CB3 | Upgrade the Bucklin Point communication modules to prevent the loss of monitoring and control functions from field devices throughout BPWWTF |
| EP2 | Use connection permit information to track collection system stormwater reductions and optimize wet weather treatment |
| C1 | Meet with town officials in NBC's service area to strengthen lines of communication |

Significant Budget Modifications

Personnel reflects three additional FTEs. This is the result of the transfer of the sewer permitting program from the Interceptor Maintenance section (2 FTEs) and a new Assistant Control Systems Administrator position. The budget also reflects increased software maintenance expense to operate NBC's two WWTFs.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 887,454 | \$ 1,005,045 | \$ 1,400,103 | \$ 395,058 | 39.3% |
| Operating Supplies/Expense | 266,264 | 353,358 | 389,951 | 36,593 | 10.4% |
| Professional Services | - | - | - | - | - |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 1,153,718 | 1,358,403 | 1,790,054 | 431,651 | 31.8% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 65,555 | 120,000 | 73,000 | (47,000) | (39.2%) |
| Total Expense and Use of Funds | 1,219,273 | 1,478,403 | 1,863,054 | 384,651 | 26.0% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 1,153,718 | 1,358,403 | 1,790,054 | 431,651 | 31.8% |
| Project Fund | 65,555 | 120,000 | 73,000 | (47,000) | (39.2%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 1,219,273 | \$ 1,478,403 | \$ 1,863,054 | \$ 384,651 | 26.0% |
| FTE's | 7.0 | 8.0 | 11.0 | 3.0 | 37.5% |

Operations and Maintenance Services

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|-------------------|--------------|--------------|
| CB1 | Submit the annual dry ton report to RIDEM | 1/15/2021 | Annual | Annual |
| CB1 | Submit the Coastal Resources Management Council (CRMC) annual report by due date | 12/21/2020 | 12/31/2021 | 12/31/2022 |
| CB3 | Ensure 100% up-to-date supported levels of applications and operating systems and licensing requirements at FPWWTF | 4 Updates 100% | 100% | 100% |
| CB3 | Ensure 100% up-to-date supported levels of applications and operating systems and licensing requirements at BPWWTF | 4 Updates 100% | 100% | 100% |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-------------------------------|--------------|--------------|
| FM2 | Collect 100% of Permit Fees and Charges | \$329,040 Permit Fees 100% | 100% | 100% |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|---------------------|--------------|--------------|
| CF1 | Provide Customer Service with 100% of new sewer connection permit data | 367 Permits 100% | 100% | 100% |
| CF1 | Obtain 30% reduction of 3-month storm volume from all Stormwater Connections | N/A | 30% | 30% |
| CF1 | Issue 50% of Commercial Permits within 30 days | 64 Permits 76% | N/A | 50% |
| CF1 | Issue 75% of Residential Permits within 30 days | 237 Permits 98% | N/A | 75% |
| CF1 | Issue 75% of Sewer Alteration Commercial Permits within 30 days | 2 Permits 67% | N/A | 75% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| S2 | Staff to attend a minimum of 1 professional training session per year | 3 trainings | 1 training | 1 training |
| S4 | Monthly planning/scheduling meeting with each WWTF manager | 24 meetings | 24 meetings | 24 meetings |



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| C1 | Meet with city and town officials within NBCs Service Area to strengthen lines of communication | N/A | 5 | 5 |

Interceptor Maintenance

Summary

The Interceptor Maintenance (IM) section is responsible for operating and maintaining NBC's collection system to ensure flows are properly transported to the WWTFs in compliance with State and Federal requirements. The IM Section performs various maintenance and inspection tasks as mandated by the RIPDES permit; including visual inspections of flow and infrastructure conditions, video monitoring inspections, correction of infrastructure impediments, performing minor construction repairs, identifying Capital Improvements associated with CSO facilities, wastewater pumping facilities and general sewer system repairs and upgrades. The IM Department monitors new development projects that may impact the collection system, assists communities and NBC operations as needed. IM also manages the Collection System Flow Monitoring Program.

Priorities

| KEY CODE | |
|----------|--|
| CB1 | Ensure compliance with all RIPDES Permit requirements for the collection system |
| CB3 | Capture and remove a minimum of 25 tons of floatable material at various CSO's prior to reaching water bodies |
| CB4 | Complete baseline CCTV Inspections for the collection system siphons to ensure proper operations and maintenance |
| S2 | Administer quarterly safety meetings |

Significant Budget Modifications

The FY 2023 budget reflects three less FTEs as the result of the transfer of NBC's sewer permitting program to the Operation and Maintenance Services section (2 FTEs) and the unfunding of the Senior Technical Assistant position. The FY 2023 budget for manhole repair expense is lower than the prior year.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 1,791,070 | \$ 2,069,372 | \$ 1,691,075 | \$ (378,297) | (18.3%) |
| Operating Supplies/Expense | 406,576 | 495,304 | 469,642 | (25,662) | (5.2%) |
| Professional Services | 4,759 | 10,100 | 10,100 | - | 0.0% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 2,202,405 | 2,574,776 | 2,170,817 | (403,959) | (15.7%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 608,945 | 165,000 | 121,000 | (44,000) | (26.7%) |
| Total Expense and Use of Funds | 2,811,350 | 2,739,776 | 2,291,817 | (447,959) | (16.4%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 2,202,405 | 2,574,776 | 2,170,817 | (403,959) | (15.7%) |
| Project Fund | 608,945 | 165,000 | 121,000 | (44,000) | (26.7%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 2,811,350 | \$ 2,739,776 | \$ 2,291,817 | \$ (447,959) | (16.4%) |
| FTE's | 23.0 | 24.0 | 21.0 | (3.0) | (12.5%) |

Interceptor Maintenance

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-------------------------------|---------------------|---------------------|
| CB1 | Report 100% of events as required by RIPDES permit | 100% (5 Events Reported) | 100% | 100% |
| CB1 | Perform pump station inspections weekly | 104 Inspections | Weekly | Weekly |
| CB1 | Perform regulator inspections bi-monthly | 24 Inspections | Bi-monthly | Bi-monthly |
| CB1 | Perform tide gate inspections monthly | 12 Inspections | Monthly | Monthly |
| CB1 | Perform sump Cleanings quarterly | 4 Cleanings | Quarterly | Quarterly |
| CB1 | Perform catch basin inspections semi-annually | 2 Inspections | Semi-annually | Semi-annually |
| CB1 | Submit BMP report semi-annually | 2 Submitted Reports | 2 Submitted Reports | 2 Submitted Reports |
| CB1 | Submit CMOM report by due date | 1/31/2021 | 1/31/2022 | 1/31/2023 |
| CB4 | Address 100% emergency situations within 24 hours of notification | 100% (5 Emergency Situations) | 100% | 100% |
| CB4 | Perform at least 90% of total work orders | 100% (6,323 Work Orders) | 90% | 90% |



ENVIRONMENTAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|---------------------|---------------------|
| EP1 | Respond to dry weather bypass within 6 hours of initial notification | ≤2 hours | ≤6 hours | ≤6 hours |
| EP1 | Annually remove floatable material from various CSOs | 100% (29 Tons) | 100% (25 Tons/Year) | 100% (25 Tons/Year) |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------------------------|--------------|--------------|
| FM6 | Complete 100% of planned capital items | 100% (3 Capital Items Purchased) | 100% | 100% |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| CF4 | Provide collection system maintenance assistance to NBC communities | 48 Hours | 40 Hours | 40 Hours |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Provide staff with a minimum of 100 technical/standard operating procedures training hours | 129 Hours | 100 Hours | 100 Hours |
| S2 | Schedule quarterly safety committee meetings with staff and post minutes | 4 Meetings | 4 Meetings | 4 Meetings |

Field's Point

Summary

The Field's Point Wastewater Treatment Facility (WWTF) is the largest wastewater treatment facility in Rhode Island with capacity of receiving flows up to 77 MGD and ensuring they receive full tertiary treatment. Flows greater than 77 MGD are sent to the CSO Tunnel system for storage until the flows can be pumped from the Tunnel Pump Station to the treatment plant to receive primary treatment and disinfection. The staff efficiently and effectively operates these facilities to produce the highest quality effluent to meet or exceed RIPDES permit requirements. This section must ensure that all process functions are constantly optimized in order to meet each of the permit requirements.

Priorities

| KEY CODE | |
|----------|--|
| CB1 | Ensure compliance with the seasonal RIPDES limit of 5.0 mg/L for total nitrogen |
| FM5 | Collaborate with TAC to implement energy conservation measures into WWTF processes |
| S2 | Ensure new staff is trained with the HR training platform programs |
| S4 | Develop a succession plan to ensure continuity of operations |

Significant Budget Modifications

The FY 2023 Budget includes funding for a new Utility Operator position.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|----------------------|----------------------|----------------------|---------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 4,903,077 | \$ 5,333,263 | \$ 5,477,552 | \$ 144,289 | 2.7% |
| Operating Supplies/Expense | 5,999,556 | 7,027,617 | 6,855,939 | (171,678) | (2.4%) |
| Professional Services | 9,722 | 13,200 | 13,200 | - | 0.0% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 10,912,355 | 12,374,080 | 12,346,691 | (27,389) | (0.2%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 629,196 | 905,000 | 756,000 | (149,000) | (16.5%) |
| Total Expense and Use of Funds | 11,541,551 | 13,279,080 | 13,102,691 | (176,389) | (1.3%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 10,912,355 | 12,374,080 | 12,346,691 | (27,389) | (0.2%) |
| Project Fund | 629,196 | 905,000 | 756,000 | (149,000) | (16.5%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 11,541,551 | \$ 13,279,080 | \$ 13,102,691 | \$ (176,389) | (1.3%) |
| FTE's | 54.0 | 54.0 | 55.0 | 1.0 | 1.9% |

Field's Point Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|---------------------------|-----------------|-----------------|
| CB1 | Meet or exceed discharge parameter permit levels for TSS (mg/l) | 3.34 mg/l | ≤20 mg/l | <20 mg/l |
| CB1 | Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml) | 7.31 (MPN/100ml) | ≤35 (MPN/100ml) | <35 (MPN/100ml) |
| CB1 | Meet or exceed discharge parameter permit levels for CBOD (mg/l) | 3.06 mg/l | ≤20 (mg/l) | <20 (mg/l) |
| CB1 | Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen | 4.38 mg/l | ≤5 (mg/l) | <5 (mg/l) |
| CB1 | Ensure residual chlorine complies with permit limit of 65 parts per billion | 0.3 (ppb) | ≤65 (ppb) | <65 (ppb) |
| CB1 | Ensure treatment of 100% wastewater & stormwater collected through the Tunnel Pump Station | 1,117 MG 97% | 100% (gallons) | 100% (gallons) |
| CB1 | Process 100% of regulatory permits for treatment by due date | 3 Permits 100% | 100% (permits) | 100% (permits) |
| CB4 | Perform no less than 90% of total work orders | 10,633 Work Orders 97% | ≥90% | >90% |
| CB4 | Utilize Asset Management Program to identify OCP assets | 10 assets | 18 assets | 16 assets |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|-----------------|------------------|------------------|
| FM5 | Limit gallons of Hypochlorite to the treatment process | 563,989 gallons | <700,000 gallons | <700,000 gallons |
| FM5 | Limit gallons of Sodium Bisulfite to the treatment process | 222,230 gallons | <300,000 gallons | <300,000 gallons |
| FM5 | Limit gallons of Carbon Feed to the treatment process | 0 gallons | <27,300 gallons | <27,300 gallons |
| FM5 | Limit gallons of Sodium Hydroxide to the treatment process | 0 gallons | <45,500 gallons | <45,000 gallons |
| FM5 | Produce less than 22 dry tons of sludge per day | 21 | < 22 DT/Day | < 22 DT/Day |
| FM5 | Implement 100% of energy conservation initiatives | 100% | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Offer a minimum of 300 training/safety hours | 1,416 Hours | 300 Hours | 300 Hours |

Bucklin Point

Summary

The Bucklin Point Wastewater Treatment Facility (WWTF) is the second largest treatment facility in Rhode Island with the capacity of treating up to 116 MGD of flow through its treatment processes. The secondary treatment process can fully treat up to 46 MGD. Influent flows greater than 46 MGD and up to 116 MGD are diverted to the Wet Weather Treatment Facility, where they receive primary treatment, disinfection with sodium hypochlorite and de-chlorination with sodium bisulfite before being released into the Seekonk River.

Priorities

| KEY CODE | |
|----------|---|
| CB1 | Ensure compliance with the seasonal RIPDES limit of 5.0 mg/L for total nitrogen |
| CB4 | Rebuild the effluent pump assembly and motors and upgrade the control panel |
| CB4 | Integrate a master index and collection of O&M manuals into the Asset Management system |
| CB4 | Complete the rebuild of Bar Rack #3 |
| CB4 | Replace 750 diffusers in Aeration Tank B |

Significant Budget Modifications

There are no significant budget modifications.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|--------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 4,290,688 | \$ 4,805,526 | \$ 4,829,374 | \$ 23,848 | 0.5% |
| Operating Supplies/Expense | 2,107,972 | 2,850,001 | 2,799,656 | (50,345) | (1.8%) |
| Professional Services | 25,300 | 23,000 | 30,000 | 7,000 | 30.4% |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 6,423,960 | 7,678,527 | 7,659,030 | (19,497) | (0.3%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 459,970 | 885,000 | 878,000 | (7,000) | (0.8%) |
| Total Expense and Use of Funds | 6,883,930 | 8,563,527 | 8,537,030 | (26,497) | (0.3%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 6,423,960 | 7,678,527 | 7,659,030 | (19,497) | (0.3%) |
| Project Fund | 459,970 | 885,000 | 878,000 | (7,000) | (0.8%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 6,883,930 | \$ 8,563,527 | \$ 8,537,030 | \$ (26,497) | (0.3%) |
| FTE's | 47.0 | 47.0 | 47.0 | 0.0 | 0.0% |

Bucklin Point

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|---------------------------|-----------------|-----------------|
| CB1 | Meet or exceed discharge parameter permit levels for TSS (mg/l) | 4.65 (mg/l) | ≤20 (mg/l) | ≤20 (mg/l) |
| CB1 | Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml) | 7.19 (MPN/100ml) | ≤35 (MPN/100ml) | ≤35 (MPN/100ml) |
| CB1 | Meet or exceed discharge parameter permit levels for CBOD (mg/l) | 1.05 (mg/l) | ≤20 (mg/l) | ≤20 (mg/l) |
| CB1 | Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen | 4.14 (mg/l) | ≤5.0 (mg/l) | ≤5.0 (mg/l) |
| CB4 | Conduct a minimum of 20 inspections of the UV Disinfection system per month | 20 inspections | 20 inspections | 20 inspections |
| CB4 | Perform no less than 90% of total maintenance work orders | 14,038 Work Orders 92% | 90% | 90% |
| CB4 | Utilize Asset Management Program to identify OCP assets | 15 assets | 26 assets | 21 assets |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|-----------------|-----------------|
| FM5 | Limit gallons of Carbon Feed added to the treatment process | 0 gallons | <2,500 gallons | <2,500 gallons |
| FM5 | Limit pounds of Dry Polymer to the treatment process | 0 lbs. | <35,000 lbs. | <35,000 lbs. |
| FM5 | Limit gallons of Liquid Polymer added to the treatment process | 51,160 gallons | <90,000 gallons | <90,000 gallons |
| FM5 | Limit tons of Soda Ash to the treatment process | 122.65 tons | <50 tons | <100 tons |
| FM5 | Produce less than 10 dry tons of sludge per day | 5.66 | < 10 DT/Day | < 10 DT/Day |
| FM5 | Implement 100% of energy conservation initiatives | 100% | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

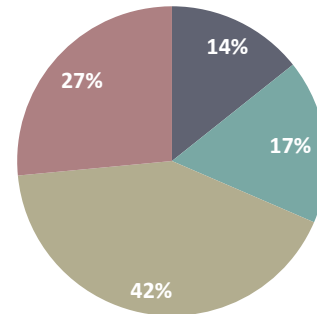
| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Offer a minimum of 200 training/safety hours | 102 Hours | 200 Hours | 200 Hours |

Environmental Science and Compliance Division

Division Summary

The Environmental Science and Compliance Division is responsible for ensuring compliance with state and federal regulations and permits, NBC's energy and environmental sustainability initiatives, and water quality science. The Environmental Science and Compliance Division includes the Technical Analysis and Compliance, Pretreatment, Laboratory and Environmental Monitoring Programs.

FY 2023 Environmental Science and Compliance Division Budget by Program



■ Technical Analysis and Compliance ■ Pretreatment
■ Laboratory ■ Environmental Monitoring

Significant Budget Modifications

The FY 2023 Environmental Science and Compliance Division budget is \$119,277 or 1.6% higher than the FY 2022 budget. An increase of 15.0% in Operating Supplies/Expense reflects the pass-through of vendor price increases for laboratory supplies.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 5,083,675 | \$ 5,429,532 | \$ 5,616,501 | \$ 186,969 | 3.4% |
| Operating Supplies/Expense | 634,458 | 781,716 | 898,724 | 117,008 | 15.0% |
| Professional Services | 148,376 | 147,700 | 141,000 | (6,700) | (4.5%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 5,866,509 | 6,358,948 | 6,656,225 | 297,277 | 4.7% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 348,208 | 902,000 | 724,000 | (178,000) | (19.7%) |
| Total Expense and Use of Funds | 6,214,717 | 7,260,948 | 7,380,225 | 119,277 | 1.6% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 5,866,509 | 6,358,948 | 6,656,225 | 297,277 | 4.7% |
| Project Fund | 348,208 | 902,000 | 724,000 | (178,000) | (19.7%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 6,214,717 | \$ 7,260,948 | \$ 7,380,225 | \$ 119,277 | 1.6% |
| FTE's | 58.0 | 58.0 | 58.0 | 0.0 | 0.0% |

Environmental Science and Compliance Division

FY 2022 Accomplishments

| KEY CODE | | TECHNICAL ANALYSIS AND COMPLIANCE |
|----------|--|--|
| CB1 | | Timely submission of the monthly Discharge Monitoring Reports and Biosolids Reports to USEPA and RIDEM |
| CB3 | | Participated in National Grid's Continuous Energy Improvement program |
| EP1 | | Generated comprehensive water quality project and plant performance reports such as the CSO Phase II efficacy, a Cyanide Study, and Historical Nitrogen levels of Narragansett Bay |
| EP3 | | Reviewed and provided oversight on departmental projects to synthesize information, lead discussions and plan projects |
| EP1 | | Managed the Regional Ocean Modeling System |
| EP2 | | Conducted special studies to increase understanding of various analyses and plant processes |
| EP2 | | Provided treatment plant performance updates to optimize treatment effectiveness |
| EP3 | | Maintained data and expanded the automatic RIPDES permit violation email notifications to include calculated statistics |
| EP3 | | Compiled large datasets for stakeholder data requests and general public dissemination |
| CF4 | | Administered the NBC Earth Day Grant Program to 21 non-profit organizations |
| S2 | | Organized and conducted NBC safety training |
| C1 | | Collaborated with stakeholders to develop new restoration areas in the Providence River |
| C3 | | Provided weekly updates to the NBC's "Snapshot of Upper Narragansett Bay" website |
| KEY CODE | | PRETREATMENT |
| CB1 | | Submitted the Pretreatment Annual Report to RIDEM in FY 2021 |
| CB1 | | Inspected all Significant Industrial Users (SIU's) multiple times within the 12-month period |
| CB1 | | Permitted all SIUs in accordance with federal and state regulations |
| CB1 | | Implemented to the Industrial Pretreatment Program new local limits for permitted users and a Rules & Regulations revision |
| CB1 | | Issued 1,746 Notices of Violation for each incident of non-compliance |
| CB1 | | Issued 15 educational letters to permitted users |
| C1 | | Participated in three presentations and workshops |
| KEY CODE | | LABORATORY |
| CB1 | | Obtained 100% accuracy for the laboratory's EPA required analytical proficiency tests |
| EP2 | | Analyzed all RIPDES permit samples for the two WWTFs as well as other routine and non-routine tests |
| EP2 | | Provided quality analytical tests for all NBC studies and samples collected to evaluate NBC receiving waters |
| KEY CODE | | ENVIRONMENTAL MONITORING |
| CB1 | | Collected 28,776 samples, including samples from all SIUs that discharged process wastewater |
| CB1 | | Conducted stormwater inspections and sampling to ensure agency regulatory and permit compliance |
| CB1 | | Conducted all Environmental Land Use Restriction (ELUR) inspections of NBC facilities |
| CF3 | | Improved LIMS sample collection and data validation and expanded the email notifications for sample out-of-specification results, RIPDES limits, local limits, and operations parameters |
| C3 | | Maintained NBC's fixed site monitoring equipment and ensured collected data was transferred to NBC's Snapshot on Narrabay.com website |
| C3 | | Ensured timely and accurate reporting of sampling data to end users |

Technical Analysis and Compliance

Summary

The Technical Analysis and Compliance (TAC) section is responsible for ensuring NBC's compliance with federal and state environmental permits and regulations. This includes reporting required by RIDEM, USEPA, and OSHA. This section performs technical data analysis, seeks grant and award opportunities, maintains, revises, and issues NBC policies, and is responsible for the periodic review and update of NBC's Strategic Plan. The TAC section provides environmental, health, safety, and technical assistance to and presents environmental findings. The section works to identify and develop new and innovative ways to improve the environmental performance of NBC operations and ensure that operations are performed in a safe, efficient, and sustainable manner.

Priorities

| KEY CODE | |
|----------|--|
| CB1 | Timely submission of EPA, RIDEM, and OSHA reports |
| CB3 | Identify, assess, and implement additional renewable energy opportunities and energy conservation measures |
| CF4 | Administer the NBC Earth Day Grant Program to support river cleanups throughout the NBC service area |
| C3 | Provide weekly updates to the NBC's "Snapshot of the Upper Narragansett Bay" website |

Significant Budget Modifications

The FY 2023 Technical Analysis & Compliance budget reflects lower capital reimbursements and funding for the four-year flagger recertification training.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|-------------------|-------------------|---------------------|------------------|--------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 875,509 | \$ 888,797 | \$ 981,654 | \$ 92,857 | 10.4% |
| Operating Supplies/Expense | 35,697 | 66,924 | 72,964 | 6,040 | 9.0% |
| Professional Services | - | 2,000 | 500 | (1,500) | (75.0%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 911,206 | 957,721 | 1,055,118 | 97,397 | 10.2% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 29,092 | - | - | - | - |
| Total Expense and Use of Funds | 940,298 | 957,721 | 1,055,118 | 97,397 | 10.2% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 911,206 | 957,721 | 1,055,118 | 97,397 | 10.2% |
| Project Fund | 29,092 | - | - | - | - |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 940,298 | \$ 957,721 | \$ 1,055,118 | \$ 97,397 | 10.2% |
| FTE's | 10.0 | 10.0 | 10.0 | 0.0 | 0.0% |

Technical Analysis and Compliance

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| CB1 | Compile and process annual OSHA 300 logs prior to due dates | 1/25/2021 | 2/1/2022 | 2/1/2023 |
| CB1 | Compile and process Tier II reports two weeks prior to due dates | 2/26/2021 | 3/1/2022 | 3/1/2023 |
| CB1 | Submit RIPDES DMR Report by the 15th of each month | 12 | 12 | 12 |
| CB1 | Submit the biosolids report to the EPA by February 19th of each year | 2/18/2021 | 2/19/2022 | 2/19/2023 |
| CB1 | Perform internal environmental health & safety audits | 8 | ≥8 | ≥8 |



ENVIRONMENTAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| EP3 | Complete internal energy assessments to ensure NBC facilities are energy efficient | 8 | ≥3 | ≥3 |



FINANCIAL MANAGEMENT

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| FM5 | Monitoring of NBC's energy produced on-site | 52 - Weekly | Weekly | Weekly |
| FM5 | Monitoring of NBC's energy produced off-site | 52 - Weekly | Weekly | Weekly |
| FM5 | Monitoring of NBC's energy purchased | 12 - Monthly | Monthly | Monthly |
| FM8 | Submit utility incentive program applications to seek incentive funds for energy projects | 1 | 1 | 1 |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------------|--------------|--------------|
| CF1 | Provide grants to support the Earth Day River Clean Up event in NBC Service Area | 21 Grants (\$10,000) | 10 | 10 |
| CF1 | Conduct 100% of requested technical site visits | 3 visits (100%) | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| S2 | Conduct monthly staff meetings | 12 | 12 | 12 |
| S2 | Conduct monthly data meetings to disseminate data and optimize operations | 12 | 12 | 12 |
| S2 | Conduct a minimum of 2 CPR/Defibrillator training classes | 5 | ≥2 | ≥2 |
| S2 | Certify 100% of attendees in the CPR/Defibrillator training classes | 100% | 100% | 100% |
| S2 | Provide a minimum of 50 Health & Safety training classes each year | 21 | ≥50 | ≥25 |
| S2 | Conduct semi-annual review meetings with staff to discuss professional development opportunities | 2 | 2 | 2 |

Technical Analysis and Compliance

Target Measures (Continued)



COMMUNICATION

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| C1 | Review 100% of NBC’s annual environmental merit awards program applications | 4 (100%) | 1 | 1 |
| C1 | Submit technical papers/posters/abstracts for presentation/publication | 4 | ≥4 | ≥4 |
| C1 | Submit articles for publication in the ‘NBC Pipeline’ annually | 17 | 12 | 12 |
| C1 | Educate the public and NBC stakeholders by giving presentations about the NBC and water quality improvements | 6 | 5 | 5 |
| C3 | Monthly updates of NBC Snapshot of the Upper Bay | 12 | 12 | 12 |



ORGANIZATIONAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| OP1 | Annual review of the Strategic Plan and update when necessary | 1 | 1 | 1 |

Pretreatment

Summary

The Pretreatment section is responsible for administering the federally mandated pretreatment program. The primary purpose of the pretreatment program is to protect NBC's wastewater treatment plants and the infrastructure from toxins and pollutants that could disrupt and interfere with plant operations, as well as to protect the receiving waters, rivers, and 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 NBC's service area and tracks toxic discharges through the sewer system to determine the source.

Priorities

| KEY CODE | |
|----------|---|
| CB1 | Complete and submit the RIDEM Pretreatment Annual Report by March 15th in accordance with the RIPDES permits |
| CB1 | Protect the treatment plants and collection systems from toxic and nuisance pollutant discharges that could adversely impact and interfere with NBC's facilities and prevent pass through of these pollutants to Narragansett Bay |
| CB1 | Ensure the continuous permit and inspection of all SIUs in accordance with State and Federal requirements as well as NBC goals |

Significant Budget Modifications

There are no significant changes to the Pretreatment budget on a year-to-year basis.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 1,141,438 | \$ 1,202,977 | \$ 1,192,645 | \$ (10,332) | (0.9%) |
| Operating Supplies/Expense | 15,430 | 35,450 | 35,450 | - | 0.0% |
| Professional Services | - | - | - | - | - |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 1,156,868 | 1,238,427 | 1,228,095 | (10,332) | (0.8%) |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 33,194 | - | 40,000 | 40,000 | - |
| Total Expense and Use of Funds | 1,190,062 | 1,238,427 | 1,268,095 | 29,668 | 2.4% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 1,156,868 | 1,238,427 | 1,228,095 | (10,332) | (0.8%) |
| Project Fund | 33,194 | - | 40,000 | 40,000 | - |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 1,190,062 | \$ 1,238,427 | \$ 1,268,095 | \$ 29,668 | 2.4% |
| FTE's | 14.0 | 14.0 | 14.0 | 0.0 | 0.0% |

Pretreatment

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|-----------------------|--------------|--------------|
| CB1 | Conduct annual required Spill Control & Counter Measures and Storm Water Management Plan inspection of Fields Point | 9/23/20 & 6/28/21 | Annually | Annually |
| CB1 | Conduct annual required Spill Control & Counter Measures and Storm Water Management Plan inspection of Bucklin Point | 9/21/20 & 5/5/21 | Annually | Annually |
| CB1 | Conduct annual RIDEM mandated training for NBC staff | 56 Trainings - 100% | 100% | 100% |
| CB1 | Prepare annual Stormwater reports for Fields Point | 1/28/2021 | 1/30/2022 | 1/30/2023 |
| CB1 | Prepare annual Stormwater reports for Bucklin Point | 1/28/2021 | 1/30/2022 | 1/30/2023 |
| CB1 | Conduct non-sampling inspections of Significant Industrial Users (SIUs) within the required 12-month period | 65 inspections - 100% | 100% | 100% |
| CB1 | Complete and submit the Pretreatment Annual Report and post on www.narrabay.com | 3/11/2021 | 3/15/2022 | 3/15/2023 |
| CB1 | Issue Notices of Violation (NOVs) for incidents of non-compliance | 1,754 NOVs - 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.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|--------------|--------------|
| EP1 | Compile and publish in the newspaper a list of companies in significant non-compliance | 2/25/2021 | 2/28/2022 | 2/28/2023 |



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-------------------------|--------------|--------------|
| CF1 | Review process operations and pretreatment system plan submittals | 88 Submittals - 100% | 100% | 100% |
| CF1 | Respond to reports of unusual influent, illegal dumping, spills, and blockages | 23 Reports - 100% | 100% | 100% |
| CF1 | Process Wastewater Discharge Permit Applications | 409 Applications - 100% | 100% | 100% |
| CF1 | Issue Wastewater Discharge Permits to previously unpermitted users within 30 days from the submittal of the permit application package. | 14 Days | <30 days | <30 days |
| CF1 | Issue a minimum of 8 educational form letters | 15 Letters | 8 | 8 |
| CF1 | Participate in a minimum of 3 public presentations/workshops | 3 | 3 | 3 |

Laboratory

Summary

The Laboratory section is responsible for producing timely, high quality analytical data with the use of state-of-the-art analytical instrumentation and the most current laboratory techniques that provide the most accurate, reliable, and precise measurements possible in order to comply with Federal and State regulations. The Laboratory is certified by the State of RI and must comply with certification requirements by the Department of Health (DOH) and USEPA. The Laboratory section performs all RIPDES required analyses for the FPWWTF and BPWWTF, Pretreatment programs, monitoring activities, and impacts of nutrients and fecal coliform of the urban rivers and receiving water evaluations of the upper Narragansett Bay.

Priorities

| KEY CODE | |
|----------|--|
| CB1 | Meet State and Federal requirements for Rhode Island State Licensing, EPA reporting and PFAS testing |
| EP2 | Perform high quality analyses and produce accurate data to assist facility managers in optimizing their daily plant operations and decision making |
| EP2 | Provide quality analytical service for all studies and samples collected |

Significant Budget Modifications

The FY 2023 Laboratory budget includes increased funding for lab supplies, chemicals, and gases due to vendor price increases from supply chain disruptions, funding to repair the cracked laboratory flooring, and increased maintenance contract expense for equipment no longer covered under warranty.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 1,825,362 | \$ 1,931,135 | \$ 2,005,180 | \$ 74,045 | 3.8% |
| Operating Supplies/Expense | 407,286 | 497,892 | 602,410 | 104,518 | 21.0% |
| Professional Services | 105,630 | 91,500 | 90,500 | (1,000) | (1.1%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 2,338,278 | 2,520,527 | 2,698,090 | 177,563 | 7.0% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 162,467 | 770,000 | 403,000 | (367,000) | (47.7%) |
| Total Expense and Use of Funds | 2,500,745 | 3,290,527 | 3,101,090 | (189,437) | (5.8%) |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 2,338,278 | 2,520,527 | 2,698,090 | 177,563 | 7.0% |
| Project Fund | 162,467 | 770,000 | 403,000 | (367,000) | (47.7%) |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 2,500,745 | \$ 3,290,527 | \$ 3,101,090 | \$ (189,437) | (5.8%) |
| FTE's | 19.0 | 19.0 | 19.0 | 0.0 | 0.0% |

Laboratory

Target Measures



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|------------------------|--------------|--------------|
| CB1 | Annual calibration of all laboratory instrumentation | 38 Calibrations - 100% | 100% | 100% |
| CB1 | Complete EPA or RIDEM mandated SIU analyses | 1,489 Analyses | 100% | 100% |
| CB1 | Complete EPA or RIDEM mandated analyses at the FPWWTF | 34,676 Analyses | 100% | 100% |
| CB1 | Complete EPA or RIDEM mandated analyses at the BPWWTF | 31,944 Analyses | 100% | 100% |
| CB1 | Complete EPA or RIDEM mandated Manhole analyses | 1,035 Analyses | 100% | 100% |
| CB1 | Complete EPA or RIDEM mandated Septage analyses | 149 Analyses | 100% | 100% |
| CB1 | Audit at least two laboratory procedures per month | 24 Audits | 24 Audits | 24 Audits |
| CB1 | Prepare and submit the Department of Health certification renewal application | 12/4/2020 | 12/1/2021 | 12/4/2022 |
| CB4 | Ensure laboratory equipment required maintenance is completed within 7 days | < 7 Days | ≤ 7 Days | ≤ 7 Days |



ENVIRONMENTAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|-----------------|--------------|--------------|
| EP1 | Conduct Nutrients analyses of collected samples for water quality monitoring | 10,190 Analyses | 100% | 100% |
| EP1 | Conduct Fecal Coliform analyses of collected samples for water quality monitoring | 3,611 Analyses | 100% | 100% |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| S2 | Provide a minimum of 150 training hours | 150 | 300 | 150 |

Environmental Monitoring

Summary

The Environmental Monitoring section is responsible for water quality monitoring throughout NBC's service area, including the two wastewater treatment facilities, the collection system and permitted pretreatment customers. Environmental Monitoring serves to ensure the health of area residents through its monitoring of the wastewater treatment plants and the quality of receiving waters. This section conducts significant industrial user and manhole sampling to ensure compliance with discharge permits and conducts daily wastewater treatment facility sampling. The Environmental Monitoring section 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.

Priorities

| KEY CODE | |
|----------|---|
| CB1 | Daily sampling of the treatment facilities to meet RIPDES permit requirements, and enable Operations to evaluate plant performance, optimize plant processes and resolve operational issues |
| CB1 | Sample all discharging Significant Industrial Users (SIU) annually to comply with EPA Pretreatment mandates |
| C3 | Ensure sampling data is accurate and timely reporting of sampling data to end users |
| C3 | Maintain NBC's fixed site monitoring equipment, and ensure all data is collected and transferred to NBC's Snapshot of Narragansett Bay web page for NBC and stakeholder use |

Significant Budget Modifications

The FY 2023 budget includes increased fuel expense for NBC's sampling vessels and the purchase of a new sampling vessel.

Budget

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Difference | % Change |
|---------------------------------------|---------------------|---------------------|---------------------|-------------------|---------------|
| BUDGET | | | | | |
| Operating Expense | | | | | |
| Personnel | \$ 1,241,366 | \$ 1,406,623 | \$ 1,437,022 | \$ 30,399 | 2.2% |
| Operating Supplies/Expense | 176,045 | 181,450 | 187,900 | 6,450 | 3.6% |
| Professional Services | 42,746 | 54,200 | 50,000 | (4,200) | (7.7%) |
| Lease/Subscription Expense | - | - | - | - | - |
| Total Operating Expense | 1,460,157 | 1,642,273 | 1,674,922 | 32,649 | 2.0% |
| Debt Service | - | - | - | - | - |
| Operating Capital Program | 123,455 | 132,000 | 281,000 | 149,000 | 112.9% |
| Total Expense and Use of Funds | 1,583,612 | 1,774,273 | 1,955,922 | 181,649 | 10.2% |
| FUNDING SOURCES | | | | | |
| Revenue Fund | 1,460,157 | 1,642,273 | 1,674,922 | 32,649 | 2.0% |
| Project Fund | 123,455 | 132,000 | 281,000 | 149,000 | 112.9% |
| Debt Service Fund | - | - | - | - | - |
| Total Funding Sources | \$ 1,583,612 | \$ 1,774,273 | \$ 1,955,922 | \$ 181,649 | 10.2% |
| FTE's | 15.0 | 15.0 | 15.0 | 0.0 | 0.0% |

Environmental Monitoring

TARGET MEASURES



CORE BUSINESS

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|--|----------------|---------------|---------------|
| CB1 | Conduct EPA mandated SIU sampling | 1,527 Samples | 100% | 100% |
| CB1 | Conduct EPA mandated WWTF sampling | 18,248 Samples | 100% | 100% |
| CB1 | Conduct EPA mandated Manhole sampling | 655 Samples | 100% | 100% |
| CB1 | Complete EPA mandated Septage sampling | 263 Samples | 100% | 100% |
| CB1 | Prepare the RIPDES DMR Report by the 15th of each month | 12 Reports | 12 Reports | 12 Reports |
| CB1 | Conduct 5 Environmental Land Use Restriction (ELUR) inspections | 5 Inspections | 5 Inspections | 5 Inspections |
| CB1 | Conduct bi-annual RIPDES stormwater collections at each NBC treatment facility | 4 Collections | 4 Collections | 4 Collections |



ENVIRONMENTAL PERFORMANCE

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

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| EP2 | Collect River samples to support water quality monitoring efforts | 4,854 Samples | 100% | 100% |
| EP2 | Collect Bay samples to support water quality monitoring efforts | 2,872 Samples | 100% | 100% |
| EP2 | Publish monitoring activities and analyses for prior year on NBC's website by due date | N/A | 4/30/2022 | 4/30/2023 |
| EP2 | Annually deploy fixed site monitoring equipment at a minimum of 2 sites | 3 Sites | 2 sites | 2 sites |
| EP2 | Determine impact of nutrient reductions on ecology through video monitoring a minimum of 4/year | 11 Videos | 4 videos | 4 videos |



STAFFING

Attract, develop, and retain highly qualified employees.

| KEY CODE | TARGET MEASURE | FY 2021 ACTUAL | FY 2022 GOAL | FY 2023 GOAL |
|----------|---|----------------|--------------|--------------|
| S2 | Provide a minimum of 250 training hours | 237 | 250 | 250 |



Capital Budget

NBC’s Capital Budget includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). The FY 2023 Capital Budget is \$223.6 million which is \$42.8 million or 23.7% higher than the prior year.

| | FY 2021 Actual | FY 2022 Budget | FY 2023 Budget | Budgeted Difference |
|-------------------------------|----------------------|-----------------------|-----------------------|------------------------|
| Source of Funds | | | | |
| Project Fund - Pay-go Capital | \$ 10,891,817 | \$ 6,333,000 | \$ 26,836,186 | \$ 20,503,186 |
| Project Fund - Restricted OCP | 3,192,306 | 4,327,000 | 3,812,000 | (515,000) |
| 2019 Series A (RIIB) | 6,918,592 | - | - | - |
| 2020 Series B (WIFIA 1) | 64,376,780 | 140,137,000 | 102,300,903 | (37,836,097) |
| 2020 Series C (WIFIA 2) | 2,111,284 | 30,008,000 | 80,656,987 | 50,648,987 |
| 2021 Series A (RIIB) | - | - | 1,000,000 | 1,000,000 |
| 2022 Series A (WIFIA 3) | - | - | 8,982,856 | 8,982,856 |
| Total Source of Funds | \$ 87,490,779 | \$ 180,805,000 | \$ 223,588,932 | \$ 42,783,932 |
| Use of Funds | | | | |
| CIP | \$ 83,847,136 | \$ 176,278,000 | \$ 219,776,932 | \$ 43,498,932 |
| OCP | 3,192,306 | 4,327,000 | 3,812,000 | (515,000) |
| Cost of Issuance/Other | 451,336 | 200,000 | - | (200,000) |
| Total Use of Funds | \$ 87,490,779 | \$ 180,805,000 | \$ 223,588,932 | \$ 42,783,932 |

The CIP and OCP identify capital expenditures in the current budget year and subsequent five-years and are developed within the context of the Strategic Plan’s short-term and long-term goals. NBC staff identify capital needs based upon the Asset Management Program as well as system and facility inspections. In addition, NBC engineers and scientists identify improvements that may be required to meet new permit requirements such as more stringent discharge limits as well as consent agreements. Additional capital needs such as improvements to Information Technology hardware and software are also identified as new technologies become available.

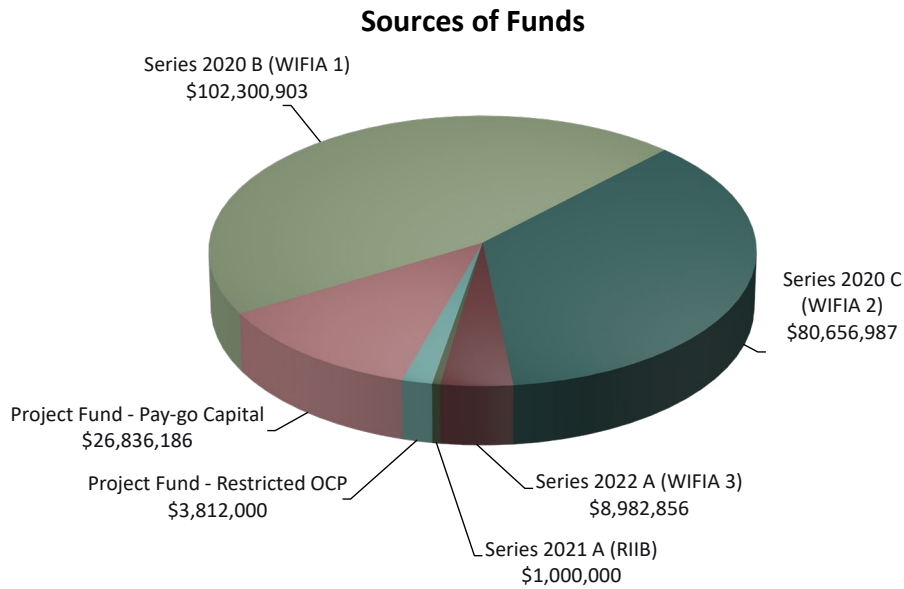


Items identified for inclusion in the Capital Budget must meet NBC’s criteria to be considered an asset. NBC’s asset criteria are further discussed in the OCP portion of this document. In general, assets that are to be purchased and installed by NBC staff within the fiscal year are included in the OCP. The highest priority items are included in the budget year with the remaining assets programmed into subsequent years. The CIP includes assets that will be completed over a number of years and are considered to be larger, more complex, and costlier. CIP items typically require the services of outside professional services to assist with planning, design, and construction. The projects identified in the CIP are assigned priority codes and funding is allocated accordingly.

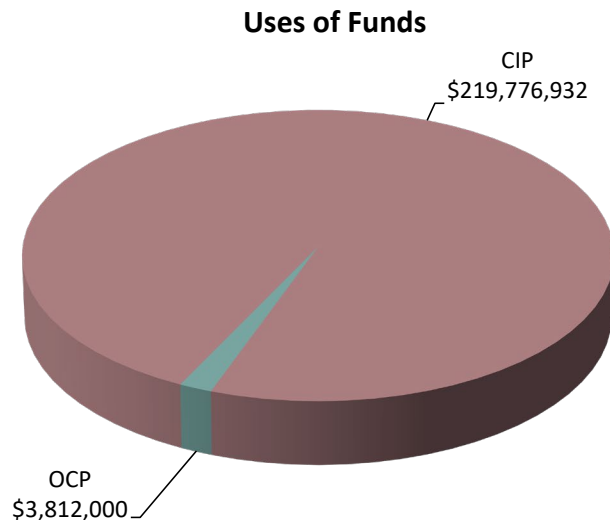
The Operating Budget includes debt service associated with the financing of the CIP. In addition, the Operating Budget line item “Transfer to Project Fund” is used in the subsequent fiscal year to fund the OCP and Pay-go CIP projects. Additional funding for the CIP is available from the Grants and Project Reimbursements Account in the Project Fund. NBC also funds the CIP with proceeds from the issuance of taxable and tax-exempt revenue bonds issued through the Rhode Island Infrastructure Bank (RIIB), which is also referred to in this document as

State Revolving Fund (SRF) debt. Capital improvements are also financed through the Water Infrastructure Financing Innovation Act (WIFIA) program administered by the United States Environmental Protection Agency (USEPA) which provides long-term low-cost credit assistance for up to 49% of eligible project costs. NBC also uses taxable and tax-exempt revenue bonds to meet capital needs.

In Fiscal Year 2023, the total sources of capital funds are approximately \$223.6 million. The largest source of capital funding is the WIFIA 1 Loan at \$102.3 million or 46%. The second largest source is the WIFIA 2 Loan at \$80.7 million or 36%. The budgeted Project Fund – Pay-go Capital, comprised of the Restricted Account and the Grants & Project Reimbursements Account, is \$26.8 million or 12%, followed by the WIFIA 3 Loan at \$9.0 million or 4% and the Project Fund - Restricted OCP at \$3.8 million or 2%. Lastly, Series 2021 A RIIB Loan proceeds of \$1.0 million or less than 1% is budgeted. The following chart illustrates the capital funding sources by type.



The largest category of capital budget expense in FY 2023 is for the CIP, which represents \$219.8 million or 98% of the total capital budget funds. The OCP represents \$3.8 million or 2% of the capital budget expense. The following chart illustrates the capital funding uses by type.



The Fiscal Year 2023 Operating Capital Budget totals \$3.8 million, which is \$515 thousand lower than the prior year. The following table shows the FY 2023 budgeted Operating Capital by Division. Please refer to the OCP Overview tabs in this document for more information on the OCP including the program overview, five-year plan for FY 2024-2028 and FY 2023 budget detail.

FY 2023 Operating Capital Program by Division

| Division Cost Center | Fiscal Year 2023 | Fiscal Years 2024-2028 |
|---|---------------------|---------------------------|
| Administration | | |
| Administration | \$ 195,000 | \$ - |
| Information Technology | 260,000 | 1,265,000 |
| <i>Subtotal</i> | 455,000 | 1,265,000 |
| Construction & Engineering | | |
| Construction Services | 50,000 | 104,000 |
| Engineering | 245,000 | 67,000 |
| <i>Subtotal</i> | 295,000 | 171,000 |
| Finance | | |
| Finance | 150,000 | - |
| Customer Service | 210,000 | 70,000 |
| General Services | 150,000 | 500,000 |
| <i>Subtotal</i> | 510,000 | 570,000 |
| Operations & Maintenance Services | | |
| Interceptor Maintenance | 121,000 | 1,526,000 |
| Operations & Maintenance Services | 73,000 | 32,000 |
| Field's Point | 756,000 | 6,609,000 |
| Bucklin Point | 878,000 | 2,650,000 |
| <i>Subtotal</i> | 1,828,000 | 10,817,000 |
| Environmental Science & Compliance | | |
| Pretreatment | 40,000 | 80,000 |
| Laboratory | 403,000 | 2,133,000 |
| Environmental Monitoring | 281,000 | 650,000 |
| <i>Subtotal</i> | 724,000 | 2,863,000 |
| Total | \$ 3,812,000 | \$ 15,686,000 |

The table on the following page shows the CIP by functional area. The table shows that the Fiscal Year 2023 programmed CIP expense totals \$219.8 million, which is \$43.5 million higher than the prior year. In addition, NBC has programmed capital improvements of \$562.1 million over FY 2024-2028.



Photo: Pawtucket Tunnel

The majority of these costs relate to the CSO Phase III A Facilities, at \$173.3 million or 79% of the total programmed expense in FY 2023. The largest CSO Phase III A project is 30801, the design-build of the Pawtucket Tunnel and Pump Station, with programmed expense of \$133.7 million in FY 2023 along with \$170.9 million in FY 2024-2028.

Please refer to the CIP tabs in this document for more information on the CIP, the individual projects, and the project operating budget impact of these improvements.

Capital Improvement Program FY 2023 and FY 2024-2028

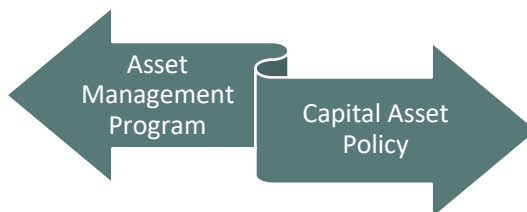
(In Thousands)

| Project Number | Project Name | Fiscal Year 2023 | Fiscal Years 2024-2028 |
|---|---|---------------------|---------------------------|
| Wastewater Treatment Facility Improvements | | | |
| 20000 | WWTF Improvements | \$ - | \$ 1,000 |
| 20200 | 2019 WWTF Improvements | 98 | - |
| 20700 | Long-Range Biosolids Disposal | 223 | 10,004 |
| 24000 | NBC Facility Electrical Improvements | 448 | 3 |
| 81800 | BPWWTF Sludge Digestion Facility Improvements | 992 | 5,127 |
| | <i>Subtotal</i> | 1,761 | 16,134 |
| Bucklin Point Resiliency Improvements | | | |
| 81000 | BPWWTF UV Disinfection Improvements | 9,687 | 3,458 |
| 81600 | BPWWTF Improvements | 393 | 3,600 |
| 81700 | BPWWTF Operations & Maintenance Buildings | 18,830 | 5,649 |
| | <i>Subtotal</i> | 28,910 | 12,707 |
| Field's Point Resiliency Improvements | | | |
| 20300 | FPWWTF Improvements | 2,563 | 16,306 |
| 20400 | FPWWTF Ernest Street Pump Station Improvements | 2,758 | 32,764 |
| 20500 | FPWWTF Maintenance & Storage Buildings | 2,590 | 23,422 |
| 20600 | NBC Solar Carport | 8 | - |
| 20800 | Cybersecurity Improvements | 197 | 22 |
| 40101 | FPWWTF Electrical Improvements | 758 | 9,509 |
| 71000 | Lincoln Septage Receiving Station Replacement | 108 | 6,382 |
| | <i>Subtotal</i> | 8,982 | 88,405 |
| Infrastructure Management | | | |
| 1140600 | RIPDES Compliance Improvements | 303 | 235 |
| 1140800 | Pilot Restoration Projects | 101 | 66 |
| 1140900 | Water Quality Model Validation and Enhancement | 60 | 103 |
| 30700 | NBC System-wide Facilities Planning | 28 | 726 |
| 40200 | NBC System-wide Inflow Reduction | 127 | 978 |
| 40300 | Municipal Lateral Sewer Acquisition Impact | - | 481 |
| 40400 | FPWWTF Plan Update | 116 | 67 |
| 40550 | RIPDES Flow Monitoring System Implementation | 1,253 | 397 |
| | <i>Subtotal</i> | 1,988 | 3,053 |
| CSO Phase III Facilities | | | |
| 30800 | CSO Phase III A Facilities - Design & Construction Program Management | 18,892 | 42,059 |
| 30801 | CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station | 133,667 | 170,931 |
| 30802 | CSO Phase III A Facilities - Tunnel Pump Station Fit-out | 27 | 104,994 |
| 30803 | CSO Phase III A Facilities - OF 205 | - | 6,270 |
| 30804 | CSO Phase III A Facilities - OF 210, 213, 214 | 1 | 28,225 |
| 30805 | CSO Phase III A Facilities - OF 217 | 11,657 | 4,073 |
| 30807 | CSO Phase III A Facilities - Regulator Modifications | 6,107 | 25 |
| 30809 | CSO Phase III A - GSI Projects | 1,600 | 1,672 |
| 30810 | CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters | 1,385 | 45,639 |
| | <i>Subtotal</i> | 173,336 | 403,888 |
| Sewer System Improvements | | | |
| 12400 | Interceptor Maintenance Building | 3 | 9,984 |
| 30500 | NBC Interceptor Easements Restoration, Various Locations | 254 | 1,005 |
| 30610 | NBC System-wide Regulator Modifications | 533 | 3,077 |
| 70900 | Omega Pump Station Improvements | 631 | 6,744 |
| | <i>Subtotal</i> | 1,421 | 20,810 |
| Interceptor Cleaning & Restoration | | | |
| 30400M | Interceptor Inspection and Cleaning | - | 2,500 |
| 30480M | Completion of Baseline Siphon Inspections and Cleanings | 508 | - |
| | <i>Subtotal</i> | 508 | 2,500 |
| Interceptor Restoration & Construction | | | |
| 30400C | Interceptor Restoration and Construction | - | 4,920 |
| 30315 | Woonasquatucket CSO OF 046 Improvements | 280 | 3,314 |
| 30421 | Louisquisset Pike Interceptor Improvements | 43 | 6,418 |
| 30468 | Improvements to Interceptors FY 2022 | 2,550 | - |
| | <i>Subtotal</i> | 2,873 | 14,652 |
| Total | | \$ 219,779 | \$ 562,149 |

Operating Capital Program

NBC’s Operating Capital Program (OCP) identifies programmed asset purchases for the current budget year and subsequent five years. The OCP is based primarily on information from NBC’s Asset Management Program (AMP) and includes new assets, asset replacements, asset renovations and betterments. Examples of these assets include pumps, tanks, actuators, bar racks, and testing equipment.

Other operating capital items are identified through facility inspections and established programmatic priorities. Examples of these assets include fleet vehicles and laboratory equipment as well as computer hardware and software licensing. In accordance with NBC’s Capital Asset Policy, all assets must have an acquisition cost greater than \$5,000 and a useful life of three years or more.



Operating Capital Program Overview

This year’s OCP identifies 76 assets programmed for acquisition in FY 2023 at a total cost of approximately \$3.8 million. NBC has also programmed asset purchases in FY 2024 through FY 2028 of approximately \$15.7 million for a total of \$19.5 million over the six-year period reflected in the Program. As is shown in the following table, most of the asset purchases, \$12.6 million or 65%, are for items required to support the wastewater treatment and collection functions in the Operations and Maintenance Division.

**FY 2023 – 2028
Operating Capital Program**

| Division | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total FY 2024-2028 | Total FY 2023-2028 |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|
| Administration | \$ 455,000 | \$ 250,000 | \$ 220,000 | \$ 325,000 | \$ 185,000 | \$ 285,000 | \$ 1,265,000 | \$ 1,720,000 |
| Construction & Engineering | 295,000 | - | 34,000 | 67,000 | - | 70,000 | 171,000 | 466,000 |
| Finance | 510,000 | 135,000 | 135,000 | 100,000 | 100,000 | 100,000 | 570,000 | 1,080,000 |
| Operations & Maintenance | 1,828,000 | 2,741,000 | 2,360,000 | 2,010,000 | 2,057,000 | 1,649,000 | 10,817,000 | 12,645,000 |
| Environmental Science & Compliance | 724,000 | 446,000 | 518,000 | 419,000 | 954,000 | 526,000 | 2,863,000 | 3,587,000 |
| | \$3,812,000 | \$3,572,000 | \$3,267,000 | \$2,921,000 | \$3,296,000 | \$2,630,000 | \$15,686,000 | \$19,498,000 |

Operating Capital Program Development

NBC is committed to making the investments needed to ensure continuous operation of its facilities, support services and core business functions. To achieve this goal, NBC adopted and implemented an Asset Management Program (AMP), which is the primary source used to identify operating capital needs. The AMP is a comprehensive and detailed document maintained by the Asset Management Administrator that identifies all of NBC’s assets. This includes assets acquired as part of a capital improvement project as well as assets purchased through the annual budget process.

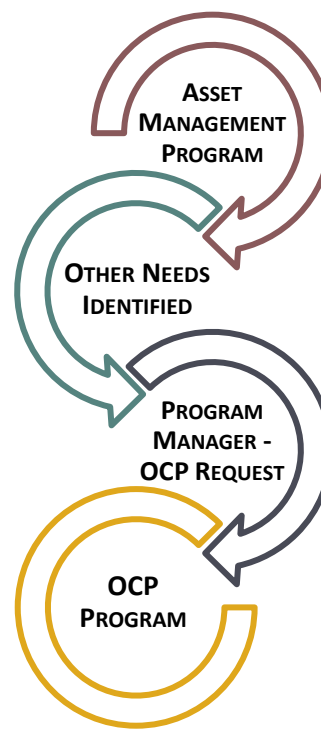
Detailed asset information is captured in the asset management system including the location, cost, and useful life of an asset. In addition, each asset is assigned a criticality factor that takes into consideration redundancy. NBC’s computerized work order system is integrated into the AMP so that preventive and corrective maintenance activity is also captured for each asset. The asset maintenance history and useful life information assists with the determination of whether an asset should be repaired or replaced. The

information in the AMP enables NBC to produce a facilities and equipment condition analysis report that is used to identify and prioritize capital asset needs.

In addition to the AMP, other new assets, or asset replacements are identified through the operation and inspection of facilities. Investment in Information Technology (IT) assets are typically programmed in advance to address specific needs such as refreshing employee workstations and laptops, enhancing the security of NBC's technical infrastructure, or implementing additional functionality to current business systems. Laboratory and sampling equipment needs are often identified through the planning process to ensure compliance with new RIPDES permit or water quality sampling requirements.

Program managers use the information from the AMP and other sources as the basis for requesting funding for operating capital assets. The OCP includes requests for the upcoming budget year as well as the subsequent five years to align with the Capital Improvement Program window.

With respect to the upcoming budget year, as part of the annual budget process, each section submits detailed operating capital requests with supporting documentation for each asset. Each request is unique and includes the asset title, description, estimated cost, location, useful life, purchase justification, priority ranking and indicates if the asset is new, a replacement or a betterment. The requests are first reviewed by the accounting staff to determine if the request meets the capital asset criteria. Once approved by accounting, the requests are reviewed by Finance to ensure that the information is complete and that there is documentation to support the estimated cost. Any new asset request with a cost over \$50 thousand is required to be accompanied by a cost analysis to demonstrate that the purchase of new equipment is more cost effective than using an outside vendor. Once the asset has been confirmed to meet the OCP criteria, the information is compiled and included in the budget. Each asset included in the budget is assigned a unique asset allocation number which is referenced when the asset is purchased to ensure that it is authorized.

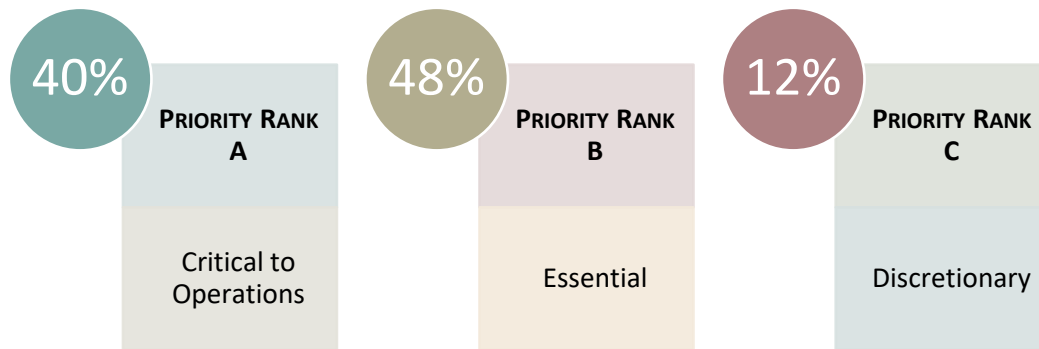


Capital Assets by Priority

As part of the OCP program development, each asset request is assigned a priority ranking based on an assessment of its criticality. Assets with a priority Ranking "A" represent items critical to NBC operations and would include implementation of new technology, addressing a new permit requirement and ensuring the health and safety of NBC's work environment. Approximately 40% of asset requests for FY 2023 are prioritized with an "A" ranking with a total cost of \$1.5 million.

In addition, 48% or \$1.8 million are identified with a "B" priority ranking, which include items essential to efficient operations such as the need of a specialized contractor and/or skilled workers to install a new asset or availability of parts for critical equipment. Assets with a priority ranking "C" are assets needed,

but not critical to ongoing operations of NBC’s facilities, such as office furniture and equipment and represents 12% of the total or \$477 thousand.



The OCP also reflects planned asset purchases for the subsequent five years. Although detailed information is required for all requested operating capital assets in the budget year, less specific information is needed to program future purchases. Each cost center submits a six-year operating capital needs form as part of the annual budget process. The first-year ties into the budget year and must be accompanied by the operating capital request form discussed previously. Assets in subsequent years must include the asset title, location, a brief explanation of how the asset will be used, and justification. These requests are reviewed by Finance and are incorporated into the OCP.

Fiscal Sustainability Plan

To borrow funds through the Rhode Island Infrastructure Bank (RIIB), NBC is required to have an established Fiscal Sustainability Plan (FSP) that complies with the Amendments to Titles I, II, V, and VI in the Water Resources Reform and Development Act under the Federal Water Pollution Control Act (Regulations). Under the guidance of NBC’s Board of Commissioner’s Fiscal Sustainability Plan Policy, the Asset Management Program (AMP), Capital Improvement Program (CIP), Annual Operating Budget and Operating Capital Program (OCP) were developed and implemented. These planning tools protect NBC’s significant capital investments and conservation efforts and have been formally incorporated into the FSP. The AMP provides direction in developing the OCP based on the identified needs that meet the criteria set forth in NBC’s Capital Asset Policy.



Operating Capital Program Guidelines

The development of the FY 2023 Operating Capital Program is governed by the following:

- The operating capital policy defines operating capital items as those with costs greater than \$5,000 and a minimum useful life of three years.
- The Asset Management Policy requires the identification of short-term capital needs and the development of a long-term (five-year) asset replacement Program.
- The Accounting Manager must ensure that asset criteria is met and approve the capitalization of assets.

Operating Capital Program Budget Calendar

Development of the Operating Capital Program Budget is as follows:

OCTOBER 2021

- Budget Forms Available

NOVEMBER 2021

- FY 2023 – 2028 Operating Capital Submittals due to Finance
- Review submittals with respect to Asset Criteria and General Ledger (GL) account code

DECEMBER 2021

- 5-year OCP available for review and comments

JANUARY 2022

- Complete OCP Schedules
- Draft OCP Narrative

FEBRUARY 2022

- Finalize OCP Document
- Finance Committee and Board Review and Approval of OCP on March 1, 2022

Operating Capital Program Amendment Procedures

During the fiscal year, there may be a need to make changes to the operating capital budget to accommodate those instances in which the actual bids received for items are higher than budgeted amounts, or where the installation of a new asset requires additional resources beyond what was anticipated. In addition, changes may be required to accommodate emergencies. In these cases, a Division Director may request a modification to the operating capital budget. If a modification to the operating capital budget is needed, it is preferred that an entire asset is reallocated to the new item. In some cases, this is not possible and partial reallocations are accommodated. The Chief Financial Officer may authorize changes in the operating capital budget if the total expenditures do not exceed the total amount approved for the fiscal year. Procedures for modifications to the operating capital budget during the year are as follows:

Operating Capital Program Amendment Procedures

Non-Emergencies:

- Prior to Purchase, the Operating Capital Reallocation Request Form is completed, signed by the Division Director, and accompanied by vendor quote for the estimated cost.
- The Form is reviewed by the Accounting and Finance Departments to determine if the item meets the criteria to be considered an asset in accordance with NBC's Capital Asset Policy.
- The Form then requires review and approval by the Chief Financial Officer.
- If approved, a new Asset Allocation number is assigned, and operating capital funding is transferred.

Emergencies:


- The item is purchased in accordance with NBC's Purchasing Rules and Regulations for emergency purchases.
- The Operating Capital Reallocation Request Form is completed and signed by the Division Director and accompanied by a quote for the estimated cost.
- The Form is reviewed by the Accounting and Finance Departments to determine if the item meets the criteria to be considered an asset in accordance with NBC's Capital Asset Policy and is then reviewed by the Chief Financial Officer.


Operating Capital Program by Strategic Objective

The Strategic Plan guides NBC operations and ensures facilities and infrastructure are maintained. As part of the OCP development, the budgeted capital assets have been categorized by the goal the asset will address.

Of the 76 budgeted capital assets in FY 2023, \$3.3 million or 89% are related to NBC's Core Business goal for infrastructure, applications, and compliance. In addition, \$500 thousand or 11% relate to NBC's Environmental Performance goal and includes sampling and laboratory analysis assets. The following table illustrates the percentage of budgeted assets by strategic goal.

Percentage of OCP Assets by Strategic Plan Goal

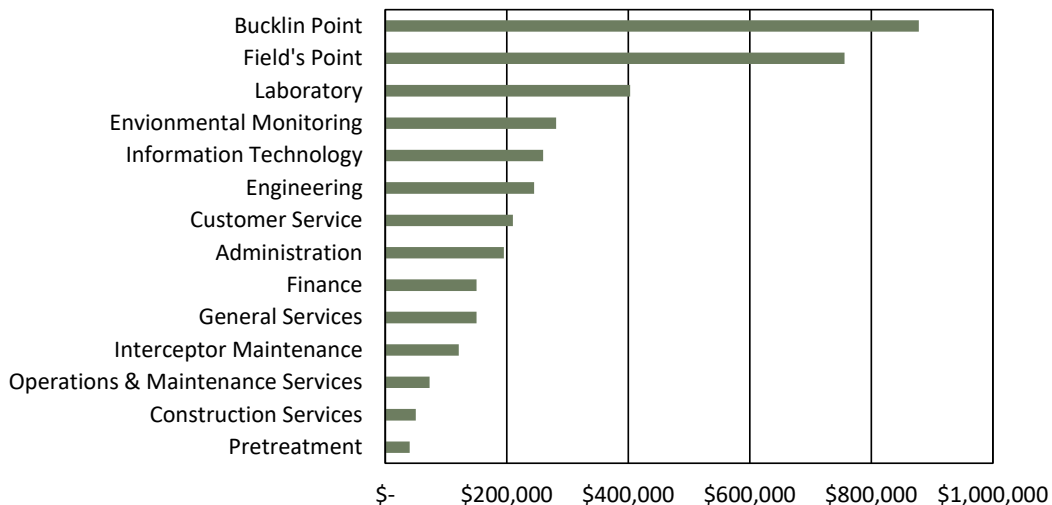
|  Core Business: <i>Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.</i> | | |
|--|------------|--|
| Key Code | Percentage | Code Description |
| CB3 | 14% | Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies. |
| CB4 | 75% | Maintain NBC's asset management program to ensure continuous operation and the protection of assets. |

|  Environmental Performance: <i>Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</i> | | |
|--|------------|--|
| Key Code | Percentage | Code Description |
| EP 2 | 11% | Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements |

Operating Capital Program by Cost Center

The largest percentage of the FY 2023 OCP is to support the wastewater treatment facilities (WWTF), representing a combined 41% of the programmed operating capital with \$878 thousand at Bucklin Point and \$756 thousand at Field's Point. NBC has prioritized the replacement of numerous pumps, vehicles, tanks, bar racks, and other equipment, as well as upgrades to wind turbines and security, which are required to operate the facilities and maintain infrastructure. The Laboratory section's operating capital budget comprises 11% of the total or \$403 thousand. The Laboratory is replacing several analyzers for WWTFs sample testing to meet RIPDES permit requirements. The Cyanide Analyzer, at a cost of \$130 thousand is used to test for cyanide; the ICP-OES Industrial Metals Analyzer, at a cost of \$120 thousand is used to test for metals and the Saltwater Nutrient Analyzer, at a cost of \$120 thousand is used to test for nitrogen compounds in sea water. The Environmental Monitoring section comprises 7% of the total budget at \$281 thousand and includes \$155 thousand for the purchase of a new sampling vessel as well as replacement of sampling equipment. The Information Technology (IT) section's operating capital budget of \$260 thousand or 7% of the total, includes \$75 thousand for the annual PC Refresh Program and \$75 thousand for the triennial security assessment. This total also includes hardware and software investments. The FY 2023 operating capital by cost center is reflected in the following chart.

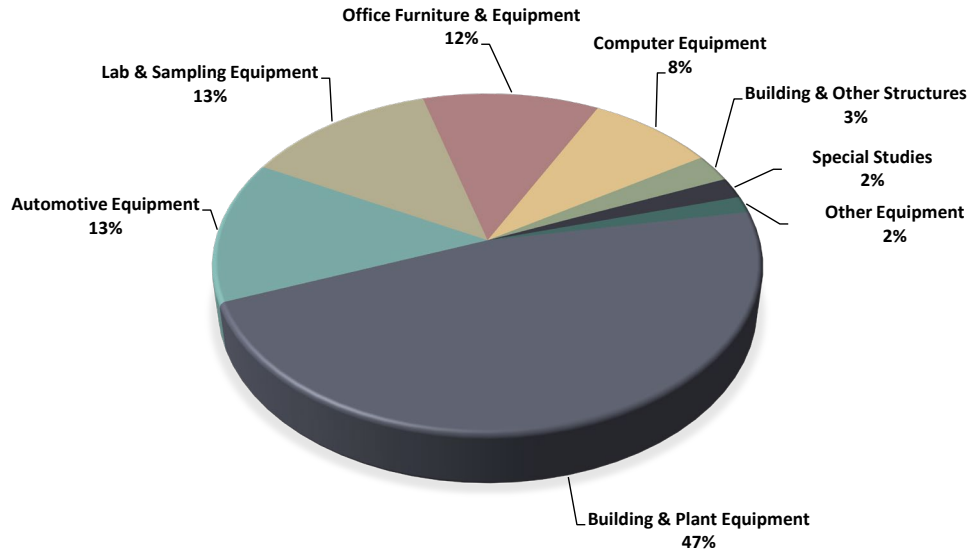
FY 2023 Operating Capital by Cost Center



Fiscal Year 2023 Operating Capital Program by Type

The FY 2023 OCP identifies new and replacement asset purchases totaling approximately \$3.8 million. The largest asset category is Building & Plant Equipment at \$1.8 million or 47% of the total. Automotive Equipment represents 13% or \$517 thousand. Lab & Sampling Equipment represents 13% or \$491 thousand. Office Furniture & Equipment represents 12% or \$453 thousand. Computer Equipment represents 8% or \$325 thousand. Other Equipment, Building & Other Structures and Special Studies comprise the remaining 7% of the FY 2023 asset acquisitions.

FY 2023 Operating Capital by Type



NBC's strategic goal of maximizing technology and maintaining capability is demonstrated through computer equipment purchases that are programmed in FY 2023. The majority is related to hardware upgrades and software enhancements to existing business systems along with the annual PC refresh program.

| Computer Equipment | Total |
|---|--------------------------|
| Customer Information and Billing System Enhancements | 75,000 |
| Annual PC Refresh Program | 75,000 |
| Laboratory Information Management System Enhancements | 50,000 |
| Power Supply Upgrade | 50,000 |
| Computer Room Enhancements | 25,000 |
| Conference Room Upgrades | 25,000 |
| Programmable Logic Controller | 15,000 |
| Security Upgrades | 10,000 |
| Total | <u>\$ 325,000</u> |

The following table illustrates NBC’s FY 2023 programmed replacement and betterment investments which ensure the protection of assets and continuous operation of the facilities. Most of the Replacement Reserve items, or 56%, are for building and plant equipment. This includes pumps, bar racks, tanks and upgrades to the HVAC systems and wind turbines. This is followed by vehicles at 17%, laboratory & sampling equipment at 16% and computer equipment at 5%.

| Replacement & Betterment Assets | Total | % of Total |
|--|---------------------|-------------------|
| Building & Plant Equipment | \$ 1,728,000 | 56% |
| Vehicles | 517,000 | 17% |
| Laboratory & Sampling Equipment | 478,000 | 16% |
| Computer Equipment | 140,000 | 5% |
| Other | 217,000 | 7% |
| Total | \$ 3,080,000 | 100% |

Lastly, NBC plans on purchasing new assets in the Office Furniture and Equipment category. Several areas within the NBC campus will be reconfigured to accommodate changes in personnel at a cost of \$295 thousand, a new space will be created for the Environmental Education program at a cost of \$100 thousand and the purchase a new copy machine for printing sewer permits is also included. This category represents 55% of the total new assets. New computer hardware and software enhancements represent 25% of the programmed new assets at a cost of \$185 thousand. NBC intends to purchase new assets in the building & plant equipment category totaling \$63 thousand which include ductless split air conditioning systems in the COB, a portable trench box that will be used to assist with small excavations and a gas metering system which measures the gas level in the tunnel screening building. The remaining new assets at a cost of \$81 thousand or 11% of the total will support operations and ensure core business goals are met.

| New Assets | Total | % of Total |
|------------------------------|-------------------|-------------------|
| Office Furniture & Equipment | 403,000 | 55% |
| Computer Equipment | 185,000 | 25% |
| Building & Plant Equipment | 63,000 | 9% |
| Other | 81,000 | 11% |
| Total | \$ 732,000 | 100% |

Operating Capital Program Funding

Operating Capital is funded from the Restricted Account – Operating Capital in the Project Fund. In accordance with the Trust Indenture, after fiscal year end, a calculation is made to determine the amount that should be transferred from the Stabilization Account in the Debt Service Fund to the Restricted Accounts in the Project Fund to support the Capital Budgets. This is also consistent with the Order from the Rhode Island Public Utilities Commission. An additional calculation is performed to further allocate the funds to the OCP and CIP Restricted Accounts. For the Operating Capital Program, the fund transfer at the beginning of each fiscal year to the Restricted Account – Operating Capital takes into consideration any unspent balance from the prior year (see calculation below).



The following table shows that in FY 2023, NBC plans to fund the OCP with \$3.8 million from the Restricted Account – Operating Capital in the Project Fund. NBC has also programmed funding of \$5.0 million per year for FY 2024 through FY 2028 for the OCP from this same source.

OCP - SOURCES

| Sources of Funds (Thousands) | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total FY 2024-2028 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------|
| Restricted Account-Operating Capital | \$ 3,812 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 |
| Total | \$ 3,812 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 |

The FY 2023 programmed asset purchases total approximately \$3.8 million. In FY 2024 through FY 2028, NBC has programmed the acquisition of the assets identified in the OCP as well as an additional placeholder amount. This ensures that total programmed uses are \$5.0 million per year in the five-year window.

OCP - USES

| Uses of Funds (Thousands) | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total FY 2024-2028 |
|--------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------------|
| Operating Capital Program | \$ 3,812 | \$ 3,572 | \$ 3,267 | \$ 2,921 | \$ 3,296 | \$ 2,630 | \$ 15,686 |
| Operating Capital Placeholder | - | 1,428 | 1,733 | 2,079 | 1,704 | 2,370 | 9,314 |
| Total | \$ 3,812 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 25,000 |

Operating Capital Program Summary by Fiscal Year

| Asset Type | Asset Title | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total Cost |
|--|--|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| ADMINISTRATION | | | | | | | | |
| Administration | | | | | | | | |
| Replacement | Environmental Education Room | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | 100,000 |
| New | Office Furniture & Equipment | 95,000 | - | - | - | - | - | 95,000 |
| <i>Subtotal Administration</i> | | <u>195,000</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>195,000</u> |
| Information Technology | | | | | | | | |
| Replacement | Annual PC Refresh Program Replacement | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 450,000 |
| New | Triennial Security Assessment | 75,000 | - | - | 75,000 | - | - | 150,000 |
| New | LIMS Enhancement | 50,000 | - | 50,000 | - | 50,000 | - | 150,000 |
| New | Conference Room Upgrades | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| New | Computer Room Enhancements | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| New | Security Upgrades | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 60,000 |
| Replacement | Edge Switch Upgrades | - | 50,000 | - | 50,000 | - | 50,000 | 150,000 |
| New | Oracle ERP/Database Enhancements | - | 40,000 | - | 40,000 | - | 40,000 | 120,000 |
| New | Hansen Upgrades | - | 25,000 | - | 25,000 | - | 25,000 | 75,000 |
| Replacement | Large Form Scanner/Printer | - | - | 35,000 | - | - | 35,000 | 70,000 |
| <i>Subtotal Information Technology</i> | | <u>260,000</u> | <u>250,000</u> | <u>220,000</u> | <u>325,000</u> | <u>185,000</u> | <u>285,000</u> | <u>1,525,000</u> |
| CONSTRUCTION & ENGINEERING | | | | | | | | |
| Construction Services | | | | | | | | |
| Replacement | Vehicle 357 | 50,000 | - | - | - | - | - | 50,000 |
| Replacement | Vehicle 343 | - | - | 34,000 | - | - | - | 34,000 |
| Replacement | Vehicle 337 | - | - | - | 35,000 | - | - | 35,000 |
| Replacement | Vehicle 311 | - | - | - | - | - | 35,000 | 35,000 |
| <i>Subtotal Construction Services</i> | | <u>50,000</u> | <u>-</u> | <u>34,000</u> | <u>35,000</u> | <u>-</u> | <u>35,000</u> | <u>154,000</u> |
| Engineering | | | | | | | | |
| Replacement | HVAC Control System Upgrade | 70,000 | - | - | - | - | - | 70,000 |
| Replacement | Interceptor Maintenance HVAC | 65,000 | - | - | - | - | - | 65,000 |
| New | Ductless Split Air Conditioning System | 35,000 | - | - | - | - | - | 35,000 |
| Replacement | Ductless Split Air Conditioning System | 15,000 | - | - | - | - | - | 15,000 |
| Replacement | GPS Rover | 45,000 | - | - | - | - | - | 45,000 |
| Replacement | Survey Equipment | 15,000 | - | - | - | - | - | 15,000 |
| Replacement | Vehicle 326 | - | - | - | 32,000 | - | - | 32,000 |
| Replacement | Vehicle 312 | - | - | - | - | - | 35,000 | 35,000 |
| <i>Subtotal Engineering</i> | | <u>245,000</u> | <u>-</u> | <u>-</u> | <u>32,000</u> | <u>-</u> | <u>35,000</u> | <u>312,000</u> |
| FINANCE | | | | | | | | |
| Finance | | | | | | | | |
| New | Office Furniture & Equipment | 100,000 | - | - | - | - | - | 100,000 |
| Replacement | Copy machine | 50,000 | - | - | - | - | - | 50,000 |
| <i>Subtotal Finance</i> | | <u>150,000</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>150,000</u> |
| Customer Service | | | | | | | | |
| New | Office Furniture & Equipment | 100,000 | - | - | - | - | - | 100,000 |
| New | CIS Enhancements | 75,000 | - | - | - | - | - | 75,000 |
| Replacement | Vehicle 339 | 35,000 | - | - | - | - | - | 35,000 |
| Replacement | Vehicle 335 | - | 35,000 | - | - | - | - | 35,000 |
| Replacement | Vehicle 316 | - | - | 35,000 | - | - | - | 35,000 |
| <i>Subtotal Customer Service</i> | | <u>210,000</u> | <u>35,000</u> | <u>35,000</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>280,000</u> |
| General Services | | | | | | | | |
| Replacement | Wind Turbine Upgrades | 150,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 650,000 |
| <i>Subtotal General Services</i> | | <u>150,000</u> | <u>100,000</u> | <u>100,000</u> | <u>100,000</u> | <u>100,000</u> | <u>100,000</u> | <u>650,000</u> |
| OPERATIONS & MAINTENANCE | | | | | | | | |
| Interceptor Maintenance | | | | | | | | |
| Replacement | Vehicle 341 | 55,000 | - | - | - | - | - | 55,000 |
| Replacement | Vehicle 444 | 40,000 | - | - | - | - | - | 40,000 |
| Replacement | Garage Heaters | 10,000 | - | - | - | - | - | 10,000 |
| New | Portable Trench Box | 8,000 | - | - | - | - | - | 8,000 |
| Replacement | Digger Bucket | 8,000 | - | - | - | - | - | 8,000 |
| Replacement | Vehicle 472 | - | 150,000 | - | - | - | - | 150,000 |
| Replacement | Vehicle 376 | - | 140,000 | - | - | - | - | 140,000 |
| Replacement | Vehicle 455 | - | - | 75,000 | - | - | - | 75,000 |
| Replacement | Vehicle 338 | - | - | 65,000 | - | - | - | 65,000 |
| Replacement | Interceptor Maintenance Building Roof | - | - | 56,000 | - | - | - | 56,000 |
| Replacement | Copy Machine | - | - | 12,000 | - | - | - | 12,000 |
| Replacement | Vehicle 363 | - | - | - | 225,000 | - | - | 225,000 |
| Replacement | Vehicle 459 | - | - | - | 16,000 | - | - | 16,000 |
| Replacement | Fence Gate Controller | - | - | - | 12,000 | - | - | 12,000 |
| Replacement | Equipment 829A | - | - | - | 10,000 | - | - | 10,000 |

Operating Capital Program Summary by Fiscal Year

| Asset Type | Asset Title | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total Cost |
|---|---|---------|---------|---------|---------|---------|---------|------------|
| Replacement | Equipment 656A | - | - | - | 8,000 | - | - | 8,000 |
| Replacement | Vehicle 346 | - | - | - | 7,000 | - | - | 7,000 |
| Replacement | Vehicle 329 | - | - | - | - | 600,000 | - | 600,000 |
| Replacement | Vehicle 322 | - | - | - | - | - | 75,000 | 75,000 |
| Replacement | Vehicle 334 | - | - | - | - | - | 45,000 | 45,000 |
| Replacement | Vehicle 373 | - | - | - | - | - | 30,000 | 30,000 |
| <i>Subtotal Interceptor Maintenance</i> | | 121,000 | 290,000 | 208,000 | 278,000 | 600,000 | 150,000 | 1,647,000 |
| Operations & Maintenance Services | | | | | | | | |
| Replacement | Power Supply Upgrade | 50,000 | - | - | - | - | - | 50,000 |
| Replacement | Programmable Logic Controller Upgrade | 15,000 | - | - | - | - | - | 15,000 |
| New | Copy Machine | 8,000 | - | - | - | - | - | 8,000 |
| Replacement | Vehicle 336 | - | - | - | 32,000 | - | - | 32,000 |
| <i>Subtotal Operations & Maintenance Services</i> | | 73,000 | - | - | 32,000 | - | - | 105,000 |
| Field's Point | | | | | | | | |
| Replacement | Bar Racks | 150,000 | 152,000 | 152,000 | 152,000 | 155,000 | 155,000 | 916,000 |
| Replacement | Grit Tank Unit | 105,000 | 110,000 | 110,000 | 115,000 | 115,000 | 115,000 | 670,000 |
| New | Fire Alarm | 80,000 | - | - | - | - | - | 80,000 |
| Replacement | Return Sludge Pump | 80,000 | - | - | - | - | - | 80,000 |
| Replacement | Hypo Tank Relining | 65,000 | - | - | - | - | - | 65,000 |
| Replacement | Vehicle 375 | 45,000 | - | - | - | - | - | 45,000 |
| Replacement | Vehicle 379 | 35,000 | - | - | - | - | - | 35,000 |
| Replacement | Sludge Grinder | 30,000 | - | 18,000 | 18,000 | 18,000 | 22,000 | 106,000 |
| Replacement | Wasting Pump | 30,000 | - | - | - | - | - | 30,000 |
| Replacement | Variable Frequency Drive | 30,000 | - | - | - | - | - | 30,000 |
| Replacement | Sludge Pump & Motor | 24,000 | 24,000 | - | - | - | 25,000 | 73,000 |
| Replacement | Sludge Pump | 20,000 | - | - | - | - | - | 20,000 |
| Replacement | Influent Gate Cylinder | 20,000 | - | - | - | - | - | 20,000 |
| New | Gas Metering System | 20,000 | - | - | - | - | - | 20,000 |
| Replacement | Isolation Valves | 15,000 | - | - | - | - | - | 15,000 |
| Replacement | Tank Level Indicator | 7,000 | - | - | - | - | - | 7,000 |
| Replacement | Sewage Pump | - | 250,000 | 50,000 | 250,000 | 250,000 | - | 800,000 |
| Replacement | Hydro Flow Screen | - | 200,000 | - | - | - | - | 200,000 |
| Replacement | 40 MGD Sewage Pump Cartridge | - | 165,000 | 175,000 | - | - | - | 340,000 |
| Replacement | Vehicle 353 | - | 155,000 | - | - | - | - | 155,000 |
| Replacement | Variable Frequency Drive Cells | - | 100,000 | - | - | - | - | 100,000 |
| Replacement | Tank Turntable Assembly | - | 85,000 | 85,000 | 85,000 | - | - | 255,000 |
| Replacement | Lower Bearing & Shaft | - | 75,000 | 75,000 | 80,000 | - | 80,000 | 310,000 |
| Betterment | Tunnel 1 Crane Recoating | - | 50,000 | - | - | - | - | 50,000 |
| Replacement | 300 HP Motor for Pump | - | 45,000 | 45,000 | - | - | - | 90,000 |
| Replacement | Grit Pump with Motor | - | 35,000 | - | - | - | - | 35,000 |
| Replacement | Vehicle 389 | - | 35,000 | - | - | - | - | 35,000 |
| Replacement | Hydraulic Power System | - | 30,000 | - | - | - | - | 30,000 |
| Replacement | Pepcon Unit | - | 30,000 | - | - | - | - | 30,000 |
| Replacement | Vehicle 434 | - | 30,000 | - | - | - | - | 30,000 |
| Replacement | Exhaust Fans | - | 25,000 | - | - | - | - | 25,000 |
| Replacement | Equipment 0024 | - | 25,000 | - | - | - | - | 25,000 |
| Replacement | Equipment 0040 | - | 22,000 | - | - | - | - | 22,000 |
| Replacement | Screw Pump Motor | - | 20,000 | 38,000 | 25,000 | - | - | 83,000 |
| Replacement | MCC Room UPS | - | 20,000 | - | - | - | - | 20,000 |
| Replacement | Dewatering Pump Motor | - | 19,000 | - | - | - | - | 19,000 |
| Replacement | Tunnel Bridge Crane Drive Unit/Hoist/Trolley | - | 18,000 | - | - | - | - | 18,000 |
| Replacement | Sludge Grinder Cartridges | - | 15,000 | 15,000 | - | 15,000 | - | 45,000 |
| Replacement | Equipment 109A | - | 15,000 | - | - | - | - | 15,000 |
| Replacement | Dewatering Pump | - | 12,000 | - | - | - | - | 12,000 |
| Replacement | Variable Frequency Drive | - | 10,000 | - | - | - | - | 10,000 |
| Replacement | Mag Flow Meter | - | 6,000 | - | - | - | - | 6,000 |
| Replacement | Fire Alarm Panel | - | 5,000 | - | - | - | - | 5,000 |
| Replacement | Dehumidifiers | - | - | 200,000 | - | - | - | 200,000 |
| Replacement | Sewage Pump Motor | - | - | 100,000 | - | - | - | 100,000 |
| Replacement | Hypo Storage Tanks | - | - | 75,000 | 75,000 | 80,000 | 80,000 | 310,000 |
| Replacement | Vehicle 360 | - | - | 45,000 | - | - | - | 45,000 |
| Replacement | Vehicle 366 | - | - | 45,000 | - | - | - | 45,000 |
| Replacement | Sewage Pump & Motor | - | - | 40,000 | - | - | - | 40,000 |
| Replacement | Vehicle 352 | - | - | 40,000 | - | - | - | 40,000 |
| Replacement | Vehicle 464 | - | - | 40,000 | - | - | - | 40,000 |
| Replacement | 200 HP Motor for Pump | - | - | 35,000 | 30,000 | - | - | 65,000 |
| Replacement | Tunnel-1 Crane Laser Distance/Power Rails/Shoes Rebuild | - | - | 35,000 | - | - | - | 35,000 |
| Replacement | Equipment 0050 | - | - | 35,000 | - | - | - | 35,000 |
| Replacement | Sluice Gate Actuators | - | - | 30,000 | - | - | - | 30,000 |
| Replacement | Vehicle 345 | - | - | 28,000 | - | - | - | 28,000 |

Operating Capital Program Summary by Fiscal Year

| Asset Type | Asset Title | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total Cost |
|----------------------|----------------------------------|---------|-----------|-----------|-----------|-----------|---------|------------|
| Replacement | Water Champ | - | - | 25,000 | 25,000 | 25,000 | - | 75,000 |
| Replacement | Equipment 0070 | - | - | 22,000 | - | - | - | 22,000 |
| Replacement | Froth Spray Pump & Motor | - | - | 20,000 | - | - | 40,000 | 60,000 |
| Replacement | Sump Pump | - | - | 20,000 | - | - | - | 20,000 |
| Replacement | Hypochlorite Pump & Motor | - | - | 20,000 | - | - | - | 20,000 |
| Replacement | Gearbox, Stem & Piston | - | - | 14,000 | - | - | - | 14,000 |
| Replacement | Computer Air Handling Unit | - | - | 12,000 | - | - | - | 12,000 |
| Replacement | Copy Machine | - | - | 12,000 | - | - | - | 12,000 |
| Replacement | Dilution Flow Meter | - | - | 10,000 | - | - | - | 10,000 |
| Replacement | Variable Frequency Drive | - | - | 10,000 | - | - | - | 10,000 |
| Replacement | Equipment 0025 | - | - | 10,000 | - | - | - | 10,000 |
| Replacement | Flow Meter | - | - | 9,000 | - | - | - | 9,000 |
| Replacement | Flow Meter | - | - | 8,000 | - | - | - | 8,000 |
| Replacement | LEL Gas Meter | - | - | 6,000 | - | - | - | 6,000 |
| Replacement | 20 MGD Sewage Pump Cartridge | - | - | - | 130,000 | - | - | 130,000 |
| Replacement | Caustic Storage Tank | - | - | - | 75,000 | 80,000 | 85,000 | 240,000 |
| Replacement | Vehicle 332 | - | - | - | 45,000 | - | - | 45,000 |
| Replacement | Gearboxes for Sluice Gates | - | - | - | 40,000 | - | - | 40,000 |
| Replacement | Scum Dewatering Pump | - | - | - | 36,000 | - | - | 36,000 |
| Replacement | Plant Water Pump & Motor | - | - | - | 35,000 | 35,000 | - | 70,000 |
| Replacement | Vehicle 333 | - | - | - | 28,000 | - | - | 28,000 |
| Replacement | Metering Pumps | - | - | - | 25,000 | - | - | 25,000 |
| Replacement | Actuator for Butterfly Valve | - | - | - | 20,000 | - | - | 20,000 |
| Replacement | Sodium Bisulfite Analyzer | - | - | - | 15,000 | - | - | 15,000 |
| Replacement | Lower Explosive Limit Gas Meter | - | - | - | 10,000 | - | - | 10,000 |
| Replacement | Effluent Bisulfite Analyzer | - | - | - | 9,000 | - | - | 9,000 |
| Replacement | Process Control Unit | - | - | - | - | 50,000 | - | 50,000 |
| Replacement | Butterfly Valve | - | - | - | - | 40,000 | - | 40,000 |
| Replacement | Flow Meter | - | - | - | - | 40,000 | - | 40,000 |
| Replacement | GT Flow Meter Assembly | - | - | - | - | 30,000 | - | 30,000 |
| Replacement | Flow Meters | - | - | - | - | 28,000 | - | 28,000 |
| Replacement | Scum Pump w/motor | - | - | - | - | 20,000 | - | 20,000 |
| Replacement | Serpentine Conveyor Pans | - | - | - | - | 12,000 | - | 12,000 |
| Replacement | Air Handling Unit, MCC Room | - | - | - | - | 9,000 | - | 9,000 |
| Replacement | Underflow Valve Actuators | - | - | - | - | - | 45,000 | 45,000 |
| Replacement | Vehicle 315 | - | - | - | - | - | 35,000 | 35,000 |
| Replacement | Caustic Metering Pump | - | - | - | - | - | 30,000 | 30,000 |
| Replacement | Stainless Steel Tank | - | - | - | - | - | 30,000 | 30,000 |
| Replacement | Air Handling Unit | - | - | - | - | - | 25,000 | 25,000 |
| Replacement | Copy Machine | - | - | - | - | - | 8,500 | 8,500 |
| Replacement | Copy Machine | - | - | - | - | - | 8,500 | 8,500 |
| Replacement | Wet Weather Storage Trailer | - | - | - | - | - | 8,000 | 8,000 |
| | <i>Subtotal Field's Point</i> | 756,000 | 1,783,000 | 1,709,000 | 1,323,000 | 1,002,000 | 792,000 | 7,365,000 |
| Bucklin Point | | | | | | | | |
| Replacement | Effluent Pump 3 Rebuild | 125,000 | - | - | - | - | - | 125,000 |
| Replacement | Roof | 100,000 | - | - | - | - | - | 100,000 |
| Replacement | Bar Rack | 60,000 | 90,000 | 90,000 | 90,000 | 95,000 | 100,000 | 525,000 |
| Replacement | Sludge Pump with Grinder | 60,000 | 60,000 | - | - | 70,000 | - | 190,000 |
| Replacement | RAS Pump | 55,000 | - | - | - | - | - | 55,000 |
| Replacement | Booster Pump 1 | 52,000 | 60,000 | - | - | - | - | 112,000 |
| Replacement | Booster Pump 2 | 52,000 | 60,000 | - | - | - | - | 112,000 |
| Replacement | Air Handling Unit | 50,000 | - | - | - | - | - | 50,000 |
| Replacement | Muffin Monster Cutting Assembly | 50,000 | - | - | - | 50,000 | - | 100,000 |
| Replacement | Recirculation Pumps | 50,000 | - | - | - | - | - | 50,000 |
| Replacement | Scum Pump/Grinder/Mixer | 35,000 | - | 35,000 | - | - | - | 70,000 |
| Replacement | Actuators | 29,000 | - | - | - | - | - | 29,000 |
| Replacement | Ultraviolet Transmission Probe | 28,000 | - | - | - | - | - | 28,000 |
| Replacement | Grit Pump | 25,000 | 25,000 | 25,000 | 25,000 | 30,000 | 30,000 | 160,000 |
| Replacement | Scum Pump | 25,000 | - | 30,000 | - | 30,000 | - | 85,000 |
| Replacement | Aeration Tank Diffusers | 20,000 | - | - | - | - | - | 20,000 |
| Replacement | Dewatering Pump | 20,000 | - | - | - | - | - | 20,000 |
| Replacement | Flushing Water Pump | 16,000 | 20,000 | 20,000 | - | - | - | 56,000 |
| Replacement | 30 Yard Container | 16,000 | - | - | - | - | - | 16,000 |
| Replacement | Confined Space Hoist Equipment | 10,000 | - | - | - | - | - | 10,000 |
| Replacement | Screw Pump | - | 70,000 | - | - | - | - | 70,000 |
| Replacement | Air Filter Box | - | 40,000 | - | 45,000 | - | 45,000 | 130,000 |
| Replacement | Vortex Collector Motor & Gearbox | - | 35,000 | - | - | - | - | 35,000 |
| Replacement | Vehicle 351 | - | 28,000 | - | - | - | - | 28,000 |
| Replacement | Sump Pumps | - | 25,000 | - | - | - | - | 25,000 |
| Replacement | Equipment 0065A | - | 25,000 | - | - | - | - | 25,000 |

Operating Capital Program Summary by Fiscal Year

| Asset Type | Asset Title | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total Cost |
|---|---|---------|---------|---------|---------|---------|---------|------------|
| Replacement | Equipment 0067A | - | 25,000 | - | - | - | - | 25,000 |
| Replacement | Disinfection Control System | - | 20,000 | - | - | - | - | 20,000 |
| Replacement | Bisulfite Tanks | - | 14,000 | - | - | - | - | 14,000 |
| Replacement | Flow Meter | - | 16,000 | - | - | - | - | 16,000 |
| Replacement | Equipment 0065 | - | 12,000 | - | - | - | - | 12,000 |
| Replacement | EV344 | - | 8,000 | - | - | - | - | 8,000 |
| Replacement | EV455 | - | 8,000 | - | - | - | - | 8,000 |
| Replacement | Equipment 802A | - | 7,000 | - | - | - | - | 7,000 |
| Replacement | Flume Meter | - | 6,000 | - | - | - | - | 6,000 |
| Replacement | Flume Meter | - | 6,000 | - | - | - | - | 6,000 |
| Replacement | UPS Battery Backup | - | 6,000 | - | - | - | - | 6,000 |
| Replacement | Conveyor Leveling Screws | - | 2,000 | - | - | - | - | 2,000 |
| Replacement | Vehicle 330 | - | - | 45,000 | - | - | - | 45,000 |
| Replacement | Vehicle 331 | - | - | 45,000 | - | - | - | 45,000 |
| Replacement | Flow Meter | - | - | 26,000 | - | - | - | 26,000 |
| Replacement | Wet Weather Dewatering Pump | - | - | 25,000 | - | - | - | 25,000 |
| Replacement | Harmonic Turbo Blower | - | - | 24,000 | - | - | - | 24,000 |
| Replacement | Sump Pumps | - | - | 20,000 | - | - | - | 20,000 |
| Replacement | Actuators & Gearbox | - | - | 15,000 | - | - | - | 15,000 |
| Replacement | Control Panel & Power Monitoring System | - | - | 14,000 | - | - | - | 14,000 |
| Replacement | Voltage Regulator | - | - | 12,000 | - | - | - | 12,000 |
| Replacement | Equipment 910A | - | - | 10,000 | - | - | - | 10,000 |
| Replacement | Equipment 0102A | - | - | 7,000 | - | - | - | 7,000 |
| Replacement | Vehicle 368 | - | - | - | 85,000 | - | - | 85,000 |
| Replacement | Vehicle 344 | - | - | - | 35,000 | - | - | 35,000 |
| Replacement | Hypo Pump | - | - | - | 30,000 | - | - | 30,000 |
| Replacement | Actuator Valves | - | - | - | 15,000 | - | - | 15,000 |
| Replacement | Total Suspended Solids Meter | - | - | - | 10,000 | - | - | 10,000 |
| Replacement | Meter & Transmitter | - | - | - | 10,000 | - | - | 10,000 |
| Replacement | Equipment 118A | - | - | - | 10,000 | - | - | 10,000 |
| Replacement | Gas Detection System | - | - | - | 8,000 | - | - | 8,000 |
| Replacement | Equipment 0102A | - | - | - | 8,000 | - | - | 8,000 |
| Replacement | Influent Flow Meter | - | - | - | 6,000 | - | - | 6,000 |
| Replacement | Dissolved Oxygen Sensors | - | - | - | - | - | 120,000 | 120,000 |
| Replacement | Variable Frequency Drive Effluent Pumps | - | - | - | - | - | 90,000 | 90,000 |
| Replacement | Primary Digester 1 Mixer 1 | - | - | - | - | 60,000 | - | 60,000 |
| Replacement | Primary Digester 1 Mixer 2 | - | - | - | - | 60,000 | - | 60,000 |
| Replacement | Primary Digester 1 Mixer 3 | - | - | - | - | 60,000 | - | 60,000 |
| Replacement | Primary Digester 2 Mixer 1 | - | - | - | - | - | 60,000 | 60,000 |
| Replacement | Primary Digester 2 Mixer 2 | - | - | - | - | - | 60,000 | 60,000 |
| Replacement | Primary Digester 2 Mixer 3 | - | - | - | - | - | 60,000 | 60,000 |
| Replacement | Scum Pump | - | - | - | - | - | 50,000 | 50,000 |
| Replacement | RAS Pump 6 Rebuild | - | - | - | - | - | 40,000 | 40,000 |
| Replacement | Scum Pump | - | - | - | - | - | 30,000 | 30,000 |
| Replacement | Scum Well Mixer | - | - | - | - | - | 22,000 | 22,000 |
| <i>Subtotal Bucklin Point</i> | | 878,000 | 668,000 | 443,000 | 377,000 | 455,000 | 707,000 | 3,528,000 |
| ENVIRONMENTAL SCIENCE & COMPLIANCE | | | | | | | | |
| Pretreatment | | | | | | | | |
| Replacement | Vehicle 386 | 40,000 | - | - | - | - | - | 40,000 |
| Replacement | Vehicle 371 | - | - | 40,000 | - | - | - | 40,000 |
| Replacement | Vehicle 342 | - | - | - | - | 40,000 | - | 40,000 |
| <i>Subtotal Pretreatment</i> | | 40,000 | - | 40,000 | - | 40,000 | - | 120,000 |
| Laboratory | | | | | | | | |
| Replacement | Cyanide Analyzer | 130,000 | - | - | - | - | 130,000 | 260,000 |
| Replacement | ICP-OES Industrial Metals Analyzer | 120,000 | - | - | - | - | 120,000 | 240,000 |
| Replacement | Salt Water Nutrient Analyzer | 120,000 | - | - | - | - | 120,000 | 240,000 |
| Replacement | Sample Refrigerators | 20,000 | 20,000 | - | 20,000 | - | 20,000 | 80,000 |
| Betterment | Bioassay Aquatic Filtration System | 7,000 | - | - | - | - | - | 7,000 |
| New | Autoclave Data Logger Probe System | 6,000 | - | - | - | - | - | 6,000 |
| Replacement | Fresh Water Nutrient Analyzer | - | 115,000 | - | - | - | - | 115,000 |
| Replacement | Gas Chromatography Analyzer | - | 85,000 | - | - | - | - | 85,000 |
| Replacement | Oil and Grease Extractor | - | 55,000 | - | - | - | - | 55,000 |
| Replacement | Total Organic Carbon Analyzer (TOC) | - | 37,000 | - | - | - | - | 37,000 |
| Replacement | Water Purification System | - | - | 120,000 | - | - | - | 120,000 |
| Replacement | Auto-Titration System | - | - | 117,000 | - | - | - | 117,000 |
| Replacement | Robotic BOD Analyzer | - | - | 97,000 | - | - | - | 97,000 |
| Replacement | Lab Dish Washers | - | - | - | 70,000 | - | - | 70,000 |
| Replacement | Biological Media Dispenser | - | - | - | 49,000 | - | - | 49,000 |
| Replacement | Autoclave | - | - | - | 49,000 | - | - | 49,000 |

Operating Capital Program Summary by Fiscal Year

| Asset Type | Asset Title | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total Cost |
|---------------------------------|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|
| Replacement | Autoclave | - | - | - | 49,000 | - | - | 49,000 |
| Replacement | Mercury Analyzer | - | - | - | 30,000 | - | - | 30,000 |
| Replacement | Microbiology Microscope | - | - | - | 27,000 | - | - | 27,000 |
| Replacement | Analytical Balances | - | - | - | 23,000 | - | - | 23,000 |
| Replacement | Liquid Chromatograph-MS (LC-MS) System | - | - | - | - | 564,000 | - | 564,000 |
| Replacement | ICP-Mass Spectrometer Analyzer | - | - | - | - | 206,000 | - | 206,000 |
| Replacement | TKN Hot Block System | - | - | - | - | 10,000 | - | 10,000 |
| | <i>Subtotal Laboratory</i> | <u>403,000</u> | <u>312,000</u> | <u>334,000</u> | <u>317,000</u> | <u>780,000</u> | <u>390,000</u> | <u>2,536,000</u> |
| Environmental Monitoring | | | | | | | | |
| Replacement | Vehicle 392 | 155,000 | - | - | - | - | - | 155,000 |
| Replacement | Fixed Site Sondes and Associated Equipment | 56,000 | 56,000 | 56,000 | 60,000 | 60,000 | 60,000 | 348,000 |
| Replacement | Vehicle 358 | 38,000 | - | - | - | - | - | 38,000 |
| Replacement | Fixed Site Probes/Handheld Meter/Related Equipment | 32,000 | 32,000 | 34,000 | 34,000 | 34,000 | 36,000 | 202,000 |
| Replacement | Vehicle 349 | - | 38,000 | - | - | - | - | 38,000 |
| Replacement | Refrigerated Autosampler | - | 8,000 | - | 8,000 | - | - | 16,000 |
| Replacement | Vehicle 340 | - | - | 40,000 | - | - | - | 40,000 |
| Replacement | Boat Trailer | - | - | 14,000 | - | - | - | 14,000 |
| Replacement | Vehicle 324 | - | - | - | - | 40,000 | - | 40,000 |
| Replacement | Vehicle 309 | - | - | - | - | - | 40,000 | 40,000 |
| | <i>Subtotal Environmental Monitoring</i> | <u>281,000</u> | <u>134,000</u> | <u>144,000</u> | <u>102,000</u> | <u>134,000</u> | <u>136,000</u> | <u>931,000</u> |
| | Total | <u>\$ 3,812,000</u> | <u>\$ 3,572,000</u> | <u>\$ 3,267,000</u> | <u>\$ 2,921,000</u> | <u>\$ 3,296,000</u> | <u>\$ 2,630,000</u> | <u>\$ 19,498,000</u> |

FY 2023 Operating Capital Program

| Asset Type | Rank | Budget Account | Allocation | Asset Title | Asset Description | Approved Budget |
|---|------|----------------|--------------|-------------------------------|---|-----------------|
| ADMINISTRATION | | | | | | |
| Administration | | | | | | |
| N | C | 16580 | OC23-021-001 | Environmental Education Room | Space needed for environmental education | \$ 100,000 |
| N | C | 16580 | OC23-021-002 | Office Furniture & Equipment | New office space and furniture to accommodate changes in Administration | 95,000 |
| <i>Subtotal Administration</i> | | | | | | 195,000 |
| Information Technology | | | | | | |
| R | B | 16555 | OC23-033-001 | Annual PC Refresh Program | NBC personnel computers | 75,000 |
| N | B | 16620 | OC23-033-002 | Triennial Security Assessment | Assess our current security posture | 75,000 |
| N | B | 16550 | OC23-033-003 | LIMS Enhancement | Laboratory Information Management System tracks samples to be tested | 50,000 |
| N | C | 16550 | OC23-033-004 | Conference Room Upgrades | Updating technology in the conference rooms | 25,000 |
| N | C | 16550 | OC23-033-005 | Computer Room Enhancements | New hardware for computer room | 25,000 |
| N | C | 16550 | OC23-033-006 | Security Upgrades | Upgrades to Antivirus software | 10,000 |
| <i>Subtotal Information Technology</i> | | | | | | 260,000 |
| Subtotal Administration | | | | | | 455,000 |
| CONSTRUCTION & ENGINEERING | | | | | | |
| Construction Services | | | | | | |
| R | B | 16515 | OC23-022-001 | Vehicle 357 | Transport NBC personnel to construction sites | 50,000 |
| <i>Subtotal Construction Services</i> | | | | | | 50,000 |
| Engineering | | | | | | |
| R | B | 16525 | OC23-025-001 | Upgrade HVAC Control System | Integrate Admin/Carbon Feed/Fine Screens/Screw Unit Blower Buildings | 70,000 |
| R | B | 16525 | OC23-025-002 | Interceptor Maintenance HVAC | Replace ground unit at Interceptor Maintenance | 65,000 |
| R | B | 16595 | OC23-025-003 | GPS Rover | Field Surveying | 45,000 |
| N | C | 16520 | OC23-025-004 | Ductless Split AC System | New AC units in two offices on fourth floor of Corporate Office Building | 35,000 |
| R | C | 16525 | OC23-025-005 | Ductless Split AC System | Replace AC unit in third floor office of Corporate Office Building | 15,000 |
| R | B | 16595 | OC23-025-006 | Survey Equipment | Field surveying | 15,000 |
| <i>Subtotal Engineering</i> | | | | | | 245,000 |
| Subtotal Construction & Engineering | | | | | | 295,000 |
| FINANCE | | | | | | |
| Finance | | | | | | |
| N | C | 16580 | OC23-031-001 | Office Furniture & Equipment | Office furniture and reconfiguration to accommodate changes in Finance | 100,000 |
| R | C | 16586 | OC23-031-002 | Copy machine | Print Budgets/CIP/Audits and other presentations | 50,000 |
| <i>Subtotal Finance</i> | | | | | | 150,000 |
| Customer Service | | | | | | |
| N | C | 16580 | OC23-034-001 | Office Furniture & Equipment | Office furniture needs to meet changes in Customer Service | 100,000 |
| N | B | 16550 | OC23-034-002 | CIS Enhancements | Upgrade billing system/automate business processes/SOW | 75,000 |
| R | B | 16515 | OC23-034-003 | Vehicle 339 | Customer site visits | 35,000 |
| <i>Subtotal Customer Service</i> | | | | | | 210,000 |
| General Services | | | | | | |
| N | C | 16525 | OC23-080-001 | Wind Turbine Upgrades | Converts wind energy into electricity used on-site to support facility operations | 150,000 |
| <i>Subtotal General Services</i> | | | | | | 150,000 |
| Subtotal Finance | | | | | | 510,000 |
| OPERATIONS AND MAINTENANCE | | | | | | |
| Interceptor Maintenance | | | | | | |
| R | B | 16515 | OC23-043-001 | Vehicle 341 | Transport staff and equipment to various sites for inspections and repairs | 55,000 |
| R | B | 16515 | OC23-043-002 | Vehicle 444 | Transport staff and equipment to various sites for inspections and repairs | 40,000 |
| R | B | 16525 | OC23-043-003 | Garage Heaters | Heat Interceptor Maintenance garage | 10,000 |
| N | A | 16520 | OC23-043-004 | Portable Trench Box | Assists with small excavations | 8,000 |
| R | A | 16515 | OC23-043-005 | Digger Bucket | Cleans catch basins and sumps | 8,000 |
| <i>Subtotal Interceptor Maintenance</i> | | | | | | 121,000 |
| Operations & Maintenance Services | | | | | | |
| R | A | 16555 | OC23-044-001 | Power Supply Upgrade | Supplies power - grit generator power monitoring/wet weather facilities | 50,000 |
| R | A | 16555 | OC23-044-002 | Programmable Logic Controller | Monitors input devices to control the state of output devices | 15,000 |
| N | B | 16580 | OC23-044-003 | Copy Machine | Print sewer permits | 8,000 |
| <i>Subtotal Operations & Maintenance Services</i> | | | | | | 73,000 |
| Field's Point | | | | | | |
| R | A | 16525 | OC23-046-001 | Bar Racks | Removes large items from influent to protect downstream equipment | 150,000 |
| R | A | 16525 | OC23-046-002 | Grit Tank Unit | Grit settles, then pumped to hoppers in grit building | 105,000 |
| R | B | 16525 | OC23-046-003 | Return Sludge Pump | Returns and removes sludge from process | 80,000 |
| R | A | 16555 | OC23-046-004 | Fire Alarm | Update fire alarm to current technology | 80,000 |
| R | B | 16525 | OC23-046-005 | Hypo Tank | Storage for sodium hypochlorite | 65,000 |
| R | B | 16515 | OC23-046-006 | Vehicle 379 | Transport NBC personnel and equipment | 45,000 |
| R | B | 16515 | OC23-046-007 | Vehicle 375 | Transport NBC personnel and equipment | 35,000 |
| R | B | 16525 | OC23-046-008 | Sludge Grinder | Macerates large chunks of sludge or other items found in biosolids | 30,000 |
| R | B | 16525 | OC23-046-009 | Wasting Pump | Removes waste activated sludge and pumps it to gravity thickeners | 30,000 |

FY 2023 Operating Capital Program

| Asset Type | Rank | Budget Account | Allocation | Asset Title | Asset Description | Approved Budget |
|---|------|----------------|--------------|------------------------------------|--|----------------------------|
| R | A | 16525 | OC23-046-010 | Variable Frequency Drive | Controls pump speed | 30,000 |
| R | B | 16525 | OC23-046-011 | Sludge Pump with Motor | Pumps sludge to tanks | 24,000 |
| R | B | 16525 | OC23-046-012 | Sludge Pump | Pumps sludge to tanks | 20,000 |
| R | A | 16525 | OC23-046-013 | Influent Gate Cylinder | Opens gates to bar rack in wet well | 20,000 |
| N | B | 16520 | OC23-046-014 | Gas Metering System | Measures gas level in Tunnel Screening Building | 20,000 |
| R | A | 16525 | OC23-046-015 | Isolation Valves | Isolates pumps | 15,000 |
| R | B | 16525 | OC23-046-016 | Tank Level Indicator | Level indicator for carbon in tanks | 7,000 |
| <i>Subtotal Field's Point</i> | | | | | | <u>756,000</u> |
| Bucklin Point | | | | | | |
| R | A | 16525 | OC23-047-001 | Effluent Pump | Pumps effluent | 125,000 |
| R | A | 16615 | OC23-047-002 | Roof | Roof replacement on carbon feed building | 100,000 |
| R | A | 16525 | OC23-047-003 | Bar Rack | Removes large items from influent to protect downstream equipment | 60,000 |
| R | B | 16525 | OC23-047-004 | Sludge Pump with Grinder | Pumps sludge and grinds any large objects | 60,000 |
| R | B | 16525 | OC23-047-005 | RAS Pump | Pumps return activated sludge | 55,000 |
| R | A | 16525 | OC23-047-006 | Booster Pump 1 | Transfers methane gas to boiler | 52,000 |
| R | A | 16525 | OC23-047-007 | Booster Pump 2 | Transfers methane gas to boiler | 52,000 |
| R | B | 16525 | OC23-047-008 | Air Handling Unit | Air exchange throughout building | 50,000 |
| R | B | 16525 | OC23-047-009 | Muffin Monster Cutting Assembly | Shreds items in influent so equipment will not be damaged | 50,000 |
| R | A | 16525 | OC23-047-010 | Recirculation Pumps | Recirculates effluent in tanks | 50,000 |
| R | B | 16525 | OC23-047-011 | Scum Pump/Grinder/Mixer | Pumps and grinds any large objects | 35,000 |
| R | B | 16525 | OC23-047-012 | Actuators | Controls flows to aeration tanks | 29,000 |
| R | A | 16525 | OC23-047-013 | Ultraviolet Transmission Probe | Measures ultraviolet | 28,000 |
| R | A | 16525 | OC23-047-014 | Grit Pump | Removes grit from influent | 25,000 |
| R | B | 16525 | OC23-047-015 | Scum Pump | Moves the scum to wells for removal | 25,000 |
| R | A | 16525 | OC23-047-016 | Aeration Tank Diffusers | Oxygenates and aerates wastewater | 20,000 |
| R | B | 16525 | OC23-047-017 | Dewatering Pump | Oxygenates and aerates wastewater | 20,000 |
| R | C | 16525 | OC23-047-018 | Flushing Water Pump | Supplies plant water to site and building | 16,000 |
| R | C | 16515 | OC23-047-019 | 30 Yard Container | Dispose of scrap metal and wood | 16,000 |
| R | B | 16525 | OC23-047-020 | Confined Space Hoist Equipment | Used in confined spaces per OSHA requirements | 10,000 |
| <i>Subtotal Bucklin Point</i> | | | | | | <u>878,000</u> |
| <i>Subtotal Operations & Maintenance</i> | | | | | | <u>1,828,000</u> |
| ENVIRONMENTAL SCIENCE & COMPLIANCE | | | | | | |
| Pretreatment | | | | | | |
| R | A | 16515 | OC23-052-001 | Vehicle | Transport NBC personnel to conduct inspections and investigations | 40,000 |
| <i>Subtotal Pretreatment</i> | | | | | | <u>40,000</u> |
| Laboratory | | | | | | |
| R | B | 16575 | OC23-053-001 | Cyanide Analyzer | Tests for cyanide in Field's Point, Bucklin Point, and SIU Industrial samples | 130,000 |
| R | B | 16575 | OC23-053-002 | ICP-OES Industrial Metals Analyzer | Tests for metals in SIU industrial samples, manhole samples, and solid samples | 120,000 |
| R | B | 16575 | OC23-053-003 | Salt Water Nutrient Analyzer | Tests for nitrogen compounds in sea water | 120,000 |
| R | B | 16575 | OC23-053-004 | Sample Refrigerators | Preserves and holds permit samples | 20,000 |
| B | A | 16575 | OC23-053-005 | Bioassay Aquatic Filtration System | Maintains the aquarium environment for Bioassay Sea Urchins to live | 7,000 |
| N | A | 16570 | OC23-053-006 | Autoclave Data Logger Probe System | Documents autoclave temperature and processing | 6,000 |
| <i>Subtotal Laboratory</i> | | | | | | <u>403,000</u> |
| Environmental Monitoring | | | | | | |
| R | A | 16515 | OC23-055-001 | Sampling Vessel | Transport NBC personnel for upper bay sample collections | 155,000 |
| R | A | 16575 | OC23-055-002 | Fixed Site Sondes | Fixed site and buoy stations in upper Bay | 56,000 |
| R | A | 16515 | OC23-055-003 | Vehicle 358 | Transport NBC personnel for field sample collections | 38,000 |
| R | A | 16575 | OC23-055-004 | Fixed Site Probes & Meter | Nutrient sampling probes, meters and associated equipment | 32,000 |
| <i>Subtotal Environmental Monitoring</i> | | | | | | <u>281,000</u> |
| <i>Subtotal Environmental Science & Compliance</i> | | | | | | <u>724,000</u> |
| Total Operating Capital FY 2023 | | | | | | <u>\$ 3,812,000</u> |

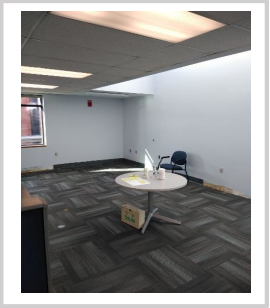
ASSET TYPE

- R Replacement
- N New
- B Betterment

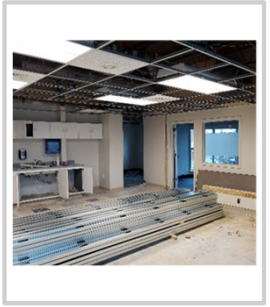
RANK

- A Priority Rank A - Critical to Operations
- B Priority Rank B - Essential
- C Priority Rank C - Discretionary


| | | | |
|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-021-001 | | |
| Asset Title: | Environmental Education Room | Cost Center: | Administration |
| Asset Location: | Pretreatment Building | Amount: | \$ 100,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Create space for Environmental Education. | | |
| Budget Account: | 16580 Office Furniture & Equipment | | |
| Type: | NEW | Useful life: | 5 Years |
| Original date in service: | 1986 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|--|--|---|
| Asset Allocation No. | OC23-021-002 | | |
| Asset Title: | Office Furniture & Reconfiguration | Cost Center: | Administration |
| Asset Location: | Corporate Office Building | Amount: | \$ 95,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Office furniture and reconfiguration to accommodate changes in Administration. | | |
| Budget Account: | 16580 Office Furniture & Equipment | | |
| Type: | NEW | Useful life: | 5 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-022-001 | | |
| Asset Title: | Vehicle 357 | Cost Center: | Construction Services |
| Asset Location: | Field's Point | Amount: | \$ 50,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel to construction sites. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2012 | Original estimated useful life: | 5 Years |



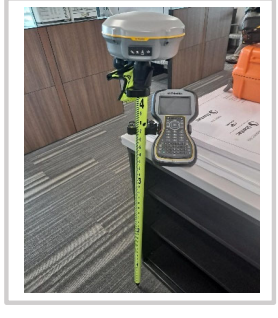
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|----------------------------------|---|--|--------------------------------------|
| Asset Allocation No. | OC23-025-001 | | |
| Asset Title: | HVAC Control Room System Upgrade | Cost Center: | Engineering |
| Asset Location: | Field's Point Administration Building | Amount: | \$ 70,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Controls the HVAC climate for the control room, locker rooms, offices, etc. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2009 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|---|--|--------------------------------------|
| Asset Allocation No. | OC23-025-002 | | |
| Asset Title: | HVAC Units | Cost Center: | Engineering |
| Asset Location: | Interceptor Maintenance Building | Amount: | \$ 65,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Heats and cools the Interceptor Maintenance building. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2001 | Original estimated useful life: | 7 Years |



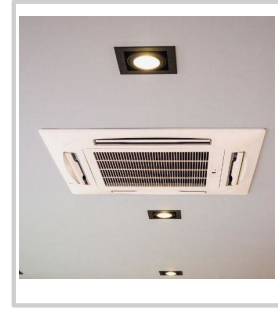
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|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-025-003 | | |
| Asset Title: | GPS Rover | Cost Center: | Engineering |
| Asset Location: | Corporate Office Building | Amount: | \$ 45,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Locate, measure and incorporate NBC assets into various platforms such as GIS, AutoCad and provide critical information for NBC projects and operations. | | |
| Budget Account: | 16595 Other Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2011 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|---|--|--------------------------------------|
| Asset Allocation No. | OC23-025-004 | | |
| Asset Title: | Ductless Split AC System | Cost Center: | Engineering |
| Asset Location: | Corporate Office Building | Amount: | \$ 35,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Supplemental heating and cooling in two offices on fourth floor of Corporate Office Building. | | |
| Budget Account: | 16520 Building and Plant Equipment | | |
| Type: | NEW | Useful life: | 7 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



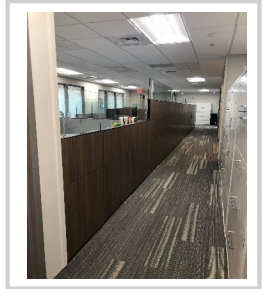
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|----------------------------------|---|--|--------------------------------------|
| Asset Allocation No. | OC23-025-005 | | |
| Asset Title: | Ductless Split AC System | Cost Center: | Engineering |
| Asset Location: | Corporate Office Building | Amount: | \$ 15,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Heats and cools office located on third floor of Corporate Office Building. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2011 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-025-006 | | |
| Asset Title: | Survey Equipment | Cost Center: | Engineering |
| Asset Location: | Corporate Office Building | Amount: | \$ 15,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Locate, measure and incorporate NBC assets into various platforms such as GIS, AutoCad and provide critical information for NBC projects and operations. | | |
| Budget Account: | 16595 Other Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2017 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-031-001 | | |
| Asset Title: | Office Furniture & Reconfiguration | Cost Center: | Finance |
| Asset Location: | Corporate Office Building | Amount: | \$ 100,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Office furniture and reconfiguration to accommodate changes in Finance. | | |
| Budget Account: | 16580 Office Furniture & Equipment | | |
| Type: | NEW | Useful life: | 5 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



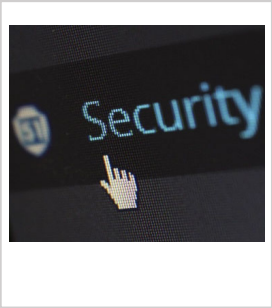
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|----------------------------------|--|--|---|
| Asset Allocation No. | OC23-31-002 | | |
| Asset Title: | Copy Machine | Cost Center: | Finance |
| Asset Location: | Corporate Office Building | Amount: | \$ 50,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Print the annual budgets, audits, PUC filings and other presentations. | | |
| Budget Account: | 16586 Office Furniture & Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2015 | Original estimated useful life: | 5 Years |



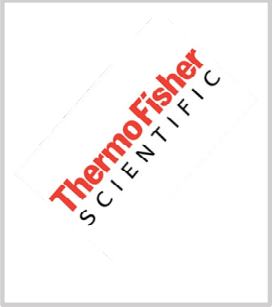
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|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-033-001 | | |
| Asset Title: | Annual PC Refresh Program | Cost Center: | Information Technology |
| Asset Location: | NBC-wide | Amount: | \$ 75,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Computers over the 5-year refresh cycle will be replaced with new ones. | | |
| Budget Account: | 16555 Computer Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 3 Years |
| Original date in service: | 2017 | Original estimated useful life: | 3 Years |




| | | | |
|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-033-002 | | |
| Asset Title: | Triennial Security Assessment | Cost Center: | Information Technology |
| Asset Location: | NBC-wide | Amount: | \$ 75,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Assess current security posture to ensure our security is sufficient to protect NBC from current threats. | | |
| Budget Account: | 16620 Special Studies | | |
| Type: | NEW | Useful life: | 3 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



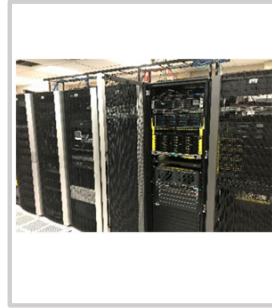
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|----------------------------------|--|--|---|
| Asset Allocation No. | OC23-033-003 | | |
| Asset Title: | LIMS Enhancements | Cost Center: | Information Technology |
| Asset Location: | Corporate Office Building | Amount: | \$ 50,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Enhancements to the Laboratory Information System to meet the changing needs of NBC. | | |
| Budget Account: | 16550 Computer Equipment | | |
| Type: | NEW | Useful life: | 3 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |




| | | | |
|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-033-004 | | |
| Asset Title: | Conference Room Upgrades | Cost Center: | Information Technology |
| Asset Location: | NBC-wide | Amount: | \$ 25,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Update technology in conference rooms. | | |
| Budget Account: | 16550 Computer Equipment | | |
| Type: | NEW | Useful life: | 3 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



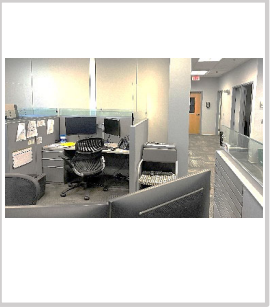
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| Asset Allocation No. | OC23-033-005 | | |
| Asset Title: | Computer Room Enhancements | Cost Center: | Information Technology |
| Asset Location: | Corporate Office Building | Amount: | \$ 25,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Install new hardware in computer room to maintain computer integrity and ensure they operate efficiently. | | |
| Budget Account: | 16550 Computer Equipment | | |
| Type: | NEW | Useful life: | 3 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |




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|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-033-006 | | |
| Asset Title: | Security Upgrades | Cost Center: | Information Technology |
| Asset Location: | NBC-wide | Amount: | \$ 10,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Update security to comply with insurance security requirements. | | |
| Budget Account: | 16550 Computer Equipment | | |
| Type: | NEW | Useful life: | 3 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



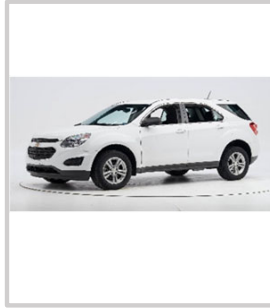
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| Asset Allocation No. | OC23-034-001 | | |
| Asset Title: | Office Furniture & Reconfiguration | Cost Center: | Customer Service |
| Asset Location: | Corporate Office Building | Amount: | \$ 100,000 Priority Ranking: C |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Office furniture and reconfiguration to accommodate changes in Customer Service. | | |
| Budget Account: | 16580 Office Furniture & Equipment | | |
| Type: | NEW | Useful life: | 5 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



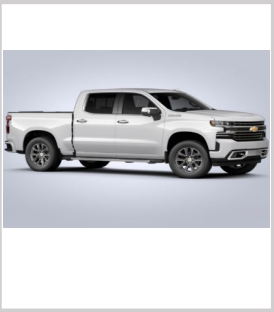
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| Asset Allocation No. | OC23-034-002 | | |
| Asset Title: | CIS Enhancements | Cost Center: | Customer Service |
| Asset Location: | Corporate Office Building | Amount: | \$ 75,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Upgrade billing system and new automation of business processes and SOW. | | |
| Budget Account: | 16550 Computer Equipment | | |
| Type: | NEW | Useful life: | 3 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



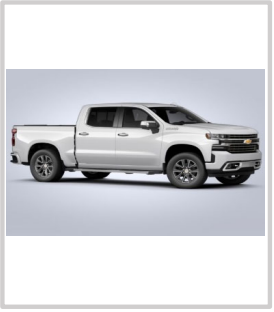
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| Asset Allocation No. | OC23-034-003 | | |
| Asset Title: | Vehicle 339 | Cost Center: | Customer Service |
| Asset Location: | Corporate Office Building | Amount: | \$ 35,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel to customer site visits. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2015 | Original estimated useful life: | 5 Years |




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|----------------------------------|--|--|---|
| Asset Allocation No. | OC23-043-001 | | |
| Asset Title: | Vehicle 341 | Cost Center: | Interceptor Maintenance |
| Asset Location: | Interceptor Maintenance Garage | Amount: | \$ 55,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel to perform daily permit required inspections and field work. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2015 | Original estimated useful life: | 5 Years |



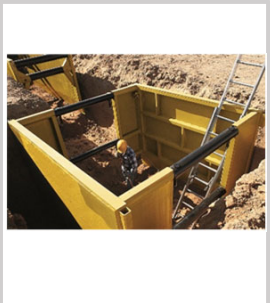
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| Asset Allocation No. | OC23-043-002 | | |
| Asset Title: | Vehicle 444 | Cost Center: | Interceptor Maintenance |
| Asset Location: | Interceptor Maintenance Garage | Amount: | \$ 40,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel to perform daily field work. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2006 | Original estimated useful life: | 5 Years |




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|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-043-003 | | |
| Asset Title: | Garage Heaters | Cost Center: | Interceptor Maintenance |
| Asset Location: | Interceptor Maintenance Garage | Amount: | \$ 10,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Heats Interceptor Maintenance Garage. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2010 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-043-004 | | |
| Asset Title: | Trench Box | Cost Center: | Interceptor Maintenance |
| Asset Location: | IM Storage Building | Amount: | \$ 8,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Secures excavation trenches for repairs needed (ex: water valve repair/ fire hydrant excavation, etc.). | | |
| Budget Account: | 16520 Building and Plant Equipment | | |
| Type: | NEW | Useful life: | 7 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



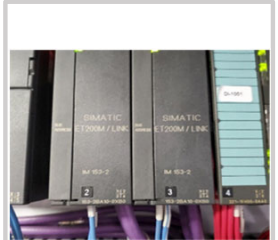
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| Asset Allocation No. | OC23-043-005 | | |
| Asset Title: | Digger Bucket | Cost Center: | Interceptor Maintenance |
| Asset Location: | IM Storage Building | Amount: | \$ 8,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Cleans catch basins and sumps. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2011 | Original estimated useful life: | 5 Years |




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|----------------------------------|--|--|---|
| Asset Allocation No. | OC23-044-001 | | |
| Asset Title: | Power Supply Upgrade | Cost Center: | Operations & Maintenance Services |
| Asset Location: | Field's Point Wet Weather Facilities | Amount: | \$ 50,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Current power supplies are obsolete and will be replaced with new modular units to improve system reliability. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 1997 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-044-002 | | |
| Asset Title: | Programmable Logic Controller | Cost Center: | Operations & Maintenance Services |
| Asset Location: | Bucklin Point Facilities | Amount: | \$ 15,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Monitors input devices and makes decisions based on programming to control the state of the output devices. Current system failing, new interface modules will be installed to improve system reliability. | | |
| Budget Account: | 16555 Computer Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 3 Years |
| Original date in service: | 2005 | Original estimated useful life: | 3 Years |



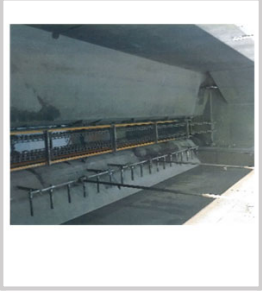
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| Asset Allocation No. | OC23-044-003 | | |
| Asset Title: | Copy Machine | Cost Center: | Operations & Maintenance Services |
| Asset Location: | Corporate Office Building | Amount: | \$ 8,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Print sewer permits. | | |
| Budget Account: | 16580 Office Furniture & Equipment | | |
| Type: | NEW | Useful life: | 5 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |




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| Asset Allocation No. | OC23-046-001 | | |
| Asset Title: | Bar Racks | Cost Center: | Field's Point |
| Asset Location: | Ernest St. Pump Station - Influent Pumping | Amount: | \$ 150,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Removes large items from influent to protect downstream equipment. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2015 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-002 | | |
| Asset Title: | Grit Tank Unit | Cost Center: | Field's Point |
| Asset Location: | Grit Building - Preliminary Treatment | Amount: | \$ 105,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Allows grit to settle to the bottom where the grit is pumped to hoppers in the grit building. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2016 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-003 | | |
| Asset Title: | Return Sludge Pump | Cost Center: | Field's Point |
| Asset Location: | Return Sludge Pumping, Secondary Treatment | Amount: | \$ 80,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Returns and removes sludge from process. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2003 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-004 | | |
| Asset Title: | Fire Alarm | Cost Center: | Field's Point |
| Asset Location: | Tunnel Pump Station | Amount: | \$ 80,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Replace current fire alarm system with new technology. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-005 | | |
| Asset Title: | Hypo Tank | Cost Center: | Field's Point |
| Asset Location: | Hypo Tank Farm | Amount: | \$ 65,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Storage tank for sodium hypochlorite. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2017 | Original estimated useful life: | 7 Years |



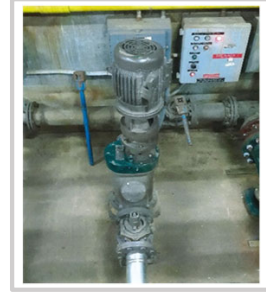
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| Asset Allocation No. | OC23-046-006 | | |
| Asset Title: | Vehicle 379 | Cost Center: | Field's Point |
| Asset Location: | Field's Point | Amount: | \$ 45,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel and equipment. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2009 | Original estimated useful life: | 5 Years |



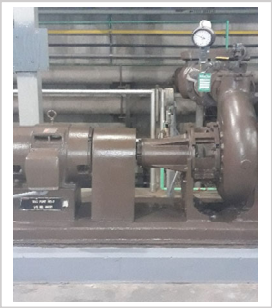
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| Asset Allocation No. | OC23-046-007 | | |
| Asset Title: | Vehicle 375 | Cost Center: | Field's Point |
| Asset Location: | Field's Point | Amount: | \$ 35,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel and equipment. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2011 | Original estimated useful life: | 5 Years |




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| Asset Allocation No. | OC23-046-008 | | |
| Asset Title: | Sludge Grinder | Cost Center: | Field's Point |
| Asset Location: | Gravity Thickener Pump Station | Amount: | \$ 30,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Macerates large chunks of sludge or other items found in biosolids. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2007 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-009 | | |
| Asset Title: | Wasting Pump | Cost Center: | Field's Point |
| Asset Location: | Return Sludge Pumping Station | Amount: | \$ 30,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Removes waste activated sludge and pumps it to gravity thickeners. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 1987 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-010 | | |
| Asset Title: | Variable Frequency Drive | Cost Center: | Field's Point |
| Asset Location: | Pump Station RAS 1 | Amount: | \$ 30,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Controls pump speed. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | Unknown | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-011 | | |
| Asset Title: | Sludge Pump w/Motor | Cost Center: | Field's Point |
| Asset Location: | Primary Sludge Pump Station | Amount: | \$ 24,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Pumps sludge into tanks. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2006 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-012 | | |
| Asset Title: | Sludge Pump | Cost Center: | Field's Point |
| Asset Location: | Wet Weather Pump Station | Amount: | \$ 20,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Pumps sludge into tanks. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 1991 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-013 | | |
| Asset Title: | Influent Gate Cylinder | Cost Center: | Field's Point |
| Asset Location: | Ernest Street Pump Station | Amount: | \$ 20,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Opens gate to bar rack in wet well. | | |
| Budget Account: | 16520 Building and Plant Equipment | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | Unknown | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-014 | | |
| Asset Title: | Gas Metering System | Cost Center: | Field's Point |
| Asset Location: | Tunnel Screenings Building | Amount: | \$ 20,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Measures gas level in Tunnel Screening Building. | | |
| Budget Account: | 16520 Building and Plant Equipment | | |
| Type: | NEW | Useful life: | 7 Years |
| Original date in service: | N/A | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-046-015 | | |
| Asset Title: | Isolation Valves | Cost Center: | Field's Point |
| Asset Location: | Return Sludge Pump Station | Amount: | \$ 15,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Isolates pumps. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2014 | Original estimated useful life: | 7 Years |



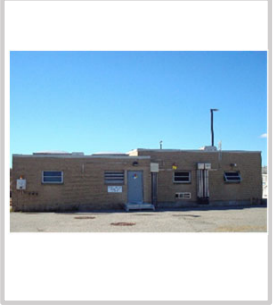
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| Asset Allocation No. | OC23-046-016 | | |
| Asset Title: | Tank Level Indicator | Cost Center: | Field's Point |
| Asset Location: | Carbon Feed Building | Amount: | \$ 7,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Level indicator for carbon in tanks. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2016 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-047-001 | | |
| Asset Title: | Effluent Pump | Cost Center: | Bucklin Point |
| Asset Location: | Dry Weather Effluent Pump Station | Amount: | \$ 125,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Pumps effluent. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2015 | Original estimated useful life: | 7 Years |



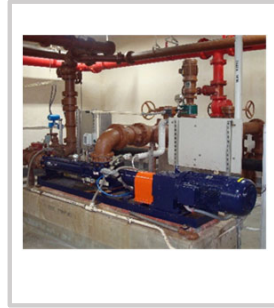
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| Asset Allocation No. | OC23-047-002 | | |
| Asset Title: | Roof | Cost Center: | Bucklin Point |
| Asset Location: | Carbon Feed Building | Amount: | \$ 100,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Replace roof on Carbon Feed Building. | | |
| Budget Account: | 16615 Building & Other Structures Replacement | | |
| Type: | REPLACEMENT | Useful life: | 50 Years |
| Original date in service: | 2018 | Original estimated useful life: | 50 Years |



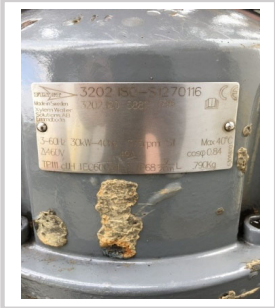
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| Asset Allocation No. | OC23-047-003 | | |
| Asset Title: | Bar Rack | Cost Center: | Bucklin Point |
| Asset Location: | Screening & Grit Building | Amount: | \$ 60,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Removes large items from influent. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2005 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-047-004 | | |
| Asset Title: | Sludge Pump with Grinder | Cost Center: | Bucklin Point |
| Asset Location: | Dry Weather Primary Pump Station | Amount: | \$ 60,000 Priority Ranking: B |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Pumps sludge and grinds any large objects. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2005 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-047-005 | | |
| Asset Title: | RAS Pump | Cost Center: | Bucklin Point |
| Asset Location: | Return Sludge Pump Station | Amount: | \$ 55,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Pumps return activated sludge. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2014 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-047-006 | | |
| Asset Title: | Booster Pump | Cost Center: | Bucklin Point |
| Asset Location: | Digester Control Building | Amount: | \$ 52,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transfers methane gas to boiler. Pump 1 is at the end of its useful life. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2018 | Original estimated useful life: | 7 Years |




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| Asset Allocation No. | OC23-047-007 | | |
| Asset Title: | Booster Pump | Cost Center: | Bucklin Point |
| Asset Location: | Digester Control Building | Amount: | \$ 52,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transfers methane gas to boiler. Pump 2 is at the end of its useful life. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2018 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-008 | | |
| Asset Title: | Air Handling Unit | Cost Center: | Bucklin Point |
| Asset Location: | Dry Weather Effluent Pump Station | Amount: | \$ 50,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Air exchange throughout building. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2005 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-009 | | |
| Asset Title: | Muffin Monster Cutting Assembly | Cost Center: | Bucklin Point |
| Asset Location: | Aeration Tanks 1-4 | Amount: | \$ 50,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Shreds items in influent so equipment will not be damaged. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2005 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-010 | | |
| Asset Title: | Recirculation Pumps | Cost Center: | Bucklin Point |
| Asset Location: | Aeration Tanks 1-4 | Amount: | \$ 50,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Recirculates effluent in tanks. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2006 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-011 | | |
| Asset Title: | Scump Pump/Grinder/Mixer | Cost Center: | Bucklin Point |
| Asset Location: | Dry Weather Primary Pump Station | Amount: | \$ 35,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Removes scum and grinds any large objects. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2007 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-012 | | |
| Asset Title: | Actuators | Cost Center: | Bucklin Point |
| Asset Location: | Aeration Tanks 1-4 | Amount: | \$ 29,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Controls flow to aeration tanks. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2020 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-013 | | |
| Asset Title: | Ultraviolet Transmission Probe | Cost Center: | Bucklin Point |
| Asset Location: | Channel Contact Tank | Amount: | \$ 28,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Measures ultraviolet. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2015 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-014 | | |
| Asset Title: | Grit Pump | Cost Center: | Bucklin Point |
| Asset Location: | Screening & Grit Building | Amount: | \$ 25,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Removes grit from influent. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2017 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-015 | | |
| Asset Title: | Scum Pump | Cost Center: | Bucklin Point |
| Asset Location: | Scum Well & Mixed Liquor Chamber | Amount: | \$ 25,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Moves the scum to wells for removal. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2013 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-016 | | |
| Asset Title: | Aeration Tank Diffusers | Cost Center: | Bucklin Point |
| Asset Location: | Aeration Tanks | Amount: | \$ 20,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Oxygenates and aerates wastewater. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2006 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-017 | | |
| Asset Title: | Dewatering Pump | Cost Center: | Bucklin Point |
| Asset Location: | Aeration Dewatering Pump Station | Amount: | \$ 20,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Dewaters aeration and chlorine contact tanks. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2003 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-018 | | |
| Asset Title: | Flushing Water Pump | Cost Center: | Bucklin Point |
| Asset Location: | Maintenance | Amount: | \$ 16,000 Priority Ranking: C |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Supplies plant water to site and buildings. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2003 | Original estimated useful life: | 7 Years |



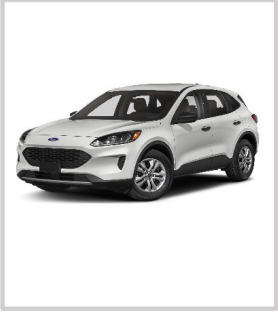
| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-019 | | |
| Asset Title: | 30 Yard Container | Cost Center: | Bucklin Point |
| Asset Location: | Maintenance | Amount: | \$ 16,000 Priority Ranking: C |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Dispose of scrap metal and wood. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2005 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-047-020 | | |
| Asset Title: | Confined Space Hoist Equipment | Cost Center: | Bucklin Point |
| Asset Location: | Maintenance | Amount: | \$ 10,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Used in confined spaces per OSHA requirements. | | |
| Budget Account: | 16525 Building and Plant Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 7 Years |
| Original date in service: | 2013 | Original estimated useful life: | 7 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-052-001 | | |
| Asset Title: | Vehicle 386 | Cost Center: | Pretreatment |
| Asset Location: | Field's Point | Amount: | \$ 40,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel to conduct inspections and investigations. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2009 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|---|--|---------------------------------------|
| Asset Allocation No. | OC23-053-001 | | |
| Asset Title: | Cyanide Analyzer | Cost Center: | Laboratory |
| Asset Location: | Water Quality Science Building | Amount: | \$ 130,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Tests for cyanide in Field's Point, Bucklin Point and SIU Industrial samples. | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2016 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|---|--|---------------------------------------|
| Asset Allocation No. | OC23-053-002 | | |
| Asset Title: | ICP-OES Metals Analyzer | Cost Center: | Laboratory |
| Asset Location: | Water Quality Science Building | Amount: | \$ 120,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Tests for metals in SIU industrial samples, manhole samples, and solid samples. | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2016 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|--|--|---------------------------------------|
| Asset Allocation No. | OC23-053-003 | | |
| Asset Title: | Salt Water Nutrient Analyzer | Cost Center: | Laboratory |
| Asset Location: | Water Quality Science Building | Amount: | \$ 120,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Tests for nitrogen compounds in sea water. | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2016 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|--|--|--------------------------------------|
| Asset Allocation No. | OC23-053-004 | | |
| Asset Title: | Sample Refrigerators | Cost Center: | Laboratory |
| Asset Location: | Water Quality Science Building | Amount: | \$ 20,000 Priority Ranking: B |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Preserves and holds permit samples | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2016 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|--|--|-------------------------------------|
| Asset Allocation No. | OC23-053-005 | | |
| Asset Title: | Bioassay Aquatic Filtration System | Cost Center: | Laboratory |
| Asset Location: | Water Quality Science Building | Amount: | \$ 7,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Maintains the aquarium environment for Bioassay Sea Urchins to live. | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | BETTERMENT | Useful life: | 5 Years |
| Original date in service: | 2021 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|--|--|-------------------------------------|
| Asset Allocation No. | OC23-053-006 | | |
| Asset Title: | Autoclave Data Logger Probe System | Cost Center: | Laboratory |
| Asset Location: | Water Quality Science Building | Amount: | \$ 6,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Confirms and documents autoclave temperature during processing as required by EPA. | | |
| Budget Account: | 16570 Lab & Sampling Equipment | | |
| Type: | NEW | Useful life: | 5 Years |
| Original date in service: | N/A | Original estimated useful life: | N/A |



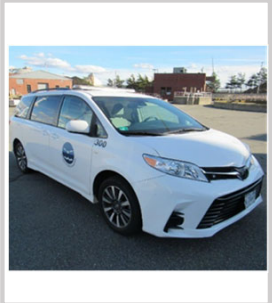
| | | | |
|----------------------------------|--|--|---|
| Asset Allocation No. | OC23-055-001 | | |
| Asset Title: | Sampling Vessel | Cost Center: | Environmental Monitoring |
| Asset Location: | Johnson & Wales Marina | Amount: | \$ 155,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Transport NBC personnel for upper bay sample collections | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2019 | Original estimated useful life: | 5 Years |




| | | | |
|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-055-002 | | |
| Asset Title: | Fixed Site Sondes | Cost Center: | Environmental Monitoring |
| Asset Location: | Upper Narragansett Bay | Amount: | \$ 56,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Conducts real-time water quality monitoring of NBC's receiving waters as required by NBC's RIPDES permit. | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2012 | Original estimated useful life: | 5 Years |



| | | | |
|----------------------------------|---|--|---|
| Asset Allocation No. | OC23-055-003 | | |
| Asset Title: | Vehicle 358 | Cost Center: | Environmental Monitoring |
| Asset Location: | Bucklin Point | Amount: | \$ 38,000 Priority Ranking: A |
| Need identified: | <input type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input checked="" type="checkbox"/> Other |
| Asset Description: | Transports NBC personnel to collect samples at NBC's Bucklin Point Wastewater Treatment Facility. | | |
| Budget Account: | 16515 Automotive Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2013 | Original estimated useful life: | 5 Years |



| | | | |
|----------------------------------|---|--|--------------------------------------|
| Asset Allocation No. | OC23-055-004 | | |
| Asset Title: | Fixed Site Probes & Meter | Cost Center: | Environmental Monitoring |
| Asset Location: | Upper Narragansett Bay | Amount: | \$ 32,000 Priority Ranking: A |
| Need identified: | <input checked="" type="checkbox"/> Asset Management | <input type="checkbox"/> Inspection | <input type="checkbox"/> Other |
| Asset Description: | Conducts real-time water quality monitoring of NBC's receiving waters as required by NBC's RIPDES permit. | | |
| Budget Account: | 16575 Lab & Sampling Equipment Replacement | | |
| Type: | REPLACEMENT | Useful life: | 5 Years |
| Original date in service: | 2017 | Original estimated useful life: | 5 Years |





Capital Improvement Program

The Narragansett Bay Commission’s (NBC) Capital Improvement Program (CIP) is a planning document which identifies programmed capital investments necessary to comply with current and future regulatory requirements, take advantage of technological advancements, ensure the integrity of NBC’s infrastructure, and achieve operational efficiencies. 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 incorporates needs identified through NBC’s asset management program. These capital improvements include construction of new facilities and rehabilitation and replacement of existing infrastructure, as well as energy



Field's Point Wastewater Treatment Facility

efficiency and sustainability projects. The CIP shows programmed expenditures for the current Fiscal Year (FY) 2023 as well as the following five-year period of FY 2024-2028, referred to in this document as the “window”.

Capital Improvement Program Overview

This year’s CIP identifies a total of 45 projects that are either in progress, to be initiated, or to be completed during FY 2023-2028. The estimated costs for this year’s CIP window are \$562.1 million, with additional expenditures of \$219.8 million in FY 2023 for a total of \$781.9 million. The majority or 72% of the expenditures are related to the third and final phase of the Combined Sewer Overflow (CSO) Abatement Facilities. Other projects account for the remaining 28% of the CIP and reflect the continued investment in NBC’s wastewater treatment and collection system infrastructure.

FY 2023-2028 CIP Costs

(In Thousands)

| Category | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | FY 2024-2028 | Total |
|-------------------------|-------------------|-------------------|-------------------|------------------|------------------|-----------------|-------------------|-------------------|
| Administrative | \$ 5,871 | \$ 6,692 | \$ 5,236 | \$ 1,732 | \$ 832 | \$ 311 | \$ 14,802 | \$ 20,673 |
| Land | 2,011 | 20 | - | - | - | - | 20 | 2,031 |
| A/E Professional | 23,614 | 24,211 | 18,963 | 8,567 | 4,629 | 3,897 | 60,267 | 83,881 |
| Construction | 180,053 | 173,157 | 138,530 | 47,248 | 10,988 | 1,103 | 371,026 | 551,079 |
| Contingency | 5,505 | 10,724 | 60,069 | 16,665 | 12,930 | 175 | 100,563 | 106,068 |
| Other | 2,723 | 5,710 | 6,415 | 2,143 | 1,073 | 130 | 15,471 | 18,194 |
| | \$ 219,777 | \$ 220,514 | \$ 229,212 | \$ 76,355 | \$ 30,452 | \$ 5,616 | \$ 562,149 | \$ 781,926 |

The CIP document reflects all phases of a construction project, including planning and design, as a single project. In addition, for planning purposes, projects that are substantially complete with only retainage and/or “punch-list” items remaining are considered complete and are not carried in the CIP summary or detailed project listing. These projects are, however, discussed in the completed projects section of the CIP. The CIP projects are also identified by classifications which rank them in terms of priority. The CIP includes additional information regarding changes in the CIP from the prior year, new projects, and the projected operating budget impact of each project.

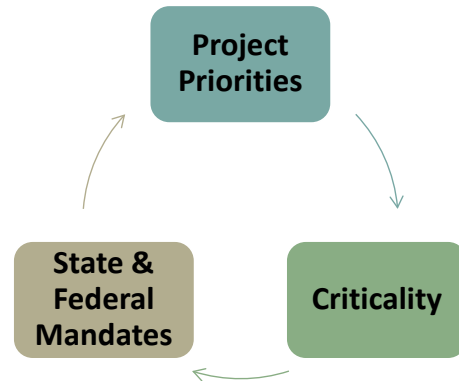
CIP Financing

The CIP is financed primarily through long-term debt issuance. Please see the Long-Term Financial Plan section of NBC’s Annual Budget for a comprehensive presentation regarding CIP financing and the impact of the CIP on NBC’s Operating Budget.

Capital Improvement Program Development

NBC’s comprehensive capital improvement planning process takes into consideration the project’s relationship to the strategic plan, program priorities, the permitting process, project readiness, 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.

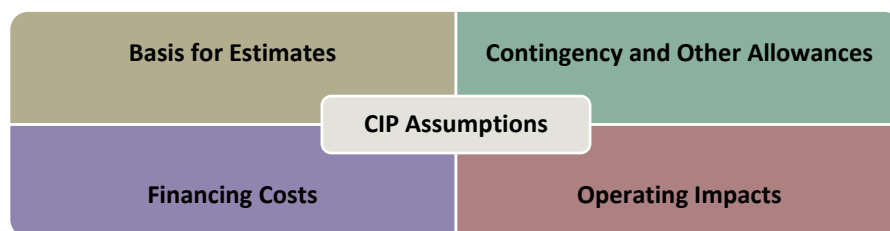
NBC’s Project Managers begin the annual CIP process with the development of detailed justifications for each capital project including project scope, basis for the cost estimate and key factors impacting costs and schedules. The Project Managers also explain modifications from the prior year’s CIP and provide the overall project schedule. The CIP Review Committee reviews the proposed capital projects including the assignment of priorities and schedules. Projects approved for inclusion in the CIP are subsequently analyzed to assess major program changes, overall capital funding needs, the strength of the project’s connection to the objectives in NBC’s Strategic Plan, as well as financing and operating cost impacts.



Capital Improvement Program Assumptions

The costs and schedules included in this year’s CIP reflect NBC’s best estimates and are based on several assumptions as follows:


- Costs and cash flows are based on planning or design estimates and/or bids once available.
- Preliminary construction project cost estimates include a contingency based upon an engineering assessment of the complexity of the project and industry experience. Project contingencies may be subsequently modified based upon the bids and information obtained during construction. Cost estimates for new design and construction projects include an allowance for NBC staff salary and fringe associated with project management, based on historical experience.
- Financing costs and debt service associated with the CIP are not included in the CIP expenditures or the project cash flows. Financing costs are expensed in the operating budget in the year they are incurred. The debt service payments (principal and interest) are included as an expense in the annual operating budget.
- The CIP does not include the acquisition or replacement of certain assets included in the five-year Operating Capital Program as part of the Capital Budget.
- Impacts of CIP projects on the Operating Budget are estimated based on prior experience and engineering estimates.



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 at a reasonable cost. Due to the magnitude of the CIP and NBC’s funding constraints, NBC evaluated proposed capital improvements based on strategic value. As part of the CIP development process, NBC identifies one or more Key Codes of the Core Business Strategic Plan Goal that a project will address. The highest percentage or 40%, are aligned with managing the planning, design, and construction of capital improvements. Approximately 27% of the projects are aligned with ensuring compliance with State and Federal regulations, permits, consent agreements, certifications as well as NBC rules and regulations, guidelines, and reporting requirements. In addition, 16% of the projects in the CIP are aligned with ensuring cost-effective operation and maintenance of NBC wastewater treatment and collection system. The remaining projects are aligned with ensuring climate resiliency of NBC’s existing and future facilities at 13%; and ensuring continuous operation and the protection of assets through NBC’s asset management program at 4% .

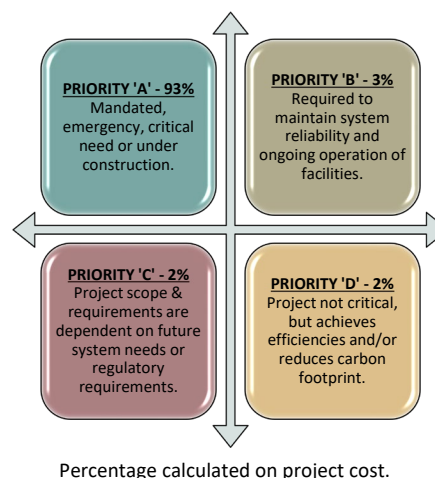
Percentage of CIP Projects Aligned to Strategic Plan Core Business Goal

|  Core Business: Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed. | | |
|---|------------|--|
| Key Code | Percentage | Code Description |
| CB1 | 27% | Ensure compliance with State and Federal regulations, permits, consent agreements, certifications, NBC rules and regulations, guidelines, and reporting requirements. |
| CB2 | 40% | Manage the planning, design, and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements. |
| CB3 | 16% | Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies. |
| CB4 | 4% | Maintain NBC’s asset management program to ensure continuous operation and the protection of assets. |
| CB5 | 13% | Ensure climate resiliency of NBC's existing and future facilities. |

Capital Projects by Priority

Another step to the development process of the CIP program, a priority ranking is assigned based on an assessment of the project’s criticality. Projects with a priority ranking of “A” represent a critical need and are either mandated, an emergency or currently under construction. Approximately 93% of the project costs identified in the window are prioritized with an “A” ranking and a total estimated cost of \$523.7 million.

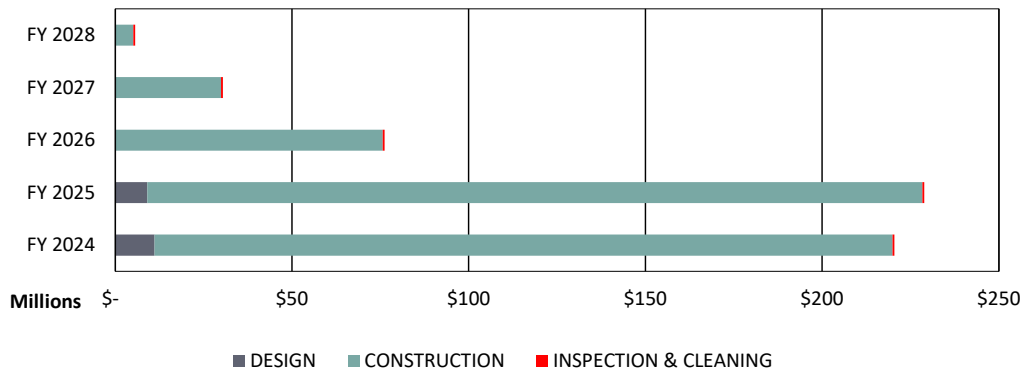
In addition, 3% or \$19.5 million are identified with a “B” priority ranking, which includes projects that are required to maintain systems reliability and ongoing operations of facilities. Projects with a priority ranking of “C” are dependent on future system needs or regulatory requirements and represent 2% or \$10.4 million. The remaining 2% or \$8.6 million are ranked as priority “D” and include projects that are not critical but achieve efficiencies and/or reduce NBC’s carbon footprint.



Capital Expenditures by Phase

NBC’s construction projects are generally comprised of three phases including 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 plans and specifications and the acquisition of easements and permits. During the construction phase, facility improvements and infrastructure are constructed. The CIP also includes some programmed capital projects which are not broken down into phases, such as the inspection, cleaning, and repair of NBC’s interceptors, or other one-time special studies. As is evident in the chart below, the majority, or 96% of the programmed expenditures during the five-year CIP window, relate to the construction phase at \$538.9 million.

FY 2024-2028 Capital Expenditures by Phase

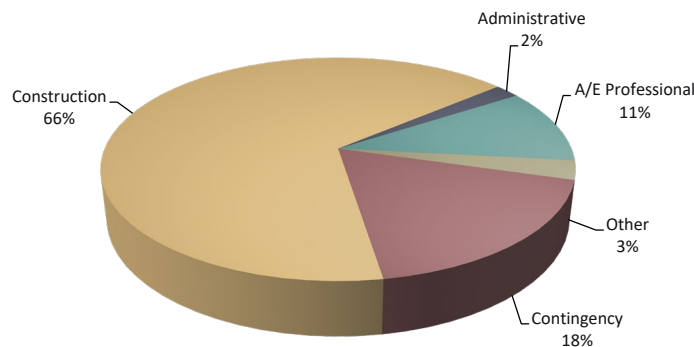


Capital Expenditures by Cost Category

For planning purposes, the project costs are shown by categories including the Administrative cost category, which includes NBC’s project management costs as well as police, legal and advertising expense. The Architectural/Engineering (A/E) Professional cost category includes costs for professional planning or design services. 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 chart below, Construction costs represent \$371.0 million or approximately 66% of the total costs within the FY 2024-2028 window. Contingency represents \$100.6 million or 18% and A/E Professional services represent approximately \$60.3 million or 11% of the costs during this same period.

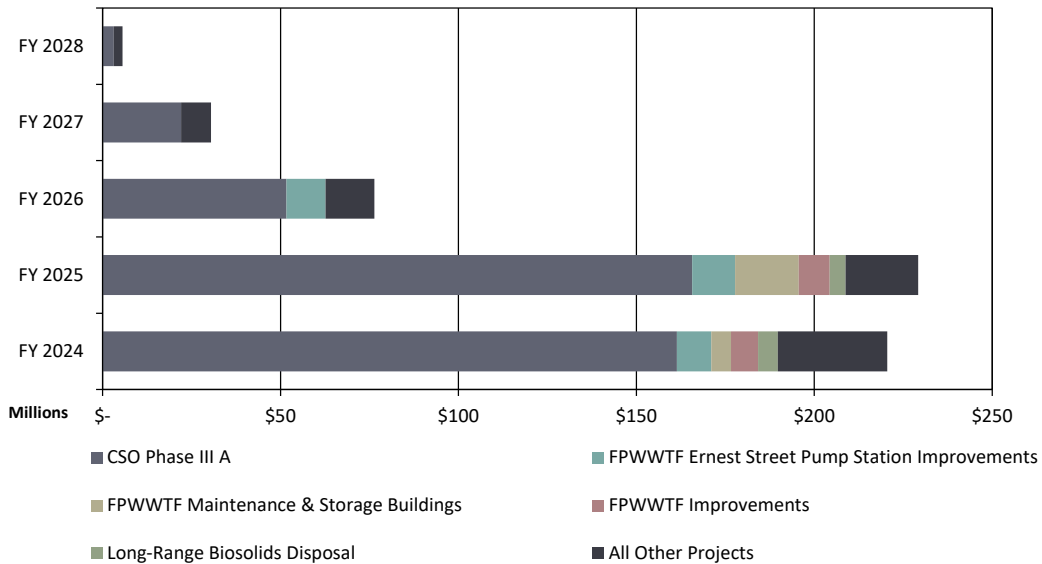
CIP Costs by Cost Category



Significant Capital Improvement Projects

The most significant project included in this year’s CIP is the CSO Phase III A Facilities which comprise \$403.9 million or 72% of the CIP’s programmed costs. There are four other projects with an estimated total cost of \$10.0 million or more in the CIP window. The largest is the FPWWTF Ernest Street Pump Station Improvements at \$32.8 million or 6%, followed by the FPWWTF Maintenance and Storage Buildings at \$23.4 million or 4%, the FPWWTF Improvements is \$16.3 million or 3%, and the Long-Range Biosolids Disposal at \$10.0 million or 2% of the total CIP window. The following table and graph show the programmed expenditures for the major projects included in the CIP window.

| Largest Capital Projects | | | |
|--|-------------------------------|-------------|--|
| Project | Total Costs FY 2024 - 2028 | % of Total | |
| CSO Phase III A | \$ 403,888 | 72% | |
| FPWWTF Ernest Street Pump Station Improvements | 32,764 | 6% | |
| FPWWTF Maintenance & Storage Buildings | 23,422 | 4% | |
| FPWWTF Improvements | 16,306 | 3% | |
| Long-Range Biosolids Disposal | 10,004 | 2% | |
| All Other Projects | 75,765 | 13% | |
| Total | \$ 562,149 | 100% | |



Capital Expenditures by Functional Area

For planning purposes, NBC also groups capital projects into functional areas, according to the scope and tasks involved with the capital project. These categories include projects that have been identified as part of NBC’s focus on ensuring that the facilities can meet future needs. The functional areas are identified in the following table.

CIP Functional Areas

| Functional Area | Project Examples |
|---|---|
| Wastewater Treatment Facilities (WWTF) | WWTF Improvements, Sludge Digestion Facilities, Long-Range Biosolids Disposal |
| Bucklin Point Resiliency Improvements | Ultraviolet (UV) Disinfection, Operations and Maintenance Buildings, WWTF Improvements and Standby Power |
| Field's Point Resiliency Improvements | Ernest Street Pumping Station, Maintenance and Storage Buildings, WWTF Improvements, Solar Carport, Septage Receiving Facility Improvements and Standby Power |
| Infrastructure Management (IM) | Special Studies, Energy Sustainability, Flow Monitoring, RIPDES Compliance Improvements |
| CSO Phase III Facilities | CSO Phase III A, B, C and D |
| Sewer System Improvements | Easement Restoration, Sewer System, Pump Station |
| Interceptor Inspection & Cleaning (IIC) | Remote Television Inspections, Grit/Debris Removal and Disposal |
| Interceptor Repair & Construction (IRC) | Expansion, Improvements, and Lining of Interceptors and Manhole Rehabilitation |

The following table shows how the CIP costs have shifted by functional area on a year-to-year basis.

Expenditures by Functional Area

(In Thousands)

| Functional Area | 2023-2027 CIP | 2024-2028 CIP | Change | % |
|--|-------------------|-------------------|---------------------|--------------|
| Wastewater Treatment Facility | \$ 16,997 | \$ 16,134 | \$ (863) | (5%) |
| Bucklin Point Resiliency | 37,649 | 12,707 | (24,942) | (66%) |
| Field's Point Resiliency | 47,472 | 88,405 | 40,933 | 86% |
| Infrastructure Management | 2,669 | 3,053 | 384 | 14% |
| CSO Phase III A Facilities | 575,318 | 403,888 | (171,430) | (30%) |
| Sewer System Improvements | 22,522 | 20,810 | (1,712) | (8%) |
| Interceptor Inspection and Cleaning | 3,142 | 2,500 | (642) | (20%) |
| Interceptor Restoration and Construction | 12,265 | 14,652 | 2,387 | 19% |
| Total | \$ 718,034 | \$ 562,149 | \$ (155,885) | (22%) |

On a year-over-year basis, the most significant percentage change from the prior year is an 86% increase in the Field's Point Resiliency functional area. This is a result of two new projects added to this category, the Lincoln Septage Receiving Station Replacement Project (71000) and Cybersecurity Improvements Project (20800). Also, after further inspection of the Ernest Street Pump Station, additional repairs and necessary upgrades were identified. The Bucklin Point Resiliency functional area decreased 66% primarily because the BPWWTF Operations & Maintenance Buildings Project (81600) will be completed in FY 2023 and the BPWWTF Ultraviolet (UV) Disinfection Improvements Project (81000) will be completed in early FY 2024. In terms of total dollars, the CSO Phase III A Facilities are programmed at \$171.4 million or 30% lower than last year's CIP. This is due to the construction of Pawtucket Tunnel and Pump Station Project (30801), being the largest project in this category, will be 65% complete in FY 2023.

The Sewer System Improvements category has a decrease of 8% or \$1.7 million from the prior year because the Lincoln Septage Receiving Station Replacement Project (71000) is now included in the Field's Point Resiliency functional area. The Interceptor Inspection and Cleaning functional area shows a 20% decrease over the prior year as the Baseline Siphon Inspection Project (30480) will be completed in FY 2023. The Interceptor Restoration and Construction category shows an increase of 19% or \$2.4 million from the prior year. This is a result of schedule changes as well as cost increases for Louisquisset Pike Interceptor Improvements Project

(30421). Lastly, the Infrastructure Management functional area has increased 14% or \$384 thousand from last year's CIP due to schedule changes and the addition of the Water Quality Model Validation and Enhancement Project (1140900). Overall, programmed expenditures are \$155.9 million or 22% lower than the prior year CIP.

Wastewater Treatment Facility (WWTF) Improvements

This year's CIP includes \$16.1 million in programmed funding for projects related to NBC's wastewater treatment facilities. In particular, the Long-Range Biosolids Disposal Project (20700) at an estimated cost of \$10.0 million involves the evaluation, planning and development of a reliable long-term biosolids (sludge) management strategy for biosolids generated at NBC's WWTFs in anticipation of NBC's current contract expiration for these services in FY 2026. The BPWWTF Sludge Digestion Facility Improvements Project (81800) at a cost of \$5.1 million involves upgrades to the sludge digester complex including planning and design of improvements to the primary and secondary digesters, piping systems, valves, equipment, and related infrastructure that are required to address operational needs and methane leakage concerns.

On a system-wide basis NBC continues to program \$500 thousand annually for wastewater treatment facility improvements to ensure resources are available in years that do not have specific projects identified to maintain the integrity of the treatment facilities. Lastly, the CIP has funding programmed for the NBC Facilities Electrical Improvements Project (24000) to evaluate electrical equipment/facilities and identify/implement needed improvements.

The following table shows the WWTF functional area projects and estimated costs in the five-year CIP window.

| WWTF Improvements (In Thousands) | | |
|-------------------------------------|---|------------------|
| Project Number | Major Project | FY 2024-2028 CIP |
| 20700 | Long-Range Biosolids Disposal | \$ 10,004 |
| 81800 | BPWWTF Sludge Digestion Facility Improvements | 5,127 |
| 20000 | WWTF Improvements | 1,000 |
| 24000 | NBC Facility Electrical Improvements | 3 |
| Total | | \$ 16,134 |

Bucklin Point Resiliency Improvements (BP Resiliency)

BP Resiliency was identified as part of NBC's resiliency planning process and consists of three separate projects. The following table shows the BP Resiliency estimated costs by project. The costs over the five-year CIP window are \$12.7 million with an additional \$57.5 million in costs prior to FY 2024 for a total estimated project cost of \$70.3 million.

| Bucklin Point Resiliency Improvements (In Thousands) | | |
|---|---|------------------|
| Project Number | Major Project | FY 2024-2028 CIP |
| 81000 | BPWWTF UV Disinfection Improvements | \$ 3,458 |
| 81700 | BPWWTF Operations & Maintenance Buildings | 3,600 |
| 81600 | BPWWTF Improvements | 5,649 |
| Total | | \$ 12,707 |

The BPWWTF UV Disinfection Improvements Project (81000) includes the construction of a new UV disinfection building and replacement of the UV disinfection equipment with an energy efficient system.

The BPWWTF Improvements Project (81600) involves the installation of a redundant power system, as well as the repair or replacement of boilers, hydronic piping systems, and isolation gates.



BP Operations & Maintenance Buildings

Project (81700) consists of both a new Operations Building and a new Maintenance Building to replace buildings that are more than 70 years old. To ensure reliable operation of critical process streams, the Supervisory Control and Data Acquisition (SCADA) computer system will be relocated to a higher elevation environmentally controlled space. The new Operations and Maintenance Buildings will replace obsolete and space-constrained facilities and will include a repair workshop for heavy equipment, new electrical, welding and instrumentation rooms, along with offices and a briefing room for the maintenance staff. This project is being completed through a design/build process.

Field’s Point Resiliency Improvements (FP Resiliency)

At Field’s Point, NBC has identified the six projects shown in the following table that address resiliency concerns. The estimated costs for these projects over the FY 2024-2028 window are \$88.4 million. FP Resiliency improvements also includes \$1.0 million for construction of a solar carport in FY 2023.

| Field's Point Resiliency Improvements (In Thousands) | | | |
|---|--|------------------|---------------|
| Project Number | Major Project | FY 2024-2028 CIP | |
| 20400 | FPWWTF Ernest Street Pump Station Improvements | \$ | 32,764 |
| 20500 | FPWWTF Maintenance & Storage Buildings | | 23,422 |
| 20300 | FPWWTF Improvements | | 16,306 |
| 40101 | FPWWTF Electrical Improvements | | 9,509 |
| 71000 | Lincoln Septage Receiving Station Replacement | | 6,382 |
| 20800 | Cybersecurity Improvements | | 22 |
| Total | | \$ | 88,405 |

The FPWWTF Maintenance and Storage Buildings Project (20500) at an estimated cost of \$23.4 million are needed to replace two structures that are beyond their useful life. The FPWWTF Improvements Project (20300) focuses on several improvements and upgrades to the Field’s Point WWTF. The most significant items are the disinfection and dechlorination systems, a new transformer, replacement of the water automatic strainer system and the odor control unit at the Gravity Thickener Building, and construction of three new Variable Frequency Drives (VFDs) for the return activated sludge pumps. The Field’s Point critical electrical and control systems and standby power solution will be evaluated and implemented as part of the FPWWTF Electrical Improvements Project (40101) at a cost of \$9.5 million.

Also included as part of FP Resiliency is the Lincoln Septage Receiving Station Replacement Project (71000) which will replace the existing 30-year-old facility that is beyond its useful life. The new facility, estimated to cost \$6.4 million, will operate automatically and provide preliminary treatment and testing of septage prior to discharge into the collection system. The Cybersecurity Improvements Project (20800), new to the CIP this year, addresses cybersecurity risks that may adversely impact NBC’s ability to continuously operate and maintain its facilities.



FPWWTF Ernest Street Pump Station

The FPWWTF Ernest Street Pump Station Improvements Project (20400) at an estimated cost of \$32.8 million includes improvements to NBC’s largest and most critical pump station located adjacent to Field’s Point that has a capacity of 200 MGD. Improvements include replacement of large diameter valves, gates, actuators, flow meters, pumps, VFDs, instrumentation and control units, influent screening, motor control centers, motor protectors, electrical power systems and a new standby power generator. In addition, the building requires modifications to the roofing system, air handling units and other infrastructure.

Infrastructure Management

The Infrastructure Management functional area includes several smaller studies and projects. The two most significant projects identified are the NBC System-wide Inflow Reduction Project (40200) at \$978 thousand and the NBC System-wide Facilities Planning Project (30700) at \$726 thousand. There is one new project included in this year’s CIP, the Water Quality Model Validation and Enhancement Project (110900) which will validate the accuracy and assess performance of the Regional Ocean Modeling System. The total estimated cost for this category in the five-year CIP is \$3.1 million.

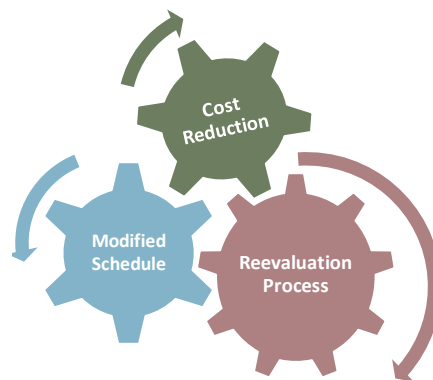
| Infrastructure Management (In Thousands) | | | |
|---|--|------------------|--------------|
| Project Number | Major Project | FY 2024-2028 CIP | |
| 40200 | NBC System-wide Inflow Reduction | \$ | 978 |
| 30700 | NBC System-wide Facilities Planning | | 726 |
| 40300 | Municipal Lateral Sewer Acquisition Impact | | 481 |
| 40550 | RIPDES Flow Monitoring System Implementation | | 397 |
| 1140600 | RIPDES Compliance Improvements | | 235 |
| 1140900 | Water Quality Model Validation and Enhancement | | 103 |
| 40400 | FPWWTF Plan Update | | 67 |
| 1140800 | Pilot Restoration Initiative | | 66 |
| Total | | \$ | 3,053 |

CSO Phase III Facilities (Project 308)

NBC’s single largest project in the CIP is the CSO Phase III Facilities at an estimated cost over fiscal years 2024 – 2028 of \$403.9 million. NBC is under a Consent Agreement with RIDEM to implement a federally mandated CSO Program that will address the Commission’s 65 CSOs in both the Field’s Point and Bucklin Point service areas. The CSO Program will be completed in three phases. The first phase was the construction of the Phase I Facilities (the Main Spine tunnel, drop shafts, and pump station) at a cost of approximately \$360 million. Construction of the Phase I Facilities began in June 2001 and became operational in October 2008. The Commission completed design of the CSO Phase II Facilities in 2010. Construction began in September 2011 and the facilities were placed in service by December 31, 2015.

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 the most cost-effective approach.

Several alternatives were developed through this reevaluation 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 Commission selected an alternative on April 28, 2015 and the final revaluation report was approved by RIDEM in December 2017. The Environmental Assessment (“EA”) which was part of the Phase III evaluation was also approved in December 2017. NBC’s Consent Agreement has been renegotiated based upon the approved plan.



As a result of the reevaluation process, the Phase III CSO Program was subdivided into four phases to be completed by 2041. The program also incorporates Green Stormwater Infrastructure (GSI) facilities to be constructed in each of the four phases to reduce stormwater inflow to the existing CSO system by implementing stormwater infiltration projects, with expenditures of \$10 million on GSI in each phase.

The current pre-design estimate, which includes “other” costs (NBC labor, police, etc.), for the four phases of the CSO Phase III Facilities is \$1.1 billion. A description of the facilities, estimated cost, start and completion dates for each of the four phases are as follows.

CSO Phase III Program
(In Millions)

| Phase | Scope | Amount * | Start | Completion |
|--------------------|---|------------|-----------|------------|
| Phase III A | Design and construction of a 11,700 foot long deep rock tunnel in Pawtucket, a tunnel pump station to convey flow to the Bucklin Point WWTF, drop shafts and consolidation conduits and improvements to the Bucklin Point WWTF. This project includes modifications to regulators and construction of GSI facilities. Design of the Phase III B facilities is also included in the cost of Phase III A. | \$ 821.7 | 4/1/2013 | 2/28/2027 |
| Phase III B | Phase III B includes construction of the Upper BVI Gate and Screening Structure, Interceptor Relief, and Consolidation Conduit. These facilities will convey flow to the tunnel to be built in Phase III A. In addition, GSI facilities will be constructed as part of Phase III B. Regulator Modifications and one sewer separation project will be included as part of Phase III B. | \$ 28.5 | 12/1/2028 | 6/31/2031 |
| Phase III C | Design and construction of a stub tunnel that will convey flow from CSO OF 220 to the Pawtucket tunnel constructed in Phase III A. GSI facilities will be constructed as part of Phase III C. | \$ 164.7 | 5/1/2032 | 6/30/2037 |
| Phase III D | Design and construction of an interceptor to store flow from OF 039 and OF 056 and release flow as capacity allows. GSI facilities will be constructed as part of Phase III D. | \$ 83.5 | 4/1/2037 | 12/1/2041 |
| Total | | \$ 1,098.4 | | |

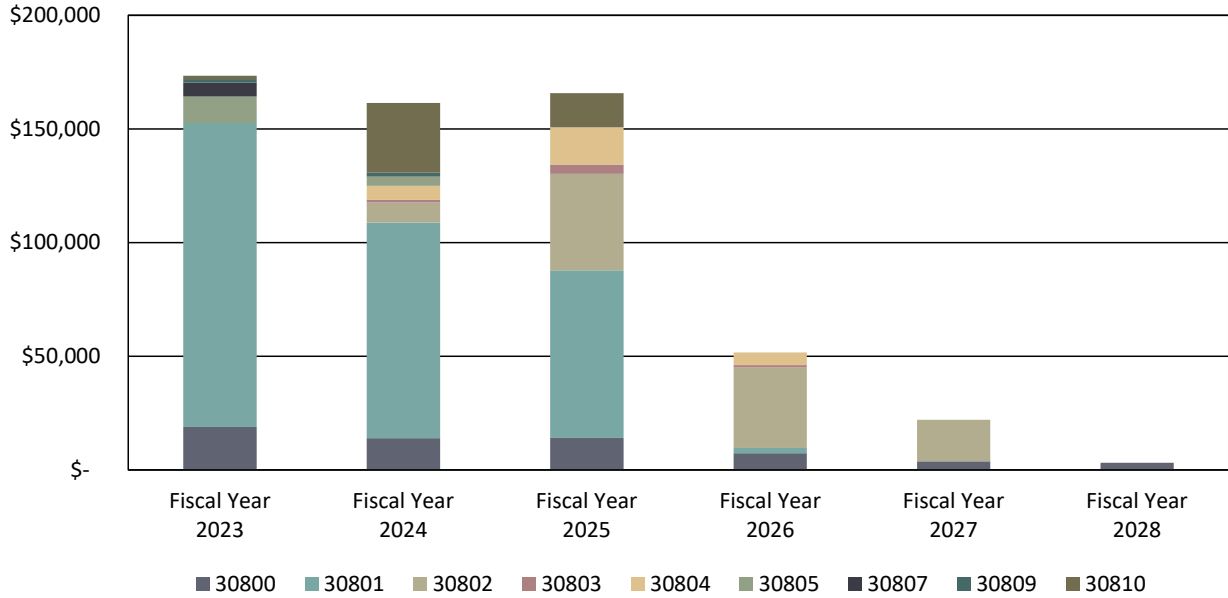
* Excludes costs incurred prior to FY 2020

The CSO Phase III A Facilities (the “Program”) originally consisted of thirteen separate construction projects; however, two projects were rolled into other projects reducing the number to eleven and three projects have been completed. The Program also includes the Design and Construction Program Management Project (30800). This year’s CIP window includes \$403.9 million in fiscal years 2024-2028 with an additional \$173.3 million in FY 2023 for a total of \$577.2 million over the six-year period.

| CSO Phase III A Facilities (In Thousands) | | |
|--|---|-------------------|
| Project Number | Major Project | FY 2024-2028 CIP |
| 30800 | CSO Phase III A Facilities - Design & Construction Program Management | \$ 42,058 |
| 30801 | CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station | 170,931 |
| 30802 | CSO Phase III A Facilities - Tunnel Pump Station Fit-out | 104,994 |
| 30803 | CSO Phase III A Facilities - OF 205 | 6,271 |
| 30804 | CSO Phase III A Facilities - OF 210, 213, 214 | 28,225 |
| 30805 | CSO Phase III A Facilities - OF 217 | 4,073 |
| 30807 | CSO Phase III A Facilities - Regulator Modifications | 25 |
| 30809 | CSO Phase III A - GSI Projects | 1,672 |
| 30810 | CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters | 45,639 |
| Total | | \$ 403,888 |

The following graph shows that the CSO Phase III A Facilities expense is projected to decrease from \$173.3 million in FY 2023 to \$161.4 million in FY 2024. The estimated cost then increases to \$165.7 million in FY 2025 before decreasing in FY 2026 to \$51.6 million, \$22.0 million in FY 2027, and \$3.1 million in FY 2028.

CSO Phase III A Facilities Estimated Cost by Fiscal Year
(In Thousands)



The largest CSO Phase III A projects are the Pawtucket Tunnel and Pump Station Project (30801) with an estimated cost of \$488.6 million and the Tunnel Pump Station Fit-out Project (30802) at an estimated cost of \$105.0 million, which collectively reflect 70% of the total program. Due to the technical complexity of the project, NBC is using a design-build approach. The contractor was selected by the NBC's Board of Commissioners at the September 2020 Board meeting. NBC completed negotiations with the vendor and the Notice to Proceed was issued on December 18, 2020. The estimated cost for this project has increased \$8.0 million or 1% over last year's CIP based on the actual pricing received as part of the result of the competitive procurement process and reflects market conditions and risk. Design of all other construction projects as well as Program Management, and land acquisition is reflected separately in Project (30800).



Pawtucket Tunnel Pump Station Site

NBC has been able to utilize the EPA's WIFIA program to finance the CSO Phase III A Facilities. The WIFIA program provides long-term, low-cost credit assistance for up to 49% of eligible project's costs. NBC executed two loans through the WIFIA program. In August 2019, NBC closed on a \$268.7 million WIFIA loan to finance the CSO Phase III A Facilities at an interest rate of 1.89%. The interest rate on this loan was reset to 1.42% on October 26, 2020. The second WIFIA loan of \$190.6 million with an interest rate of 1.60% included financing for the increase in the CSO Phase III A costs.

Three of the eleven CSO Phase III A construction contracts, GSI Demonstration Project (30808), High Street Demo Project (30811), and Site Demolition Project (30813) are complete. The CSO Phase III A – GSI Projects Project (30809), Pawtucket Tunnel & Pump Station Project (30801), OF 217 Project (30805), and Regulator Modifications Project (30807) are under construction. The remaining projects are in the design phase. The following table shows the CSO Phase III A construction projects, their estimated cost, construction start and end dates, as well as the percent complete.

CSO Phase III A Facilities Costs, Schedule and Percent Complete
(In Millions)

| Project Number | Project Name | Estimated Cost* | Construction Start Date | Construction End Date | % Complete |
|----------------|---|-----------------|-------------------------|-----------------------|------------|
| 30800 | CSO Phase III A Facilities - Design & Construction Program Management | 107.9 | | | |
| 30801 | CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station | 488.6 | Dec-20 | Dec-24 | 28% |
| 30802 | CSO Phase III A Facilities - Tunnel Pump Station Fit-out | 105.0 | Jan-24 | Feb-27 | 0% |
| 30803 | CSO Phase III A Facilities - OF 205 | 6.3 | Jan-24 | Oct-25 | 0% |
| 30804 | CSO Phase III A Facilities - OF 210,213,214 | 28.2 | Nov-23 | Oct-25 | 0% |
| 30805 | CSO Phase III A Facilities - OF 217 | 18.9 | Dec-21 | Jan-23 | 3% |
| 30806 | Incorporated into 30802 | - | | | |
| 30807 | CSO Phase III A Facilities - Regulator Modifications | 7.6 | Dec-21 | Aug-22 | 0% |
| 30808 | CSO Phase III A Facilities - GSI Demonstration | 1.7 | Sep-19 | Feb-21 | 100% |
| 30809 | CSO Phase III A Facilities - GSI Projects | 9.2 | Nov-19 | Jun-24 | 55% |
| 30810 | CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters | 47.0 | Jan-23 | May-25 | 0% |
| 30811 | CSO Phase III A Facilities - High Street Demo | 0.2 | Nov-18 | Dec-19 | 100% |
| 30812 | Incorporated into 30809 | - | | | |
| 30813 | CSO Phase III A Facilities - Site Demolition | 1.1 | May-20 | Nov-20 | 100% |
| Total | | \$ 821.7 | | | |

*Excludes costs incurred prior to FY 2020

Sewer System Improvements



Interceptor Maintenance Building

Included in the Sewer System functional area are projects related to the collection system. The CIP window includes five projects at a total estimated cost of \$20.8 million.

The Interceptor Maintenance Building Project (12400) at a cost of \$10.0 million is for the design and construction of a new Interceptor Maintenance building that will be needed if NBC is required by legislation to assume ownership of lateral sewers currently owned by local communities within its district. The Omega Pump Station

Improvements Project (70900) is estimated to cost \$6.7 million and involves the replacement of equipment at the end of its useful life, implementation of new screening and grit technology and improvements to the motor control center to enhance reliability. The NBC System-wide Regulator Modifications Project (30610) at a cost \$3.1 million is to address hydraulic capacity limitations in NBC collection system and eliminate surcharges. The CIP also continues to support NBC’s Easement Management program with the NBC Easement Restoration Project (30500) at a cost of \$1.0 million. Sewer System Improvements are shown in the following table.

| Sewer System Improvements (In Thousands) | | | |
|---|--|------------------|---------------|
| Project Number | Major Project | FY 2024-2028 CIP | |
| 12400 | Interceptor Maintenance Building | \$ | 9,984 |
| 70900 | Omega Pump Station Improvements | | 6,744 |
| 30610 | NBC System-wide Regulator Modifications | | 3,077 |
| 30500 | NBC Interceptor Easements Restoration, Various Locations | | 1,005 |
| Total | | \$ | 20,810 |

Interceptor Cleaning, Restoration and Construction

This CIP includes several collection system infrastructure projects, which total \$17.2 million. The major projects include increasing the capacity of the Louisquisset Pike Interceptor Project (30421) at a cost of \$6.4 million. The CIP also includes annual programmed allocations of \$500 thousand for Interceptor Inspection and Cleaning Project (30400M) and \$1.5 million for Interceptor Restoration and Construction (Project 30400C) in years that do not have specific projects identified to accommodate new needs that may be identified as part of asset management and inspection. The allowances programmed in the CIP for Project (30400C) and Project (30400M) total \$7.4 million. The CIP also includes \$3.3 million for the Woonasquatucket CSO OF 046 Improvements Project (30315), which may be required to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.

| Interceptor Cleaning, Restoration and Construction (In Thousands) | | | |
|--|--|------------------|---------------|
| Project Number | Major Project | FY 2024-2028 CIP | |
| 30421 | Louisquisset Pike Interceptor Improvements | \$ | 6,418 |
| 30400C | Interceptor Restoration and Construction | | 4,920 |
| 30315 | Woonasquatucket CSO OF 046 Improvements | | 3,314 |
| 30400M | Interceptor Inspection and Cleaning | | 2,500 |
| Total | | \$ | 17,152 |

Completed and New Capital Projects

Completed Projects

NBC considers a project complete when the project has been deemed substantially complete and has only retainage and/or “punch list” items remaining. In FY 2022, NBC completed five capital projects at a cost of \$7.5 million shown in the following table.

| Completed Projects (In Thousands) | | |
|--------------------------------------|------------------------------|-----------------|
| Project Number | Project Name | Cost |
| 90900 | COB Facilities Improvements | \$ 5,721 |
| 30479 | Siphon Inspection & Cleaning | 826 |
| 1140100 | River Model Development | 444 |
| 1140500 | NBC Energy Sustainability | 439 |
| 1140300 | Greenhouse Gas Study | 39 |
| Total | | \$ 7,468 |

The largest project completed last year was the COB Facilities Improvements Project (90900). This project included replacement of HVAC units, windows, and sections of the roof as well as office reconfiguration and improvements. The office space at the Water Quality Science building was also reconfigured to accommodate the reorganization of NBC’s staff. The next largest project completed in FY 2022 was the Siphon Inspection and Cleaning Project (30479) which included cleaning and inspection services of prioritized inverted NBC siphons throughout the service area. The River Model Development Project (1140100), which involved development of the Regional Ocean Modeling System for the Providence and Seekonk Rivers and Narragansett Bay to track the circulation and transport of nutrients. The Energy Sustainability Project (1140500) involved the performance of feasibility studies and investigation of methods to maximize energy conservation, efficiencies, and the employment of sustainable renewable energy resources with the goal of achieving 100% renewable energy resources for NBC. Lastly, the Greenhouse Gas Study Project (1140300) is designed to quantify NBC’s overall carbon footprint by measuring greenhouse gas emissions from wastewater collection and treatment operations.



Corporate Office Building

New Projects

This year’s CIP includes three new capital projects totaling \$1.4 million. The new projects and their estimated costs are summarized in the following table. Please refer to the discussion of the capital projects by functional area of this document for information regarding the need for these projects along with their descriptions.

| New Projects (In Thousands) | | |
|--------------------------------|--|----------------------|
| Project Number | Project Name | Total Estimated Cost |
| 20800 | Cybersecurity Improvements | \$ 1,210 |
| 1140900 | Water Quality Model Validation and Enhancement | 163 |
| 30468 | Improvements to Interceptors FY 2022 | 3 |
| Estimated Total | | \$ 1,376 |

Impact of Capital Investments on Operating Budget

NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating costs and financing impacts. Debt service and rate impacts associated with financing the CIP are discussed in the Long-Term Financial section of the budget. The following pages include an expanded analysis and presentation of other operating impacts in the CIP. The project specific information is included in the following discussion and summarized on the individual project sheets. Certain capital improvements will directly impact the operating budget either through increased revenue, increased expense, or cost savings. NBC has identified these impacts on a project-by-project basis. The following table describes the impact categories and should be used to interpret the figures in the detailed operating impact tables in this section of the CIP. Please refer to the Long-Term Financial Plan section of NBC's Annual Budget for debt service and rate impacts associated with financing the CIP.

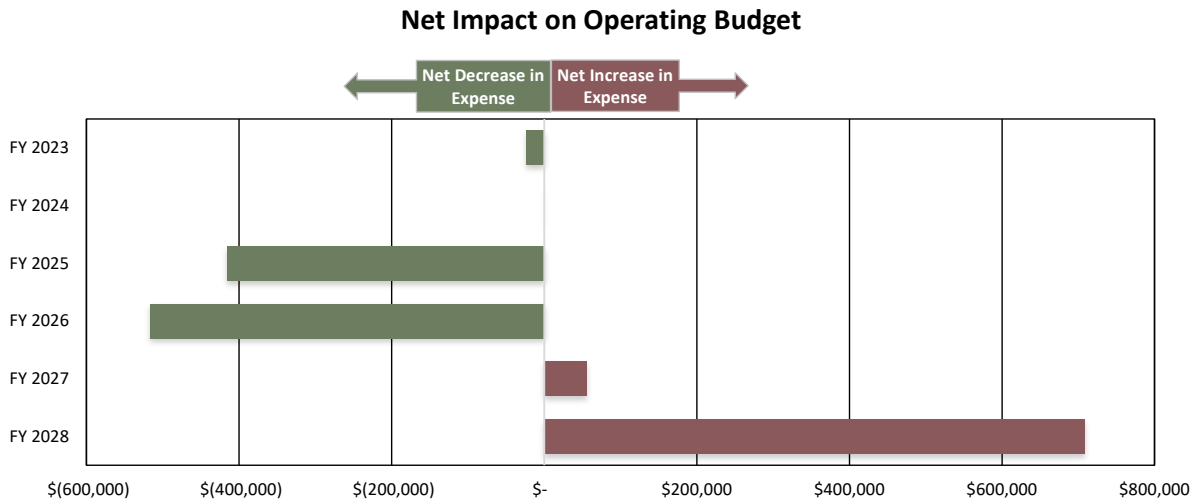
| Impact | Description | Reflection in Tables |
|-------------------|---|--|
| Savings | A reduction in operating costs resulting from facilities no longer in operation, reduced energy consumption, and/or the purchase of electricity | Shown as a reduction in Operating Costs |
| Increased Expense | An increase in operating costs resulting from new facilities becoming operational | Shown as an increase in Operating Costs |
| Increased Revenue | An increase in revenue through new user charges, incentives, and/or the sale of Renewable Energy Credits | Shown as an increase in Operating Revenue or Non-Operating Revenue |

FY 2023-2028 Revenue and Expense Impacts

The following table summarizes the projected impact of new capital projects scheduled to become operational in FY 2023-2028. Projects that involve inspection, studies, cleaning, and rehabilitation generally do not have operating cost impacts and are excluded from this list.

| Projected Annual Operating Budget Impacts | | | | | | |
|--|--------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
| Projected Annual Operating Revenue Impact | | | | | | |
| Increased Revenue | | | | | | |
| NBC Solar Carport | \$ 4,250 | \$ 5,101 | \$ 5,101 | \$ 5,101 | \$ 5,101 | \$ 5,101 |
| Louisquisset Pike Interceptor Improvements | - | 22,384 | 268,610 | 268,610 | 268,610 | 268,610 |
| Net Increase (Decrease) in Revenue | \$ 4,250 | \$ 27,485 | \$ 273,711 | \$ 273,711 | \$ 273,711 | \$ 273,711 |
| Projected Annual Operating Expense Impact | | | | | | |
| Reduced Expense | | | | | | |
| FPWWTF Improvements | \$ - | \$ - | \$ (25,000) | \$ (75,000) | \$ (75,000) | \$ (75,000) |
| NBC Solar Carport | (27,103) | (32,524) | (32,524) | (32,524) | (32,524) | (32,524) |
| Lincoln Septage Station | - | - | - | (9,976) | (9,976) | (9,976) |
| BPWWTF UV Disinfection Improvements | - | - | (178,971) | (268,456) | (268,456) | (268,456) |
| BPWWTF Sludge Digestion Facility Improvements | - | - | - | (18,087) | (217,041) | (217,041) |
| Savings | \$ (27,103) | \$ (32,524) | \$ (236,495) | \$ (404,043) | \$ (602,997) | \$ (602,997) |
| Increased Expense | | | | | | |
| Interceptor Maintenance Building | \$ - | \$ - | \$ - | \$ - | \$ 9,996 | \$ 119,950 |
| FPWWTF Maintenance & Storage Buildings | - | - | 4,766 | 57,188 | 57,188 | 57,188 |
| NBC Solar Carport | 2,492 | 2,990 | 2,990 | 2,990 | 2,990 | 2,990 |
| Louisquisset Pike Interceptor Improvements | - | 833 | 10,000 | 10,000 | 10,000 | 10,000 |
| CSO Phase III A Facilities | - | - | - | - | 761,224 | 1,304,956 |
| FPWWTF Electrical Improvements | - | - | 1,943 | 3,330 | 3,330 | 3,330 |
| BPWWTF UV Disinfection Improvements | - | - | 17,839 | 26,759 | 26,759 | 26,759 |
| BPWWTF Improvements | - | - | 278 | 3,330 | 3,330 | 3,330 |
| BPWWTF Operations & Maintenance Buildings | 4,766 | 57,188 | 57,188 | 57,188 | 57,188 | 57,188 |
| Increased Expense | \$ 7,257 | \$ 61,011 | \$ 95,003 | \$ 160,784 | \$ 932,004 | \$ 1,585,689 |
| Net (Decrease) Increase in Expense | \$ (19,846) | \$ 28,487 | \$ (141,492) | \$ (243,259) | \$ 329,007 | \$ 982,692 |
| Net Impact on Operating Budget | \$ (24,096) | \$ 1,002 | \$ (415,203) | \$ (516,969) | \$ 55,296 | \$ 708,981 |

In FY 2028, the estimated impact as a result of these projects is increased annual revenue of \$273,711, savings of \$602,997 and increase in expense of \$1,585,689. The overall projected impact on the operating budget in FY 2028 is a net increase in the operating budget funding requirement of \$708,981. The following chart shows the projected impact of completed CIP projects on the annual operating budget. Projected increased revenue and reduced expense exceed increased expense each year until FY 2027 when the CSO Phase III A Facilities are scheduled to become operational. Projects with revenue, savings or expense impacts are discussed in the following section.



NBC Solar Carport

The NBC Solar Carport Project (20600) involves the construction of a solar carport on the Field’s Point campus. It is estimated the solar carport will produce approximately 218,282 kWh of electricity annually resulting in approximately \$32,524 in electricity savings and revenue of \$5,101 from the sale of Renewable Energy Credits. Annual maintenance costs are estimated to be \$2,990. Completion of this project is scheduled for FY 2023.

| NBC Solar Carport | | | |
|-------------------|------------------|-------------------|-------------------|
| | Savings | Increased Expense | Increased Revenue |
| RECs Solar | - | - | 5,101 |
| Electricity | 32,524 | - | - |
| Maintenance | - | 2,990 | - |
| Total | \$ 32,524 | \$ 2,990 | \$ 5,101 |

Louisquisset Pike Interceptor Replacement

The Louisquisset Pike Interceptor Replacement Project (30421) is scheduled to be completed in FY 2024. The project involves construction of a larger replacement interceptor in the northern section of the Town of Lincoln to accommodate additional flow. Preliminary estimates indicate that the flow will generate additional sewer user fee revenue of \$268,610 annually. The estimated operating expense is \$10,000 every five years for maintenance of the collection system estimated to begin in FY 2024. There are no start-up costs associated with the operation of this interceptor.

| Louisquisset Pike Interceptor Improvements | | | |
|--|-------------|-------------------|-------------------|
| | Savings | Increased Expense | Increased Revenue |
| User Fees | \$ - | \$ - | \$ 268,610 |
| Maintenance | - | 10,000 | - |
| Total | \$ - | \$ 10,000 | \$ 268,610 |

BPWWTF UV Disinfection Improvements

The BPWWTF UV Disinfection Improvements Project (81000) involves replacement of the UV disinfection system with new and more efficient technology and the construction of a new building to contain the system. The new technology is estimated to use 1.7 million kWh less per year and require less maintenance, resulting in combined savings of \$268,456 annually. The increased expense associated with the new building is \$26,759 annually for utilities and maintenance costs. Completion of this project is scheduled for FY 2025.

| BPWWTF UV Disinfection Improvements | | | | | |
|-------------------------------------|-----------|----------------|-------------------|---------------|-------------------|
| | Savings | | Increased Expense | | Increased Revenue |
| Electricity | \$ | 253,456 | \$ | 5,066 | \$ - |
| Natural Gas | | - | | 12,093 | - |
| Maintenance | | 15,000 | | 9,600 | - |
| Total | \$ | 268,456 | \$ | 26,759 | \$ - |

Interceptor Maintenance Building

The Interceptor Maintenance Building Project (12400) is scheduled for completion in FY 2027. This project includes the construction of a new building that will be necessary if NBC is required by legislation to assume ownership of lateral sewers currently owned by local municipalities within the service area. The new building includes an administrative area, garage area and storage yard. The increased expense associated with the new building is approximately \$119,950 annually for utilities and maintenance costs. All project startup costs, such as staff and equipment relocation, are included in the project cost.

| Interceptor Maintenance Building | | | | | |
|----------------------------------|-----------|----------|-------------------|----------------|-------------------|
| | Savings | | Increased Expense | | Increased Revenue |
| Electricity | \$ | - | \$ | 25,692 | \$ - |
| Natural Gas | | - | | 49,133 | - |
| Water | | - | | 13,088 | - |
| Maintenance | | - | | 32,036 | - |
| Total | \$ | - | \$ | 119,950 | \$ - |

FPWWTF Maintenance and Storage Buildings

The FPWWTF Maintenance and Storage Buildings Project (20500) involves the construction of both a new maintenance building and storage building at Field's Point. The maintenance building will enhance preventive and reactive maintenance capabilities, replacing the current structure built in 1900. The new storage building is needed primarily to replace the IM storage facility that is beyond its useful life. The new facilities are scheduled for completion in FY 2025 and are estimated to result in increased expense of \$57,188 for utilities.

| FPWWTF Maintenance & Storage Buildings | | | | | |
|--|-----------|----------|-------------------|---------------|-------------------|
| | Savings | | Increased Expense | | Increased Revenue |
| Electricity | \$ | - | \$ | 18,351 | \$ - |
| Natural Gas | | - | | 35,095 | - |
| Water | | - | | 3,742 | - |
| Total | \$ | - | \$ | 57,188 | \$ - |

BPWWTF Operations and Maintenance Buildings

The BPWWTF Operations and Maintenance Buildings Project (81700) involves the construction of both a new Operations Building and a Maintenance Building at Bucklin Point. The Operations Building contains additional office space, training and locker rooms, and a new SCADA Control Room. The Maintenance Building includes a workshop, electrical, welding and instrumentation rooms along with offices and storage space. This new building will improve the efficiency of the plant maintenance services and ensure reliable operation and performance of critical infrastructure systems. The increased expense associated with the new building is

approximately \$57,188 annually for utilities and maintenance costs. All project startup costs, such as staff and equipment relocation are included in the project cost.

| BPWWTF Operations & Maintenance Buildings | | | | |
|---|-------------|-------------------|-------------------|--|
| | Savings | Increased Expense | Increased Revenue | |
| Electricity | \$ - | \$ 18,351 | \$ - | |
| Natural Gas | - | 35,095 | - | |
| Water | - | 3,742 | - | |
| Total | \$ - | \$ 57,188 | \$ - | |

BPWWTF Improvements

The BPWWTF Improvements Project (81600) involves miscellaneous improvements and upgrades to the Bucklin Point WWTF and will include the installation of a new redundant standby power generator. The increased expense is approximately \$3,300 annually for maintenance of the new generator.

| BPWWTF Improvements | | | | |
|---------------------|-------------|-------------------|-------------------|--|
| | Savings | Increased Expense | Increased Revenue | |
| Maintenance | \$ - | \$ 3,330 | \$ - | |
| Total | \$ - | \$ 3,330 | \$ - | |

FPWWTF Electrical Improvements

The FPWWTF Electrical Improvements Project (40101) involves the evaluation and installation of redundant standby power capabilities at the FPWWTF to maintain uninterrupted operation of the treatment process. The increased expense is approximately \$3,300 annually for maintenance of the new generator.

| FPWWTF Electrical Improvements | | | | |
|--------------------------------|-------------|-------------------|-------------------|--|
| | Savings | Increased Expense | Increased Revenue | |
| Maintenance | \$ - | \$ 3,330 | \$ - | |
| Total | \$ - | \$ 3,330 | \$ - | |

CSO Phase III A Facilities

CSO Phase III A operating impacts are estimated to commence in FY 2027. Increased expense of \$1.3 million includes electricity to pump flow and provide dehumidification in the tunnel pump station, natural gas for heating, screening, and grit disposal, biosolids disposal, water, treatment chemicals, maintenance, and labor costs. The start-up costs are included in this project phase.

| CSO Phase III A Facilities | | | | |
|----------------------------|-------------|---------------------|-------------------|--|
| | Savings | Increased Expense | Increased Revenue | |
| Electricity | \$ - | \$ 849,300 | \$ - | |
| Natural Gas | - | 61,820 | - | |
| Screening & Grit | - | 114,600 | - | |
| Biosolids | - | 220,145 | - | |
| Water | - | 1,292 | - | |
| Chemicals | - | 18,766 | - | |
| Maintenance | - | 29,033 | - | |
| Personnel | - | 10,000 | - | |
| Total | \$ - | \$ 1,304,956 | \$ - | |

BPWWTF Sludge Digestion Facility Improvements

The BPWWTF Sludge Digestion Facility Improvements Project (81800) addresses operational needs at the Bucklin Point sludge digestion facilities. The improvements include the design and implementation of concrete and piping system repairs required to address methane gas leakage concerns. This project is projected to reduce the amount of natural gas required to heat the digesters and run the cogeneration facilities, resulting in savings of \$217,041 per year.

| BPWWTF Sludge Digestion Facility Improvements | | | | | |
|---|-----------|----------------|-------------------|----------|-------------------|
| | Savings | | Increased Expense | | Increased Revenue |
| Natural Gas | \$ | 217,041 | \$ | - | \$ - |
| Total | \$ | 217,041 | \$ | - | \$ - |

FPWWTF Improvements

The FPWWTF Improvements Project (20300) involves miscellaneous improvements associated with aging infrastructure and equipment at the Field's Point facility. This project will include upgrades to equipment, with a focus on fixing leaks related to the disinfection and de-chlorination systems. This project is projected to reduce the amount of chemicals required, resulting in savings of \$75,000 per year.

| FPWWTF Improvements | | | | | |
|---------------------|-----------|---------------|-------------------|----------|-------------------|
| | Savings | | Increased Expense | | Increased Revenue |
| Other | \$ | 75,000 | \$ | - | \$ - |
| Total | \$ | 75,000 | \$ | - | \$ - |

Lincoln Septage Station

The Lincoln Septage Station Improvements Project (71000) includes design and construction of a new septage receiving station equipped with a screening mechanism and sample collection capabilities in accordance with NBC's Standard Operating Procedures for monitoring septage. The new facilities will be fully automated resulting in savings of personnel costs.

| Lincoln Septage Station Improvements | | | | | |
|--------------------------------------|-----------|--------------|-------------------|----------|-------------------|
| | Savings | | Increased Expense | | Increased Revenue |
| Personnel | | 9,976 | | - | - |
| Total | \$ | 9,976 | \$ | - | \$ - |

Incentives and Reimbursements

It is anticipated that NBC will receive approximately \$1.0 million in energy efficiency incentives related to the BPWWTF Biogas Reuse Project and the BPWWTF UV Disinfection Improvements Project, and a Grant from the Rhode Island Renewable Energy Fund for the Solar Carport. The funds will be deposited into the Grants and Projects Reimbursement Account in the Project Fund to be used for capital improvements. The potential incentives and reimbursements are outlined in the following table.

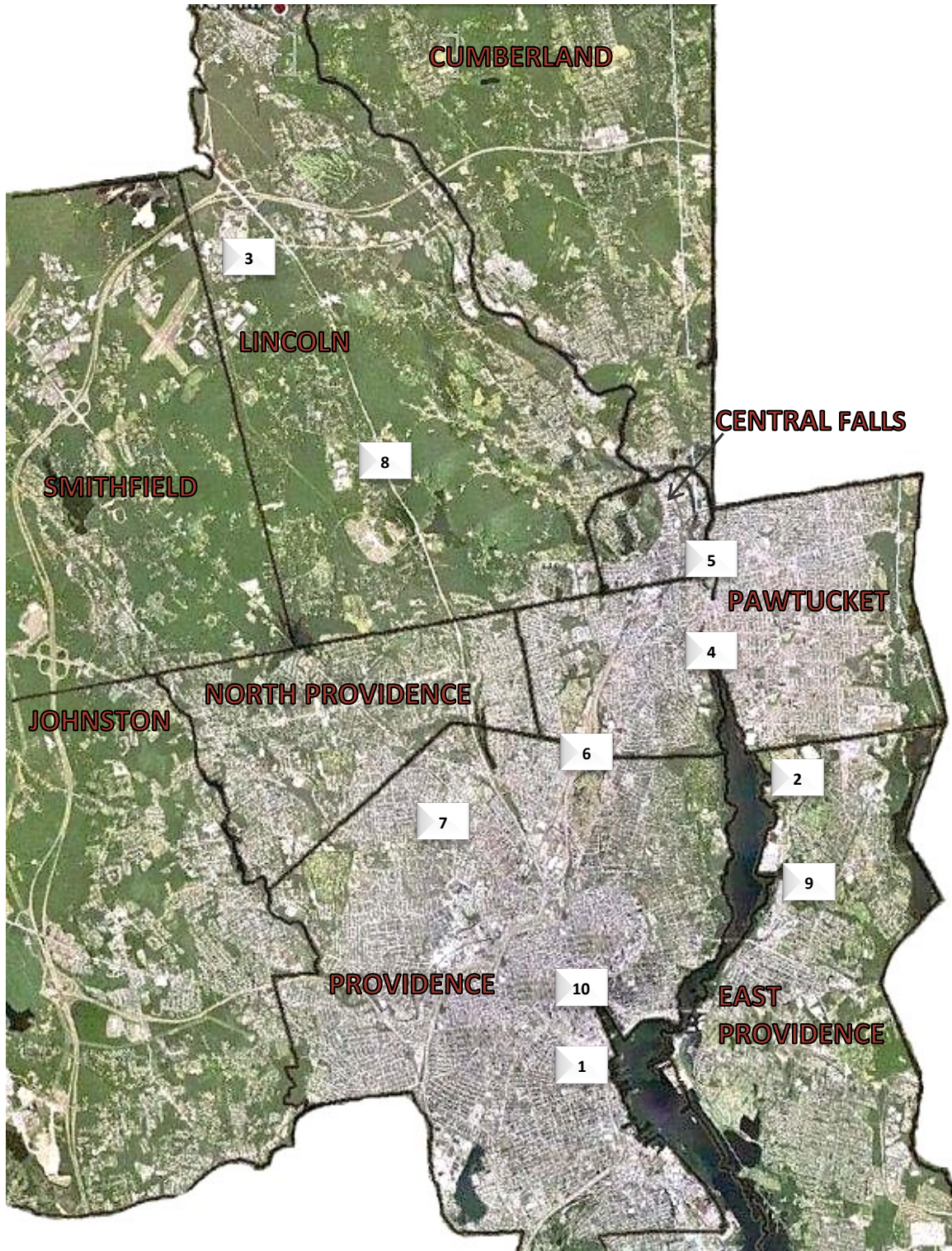
| Capital Investment Incentives | | | |
|-------------------------------|-------------------------------------|---|----------------------------|
| Contract | Project | Source | Amount |
| 12000C | BPWWTF Biogas Reuse | National Grid (balance of incentive) | \$ 109,460 |
| 12000C | BPWWTF Biogas Reuse | Regional Greenhouse Gas Initiative | 200,000 |
| 20600C | NBC Solar Carport | RI Renewable Energy Fund (REF) Grant | 206,600 |
| 81000C | BPWWTF UV Disinfection Improvements | National Grid Energy Efficiency Incentive Bonus | 524,000 |
| | | | <u>\$ 1,040,060</u> |

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 10 project locations as identified below. Some projects are System-wide and noted as SW.

| Legend Key | Project Number | Project Name | |
|--|----------------|--|---|
| Wastewater Treatment Facilities Improvements | | | |
| | 1 | 20000 | WWTF Improvements |
| SW | 20700 | Long-Range Biosolids Disposal | |
| 1, 2 | 24000 | NBC Facility Electrical Improvements | |
| 2 | 81800 | BPWWTF Sludge Digestion Facility Improvements | |
| Bucklin Point Resiliency | | | |
| | 2 | 81000 | BPWWTF UV Disinfection Improvements |
| | 2 | 81600 | BPWWTF Improvements |
| | 2 | 81700 | BPWWTF Operations & Maintenance Buildings |
| Field's Point Resiliency | | | |
| | 1 | 20300 | FPWWTF Improvements |
| | 1 | 20400 | FPWWTF Ernest Street Pump Station Improvements |
| | 1 | 20500 | FPWWTF Maintenance & Storage Buildings |
| | 1 | 20600 | NBC Solar Carport |
| SW | 20800 | Cybersecurity Improvements | |
| | 1 | 40101 | FPWWTF Electrical Improvements |
| | 3 | 71000 | Lincoln Septage Receiving Station Replacement |
| Infrastructure Management | | | |
| SW | 1140600 | RIPDES Compliance Improvements | |
| SW | 1140800 | Pilot Restoration Initiative | |
| SW | 1140900 | Water Quality Model Validation and Enhancement | |
| SW | 30700 | NBC System-wide Facilities Planning | |
| SW | 40200 | NBC System-wide Inflow Reduction | |
| 1 | 40300 | Municipal Lateral Sewer Acquisition Impact | |
| SW | 40400 | FPWWTF Plan Update | |
| SW | 40550 | RIPDES Flow Monitoring System Implementation | |
| CSO Phase III Facilities | | | |
| | 4 | 30800 | CSO Phase III A Facilities - Design & Construction Program Management |
| | 4 | 30801 | CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station |
| | 4 | 30802 | CSO Phase III A Facilities - Tunnel Pump Station Fit-out |
| | 4 | 30803 | CSO Phase III A Facilities - OF 205 |
| | 4 | 30804 | CSO Phase III A Facilities - OF 210, 213, 214 |
| | 4 | 30805 | CSO Phase III A Facilities - OF 217 |
| | 4 | 30807 | CSO Phase III A Facilities - Regulator Modifications |
| | 4 | 30809 | CSO Phase III A - GSI Projects |
| | 4 | 30810 | CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters |
| | 5 | 30830 | CSO Phase III B Facilities |
| | 6 | 30850 | CSO Phase III C Facilities |
| | 7 | 30870 | CSO Phase III D Facilities |
| Sewer System Improvements | | | |
| | 1 | 12400 | Interceptor Maintenance Building |
| SW | 30500 | NBC Interceptor Easements Restoration, Various Locations | |
| SW | 30610 | NBC System-wide Regulator Modifications | |
| | 9 | 70900 | Omega Pump Station Improvements |
| Interceptor Cleaning/Restoration and Construction | | | |
| SW | 30480M | Completion of Baseline Siphon Inspections and Cleanings | |
| | 10 | 30315 | Woonasquatucket CSO OF 046 Improvements |
| | 8 | 30421 | Louisquisset Pike Interceptor Improvements |
| SW | 30468 | Improvements to Interceptors FY 2022 | |

Capital Improvement Program Project Locations



Capital Project Summary by Fiscal Year

(In Thousands)

| Project Number | Project Name | Project Priority | Pre-Fiscal Year 2023 | Fiscal Year 2023 | Fiscal Years 2024-2028 | Post-Fiscal Year 2028 | Total Estimated Project Cost |
|---|---|------------------|----------------------|-------------------|------------------------|-----------------------|------------------------------|
| Wastewater Treatment Facility Improvements | | | | | | | |
| 20000 | WWTF Improvements | B | \$ - | \$ - | \$ 1,000 | \$ 500 | \$ 1,500 |
| 20200 | 2019 WWTF Improvements | A | 4,794 | 98 | - | - | 4,892 |
| 20700 | Long-Range Biosolids Disposal | A | 255 | 223 | 10,004 | - | 10,482 |
| 24000 | NBC Facility Electrical Improvements | B | 24 | 448 | 3 | - | 475 |
| 81800 | BPWWTF Sludge Digestion Facility Improvements | A | 86 | 992 | 5,127 | - | 6,205 |
| | <i>Subtotal</i> | | 5,159 | 1,761 | 16,134 | 500 | 23,554 |
| Bucklin Point Resiliency Improvements | | | | | | | |
| 81000 | BPWWTF UV Disinfection Improvements | A | 7,050 | 9,687 | 3,458 | - | 20,195 |
| 81600 | BPWWTF Improvements | A | 6,550 | 393 | 3,600 | - | 10,543 |
| 81700 | BPWWTF Operations & Maintenance Buildings | A | 15,033 | 18,830 | 5,649 | - | 39,512 |
| | <i>Subtotal</i> | | 28,633 | 28,910 | 12,707 | - | 70,250 |
| Field's Point Resiliency Improvements | | | | | | | |
| 20300 | FPWWTF Improvements | A | 2,402 | 2,563 | 16,306 | - | 21,271 |
| 20400 | FPWWTF Ernest Street Pump Station Improvements | A | 1,698 | 2,758 | 32,764 | - | 37,220 |
| 20500 | FPWWTF Maintenance & Storage Buildings | A | 396 | 2,590 | 23,422 | - | 26,408 |
| 20600 | NBC Solar Carport | A | 1,051 | 8 | - | - | 1,059 |
| 20800 | Cybersecurity Improvements | A | 992 | 197 | 22 | - | 1,211 |
| 40101 | FPWWTF Electrical Improvements | A | 19 | 758 | 9,509 | - | 10,286 |
| 71000 | Lincoln Septage Receiving Station Replacement | A | - | 108 | 6,382 | - | 6,490 |
| | <i>Subtotal</i> | | 6,558 | 8,982 | 88,405 | - | 97,455 |
| Infrastructure Management | | | | | | | |
| 1140600 | RIPDES Compliance Improvements | C | 633 | 303 | 235 | - | 1,171 |
| 1140800 | Pilot Restoration Initiative | C | 27 | 101 | 66 | - | 194 |
| 1140900 | Water Quality Model Validation and Enhancement | C | - | 60 | 103 | - | 163 |
| 30700 | NBC System-wide Facilities Planning | D | - | 28 | 726 | - | 754 |
| 40200 | NBC System-wide Inflow Reduction | D | 118 | 127 | 978 | - | 1,223 |
| 40300 | Municipal Lateral Sewer Acquisition Impact | D | - | - | 481 | - | 481 |
| 40400 | FPWWTF Plan Update | A | 221 | 115 | 67 | - | 403 |
| 40550 | RIPDES Flow Monitoring System Implementation | A | - | 1,252 | 397 | - | 1,649 |
| | <i>Subtotal</i> | | 999 | 1,986 | 3,053 | - | 6,038 |
| CSO Phase III Facilities | | | | | | | |
| 30800 | CSO Phase III A Facilities - Design & Construction Program Management | A | 68,753 | 18,892 | 42,059 | - | 129,704 |
| 30801 | CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station | A | 184,002 | 133,667 | 170,931 | - | 488,600 |
| 30802 | CSO Phase III A Facilities - Tunnel Pump Station Fit-out | A | - | 27 | 104,994 | - | 105,021 |
| 30803 | CSO Phase III A Facilities - OF 205 | A | - | - | 6,270 | - | 6,270 |
| 30804 | CSO Phase III A Facilities - OF 210, 213, 214 | A | - | 1 | 28,225 | - | 28,226 |
| 30805 | CSO Phase III A Facilities - OF 217 | A | 3,121 | 11,657 | 4,073 | - | 18,851 |
| 30807 | CSO Phase III A Facilities - Regulator Modifications | A | 1,508 | 6,107 | 25 | - | 7,640 |
| 30809 | CSO Phase III A - GSI Projects | A | 5,892 | 1,600 | 1,672 | - | 9,164 |
| 30810 | CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters | A | 2 | 1,385 | 45,639 | - | 47,026 |
| | <i>CSO Phase III A Facilities Subtotal</i> | | 263,278 | 173,336 | 403,888 | - | 840,502 |
| 30830 | CSO Phase III B Facilities | A | - | - | - | 28,484 | 28,484 |
| 30850 | CSO Phase III C Facilities | A | - | - | - | 164,660 | 164,660 |
| 30870 | CSO Phase III D Facilities | A | - | - | - | 83,500 | 83,500 |
| | <i>CSO Phase III B, C & D Facilities Subtotal</i> | | - | - | - | 276,644 | 276,644 |
| | <i>Subtotal</i> | | 263,278 | 173,336 | 403,888 | 276,644 | 1,117,146 |
| Sewer System Improvements | | | | | | | |
| 12400 | Interceptor Maintenance Building | C | - | 3 | 9,984 | - | 9,987 |
| 30500 | NBC Interceptor Easements Restoration, Various Locations | B | 170 | 254 | 1,005 | - | 1,429 |
| 30610 | NBC System-wide Regulator Modifications | A | 119 | 533 | 3,077 | - | 3,729 |
| 70900 | Omega Pump Station Improvements | B | 20 | 631 | 6,744 | - | 7,395 |
| | <i>Subtotal</i> | | 309 | 1,421 | 20,810 | - | 22,540 |
| Interceptor Cleaning & Restoration | | | | | | | |
| 30400M | Interceptor Inspection and Cleaning | B | 602 | - | 2,500 | 500 | 3,602 |
| 30480M | Completion of Baseline Siphon Inspections and Cleanings | A | 254 | 508 | - | - | 762 |
| | <i>Subtotal</i> | | 856 | 508 | 2,500 | 500 | 4,364 |
| Interceptor Restoration & Construction | | | | | | | |
| 30400C | Interceptor Restoration and Construction | B | - | - | 4,920 | 1,500 | 6,420 |
| 30315 | Woonasquatucket CSO OF 046 Improvements | B | 144 | 280 | 3,314 | - | 3,738 |
| 30421 | Louisquisset Pike Interceptor Improvements | D | 2 | 43 | 6,418 | - | 6,463 |
| 30468 | Improvements to Interceptors FY 2022 | B | 52 | 2,550 | - | - | 2,602 |
| | <i>Subtotal</i> | | 198 | 2,873 | 14,652 | 1,500 | 19,223 |
| Total | | | \$ 305,990 | \$ 219,777 | \$ 562,149 | \$ 279,144 | \$ 1,360,570 |

| Priority | Description |
|----------|--|
| A | Mandated, emergency, critical need or under construction. |
| B | Required to maintain system reliability and ongoing operation of facilities. |
| C | Project scope and requirements are dependent on futures system needs or regulatory requirements. |
| D | Project not critical but achieves efficiencies and/or reduces carbon footprint. |

20000

WWTF Improvements

Project Manager: David Bowen, P.E.
Contractor(s): N/A

Location: Field's Point & Bucklin Point WWTF's
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 | March-18 | Ongoing | Ongoing | \$1,500 |
| Total Project | March-18 | Ongoing | Ongoing | \$1,500 |



Photo: Aeration Tank Pumps

This project is a placeholder for facility improvements at NBC's WWTF's to comply with current and future regulatory requirements and ensure uninterrupted wastewater treatment processing, 24 hours per day and 365 days per year. NBC programs \$500 thousand annually for improvements to ensure resources are available in years that do not have specific projects identified. As new projects are identified, they will be given a unique project number.

| CIP Window Summary | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|---------------------------|-----------|-------|-------|-------|-------|--------|--------|------------|----------|
| | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500 | \$ 500 | \$ 500 | \$ 1,500 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|---------------|---------------|---------------|-----------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 42 | \$ 42 | \$ 42 | \$ 126 |
| A/E Professional | - | - | - | - | - | 203 | 203 | 203 | 609 |
| Construction | - | - | - | - | - | 170 | 170 | 170 | 510 |
| Contingency | - | - | - | - | - | 20 | 20 | 20 | 60 |
| Other | - | - | - | - | - | 65 | 65 | 65 | 195 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500 | \$ 500 | \$ 500 | \$ 1,500 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

20200

FY 2019 WWTF Improvements

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

Location: Field's Point (Providence, RI)
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-----------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | April-20 | June-23 | 39 Months | \$4,892 |
| Total Project | April-20 | June-23 | 39 Months | \$4,892 |



Photo: Aeration Tank Pumps

This project involves improvements and upgrades to the Field's Point WWTF, Ernest Street Pump Station and the Tunnel Pump Station including the rehabilitation of various isolation gates and actuators, air handling units, biological removal system switchgear, Fire Alarm System and others. Other improvements include modifications to the aeration tanks, screw lift pumping station/ blower building and other locations. This project also addresses enhancements to the CSO tunnel odor control facility at the tunnel pump station adjacent to the WWTF.

CIP Window Summary

| | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|--|-----------|-------|-------|-------|-------|-------|-------|------------|----------|
| | \$ 4,794 | \$ 98 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,892 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 252 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 252 |
| A/E Professional | 245 | 8 | - | - | - | - | - | - | 253 |
| Construction | 4,292 | 90 | - | - | - | - | - | - | 4,382 |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | 5 | - | - | - | - | - | - | - | 5 |
| Total | \$ 4,794 | \$ 98 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,892 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

20700

Long-Range Biosolids Disposal

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Field's Point and Bucklin Point WWTFs
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | July-21 | February-25 | 43 Months | \$10,482 |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | July-21 | February-25 | 43 Months | \$10,482 |



Photo: Sludge Dewatering & Handling Facility

This project involves the evaluation, planning and development of a reliable long-term sludge management strategy for sludge generated at NBC's Fields Point and Bucklin Point WWTFs. The study will explore the requirements and relative benefits of various appropriate industry standard residual solids disposal and management practices to address NBC's needs. The study will evaluate the relative benefits of continuing with similar disposal practices on a long-term basis for both WWTFs, as well as more capital-intensive options such as constructing new sludge processing facilities.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|----------|----------|-------|-------|-------|------------|-----------|
| \$ 255 | \$ 223 | \$ 5,560 | \$ 4,444 | \$ - | \$ - | \$ - | \$ - | \$ 10,482 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|-----------------|-----------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 113 | \$ 68 | \$ 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 186 |
| Land | 2 | - | - | - | - | - | - | - | 2 |
| A/E Professional | 125 | 75 | 5,555 | 4,444 | - | - | - | - | 10,199 |
| Other | 15 | 80 | - | - | - | - | - | - | 95 |
| Total | \$ 255 | \$ 223 | \$ 5,560 | \$ 4,444 | \$ - | \$ - | \$ - | \$ - | \$ 10,482 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

24000

NBC Facility Electrical Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: B

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-----------------|------------------|---------------------|
| Planning | November-21 | July-23 | 21 Months | \$475 |
| Design | N/A | N/A | N/A | N/A |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | November-21 | July-23 | 21 Months | \$475 |



Photo: Field's Point Electrical Facility

This project involves the evaluation of NBC's existing electrical equipment and facilities. Upon completion of the evaluation, improvements will be performed as necessary to ensure reliable and continuous operation of facilities throughout the NBC's service area.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|-------|-------|-------|-------|-------|------------|--------|
| \$ 24 | \$ 448 | \$ 3 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 475 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|--------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 24 | \$ 83 | \$ 3 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 110 |
| A/E Professional | - | 261 | - | - | - | - | - | - | 261 |
| Other | - | 104 | - | - | - | - | - | - | 104 |
| Total | \$ 24 | \$ 448 | \$ 3 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 475 |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

81800

BPWWTF Sludge Digestion Facility Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Bucklin Point WWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | November-21 | December-24 | 38 Months | \$1,455 |
| Construction | December-22 | June-26 | 43 Months | 4,750 |
| Total Project | November-21 | June-26 | 56 Months | \$6,205 |



Photo: Secondary Digester

In order to mitigate and best manage known aging infrastructure concerns, NBC must address various operational needs at the Bucklin Point WWTF's Sludge Digestion Complex.

This project involves miscellaneous improvements and upgrades to the treatment plant's digester complex including; inspection and evaluation of primary and secondary digesters, piping systems and other process-related appurtenances, concrete and piping system repairs to address known problematic leakage concerns, and other related facility infrastructure improvement needs.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|----------|----------|----------|-------|-------|------------|----------|
| \$ 86 | \$ 992 | \$ 1,946 | \$ 1,676 | \$ 1,505 | \$ - | \$ - | \$ - | \$ 6,205 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|--------------|---------------|---------------|---------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 56 | \$ 52 | \$ 78 | \$ 39 | \$ - | \$ - | \$ - | \$ - | \$ 225 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 30 | 260 | 135 | 118 | - | - | - | - | 543 |
| Other | - | 592 | 60 | 35 | - | - | - | - | 687 |
| Total | \$ 86 | \$ 904 | \$ 273 | \$ 192 | \$ - | \$ - | \$ - | \$ - | \$ 1,455 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|-----------------|-----------------|-----------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ 81 | \$ 182 | \$ 182 | \$ 180 | \$ - | \$ - | \$ - | \$ 625 |
| A/E Professional | - | 7 | 91 | 91 | 74 | - | - | - | 263 |
| Construction | - | - | 987 | 859 | 859 | - | - | - | 2,705 |
| Contingency | - | - | 346 | 300 | 340 | - | - | - | 986 |
| Other | - | - | 67 | 52 | 52 | - | - | - | 171 |
| Total | \$ - | \$ 88 | \$ 1,673 | \$ 1,484 | \$ 1,505 | \$ - | \$ - | \$ - | \$ 4,750 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|--------------------|---------------------|---------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | (18,087) | (217,041) | (217,041) |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ (18,087) | \$ (217,041) | \$ (217,041) |

81000

BPWWTF UV Disinfection Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

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

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-----------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | April-17 | February-22 | 59 Months | \$1,724 |
| Construction | March-22 | November-24 | 33 Months | 18,471 |
| Total Project | April-17 | November-24 | 92 Months | \$20,195 |



Photo: Bucklin Point UV Disinfection System

This project involves the evaluation of the current Ultraviolet (UV) Disinfection system at the Bucklin Point WWTF and implementation of a system replacement/ upgrade along with the design and construction of a new building to contain the system. The current UV equipment is nearing the end of its useful life, and the medium pressure, high intensity lamps are expensive and less efficient than newer technologies.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|----------|-------|-------|-------|-------|------------|-----------|
| \$ 7,050 | \$ 9,687 | \$ 3,375 | \$ 83 | \$ - | \$ - | \$ - | \$ - | \$ 20,195 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 225 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 225 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 1,398 | - | - | - | - | - | - | - | 1,398 |
| Other | 101 | - | - | - | - | - | - | - | 101 |
| Total | \$ 1,724 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,724 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-----------------|-----------------|--------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 136 | \$ 126 | \$ 182 | \$ 83 | \$ - | \$ - | \$ - | \$ - | \$ 527 |
| A/E Professional | 345 | 260 | 73 | - | - | - | - | - | 678 |
| Construction | 4,750 | 7,850 | 500 | - | - | - | - | - | 13,100 |
| Contingency | 95 | 1,416 | 2,620 | - | - | - | - | - | 4,131 |
| Other | - | 35 | - | - | - | - | - | - | 35 |
| Total | \$ 5,326 | \$ 9,687 | \$ 3,375 | \$ 83 | \$ - | \$ - | \$ - | \$ - | \$ 18,471 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|---------------------|---------------------|---------------------|---------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | (178,971) | (268,456) | (268,456) | (268,456) |
| Increased Expense | - | - | 17,840 | 26,759 | 26,759 | 26,759 |
| Net Impact on Operating Budget | \$ - | \$ - | \$ (161,131) | \$ (241,697) | \$ (241,697) | \$ (241,697) |

81600

BPWWTF Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): Biszko Building Systems, Inc.

Location: BPWWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | June-19 | April-23 | 46 Months | \$715 |
| Construction | October-19 | June-25 | 67 Months | 9,828 |
| Total Project | June-19 | June-25 | 72 Months | \$10,543 |



Photo: 2,000 kWh Generator Installation

This project involves miscellaneous improvements and upgrades to the Bucklin Point WWTF including the repair or replacement of boilers, hydronic piping systems, and isolation gates. Other improvements include modifications to HVAC systems, inspection and repairs to sludge digester tanks and related system appurtenances, miscellaneous concrete repairs, installation of a redundant standby power system, electrical manhole dewatering sump pump systems and other miscellaneous infrastructure needs.

CIP Window Summary

| | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|--|-----------|--------|----------|----------|-------|-------|-------|------------|-----------|
| | \$ 6,550 | \$ 393 | \$ 1,180 | \$ 2,420 | \$ - | \$ - | \$ - | \$ - | \$ 10,543 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 101 | \$ 57 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 158 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 221 | 253 | - | - | - | - | - | - | 474 |
| Other | 72 | 11 | - | - | - | - | - | - | 83 |
| Total | \$ 394 | \$ 321 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 715 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|--------------|-----------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 79 | \$ 34 | \$ 155 | \$ 180 | \$ - | \$ - | \$ - | \$ - | \$ 448 |
| A/E Professional | - | 4 | 124 | 72 | - | - | - | - | 200 |
| Construction | 6,063 | 34 | 835 | 1,362 | - | - | - | - | 8,294 |
| Contingency | - | - | - | 799 | - | - | - | - | 799 |
| Other | 14 | - | 66 | 7 | - | - | - | - | 87 |
| Total | \$ 6,156 | \$ 72 | \$ 1,180 | \$ 2,420 | \$ - | \$ - | \$ - | \$ - | \$ 9,828 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|---------------|-----------------|-----------------|-----------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | 278 | 3,330 | 3,330 | 3,330 |
| Net Impact on Operating Budget | \$ - | \$ - | \$ 278 | \$ 3,330 | \$ 3,330 | \$ 3,330 |

81700

BPWWTF Operations & Maintenance Building

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

Location: Bucklin Point WWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|---------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | May-19 | July-21 | 26 Months | \$482 |
| Construction | November-20 | July-24 | 43 Months | 39,030 |
| Total Project | May-19 | July-24 | 62 Months | \$39,512 |



Photo: Operations & Maintenance Building

This project involves the design and construction of a new Operations Building and a Maintenance/Storage Building at the Bucklin Point campus.

The Operations Building will contain additional office space, training and locker rooms, and the WWTF's SCADA Control Room which is necessary to maintain system reliability and efficient operations.

The Maintenance/Storage Building(s) will improve the efficiency of plant maintenance services necessary to ensure the reliable operation and performance of critical infrastructure systems and address various storage needs at the BPWWTF.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-----------|----------|--------|-------|-------|-------|------------|-----------|
| \$ 15,033 | \$ 18,830 | \$ 5,474 | \$ 175 | \$ - | \$ - | \$ - | \$ - | \$ 39,512 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 186 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 186 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 295 | - | - | - | - | - | - | - | 295 |
| Other | 1 | - | - | - | - | - | - | - | 1 |
| Total | \$ 482 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 482 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|------------------|------------------|-----------------|---------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 514 | \$ 600 | \$ 80 | \$ 5 | \$ - | \$ - | \$ - | \$ - | \$ 1,199 |
| A/E Professional | 146 | 145 | 9 | - | - | - | - | - | 300 |
| Construction | 13,821 | 18,058 | 1,870 | 170 | - | - | - | - | 33,919 |
| Contingency | - | - | 3,515 | - | - | - | - | - | 3,515 |
| Other | 70 | 27 | - | - | - | - | - | - | 97 |
| Total | \$ 14,551 | \$ 18,830 | \$ 5,474 | \$ 175 | \$ - | \$ - | \$ - | \$ - | \$ 39,030 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-----------------|------------------|------------------|------------------|------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | 4,766 | 57,188 | 57,188 | 57,188 | 57,188 |
| Net Impact on Operating Budget | \$ - | \$ 4,766 | \$ 57,188 | \$ 57,188 | \$ 57,188 | \$ 57,188 |

20300

FPWWTF Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Field's Point WWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | December-21 | November-23 | 23 Months | \$1,523 |
| Construction | October-21 | March-25 | 42 Months | 19,748 |
| Total Project | October-21 | March-25 | 42 Months | \$21,271 |



Photo: Primary Pump Station

Improvements to the FPWWTF include replacement of the Pepcon unit at the Gravity Thickener Building; evaluation and design of miscellaneous improvements to the WWTF's Disinfection and Dechlorination systems; a new transformer and replacement of the automatic strainer system. Other improvements include the design and construction of three dedicated individual VFD's to allow simultaneous operation of RAS Pump Nos. 7, 8, 9; OSHA safety required handrail installation at the Blower/Screw Lift Building and the Primary Pump Station; replacement of the HVAC unit at the Gravity Thickener Pump Station; modifications to the paved area south of the O&M Building which should have a stormwater collection system installed and may require regrading of the pavement; modifications to modular precast retaining wall systems at the Field's Point campus requiring remediation.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|----------|----------|-------|-------|-------|------------|-----------|
| \$ 2,402 | \$ 2,563 | \$ 7,590 | \$ 8,715 | \$ - | \$ - | \$ - | \$ - | \$ 21,271 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 54 | \$ 74 | \$ 32 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 160 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 185 | 870 | 243 | - | - | - | - | - | 1,298 |
| Other | - | 50 | 15 | - | - | - | - | - | 65 |
| Total | \$ 239 | \$ 994 | \$ 290 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,523 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-----------------|-----------------|-----------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 138 | \$ 148 | \$ 325 | \$ 147 | \$ - | \$ - | \$ - | \$ - | \$ 758 |
| A/E Professional | 81 | 113 | 370 | 175 | - | - | - | - | 739 |
| Construction | 1,925 | 1,064 | 6,500 | 2,133 | - | - | - | - | 11,622 |
| Contingency | - | 229 | 35 | 6,260 | - | - | - | - | 6,524 |
| Other | 19 | 15 | 70 | - | - | - | - | - | 104 |
| Total | \$ 2,163 | \$ 1,569 | \$ 7,300 | \$ 8,715 | \$ - | \$ - | \$ - | \$ - | \$ 19,748 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | (25,000) | (75,000) | (75,000) | (75,000) |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ (25,000) | \$ (75,000) | \$ (75,000) | \$ (75,000) |

20400

FPWWTF Ernest Street Pump Station Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Field's Point WWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | July-21 | April-25 | 45 Months | \$4,865 |
| Construction | August-22 | December-25 | 40 Months | 32,355 |
| Total Project | July-21 | December-25 | 53 Months | \$37,220 |



Photo: Ernest Street Pump Station

This project involves improvements and upgrades to the historic 200 MGD Ernest Street Pump Station facility. Evaluation, design and planned construction activities are associated with the station's critical, aging infrastructure systems including: large-diameter valves, gates and actuators; flow meters; centrifugal wastewater pumps; variable frequency drive (VFD) units; instrumentation and control (I&C) systems; influent screening systems; motor control centers (MCCs), IQ-1000 motor protectors and electrical power systems; 1,750 kVA Standby Power Generator system.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|----------|-----------|-----------|-------|-------|------------|-----------|
| \$ 1,698 | \$ 2,758 | \$ 9,712 | \$ 12,067 | \$ 10,985 | \$ - | \$ - | \$ - | \$ 37,220 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-----------------|---------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 121 | \$ 87 | \$ 78 | \$ 58 | \$ - | \$ - | \$ - | \$ - | \$ 344 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 1,537 | 1,110 | 785 | 589 | - | - | - | - | 4,021 |
| Other | 40 | 17 | 70 | 373 | - | - | - | - | 500 |
| Total | \$ 1,698 | \$ 1,214 | \$ 933 | \$ 1,020 | \$ - | \$ - | \$ - | \$ - | \$ 4,865 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-----------------|-----------------|------------------|------------------|-------------|-------------|-------------|------------------|
| Administrative | \$ - | \$ 122 | \$ 300 | \$ 195 | \$ 75 | \$ - | \$ - | \$ - | \$ 692 |
| A/E Professional | - | 125 | 516 | 444 | 138 | - | - | - | 1,223 |
| Construction | - | 1,270 | 7,901 | 6,722 | 2,122 | - | - | - | 18,015 |
| Contingency | - | - | - | 3,686 | 8,650 | - | - | - | 12,336 |
| Other | - | 27 | 62 | - | - | - | - | - | 89 |
| Total | \$ - | \$ 1,544 | \$ 8,779 | \$ 11,047 | \$ 10,985 | \$ - | \$ - | \$ - | \$ 32,355 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

20500

FPWWTF Maintenance & Storage Buildings

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Field's Point WWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | December-21 | June-23 | 19 Months | \$2,962 |
| Construction | July-22 | June-25 | 36 Months | 23,446 |
| Total Project | December-21 | June-25 | 43 Months | \$26,408 |



Photo: Existing FPWWTF Maintenance Building

This project involves the planning, design and construction of a new Maintenance Building, an IM Storage Building and related support facilities at the Field's Point campus which is in-line with NBC's long-range planning goals to address known resiliency and aging infrastructure concerns.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|----------|-----------|-------|-------|-------|------------|-----------|
| \$ 396 | \$ 2,590 | \$ 5,514 | \$ 17,908 | \$ - | \$ - | \$ - | \$ - | \$ 26,408 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 56 | \$ 134 | \$ 6 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 196 |
| Land | - | 750 | - | - | - | - | - | - | 750 |
| A/E Professional | 250 | 1,370 | - | - | - | - | - | - | 1,620 |
| Other | 90 | 306 | - | - | - | - | - | - | 396 |
| Total | \$ 396 | \$ 2,560 | \$ 6 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,962 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|-----------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ - | \$ 30 | \$ 226 | \$ 254 | \$ - | \$ - | \$ - | \$ - | \$ 510 |
| A/E Professional | - | - | 480 | 398 | - | - | - | - | 878 |
| Construction | - | - | 4,650 | 8,850 | - | - | - | - | 13,500 |
| Contingency | - | - | - | 8,356 | - | - | - | - | 8,356 |
| Other | - | - | 152 | 50 | - | - | - | - | 202 |
| Total | \$ - | \$ 30 | \$ 5,508 | \$ 17,908 | \$ - | \$ - | \$ - | \$ - | \$ 23,446 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-----------------|------------------|------------------|------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | 4,766 | 57,188 | 57,188 | 57,188 |
| Net Impact on Operating Budget | \$ - | \$ - | \$ 4,766 | \$ 57,188 | \$ 57,188 | \$ 57,188 |

20600

NBC Solar Carport

Project Manager: Jim Kelly
 Contractor(s): Various

Location: WQSB
 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-20 | June-22 | 30 Months | \$1,059 |
| Total Project | January-20 | June-22 | 30 Months | \$1,059 |



Photo: Solar Carport

This project will evaluate, design, and build a solar carport in the Water Quality Science Building parking lot. Constructing the carport would serve as an additional renewable energy source to help NBC achieve its goal of 100% renewable energy resources for the NBC. It would also protect vehicles and staff from ice shed from the wind turbines. This project may be eligible for up to \$200,000 in grant funding through the Rhode Island Renewable Energy Fund (REF) Commercial-Scale Program.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|-------|-------|-------|-------|------------|----------|
| \$ 1,051 | \$ 8 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,059 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 50 | \$ 8 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 58 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | 1,000 | - | - | - | - | - | - | - | 1,000 |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | 1 | - | - | - | - | - | - | - | 1 |
| Total | \$ 1,051 | \$ 8 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,059 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue | \$ 5,101 | \$ 5,101 | \$ 5,101 | \$ 5,101 | \$ 5,101 | \$ 5,101 |
| Reduced Expense | (32,524) | (32,524) | (32,524) | (32,524) | (32,524) | (32,524) |
| Increased Expense | 2,990 | 2,990 | 2,990 | 2,990 | 2,990 | 2,990 |
| Net Impact on Operating Budget | \$ (34,635) | \$ (34,635) | \$ (34,635) | \$ (34,635) | \$ (34,635) | \$ (34,635) |

20800

Cybersecurity Improvements

Project Manager: Brendon McLean
 Contractor(s): Various

Location: COB
 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 | August-20 | July-24 | 47 Months | \$1,211 |
| Total Project | August-20 | July-24 | 47 Months | \$1,211 |



Photo: Protecting NBC from cyber threats

This project includes the purchase and implementation of cybersecurity improvements in key areas of the Information Technology (IT) infrastructure to mitigate cybersecurity risks that may adversely impact NBC's ability to continuously operate and maintain its facilities.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|-------|-------|-------|-------|-------|------------|----------|
| \$ 992 | \$ 197 | \$ 22 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,211 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|--------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 7 | \$ 31 | \$ 22 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 60 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | 985 | 166 | - | - | - | - | - | - | 1,151 |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ 992 | \$ 197 | \$ 22 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,211 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

40101

FPWWTF Facility Electrical Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): Various

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 | May-22 | December-23 | 19 Months | \$900 |
| Construction | January-23 | December-24 | 24 Months | 9,386 |
| Total Project | May-22 | December-24 | 31 Months | \$10,286 |



Photo: Field's Point Screw & Blower Generator

This project involves the evaluation and installation of standby power capabilities for critical facilities at the FPWWTF in order to maintain uninterrupted operation of treatment processes.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|----------|----------|-------|-------|-------|------------|-----------|
| \$ 19 | \$ 758 | \$ 4,232 | \$ 5,277 | \$ - | \$ - | \$ - | \$ - | \$ 10,286 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|--------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 14 | \$ 73 | \$ 38 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 125 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | 450 | 180 | - | - | - | - | - | 630 |
| Other | 5 | 45 | 95 | - | - | - | - | - | 145 |
| Total | \$ 19 | \$ 568 | \$ 313 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 900 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|---------------|-----------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ 33 | \$ 138 | \$ 79 | \$ - | \$ - | \$ - | \$ - | \$ 250 |
| A/E Professional | - | 32 | 328 | 61 | - | - | - | - | 421 |
| Construction | - | 125 | 3,400 | 1,725 | - | - | - | - | 5,250 |
| Contingency | - | - | - | 3,412 | - | - | - | - | 3,412 |
| Other | - | - | 53 | - | - | - | - | - | 53 |
| Total | \$ - | \$ 190 | \$ 3,919 | \$ 5,277 | \$ - | \$ - | \$ - | \$ - | \$ 9,386 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | 1,943 | 3,330 | 3,330 | 3,330 |
| Net Impact on Operating Budget | \$ - | \$ - | \$ 1,943 | \$ 3,330 | \$ 3,330 | \$ 3,330 |

71000

Lincoln Septage Receiving Station Replacement

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Lincoln, RI
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | November-22 | July-24 | 21 Months | \$725 |
| Construction | May-24 | July-26 | 26 Months | 5,765 |
| Total Project | November-22 | July-26 | 45 Months | \$6,490 |



Photo: Lincoln Septage Receiving Station

The existing Lincoln Septage Receiving Station has reached the end of its useful life and needs to be replaced. This project includes design and construction of a new septage receiving station equipped with a screening mechanism and sample collection capabilities in accordance with NBC's Standard Operating Procedures for monitoring septage.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|--------|----------|----------|-------|-------|------------|----------|
| \$ - | \$ 108 | \$ 611 | \$ 1,186 | \$ 4,504 | \$ 81 | \$ - | \$ - | \$ 6,490 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ 43 | \$ 75 | \$ 6 | \$ - | \$ - | \$ - | \$ - | \$ 124 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | 25 | 425 | - | - | - | - | - | 450 |
| Other | - | 40 | 111 | - | - | - | - | - | 151 |
| Total | \$ - | \$ 108 | \$ 611 | \$ 6 | \$ - | \$ - | \$ - | \$ - | \$ 725 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-----------------|-----------------|--------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ - | \$ - | \$ 147 | \$ 180 | \$ 30 | \$ - | \$ - | \$ 357 |
| A/E Professional | - | - | - | 123 | 120 | 1 | - | - | 244 |
| Construction | - | - | - | 875 | 2,825 | 50 | - | - | 3,750 |
| Contingency | - | - | - | - | 1,349 | - | - | - | 1,349 |
| Other | - | - | - | 35 | 30 | - | - | - | 65 |
| Total | \$ - | \$ - | \$ - | \$ 1,180 | \$ 4,504 | \$ 81 | \$ - | \$ - | \$ 5,765 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | (9,976) | (9,976) |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ (9,976) | \$ (9,976) |

1140600

RIPDES Compliance Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: NBC District
 Project Priority: C

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-----------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | March-18 | December-23 | 70 Months | \$1,171 |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | March-18 | December-23 | 70 Months | \$1,171 |



Photo: Aerial of the FPWWTF and the Providence River

This project includes improvements to the wastewater treatment and collections system that may be required to comply with new permit limits and mandates. Specific improvements shall be identified through a metals translator study, a technically based Local Limits Evaluation study, a site specific study, an upper bay dissolved oxygen evaluation, and the development of a climate resiliency plan.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|--------|-------|-------|-------|-------|------------|----------|
| \$ 633 | \$ 303 | \$ 235 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,171 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 454 | \$ 142 | \$ 121 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 717 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 157 | 104 | - | - | - | - | - | - | 261 |
| Other | 22 | 57 | 114 | - | - | - | - | - | 193 |
| Total | \$ 633 | \$ 303 | \$ 235 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,171 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

1140800

Pilot Restoration Initiative

Project Manager: Tom Uva
 Contractor(s): TBD

Location: Providence and/or Seekonk River Estuary
 Project Priority: C

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | October-21 | December-26 | 63 Months | \$194 |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | October-21 | December-26 | 63 Months | \$194 |



This project will demonstrate the success of NBC facility upgrades and major capital expenditures as it relates to improving water quality in the Providence and/or Seekonk River estuaries.

Photo: Artificial Reef being submerged in Providence River

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|-------|-------|-------|-------|-------|------------|--------|
| \$ 27 | \$ 101 | \$ 6 | \$ 6 | \$ 54 | \$ - | \$ - | \$ - | \$ 194 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|--------------|---------------|-------------|-------------|--------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 7 | \$ 6 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 13 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | 70 | - | - | 50 | - | - | - | 120 |
| Other | 20 | 25 | 6 | 6 | 4 | - | - | - | 61 |
| Total | \$ 27 | \$ 101 | \$ 6 | \$ 6 | \$ 54 | \$ - | \$ - | \$ - | \$ 194 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

1140900

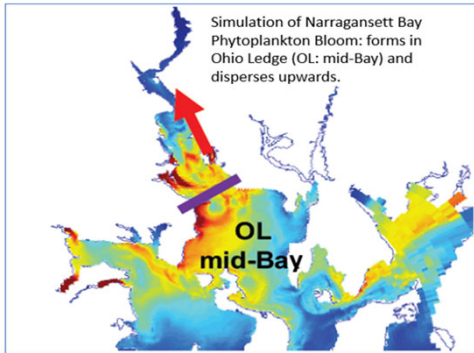
Water Quality Model Validation and Enhancement

Project Manager: Tom Uva
 Contractor(s): TBD

Location: NBC Receiving Waters
 Project Priority: C

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | July-22 | June-26 | 48 Months | \$163 |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | July-22 | June-26 | 48 Months | \$163 |



The Regional Ocean Modeling System (ROMS) for the Providence and Seekonk Rivers and Narragansett Bay tracks water circulation and pollutant transport and determines how changing nitrogen loads and environmental factors affect the biology and quality of the NBC's receiving waters. This project is to validate the accuracy and assess performance of the model to ensure NBC regulatory requirements are science-based. Assessment of model performance and external recommendations by an outside contractor will guide continued model enhancements to ultimately ensure NBC will be equipped with the tools necessary to critically review proposed regulatory requirements and prevent unnecessary capital expenditures.

Photo: Artificial Reef being submerged in Providence River

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|-------|-------|-------|-------|------------|--------|
| \$ - | \$ 60 | \$ 32 | \$ 33 | \$ 38 | \$ - | \$ - | \$ - | \$ 163 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|--------------|--------------|--------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ 5 | \$ 2 | \$ 3 | \$ 8 | \$ - | \$ - | \$ - | \$ 18 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | 30 | 30 | 30 | 30 | - | - | - | 120 |
| Other | - | 25 | - | - | - | - | - | - | 25 |
| Total | \$ - | \$ 60 | \$ 32 | \$ 33 | \$ 38 | \$ - | \$ - | \$ - | \$ 163 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30700

NBC System-wide Facilities Planning

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: D

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 | January-23 | January-25 | 24 Months | \$754 |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | January-23 | January-25 | 24 Months | \$754 |

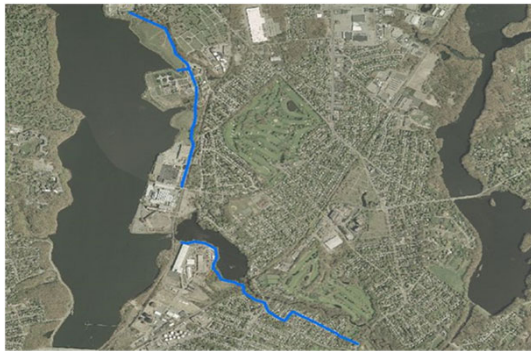


Photo: Proposed area for the East Providence Capacity Analysis

This project consists of planning activities that will determine if there is adequate system capacity for the next twenty years and determine if there is any excess infiltration/inflow in NBC's interceptors. As the evaluations begin for specific cities and towns, each will be given a unique project number.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|--------|--------|-------|-------|-------|------------|--------|
| \$ - | \$ 28 | \$ 549 | \$ 177 | \$ - | \$ - | \$ - | \$ - | \$ 754 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|---------------|---------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ 28 | \$ 84 | \$ 45 | \$ - | \$ - | \$ - | \$ - | \$ 157 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | 205 | 90 | - | - | - | - | 295 |
| Other | - | - | 260 | 42 | - | - | - | - | 302 |
| Total | \$ - | \$ 28 | \$ 549 | \$ 177 | \$ - | \$ - | \$ - | \$ - | \$ 754 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

40200

NBC System-wide Inflow Reduction

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: D

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-22 | August-25 | 34 Months | \$581 |
| Construction | March-24 | November-25 | 20 Months | 642 |
| Total Project | October-22 | November-25 | 37 Months | \$1,223 |



Photo: Downspouts at NBC's Corporate Office Building

This project involves the development and implementation of an inflow reduction program to remove stormwater from sanitary sewers in the NBC's service area. This project is imperative to prevent surcharging of sewers that could cause illegal sanitary sewer overflows during wet weather events.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|--------|--------|--------|-------|-------|------------|----------|
| \$ 118 | \$ 127 | \$ 233 | \$ 452 | \$ 293 | \$ - | \$ - | \$ - | \$ 1,223 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|---------------|---------------|--------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ 5 | \$ 70 | \$ 68 | \$ 13 | \$ - | \$ - | \$ - | \$ 156 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | 118 | 99 | 95 | 10 | - | - | - | - | 322 |
| Other | - | 23 | 22 | 58 | - | - | - | - | 103 |
| Total | \$ 118 | \$ 127 | \$ 187 | \$ 136 | \$ 13 | \$ - | \$ - | \$ - | \$ 581 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|--------------|---------------|---------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ - | \$ 38 | \$ 77 | \$ 31 | \$ - | \$ - | \$ - | \$ 146 |
| A/E Professional | - | - | 8 | 52 | 30 | - | - | - | 90 |
| Construction | - | - | - | 162 | 88 | - | - | - | 250 |
| Contingency | - | - | - | - | 101 | - | - | - | 101 |
| Other | - | - | - | 25 | 30 | - | - | - | 55 |
| Total | \$ - | \$ - | \$ 46 | \$ 316 | \$ 280 | \$ - | \$ - | \$ - | \$ 642 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

40300

Municipal Lateral Sewer Acquisition Impact

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: D

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|-----------------|------------------|---------------------|
| Planning | June-24 | May-26 | 24 Months | \$481 |
| Design | N/A | N/A | N/A | N/A |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | June-24 | May-26 | 24 Months | \$481 |



Photo: Municipal Sewer Manhole Cover

This project involves evaluating the impact of NBC assuming ownership of lateral sewers that are currently owned by municipalities within NBC's service area. If legislation is passed by the General Assembly mandating NBC to take over ownership and maintenance of local sewers within NBC's service area, this project will be required.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|--------|--------|-------|-------|------------|--------|
| \$ - | \$ - | \$ 2 | \$ 326 | \$ 153 | \$ - | \$ - | \$ - | \$ 481 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|---------------|---------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ - | \$ 2 | \$ 121 | \$ 38 | \$ - | \$ - | \$ - | \$ 161 |
| A/E Professional | - | - | - | 165 | 110 | - | - | - | 275 |
| Other | - | - | - | 40 | 5 | - | - | - | 45 |
| Total | \$ - | \$ - | \$ 2 | \$ 326 | \$ 153 | \$ - | \$ - | \$ - | \$ 481 |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

40400

FPWWTF Plan Update

Project Manager: David Bowen, P.E.
 Contractor(s): CH2M Hill

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|--------------------|------------------|---------------------|
| Planning | January-17 | November-23 | 83 Months | \$403 |
| Design | N/A | N/A | N/A | N/A |
| Construction | N/A | N/A | N/A | N/A |
| Total Project | January-17 | November-23 | 83 Months | \$403 |



Photo: Aeration Tanks at Field's Point WWTFF

This project involves the update of the FPWWTF Plan and determining the maximum nitrogen and biochemical oxygen demand loads that can be accepted at the facilities while meeting RIPDES permit limits as well as resources required to review and ensure compliance with the RIPDES permit recently issued by RIDEM.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|-------|-------|-------|-------|-------|------------|--------|
| \$ 221 | \$ 115 | \$ 67 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 403 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|--------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 193 | \$ 100 | \$ 57 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 350 |
| A/E Professional | 23 | 10 | 8 | - | - | - | - | - | 41 |
| Other | 5 | 5 | 2 | - | - | - | - | - | 12 |
| Total | \$ 221 | \$ 115 | \$ 67 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 403 |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

40550

RIPDES Flow Monitoring System Implementation

Project Manager: Michael Caruolo, P.E.
 Contractor(s): ADS Environmental Services

Location: NBC Service Area
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | July-22 | November-23 | 16 Months | \$1,649 |
| Total Project | July-22 | November-23 | 16 Months | \$1,649 |



Photo: Flow Monitor

This project involves the replacement of existing flow monitoring equipment located throughout NBC's collection system to include purchasing, installing and maintaining all equipment in order to accurately monitor flow conditions and measurements in accordance with the RIPDES permit. In addition, for an initial one year period, all flow data shall be monitored and reported to the NBC.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|--------|-------|-------|-------|-------|------------|----------|
| \$ - | \$ 1,252 | \$ 397 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,649 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-----------------|---------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ 120 | \$ 20 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 140 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | 1,132 | 377 | - | - | - | - | - | 1,509 |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ 1,252 | \$ 397 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,649 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30800

CSO Phase III A Facilities - Design & Construction Program Management

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): Stantec Consulting Services

Location: Pawtucket, RI
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-----------------|--------------------|-------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | April-13 | December-23 | 128 Months | \$74,566 |
| Construction | January-21 | February-28 | 85 Months | 55,138 |
| Total Project | April-13 | February-28 | 179 Months | \$129,704 |



Photo: Proposed alignment for the Pawtucket CSO Tunnel

The purpose Phase III A is to design and construct a deep rock tunnel in Pawtucket approximately 11,200 feet in length along the Seekonk and Blackstone Rivers, a pump station to convey flow to the Bucklin Point WWTF in East Providence, drop shafts and consolidation conduits, and improvements to the Bucklin Point WWTF. In addition, GSI facilities will be constructed to reduce stormwater inflow to the combined system by promoting infiltration of stormwater to the groundwater table.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-----------|-----------|-----------|----------|----------|----------|------------|------------|
| \$ 68,753 | \$ 18,892 | \$ 13,929 | \$ 14,004 | \$ 7,310 | \$ 3,700 | \$ 3,116 | \$ - | \$ 129,704 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|------------------|-----------------|-----------------|-----------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 4,235 | \$ 522 | \$ 86 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,843 |
| Land | 8,363 | 1,136 | - | - | - | - | - | - | 9,499 |
| A/E Professional | 49,502 | 5,926 | 1,541 | 14 | - | - | - | - | 56,983 |
| Other | 551 | 118 | 71 | 2,500 | - | - | - | - | 3,240 |
| Total | \$ 62,651 | \$ 7,702 | \$ 1,699 | \$ 2,514 | \$ - | \$ - | \$ - | \$ - | \$ 74,566 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|-------------|------------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | 5,982 | 10,950 | 11,990 | 11,250 | 7,150 | 3,700 | 3,116 | - | 54,138 |
| Construction | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Other | 120 | 240 | 240 | 240 | 160 | - | - | - | 1,000 |
| Total | \$ 6,102 | \$ 11,190 | \$ 12,230 | \$ 11,490 | \$ 7,310 | \$ 3,700 | \$ 3,116 | \$ - | \$ 55,138 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30801

CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station

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

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | December-20 | December-24 | 49 Months | \$488,600 |
| Total Project | December-20 | December-24 | 49 Months | \$488,600 |



Photo: Pawtucket Tunnel Site

This project includes the construction of a deep rock storage tunnel, launch and drop shafts, and adits. After construction of the tunnel, tunnel pump station, and associated near surface facilities, CSO flow which currently discharges to the Seekonk and Blackstone Rivers shall be diverted to the tunnel during storms smaller than or equal to a three-month design storm. The diverted CSO flow will be stored in the tunnel and will be pumped to the plant for full treatment when capacity becomes available.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------|------------|-----------|-----------|----------|-------|-------|------------|------------|
| \$ 184,002 | \$ 133,667 | \$ 94,897 | \$ 73,762 | \$ 2,272 | \$ - | \$ - | \$ - | \$ 488,600 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------------|-------------------|------------------|------------------|-----------------|-------------|-------------|-------------|-------------------|
| Administrative | \$ 1,568 | \$ 1,810 | \$ 1,890 | \$ 1,701 | \$ 23 | \$ - | \$ - | \$ - | \$ 6,992 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | 182,362 | 131,797 | 92,947 | 40,755 | 2,249 | - | - | - | 450,110 |
| Contingency | - | - | - | 31,253 | - | - | - | - | 31,253 |
| Other | 72 | 60 | 60 | 53 | - | - | - | - | 245 |
| Total | \$ 184,002 | \$ 133,667 | \$ 94,897 | \$ 73,762 | \$ 2,272 | \$ - | \$ - | \$ - | \$ 488,600 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------------|---------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | 761,224 | 1,304,956 |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ 761,224 | \$ 1,304,956 |

30802

CSO Phase III A Facilities - Tunnel Pump Station Fit-out

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

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | January-24 | February-27 | 38 Months | \$105,021 |
| Total Project | January-24 | February-27 | 38 Months | \$105,021 |

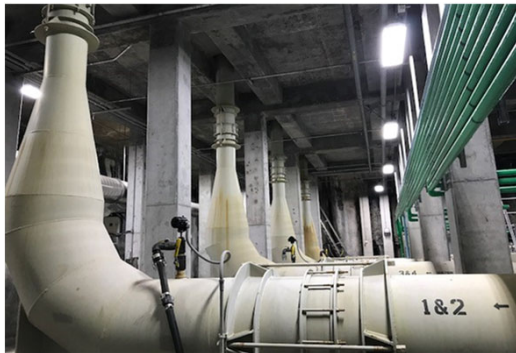


Photo: Ernest Street Tunnel Pump Station

This project includes construction of the CSO Tunnel Pump Station (TPS). The TPS shall be constructed on a site in Pawtucket near the Bucklin Point Wastewater Treatment Facility.

This project also includes the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 218 from CSO outfall 218. Wet weather flow will be diverted from OF-218 to new consolidation conduit that will ultimately direct flow to Drop Shaft 218.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|----------|-----------|-----------|-----------|-------|------------|------------|
| \$ - | \$ 27 | \$ 8,756 | \$ 42,405 | \$ 35,484 | \$ 18,349 | \$ - | \$ - | \$ 105,021 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|-----------------|------------------|------------------|------------------|-------------|-------------|-------------------|
| Administrative | \$ - | \$ 27 | \$ 560 | \$ 685 | \$ 610 | \$ 311 | \$ - | \$ - | \$ 2,193 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | 6,846 | 40,220 | 33,374 | 5,135 | - | - | 85,575 |
| Contingency | - | - | - | - | - | 12,005 | - | - | 12,005 |
| Other | - | - | 1,350 | 1,500 | 1,500 | 898 | - | - | 5,248 |
| Total | \$ - | \$ 27 | \$ 8,756 | \$ 42,405 | \$ 35,484 | \$ 18,349 | \$ - | \$ - | \$ 105,021 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30803

CSO Phase III A Facilities - OF 205

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

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | January-24 | October-25 | 21 Months | \$6,270 |
| Total Project | January-24 | October-25 | 21 Months | \$6,270 |



Photo: Outfall 205 Location

This project involves constructing near-surface facilities to direct flow from the existing CSO 205 outfall pipe to a drop shaft for the CSO storage tunnel. Flow will be diverted from the CSO 205 outfall pipe via a diversion structure. This flow will pass through a consolidation conduit and gate and screening structure which will screen the flow for large objects. From the gate and screening structure, the flow will pass into the drop shaft and then be directed to the tunnel through an adit. The drop shaft and adit will be constructed as part of another project.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|----------|----------|--------|-------|-------|------------|----------|
| \$ - | \$ - | \$ 1,140 | \$ 4,146 | \$ 984 | \$ - | \$ - | \$ - | \$ 6,270 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-----------------|-----------------|---------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ - | \$ 38 | \$ 74 | \$ 20 | \$ - | \$ - | \$ - | \$ 132 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | 1,015 | 3,898 | 427 | - | - | - | 5,340 |
| Contingency | - | - | - | - | 500 | - | - | - | 500 |
| Other | - | - | 87 | 174 | 37 | - | - | - | 298 |
| Total | \$ - | \$ - | \$ 1,140 | \$ 4,146 | \$ 984 | \$ - | \$ - | \$ - | \$ 6,270 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30804

CSO Phase III A Facilities - OF 210, 213, 214

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

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | November-23 | October-25 | 23 Months | \$28,226 |
| Total Project | November-23 | October-25 | 23 Months | \$28,226 |



Photo: Outfall Locations

This project includes the construction of consolidation conduits to direct flow to the tunnel via Drop Shaft 213 from CSO outfalls 210, 211, 213, and 214. Wet weather flow will be diverted from the OF-210, OF-211, and OF-213 to a new 48-inch consolidation conduit that will direct flow to Drop Shaft 213. Wet weather flow will be directed from OF-214 through a new 48-inch consolidation conduit to a new 60-inch consolidation conduit.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|----------|-----------|----------|-------|-------|------------|-----------|
| \$ - | \$ 1 | \$ 6,207 | \$ 16,377 | \$ 5,641 | \$ - | \$ - | \$ - | \$ 28,226 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-----------------|------------------|-----------------|-------------|-------------|-------------|------------------|
| Administrative | \$ - | \$ 1 | \$ 211 | \$ 317 | \$ 105 | \$ - | \$ - | \$ - | \$ 634 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | 5,608 | 15,477 | 1,346 | - | - | - | 22,431 |
| Contingency | - | - | - | - | 3,995 | - | - | - | 3,995 |
| Other | - | - | 388 | 583 | 195 | - | - | - | 1,166 |
| Total | \$ - | \$ 1 | \$ 6,207 | \$ 16,377 | \$ 5,641 | \$ - | \$ - | \$ - | \$ 28,226 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30805

CSO Phase III A Facilities - OF 217

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

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | December-21 | January-23 | 12 Months | \$18,851 |
| Total Project | December-21 | January-23 | 12 Months | \$18,851 |



Photo: Outfall 217

This project includes the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 213 from CSO outfalls 217. Wet weather flow will be diverted from OF-217 to a new 48-inch consolidation conduit that will ultimately direct flow to Drop Shaft 213.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-----------|----------|-------|-------|-------|-------|------------|-----------|
| \$ 3,121 | \$ 11,657 | \$ 4,073 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 18,851 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|------------------|-----------------|-------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 271 | \$ 304 | \$ 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 580 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | 2,500 | 10,980 | 2,068 | - | - | - | - | - | 15,548 |
| Contingency | - | - | 2,000 | - | - | - | - | - | 2,000 |
| Other | 350 | 373 | - | - | - | - | - | - | 723 |
| Total | \$ 3,121 | \$ 11,657 | \$ 4,073 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 18,851 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30807

CSO Phase III A Facilities - Regulator Modifications

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

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | December-21 | August-22 | 8 Months | \$7,640 |
| Total Project | December-21 | August-22 | 8 Months | \$7,640 |



Photo: Outfall Locations

This project includes modifications at regulators for CSOs 203, 204, 207, 208, 209, 212, 215, and 216. Modifications are required in order to direct flow to the tunnel through consolidation conduits constructed in other Phase III projects.

CIP Window Summary

| | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|--|-----------|----------|-------|-------|-------|-------|-------|------------|----------|
| | \$ 1,508 | \$ 6,107 | \$ 25 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,640 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-----------------|--------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 261 | \$ 211 | \$ 5 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 477 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | 1,147 | 2,853 | 20 | - | - | - | - | - | 4,020 |
| Contingency | - | 3,000 | - | - | - | - | - | - | 3,000 |
| Other | 100 | 43 | - | - | - | - | - | - | 143 |
| Total | \$ 1,508 | \$ 6,107 | \$ 25 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 7,640 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30809

CSO Phase III A - GSI Projects

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

Location: Central Falls
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | November-19 | June-24 | 55 Months | \$9,164 |
| Total Project | November-19 | June-24 | 55 Months | \$9,164 |



Photo: Example of Green Stormwater Infrastructure

This project entails the construction of green stormwater infrastructure in the City of Central Falls. GSI will be constructed in the CSO 101 and 103 sewersheds and will include tree box filters, bio-retention basins, infiltration chambers, and other facilities to promote infiltration of stormwater runoff to the groundwater table.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|----------|-------|-------|-------|-------|------------|----------|
| \$ 5,892 | \$ 1,600 | \$ 1,672 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 9,164 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-----------------|-----------------|-----------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 259 | \$ 80 | \$ 79 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 418 |
| A/E Professional | 1 | - | - | - | - | - | - | - | 1 |
| Construction | 5,625 | 960 | 1,040 | - | - | - | - | - | 7,625 |
| Contingency | - | 500 | 500 | - | - | - | - | - | 1,000 |
| Other | 7 | 60 | 53 | - | - | - | - | - | 120 |
| Total | \$ 5,892 | \$ 1,600 | \$ 1,672 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 9,164 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30810

CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters

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

Location: East Providence
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | January-23 | May-25 | 28 Months | \$47,026 |
| Total Project | January-23 | May-25 | 28 Months | \$47,026 |



Photo: Existing Clarifiers at Bucklin Point

This project entails the construction of two new final clarifiers, modifications to the flow splitting operation, construction of a new RAS pump station for the new final clarifiers, and improvements to the RAS piping system and influent pump station.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|-----------|-----------|-------|-------|-------|------------|-----------|
| \$ 2 | \$ 1,385 | \$ 30,668 | \$ 14,971 | \$ - | \$ - | \$ - | \$ - | \$ 47,026 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-----------------|------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Administrative | \$ 2 | \$ 38 | \$ 851 | \$ 275 | \$ - | \$ - | \$ - | \$ - | \$ 1,166 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | 1,274 | 28,353 | 9,173 | - | - | - | - | 38,800 |
| Contingency | - | - | - | 5,000 | - | - | - | - | 5,000 |
| Other | - | 73 | 1,464 | 523 | - | - | - | - | 2,060 |
| Total | \$ 2 | \$ 1,385 | \$ 30,668 | \$ 14,971 | \$ - | \$ - | \$ - | \$ - | \$ 47,026 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30830

CSO Phase III B Facilities

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): N/A

Location: Central Falls, RI
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | December-28 | June-31 | 30 Months | \$28,484 |
| Total Project | December-28 | June-31 | 30 Months | \$28,484 |



Photo: Proposed CSO Phase III B Facilities

Phase III B includes construction of upper BVI gate and screening structure, interceptor relief, and consolidation conduit. These interceptors will convey flow to the tunnel to be built in Phase III A. In addition, GSI facilities will be constructed to reduce storm inflow to the combined sewer system, and one sewer separation project will be included as part of Phase III B.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|-------|-------|-------|-------|------------|-----------|
| \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 28,484 | \$ 28,484 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------|------------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 615 | \$ 615 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | 26,433 | 26,433 |
| Contingency | - | - | - | - | - | - | - | 1,356 | 1,356 |
| Other | - | - | - | - | - | - | - | 80 | 80 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 28,484 | \$ 28,484 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30850

CSO Phase III C Facilities

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): N/A

Location: Pawtucket, RI
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|---------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | May-32 | June-34 | 26 Months | \$23,120 |
| Construction | April-34 | June-37 | 39 Months | 141,540 |
| Total Project | May-32 | June-37 | 62 Months | \$164,660 |



Photo: Proposed CSO Phase III C Facilities

Phase III C is to design and construct a stub tunnel that will convey flow from CSO 220 to the tunnel to be constructed in Phase III A. In addition, GSI facilities will be constructed to reduce storm water inflow to the combined sewers.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|-------|-------|-------|-------|------------|------------|
| \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 164,660 | \$ 164,660 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------|------------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 968 | \$ 968 |
| Land | - | - | - | - | - | - | - | 2,500 | 2,500 |
| A/E Professional | - | - | - | - | - | - | - | 14,440 | 14,440 |
| Other | - | - | - | - | - | - | - | 5,212 | 5,212 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 23,120 | \$ 23,120 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------------|-------------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,160 | \$ 2,160 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | 135,040 | 135,040 |
| Contingency | - | - | - | - | - | - | - | 3,360 | 3,360 |
| Other | - | - | - | - | - | - | - | 980 | 980 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 141,540 | \$ 141,540 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30870

CSO Phase III D Facilities

Project Manager: Kathryn Kelly, P.E.
 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 | April-37 | September-39 | 29 Months | \$13,180 |
| Construction | August-39 | December-41 | 28 Months | 70,320 |
| Total Project | April-37 | December-41 | 57 Months | \$83,500 |



Photo: Proposed CSO Phase III D Facilities

Phase III D is to design and construct an interceptor that will store flow during a storm and later release the flow into the system as capacity allows. In addition, GSI facilities will be constructed to reduce storm water inflow to the combined sewer system. Storm sewers will be constructed to separate stormwater flow from the combined sewer.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|-------|-------|-------|-------|------------|-----------|
| \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 83,500 | \$ 83,500 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------|------------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,110 | \$ 1,110 |
| Land | - | - | - | - | - | - | - | 1,000 | 1,000 |
| A/E Professional | - | - | - | - | - | - | - | 8,000 | 8,000 |
| Other | - | - | - | - | - | - | - | 3,070 | 3,070 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 13,180 | \$ 13,180 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------|------------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,010 | \$ 1,010 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | 67,760 | 67,760 |
| Contingency | - | - | - | - | - | - | - | 1,320 | 1,320 |
| Other | - | - | - | - | - | - | - | 230 | 230 |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 70,320 | \$ 70,320 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

12400

Interceptor Maintenance Building

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: Field's Point (Providence, RI)
 Project Priority: C

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | June-23 | June-25 | 24 Months | \$875 |
| Construction | June-25 | June-27 | 24 Months | 9,112 |
| Total Project | June-23 | June-27 | 48 Months | \$9,987 |



Photo: Interceptor Maintenance Building

This project involves the design and construction of a new building that would be needed if NBC is required by legislation to assume ownership of lateral sewers currently owned by local communities within its district. The building will include an administrative area as well as a garage and storage yard.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|--------|--------|----------|----------|-------|------------|----------|
| \$ - | \$ 3 | \$ 326 | \$ 554 | \$ 3,282 | \$ 5,822 | \$ - | \$ - | \$ 9,987 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|---------------|---------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ 3 | \$ 51 | \$ 41 | \$ - | \$ - | \$ - | \$ - | \$ 95 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | 255 | 495 | - | - | - | - | 750 |
| Other | - | - | 20 | 10 | - | - | - | - | 30 |
| Total | \$ - | \$ 3 | \$ 326 | \$ 546 | \$ - | \$ - | \$ - | \$ - | \$ 875 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-----------------|-----------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ - | \$ - | \$ 8 | \$ 151 | \$ 180 | \$ - | \$ - | \$ 339 |
| A/E Professional | - | - | - | - | 266 | 147 | - | - | 413 |
| Construction | - | - | - | - | 2,800 | 4,700 | - | - | 7,500 |
| Contingency | - | - | - | - | - | 750 | - | - | 750 |
| Other | - | - | - | - | 65 | 45 | - | - | 110 |
| Total | \$ - | \$ - | \$ - | \$ 8 | \$ 3,282 | \$ 5,822 | \$ - | \$ - | \$ 9,112 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-----------------|-------------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | 9,996 | 119,950 |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ 9,996 | \$ 119,950 |

30500

NBC Interceptor Easements Restoration, Various Locations

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: B

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|---------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | September-22 | January-24 | 16 Months | \$465 |
| Construction | November-23 | July-25 | 20 Months | 964 |
| Total Project | September-22 | July-25 | 34 Months | \$1,429 |



Photo: Easement Clearing

This project involves verification of easement locations and clearing the easements in overland areas to ensure sufficient access and enable NBC to maintain the integrity of the collection system.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|--------|--------|-------|-------|-------|------------|----------|
| \$ 170 | \$ 254 | \$ 272 | \$ 729 | \$ 4 | \$ - | \$ - | \$ - | \$ 1,429 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|--------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ 54 | \$ 41 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 95 |
| Land | 25 | 25 | - | - | - | - | - | - | 50 |
| A/E Professional | 135 | 165 | - | - | - | - | - | - | 300 |
| Other | 10 | 10 | - | - | - | - | - | - | 20 |
| Total | \$ 170 | \$ 254 | \$ 41 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 465 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|---------------|---------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ - | \$ - | \$ 18 | \$ 55 | \$ 4 | \$ - | \$ - | \$ - | \$ 77 |
| A/E Professional | - | - | 3 | 49 | - | - | - | - | 52 |
| Construction | - | - | 200 | 450 | - | - | - | - | 650 |
| Contingency | - | - | - | 140 | - | - | - | - | 140 |
| Other | - | - | 10 | 35 | - | - | - | - | 45 |
| Total | \$ - | \$ - | \$ 231 | \$ 729 | \$ 4 | \$ - | \$ - | \$ - | \$ 964 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30610

NBC System-wide Regulator Modifications

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Fields Point WWTF
 Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | December-21 | December-22 | 13 Months | \$603 |
| Construction | January-23 | January-25 | 24 Months | 3,126 |
| Total Project | December-21 | January-25 | 37 Months | \$3,729 |



Photo: OF 056 Regulator on Vandewater Street

This project involves the design and construction of various regulator structure modifications to address known hydraulic capacity limitations within the NBC collection system. Regulator structure and gravity piping system modifications are needed to eliminate surcharging at Pitman Street, Silver Spring, Vandewater and other miscellaneous locations throughout the century old combined sewer system.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|----------|----------|-------|-------|-------|------------|----------|
| \$ 119 | \$ 533 | \$ 1,712 | \$ 1,365 | \$ - | \$ - | \$ - | \$ - | \$ 3,729 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 74 | \$ 71 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 145 |
| Land | - | 100 | - | - | - | - | - | - | 100 |
| A/E Professional | 45 | 205 | - | - | - | - | - | - | 250 |
| Other | - | 108 | - | - | - | - | - | - | 108 |
| Total | \$ 119 | \$ 484 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 603 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|-----------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ 44 | \$ 218 | \$ 82 | \$ - | \$ - | \$ - | \$ - | \$ 344 |
| A/E Professional | - | 5 | 103 | 23 | - | - | - | - | 131 |
| Construction | - | - | 1,350 | 650 | - | - | - | - | 2,000 |
| Contingency | - | - | - | 600 | - | - | - | - | 600 |
| Other | - | - | 41 | 10 | - | - | - | - | 51 |
| Total | \$ - | \$ 49 | \$ 1,712 | \$ 1,365 | \$ - | \$ - | \$ - | \$ - | \$ 3,126 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

70900

Omega Pump Station Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Omega Pump Station, East Providence, RI
 Project Priority: B

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|--------------------|------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | November-18 | July-23 | 56 Months | \$677 |
| Construction | June-23 | August-25 | 27 Months | 6,718 |
| Total Project | November-18 | August-25 | 81 Months | \$7,395 |



Photo: Omega Pump Station

This project involves the evaluation, design and replacement of pumps, piping and valves at the Omega Pump Station, which were originally built in the 1950's and are nearing the end of their useful life. New screening and grit technology will shred and reduce the size of coarse solid materials of the wastewater and facilitate transport to the wastewater treatment facility. Additionally, the new technology will provide for the upgrade of the pump station to improve reliability of the motor control center and streamline operations.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|--------|----------|----------|-------|-------|------------|----------|
| \$ 20 | \$ 631 | \$ 943 | \$ 3,955 | \$ 1,846 | \$ - | \$ - | \$ - | \$ 7,395 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|--------------|---------------|--------------|-------------|-------------|-------------|-------------|-------------|---------------|
| Administrative | \$ 20 | \$ 67 | \$ 6 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 93 |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | 430 | 20 | - | - | - | - | - | 450 |
| Other | - | 134 | - | - | - | - | - | - | 134 |
| Total | \$ 20 | \$ 631 | \$ 26 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 677 |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|---------------|-----------------|-----------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ - | \$ - | \$ 101 | \$ 180 | \$ 25 | \$ - | \$ - | \$ - | \$ 306 |
| A/E Professional | - | - | 116 | 109 | 21 | - | - | - | 246 |
| Construction | - | - | 675 | 3,600 | 225 | - | - | - | 4,500 |
| Contingency | - | - | - | 36 | 1,575 | - | - | - | 1,611 |
| Other | - | - | 25 | 30 | - | - | - | - | 55 |
| Total | \$ - | \$ - | \$ 917 | \$ 3,955 | \$ 1,846 | \$ - | \$ - | \$ - | \$ 6,718 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

304 M Summary

Interceptor Inspection and Cleaning

Project Manager: Mike Caruolo, P.E.
Contractor(s): Various

Location: NBC Service Area
Project Priority: A

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | N/A | N/A | N/A | \$4,364 |
| Total Project | January-00 | January-00 | 0 Months | \$4,364 |



Photo: Interceptor Grit Removal

The 304 M project includes the inspection and cleaning of interceptors in order to maintain NBC's infrastructure and collection system. The inspections determine pipe condition and identify infrastructure issues. NBC allocates \$500 thousand annually for inspections and cleaning in years that do not have specific projects identified to ensure resources are available. As new inspection and cleaning projects are identified, they will be given a unique project number.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|--------|--------|--------|--------|--------|------------|----------|
| \$ 856 | \$ 508 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 4,364 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Administrative | \$ 86 | \$ 28 | \$ 39 | \$ 39 | \$ 39 | \$ 39 | \$ 39 | \$ 39 | \$ 348 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | 612 | 400 | 375 | 375 | 375 | 375 | 375 | 375 | 3,262 |
| Contingency | 102 | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 522 |
| Other | 56 | 20 | 26 | 26 | 26 | 26 | 26 | 26 | 232 |
| Total | \$ 856 | \$ 508 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 4,364 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30400C

Interceptor Restoration and Construction

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

Location: NBC Service Area
 Project Priority: B

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | N/A | N/A | N/A | \$6,420 |
| Total Project | January-00 | January-00 | 0 Months | \$6,420 |



Photo: Proposed portion of Lincoln Interceptor Replacement

Project 30400C consists of funding programmed for potential restoration and construction to correct issues such as structural damage, aging or inaccessible infrastructure, odor control and emergency situations. NBC allocates \$1.5 million annually for interceptor restoration and construction, in years that do not have specific projects identified to ensure resources are available. As new projects are identified, they will be given a unique project number.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|-------|--------|----------|----------|----------|------------|----------|
| \$ - | \$ - | \$ - | \$ 421 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 6,420 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|---------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Administrative | \$ - | \$ - | \$ - | \$ 68 | \$ 230 | \$ 230 | \$ 230 | \$ 230 | \$ 986 |
| A/E Professional | - | - | - | 48 | 578 | 578 | 578 | 578 | 2,360 |
| Construction | - | - | - | 254 | 558 | 558 | 558 | 558 | 2,486 |
| Contingency | - | - | - | 43 | 95 | 95 | 95 | 95 | 424 |
| Other | - | - | - | 8 | 39 | 39 | 39 | 39 | 164 |
| Total | \$ - | \$ - | \$ - | \$ 421 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 6,420 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30315

Woonasquatucket CSO OF 046 Improvements

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

Location: Providence
 Project Priority: B

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|----------------|-------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | June-23 | October-24 | 17 Months | \$3,738 |
| Total Project | June-23 | October-24 | 17 Months | \$3,738 |



This project includes construction of facilities to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.

Photo: Proposed portion of Lincoln Interceptor Replacement

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|--------|----------|----------|-------|-------|-------|------------|----------|
| \$ 144 | \$ 280 | \$ 2,236 | \$ 1,078 | \$ - | \$ - | \$ - | \$ - | \$ 3,738 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|---------------|---------------|-----------------|-----------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 23 | \$ 51 | \$ 53 | \$ 22 | \$ - | \$ - | \$ - | \$ - | \$ 149 |
| A/E Professional | 105 | 229 | 225 | 113 | - | - | - | - | 672 |
| Construction | 15 | - | 1,640 | 820 | - | - | - | - | 2,475 |
| Contingency | - | - | 248 | 124 | - | - | - | - | 372 |
| Other | 1 | - | 70 | - | - | - | - | - | 71 |
| Total | \$ 144 | \$ 280 | \$ 2,236 | \$ 1,078 | \$ - | \$ - | \$ - | \$ - | \$ 3,738 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

30421

Louisquisset Pike Interceptor Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: Lincoln, RI
 Project Priority: D

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|-----------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | January-23 | June-24 | 17 Months | \$6,463 |
| Total Project | January-23 | June-24 | 17 Months | \$6,463 |



Photo: Louisquisset Pike in Lincoln

This project involves the construction of a larger diameter interceptor in the northern section of the Town of Lincoln. The larger capacity pipe will accommodate the additional flow resulting from expected development.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|-------|----------|-------|-------|-------|-------|------------|----------|
| \$ 2 | \$ 43 | \$ 6,418 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 6,463 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|--------------|-----------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 2 | \$ 20 | \$ 121 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 143 |
| A/E Professional | - | 23 | 297 | - | - | - | - | - | 320 |
| Construction | - | - | 4,000 | - | - | - | - | - | 4,000 |
| Contingency | - | - | 1,400 | - | - | - | - | - | 1,400 |
| Other | - | - | 600 | - | - | - | - | - | 600 |
| Total | \$ 2 | \$ 43 | \$ 6,418 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 6,463 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue | \$ 22,384 | \$ 268,610 | \$ 268,610 | \$ 268,610 | \$ 268,610 | \$ 268,610 |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | 833 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Net Impact on Operating Budget | \$ (21,551) | \$ (258,610) | \$ (258,610) | \$ (258,610) | \$ (258,610) | \$ (258,610) |

30468C

Improvements to Interceptors FY 2022

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

Location: North Providence/Johnston
 Project Priority: B

Total Project Duration/Cost

| Project Phase | Start Date | Completion Date | Project Duration | Cost (in Thousands) |
|----------------------|-------------------|--------------------|------------------|---------------------|
| Planning | N/A | N/A | N/A | N/A |
| Design | N/A | N/A | N/A | N/A |
| Construction | January-22 | December-22 | 10 Months | \$2,602 |
| Total Project | January-22 | December-22 | 10 Months | \$2,602 |



Photo: Construction on the Moshassuck Valley Interceptor

Rehabilitation work to various sewer pipes and manholes in Providence, North Providence and Johnston.

CIP Window Summary

| Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|-----------|----------|-------|-------|-------|-------|-------|------------|----------|
| \$ 52 | \$ 2,550 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,602 |

Projected Expenditures - Planning

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Design

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Administrative | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Land | - | - | - | - | - | - | - | - | - |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Projected Expenditures - Construction

| Cost Category | Pre FY 23 | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 | Post FY 28 | Total |
|------------------|--------------|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Administrative | \$ 52 | \$ 250 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 302 |
| A/E Professional | - | - | - | - | - | - | - | - | - |
| Construction | - | 2,000 | - | - | - | - | - | - | 2,000 |
| Contingency | - | 300 | - | - | - | - | - | - | 300 |
| Other | - | - | - | - | - | - | - | - | - |
| Total | \$ 52 | \$ 2,550 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,602 |

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

| | FY 23 | FY 24 | FY 25 | FY 26 | FY 27 | FY 28 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Reduced Expense | - | - | - | - | - | - |
| Increased Expense | - | - | - | - | - | - |
| Net Impact on Operating Budget | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

Long-Term Financial Plan

Proforma

Each year, NBC works with its Municipal Advisor (MA) to update the debt issuance optimization model (model) and update the Long-Term Financial Plan (Plan). This is especially important for NBC given the magnitude of NBC's CIP. The model takes into consideration existing capital funding, debt service, operation and maintenance expense, and annual revenues. The model layers on the CIP, annual Transfers into the Project Fund, projected market conditions, debt service coverage requirements and funding options to optimize NBC's financing strategy. Model outputs include six-year capital sources and uses and projected annual outstanding debt and debt service by funding source. The results serve as inputs into NBC's proforma tool that is used to project operating revenue and expense as well as rate increases. The proforma tool also incorporates projected CIP impacts on the operating budget.

Outputs from the model are in the following Proforma for FY 2023 - 2028. The proforma is based upon the Capital Sources and Uses shown in the bottom portion of the table, optimized through the model. The information shows that NBC has significant capital investment planned over the next five years. It also shows that additional debt will be issued to finance the Plan. The proforma also incorporates debt service coverage of 125% or greater each year calculated as Total Revenue less Operating Expense divided by Debt Service.

Detailed discussion of the six-year revenue and expense is on the following pages.

NBC Proforma FY 2023-2028

| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Total Revenue | \$ 106,961,295 | \$ 114,228,368 | \$ 114,488,616 | \$ 121,153,773 | \$ 121,167,104 | \$ 128,231,645 |
| Expense | - | - | - | - | - | - |
| Operating Expense | 51,421,946 | 52,499,115 | 53,378,548 | 54,347,182 | 56,011,257 | 57,778,587 |
| Debt Service | 41,154,037 | 43,554,340 | 45,168,105 | 50,064,232 | 52,124,675 | 56,362,444 |
| Transfer to Project Fund | 14,385,312 | 18,174,913 | 15,941,963 | 16,742,359 | 13,031,171 | 14,090,614 |
| Total Expense and Transfer | \$ 106,961,295 | \$ 114,228,368 | \$ 114,488,616 | \$ 121,153,773 | \$ 121,167,104 | \$ 128,231,645 |
| Debt Service Coverage | 1.35 | 1.42 | 1.35 | 1.33 | 1.25 | 1.25 |

Capital Sources and Uses FY 2023-2028

| CAPITAL SOURCES AND USES FY 2023 - 2028 | | | | | | |
|---|-----------------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|
| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
| Capital Sources | | | | | | |
| New SRF Bonds | \$ - | \$ 90,824,948 | \$ 196,469,898 | \$ 60,654,898 | \$ 13,764,795 | \$ - |
| 2021 Series A | 1,000,000 | - | - | - | - | - |
| Project Fund - Pay-go | 26,836,186 | 14,573,081 | 18,174,911 | 15,941,961 | 16,742,356 | 5,616,000 |
| Project Fund - OCP | 3,812,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Existing WIFIA | 182,957,890 | 87,801,559 | - | - | - | - |
| New WIFIA | 8,982,856 | 27,680,997 | 15,356,088 | - | - | - |
| Total Capital Sources | \$ 223,588,932 | \$ 225,880,585 | \$ 235,000,897 | \$ 81,596,859 | \$ 35,507,151 | \$ 10,616,000 |
| Capital Uses | | | | | | |
| CIP | \$ 219,776,932 | \$ 220,517,285 | \$ 229,215,017 | \$ 76,354,239 | \$ 30,452,092 | \$ 5,616,000 |
| OCP | 3,812,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Other | - | 363,300 | 785,880 | 242,620 | 55,059 | - |
| Total Capital Uses | \$ 223,588,932 | \$ 225,880,585 | \$ 235,000,897 | \$ 81,596,859 | \$ 35,507,151 | \$ 10,616,000 |

Projected Revenue

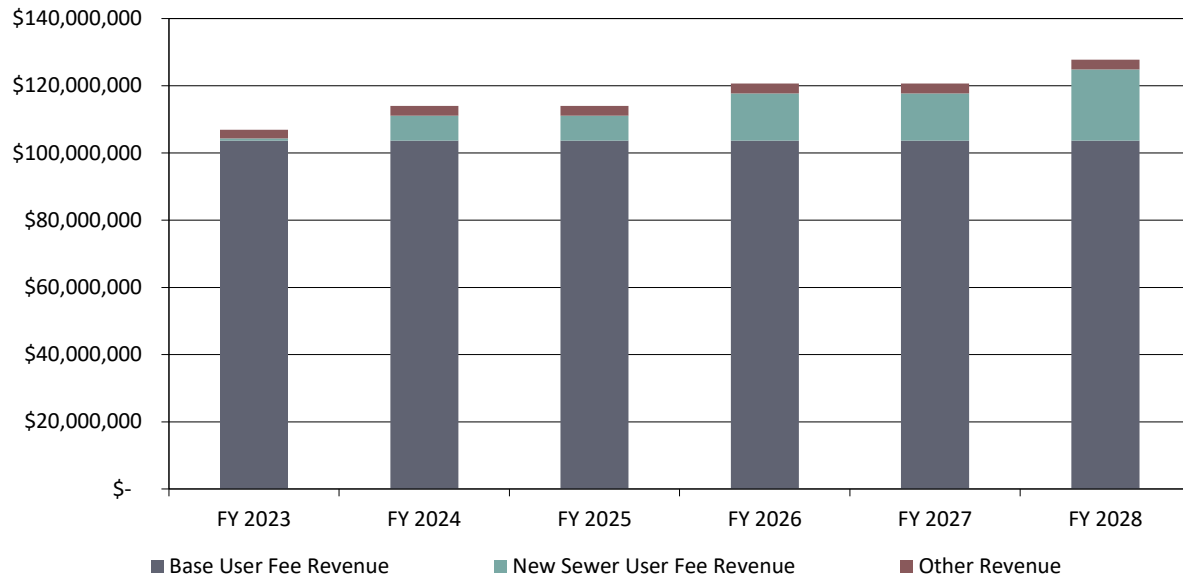
User fees are the largest source of NBC’s revenue. Modest growth in NBC’s user base is projected in terms of number of customers but no significant growth is projected in consumption. The most significant change over the six-year period is the projected 20.1% increase in user fee revenue due to user fee rate increases. The model reflects the 0.56% rate increase on May 1, 2022, a 6.5% rate increase in FY 2024, and 6.0% rate increases in both FY 2026 and FY 2028 required to support NBC’s significant programmed debt issuance.

The revenue in FY 2023 – 2028 includes growth of 0.2% per year based on historical growth in flat fee revenue. The CIP projects are projected to generate additional revenue of \$4,250 in FY 2023, \$27,485 in FY 2024, and a total of \$273,711 beginning in FY 2025.

| REVENUE | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Base User Fee Revenue | \$ 103,711,648 | \$ 103,711,648 | \$ 103,711,648 | \$ 103,711,648 | \$ 103,711,648 | \$ 103,711,648 |
| User Fee Growth | - | 208,604 | 222,627 | 223,147 | 236,478 | 236,504 |
| CIP New Revenue | 4,250 | 27,485 | 273,711 | 273,711 | 273,711 | 273,711 |
| New Sewer User Fee Revenue | 586,266 | 7,365,630 | 7,365,630 | 14,030,267 | 14,030,267 | 21,094,782 |
| Total User Fee Revenue | 104,302,164 | 111,313,368 | 111,573,616 | 118,238,773 | 118,252,104 | 125,316,645 |
| Other Revenue | 2,659,131 | 2,915,000 | 2,915,000 | 2,915,000 | 2,915,000 | 2,915,000 |
| Total Other Revenue | 2,659,131 | 2,915,000 | 2,915,000 | 2,915,000 | 2,915,000 | 2,915,000 |
| Total Revenue | \$ 106,961,295 | \$ 114,228,368 | \$ 114,488,616 | \$ 121,153,773 | \$ 121,167,104 | \$ 128,231,645 |

Other Revenue is also anticipated to increase to \$2.9 million in FY 2024 once investment earnings return to normal levels. The following chart shows the increase in projected revenue over the six-year period.

Projected Revenue



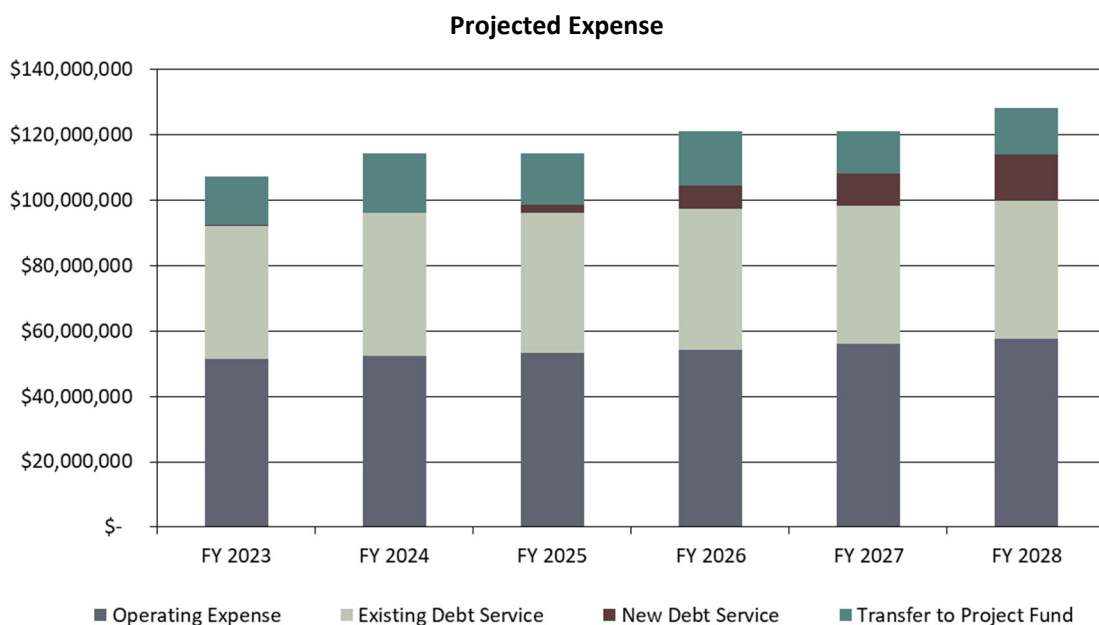
Projected Expense

With respect to Operating Expense, a number of assumptions have been incorporated into the projections. NBC has inflated annual Operating Expense at 2.0% per year. The incremental net impact of the CIP is anticipated to reduce Operating Expense by \$19,846 in FY 2023, with additional changes in subsequent years to arrive at a net increase in Operating Expense in FY 2028 of \$982,692 when the CSO Phase III A Facilities are operational. The net result is a projected 12.4% increase in Operating Expense over the six-year period.

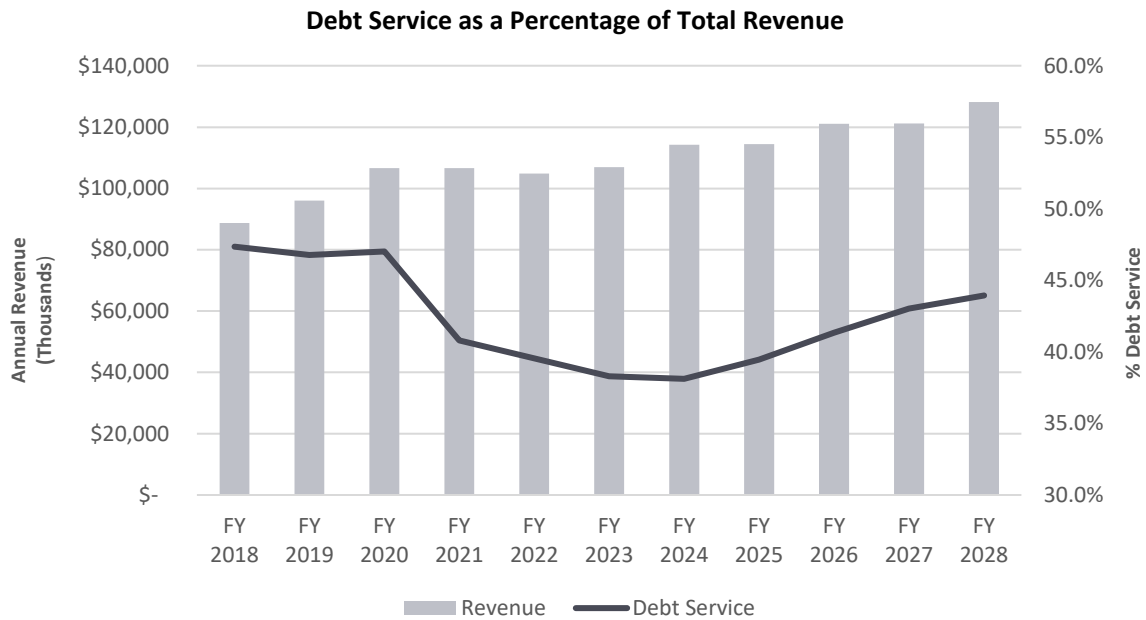
NBC's debt service is projected to increase \$15.2 million or 37.0% over the next six-years due to the issuance of debt required to support the capital program. NBC's model incorporates a third WIFIA loan for the Field's Point Resiliency Improvements. The model reflects new debt service beginning in FY 2025 for debt issuance that will be required to support NBC's share of the CSO Phase III A Facilities and other capital projects.

| EXPENSE | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Base Operating Expense with CPI @ 2% | \$ 51,441,792 | \$ 52,470,628 | \$ 53,520,040 | \$ 54,590,441 | \$ 55,682,250 | \$ 56,795,895 |
| CIP Net Expense Impact | (19,846) | 28,487 | (141,492) | (243,259) | 329,007 | 982,692 |
| Total Operating Expense | 51,421,946 | 52,499,115 | 53,378,548 | 54,347,182 | 56,011,257 | 57,778,587 |
| Existing SRF Debt Service | 29,353,575 | 29,865,323 | 29,062,531 | 25,381,169 | 23,606,528 | 21,849,752 |
| New SRF Debt Service | - | - | 2,225,211 | 7,038,724 | 9,687,765 | 14,150,135 |
| Existing Revenue Bond Debt Service | 11,425,462 | 13,689,017 | 13,880,363 | 17,644,339 | 18,830,382 | 20,362,558 |
| Revenue Anticipation Note | 375,000 | - | - | - | - | - |
| WIFIA Debt Service | - | - | - | - | - | - |
| New WIFIA Debt Service | - | - | - | - | - | - |
| Total Debt Service | 41,154,037 | 43,554,340 | 45,168,105 | 50,064,232 | 52,124,675 | 56,362,445 |
| Transfer to Project Fund | 14,385,312 | 18,174,913 | 15,941,963 | 16,742,359 | 13,031,172 | 14,090,613 |
| Total Expense | \$ 106,961,295 | \$ 114,228,368 | \$ 114,488,616 | \$ 121,153,773 | \$ 121,167,104 | \$ 128,231,645 |

The following chart shows that existing debt service is relatively level over the next six years with increases for new debt beginning in FY 2025. Relatively modest increases in Operating Expense are programmed over the six-year period.

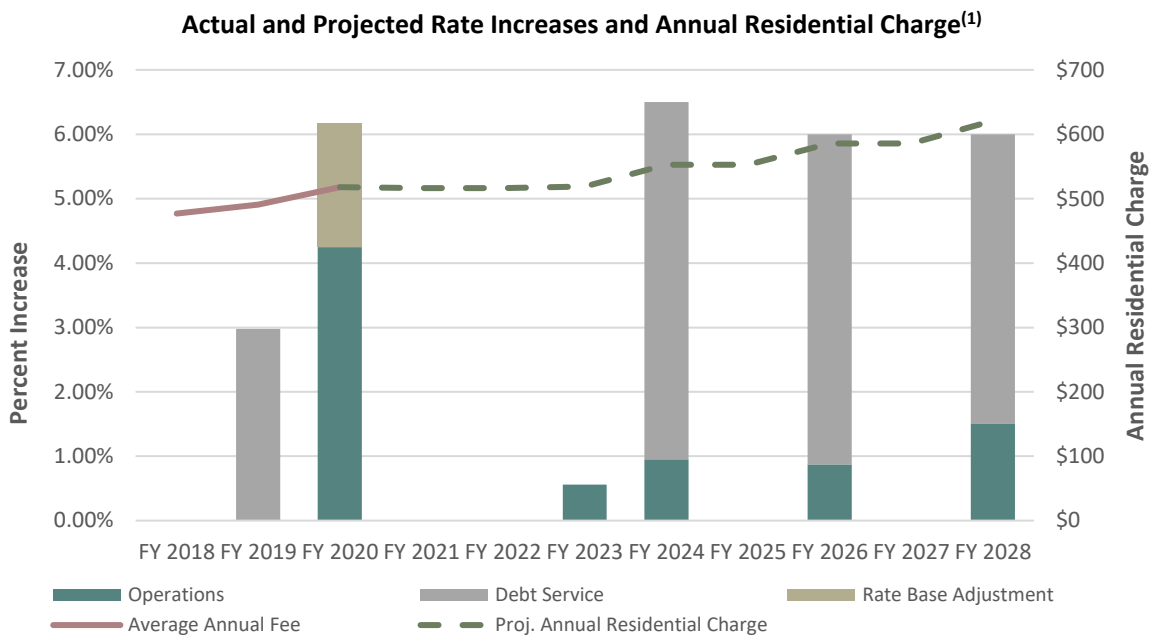


The chart below shows how debt service as a percent of total revenue is projected to decrease from a peak of approximately 47.3% of total revenue in FY 2018 down to 38.1% in FY 2024. As additional debt is issued, this percentage is projected to increase to 44.0% in FY 2028.



Sewer User Fee Rate Projections

The following chart shows the actual and projected rate increases along with the annual residential charge for FY 2018 through FY 2028. The most recent rate adjustment was April 1, FY 2022, reflected in the chart in FY 2023, for the recovery of electronic payment transaction fees. Current modeling includes a 6.5% rate increase in FY 2024, and 6.0% rate increases in FY 2026 and FY 2028.



⁽¹⁾ For a Single-Family Home with usage of 150 gallons per day

NBC's average annual residential user charge is projected to increase from \$519.17 in FY 2023 to \$621.28 in FY 2028. There is a 6.50% rate increase programmed in FY 2024 with two additional 6.0% rate increases over the six-year period, the first in FY 2026 and the second in FY 2028.

The projected rate increases are subject to change due to factors including but not limited to additional changes in the schedule or scope of the CSO Phase III A Facilities or other capital projects, grants, changes to operation and maintenance costs, differing CIP impacts, variances in renewable energy production, or changes in NMC or REC rates that may occur. The impacts may also change if there are changes to the rate base or other factors out of NBC's control including short and long-term interest rates, health insurance renewals, new regulatory requirements, etc.

| | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Percentage Increase User Fees | 0.56% | 6.50% | 0.00% | 6.00% | 0.00% | 6.00% |
| Average Annual Single-Family Home | \$ 519.17 | \$ 552.94 | \$ 552.94 | \$ 586.12 | \$ 586.12 | \$ 621.28 |
| Debt Service Coverage | 1.35 | 1.42 | 1.35 | 1.33 | 1.25 | 1.25 |

Even with past rate increases required to support the CIP, operating expense and rate base adjustments, NBC's sewer rates remain competitive. As can be seen in the following table, when NBC's 2021 rate is calculated based on consumption of 120 HCF, it is approximately 19.0% below the national average of \$858 for major U.S. Cities. Survey results for the State of Rhode Island are shown in the Operating Budget section of this document.

| 2021 Annual Residential Sewer Charges for Major U.S. Cities | | | | | |
|---|----|-------|------------------|----|------------|
| Seattle, WA | \$ | 2,041 | Providence, RI | \$ | 695 |
| San Francisco, CA | | 1,916 | Jacksonville, FL | | 687 |
| Portland, ME | | 1,394 | Los Angeles, CA | | 682 |
| Washington, DC | | 1,345 | Indianapolis, IN | | 656 |
| Honolulu, HI | | 1,264 | Houston, TX | | 648 |
| MWRA Service Area | | 1,071 | Saint Paul, MN | | 612 |
| Boston, MA | | 1,010 | Columbus, OH | | 609 |
| New Orleans, LA | | 961 | Fort Worth, TX | | 583 |
| Saint Louis, MO | | 948 | Dallas, TX | | 545 |
| Flint, MI | | 931 | San Antonio, TX | | 528 |
| Austin, TX | | 896 | San Jose, CA | | 500 |
| Detroit, MI | | 763 | Philadelphia, PA | | 491 |
| New York, NY | | 761 | Newark, NJ | | 457 |
| San Diego, CA | | 719 | Milwaukee, WI | | 315 |
| | | | Average | \$ | 858 |

Financing of the Capital Budget

NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating expense and financing impacts. Financing costs are identified through the use of the Long-Term Financial Model and are incorporated into the Budget as debt service.

Capital Sources

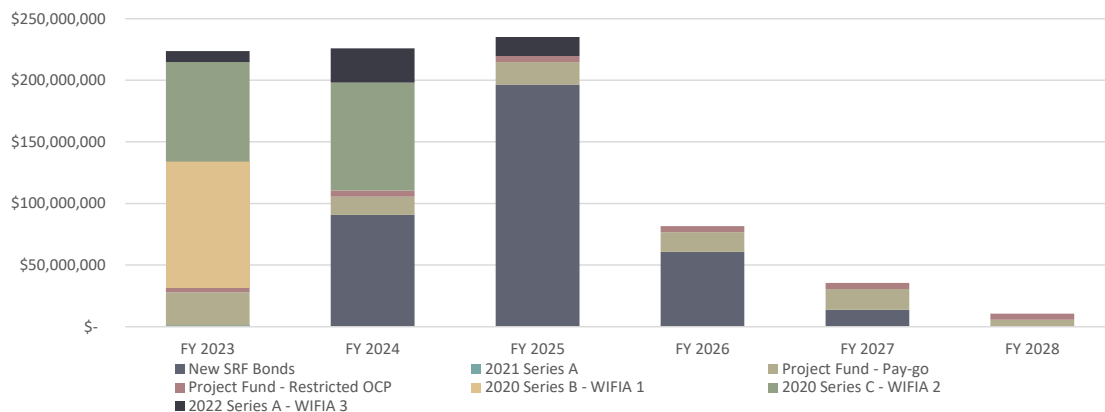
NBC has identified seven sources of capital funding shown in the table below:

| Capital Sources | Description |
|--------------------------------|---|
| New SRF Bonds | New Revenue Bond backed borrowings through RIIB |
| 2021 Series A | \$45.0 million Loan through RIIB |
| Project Fund – Pay -go Capital | Restricted Account - CIP or Grants and Project Reimbursements Account |
| Project Fund – Restricted OCP | Restricted Account – Operating Capital Account |
| 2020 Series B (WIFIA 1) | \$268.7 million Loan from USEPA |
| 2020 Series C (WIFIA 2) | \$190.6 million Loan from USEPA |
| 2022 Series A (WIFIA 3) | \$52.0 million Loan from USEPA |

The table and chart below show that the largest funding source during the period of FY 2023-2028 period is \$322.8 million in WIFIA loans followed by new SRF Bond proceeds of \$361.7 million. NBC also plans to use \$97.9 million of Project Fund – Pay-go Capital funds and \$28.8 million in Project Fund – Restricted OCP funds. The chart below shows that the WIFIA program is NBC’s primary capital funding source through FY 2023. Once the WIFIA funds are expended, NBC plans to borrow \$90.8 million, \$196.5 million, \$60.7 million, and \$13.8 million through the RIIB in FY 2024, FY 2025, FY 2026, and FY 2027 respectively, to finance the CIP. The following table and graph show the sources of capital funds in FY 2023-2028.

Sources of Funds

| Sources of Funds (Millions) | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total FY 2023-2028 |
|-------------------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|-----------------------|
| New SRF Bonds | \$ - | \$ 90,824,948 | \$ 196,469,898 | \$ 60,654,898 | \$ 13,764,795 | \$ - | \$ 361,714,539 |
| 2021 Series A | 1,000,000 | - | - | - | - | - | 1,000,000 |
| Project Fund - Pay-go | 26,836,186 | 14,573,081 | 18,174,911 | 15,941,961 | 16,742,356 | 5,616,000 | 97,884,495 |
| Project Fund - Restricted OCP | 3,812,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 28,812,000 |
| 2020 Series B - WIFIA 1 | 102,300,903 | - | - | - | - | - | 102,300,903 |
| 2020 Series C - WIFIA 2 | 80,656,987 | 87,801,559 | - | - | - | - | 168,458,546 |
| 2022 Series A - WIFIA 3 | 8,982,856 | 27,680,997 | 15,356,088 | - | - | - | 52,019,941 |
| Total | \$ 223,588,932 | \$ 225,880,585 | \$ 235,000,897 | \$ 81,596,859 | \$ 35,507,151 | \$ 10,616,000 | \$ 812,190,424 |



A discussion of the capital sources, the projects that were funded from these sources in FY 2022 along with the available balance in the budget year is on the following pages. In addition, a table with the outstanding debt is included in each long-term debt section.

Project Fund – Restricted Operating Capital Account

In accordance with the Trust Indenture and the directives of the Rhode Island Public Utilities Commission (RIPUC), NBC makes monthly deposits into the Stabilization Account in the Debt Service Fund. Subsequent to fiscal year end, a calculation is performed to determine the funds that may be transferred from the Stabilization Account to the Restricted Account – Operating Capital in the Project Fund for the purpose of financing the OCP.

Project Fund – Pay-go Capital

This funding category includes two accounts in the Project Fund, the Restricted – CIP Account and the Grants and Projects Reimbursements Account.

Restricted – CIP Account

In accordance with the Trust Indenture and the directives of the PUC, NBC makes monthly deposits into the Stabilization Account in the Debt Service Fund. Subsequent to fiscal year end, a calculation is performed to determine the funds that may be transferred from the Stabilization Account to the Restricted Account – CIP in the Project Fund to finance capital improvements. NBC typically uses these funds for interceptor cleaning and inspection, studies, land and other projects that may not be eligible for funding from the RIIB. NBC also plans to use these funds to meet NBC’s share of the funding requirement for the WIFIA loans.

Grants and Project Reimbursements Account

The Grants and Project Reimbursements Account is also in the Project Fund. In accordance with the Trust Indenture, Federal or State grants or reimbursements, Sewer Tie-In Fees, capital incentives, funds withdrawn from the Renewal and Replacement Reserve Fund (not presently funded by NBC), and certain other amounts are deposited into the Grants and Project Reimbursements Account and are used to fund capital improvements.

NBC estimates that approximately \$11.6 million of Project Fund – Pay-go Capital will be spent in FY 2022. The following table shows that the majority, or \$5.4 million will be spent on Field’s Point Resiliency Improvements. Other projects with significant funding through Pay-go Capital in FY 2022 include the WWTF Improvements at \$3.7 million and Collection System Infrastructure at \$1.6 million. NBC also funded the application fee for the WIFIA III loan from these funds.

| Project Fund – Pay-go Capital | |
|---------------------------------------|--------------------------|
| Major Project | FY 2022 Projected |
| WWTF Improvements | \$ 3,714,038 |
| CSO Phase III A Facilities | 648,673 |
| Field’s Point Resiliency Improvements | 5,367,262 |
| Infrastructure Management | 284,618 |
| Collection System Infrastructure | 1,576,772 |
| Total | \$ 11,591,363 |

The projected Pay-go Capital balance on July 1, 2022, is \$15.8 million. Additional transfers into Pay-go Capital include \$10.0 million to be transferred into the Restricted – CIP Account from the Stabilization Account and \$1.0 million in incentives. NBC plans to use the Pay-go Capital funds for NBC’s share of capital projects funded through the WIFIA program and other capital project expenses not eligible for RIIB funding.

FY 2023 Deposits into the Grants and Project Reimbursements Account

Deposits into the Grants and Project Reimbursements Account are programmed to be used as Pay-go for capital projects, reducing the amount of the CIP that is financed through debt. In FY 2023, NBC plans to receive approximately \$1.0 million in capital incentives that will be deposited into the Grants and Project Reimbursements Account. Of this amount, \$0.3 million is related to energy efficiency incentives associated with the BPWWTF Biogas Reuse Project. In addition, \$0.2 million is related to a grant from the RI Renewable Energy Fund for the Solar Carport Project. Lastly, \$0.5 million is from National Grid for energy efficiency incentives for the BPWWTF UV Disinfection Improvements Project. The potential incentives are outlined in the following table.

| Capital Investment Incentives | | | |
|-------------------------------|-------------------------------------|------------------------------------|---------------------|
| | Project | Source | Amount |
| 12000C | BPWWTF Biogas Reuse | National Grid | \$ 109,460 |
| 12000C | BPWWTF Biogas Reuse | Regional Greenhouse Gas Initiative | 200,000 |
| 20600C | NBC Solar Carport | RIREF Grant | 206,600 |
| 81000C | BPWWTF UV Disinfection Improvements | National Grid | 524,000 |
| Total | | | \$ 1,040,060 |

Rhode Island Infrastructure Bank (RIIB)

Prior to the inception of the WIFIA program, NBC's least cost of debt financing was through RIIB. RIIB provides subsidized loans to eligible borrowers with interest rates that are 1/3rd off of the market rate. In some instances, these loans include an additional subsidy through a principal forgiveness component. Typically, NBC submits a loan application in April for a loan that will be executed in June of the following year. In order for a project to be eligible for RIIB funding, the project must be listed in the application and on the RIDEM's Project Priority List. In order for a project cost to be eligible for payment, NBC must receive a Certificate of Approval (COA) from RIDEM. NBC does not directly receive the loan proceeds, rather the invoices are submitted to RIIB for payment.

In FY 2022, NBC borrowed \$45.0 million with \$1.0 million in principal forgiveness from RIIB, the 2021 Series A. This loan included capitalized interest of \$0.6 million. The table below shows that the majority, or \$39.0 million, was spent on the CSO Phase III A Facilities.

| RIIB – CIP Expenditures | |
|---------------------------------------|----------------------|
| Major Project | 2021 Series A |
| CSO Phase III A Facilities | \$ 38,951,579 |
| Bucklin Point Resiliency Improvements | 3,927,587 |
| Capitalized Interest | 588,084 |
| Cost of Issuance | 532,750 |
| Total | \$ 44,000,000 |

The 2021 Bipartisan Infrastructure Investment and Jobs Act (IIJA) will provide significant federal investment for wastewater infrastructure. Funding available through IIJA for Rhode Island will be administered through RIIB with 49.0% provided as grants or principal forgiveness loans, significantly reducing the effective interest rate. In 2021, RIIB made a number of changes to their program which will benefit borrowers. RIIB reduced their annual service fees from 0.5% to 0.3% and will consider 30-year loans with flexible amortizations. Due to these factors, NBC is working with RIIB to use the SRF as the primary source for funding NBC's share of the WIFIA projects and other capital improvements.

As of June 30, 2023, NBC has outstanding RIIB debt of \$274.4 million. The following table shows RIIB loans by issue and indicates the interest rate and final maturity.

| RIIB Bond Issue | Interest Rate ⁽¹⁾⁽²⁾⁽³⁾ | Outstanding June 30, 2023 | Final Maturity |
|----------------------------|------------------------------------|---------------------------|-------------------|
| 2003 Series - \$40.0M | 1.849% | \$ 4,741,000 | September 1, 2024 |
| 2004 Series B - \$40.0M | 1.904% | 3,608,000 | September 1, 2024 |
| 2005 Series B - \$30.0M | 1.897% | 5,268,000 | September 1, 2025 |
| 2006 Series A - \$30.0M | 1.802% | 6,879,000 | September 1, 2026 |
| 2007 Series B - \$25.0M | 2.029% | 9,288,000 | September 1, 2028 |
| 2009 Series A - \$55.0M | 1.377% | 25,771,290 | September 1, 2030 |
| 2010 Series A - \$2.0M | 1.022% | 711,506 | September 1, 2029 |
| 2010 Series B - \$20.0M | 3.163% | 9,374,000 | September 1, 2030 |
| 2011 Series A - \$30.0M | 2.759% | 14,770,870 | September 1, 2031 |
| 2012 Series A - \$25.75M | 2.967% | 14,153,909 | September 1, 2032 |
| 2013 Series B - \$25.0M | 2.592% | 15,012,279 | September 1, 2033 |
| 2014 Series A - \$45.0M | 2.967% | 29,550,000 | September 1, 2034 |
| 2015 Series B - \$41.7535M | 3.049% | 34,824,043 | September 1, 2044 |
| 2016 Series A - \$23.0M | 2.467% | 18,052,000 | September 1, 2037 |
| 2019 Series A - \$35.0M | 2.300% | 29,673,257 | September 1, 2039 |
| 2019 Series B - \$10.0M | 1.910% | 8,687,000 | September 1, 2039 |
| 2021 Series A - \$45.0M | 1.964% | 44,000,000 | September 1, 2038 |
| Total | | \$ 274,364,154 | |

(1) RIIB loans prior to 2021 include a 0.5% service fee

(2) Initial interest rate – does not reflect refundings

(3) 2021 RIIB Loan includes 0.3% service fee

Water Infrastructure Finance and Innovation Act (WIFIA)

The WIFIA program is administered through the United States Environmental Protection Agency (USEPA) and provides flexible, low-interest long-term loans for up to 49% of total project costs. The WIFIA program does not require the initiation of loan repayment until five years after substantial project completion, flexible loan structuring and an attractive low interest rate.

All of the WIFIA loans are structured such that interest will be incurred as the funds are drawn but payments will not commence until five years after substantial completion. This “capitalized interest” is then added to the outstanding principal. NBC’s financial statements reflect the outstanding debt based upon the actual draws. NBC submits disbursement requests to USEPA, and the funds are deposited into an account in the Project Fund. Once the funds are received, NBC directs the Trustee to make payments to the vendors.

NBC plans to close on a third WIFIA loan to fund the Field’s Point Resiliency Improvements Project in calendar year 2022 in the amount of \$52.0 million. More information about the WIFIA loans is in the following section.

2020 Series B (WIFIA 1)

NBC executed a \$268.7 million loan at a rate of 1.89% through the WIFIA program on August 27, 2019 for the CSO Phase III A Facilities. NBC applied for a one-time rate reset of the WIFIA 1 loan that is available to borrowers if certain criteria are met. The USEPA approved NBC’s request and the rate reset was accomplished through a refunding, the 2020 Series B. The new interest rate is 1.42% and resulted in net present value savings of \$27.6 million. NBC initiated draws against this loan in FY 2021 and the table below shows that NBC plans to spend \$102.0 million in FY 2022 on the CSO Phase III A Facilities, leaving a balance available of \$102.3 million on July 1, 2022.

2020 Series B WIFIA 1 – CIP Expenditures⁽¹⁾

| Major Project | FY 2022 Projected |
|----------------------------|-----------------------|
| CSO Phase III A Facilities | \$ 102,034,101 |
| Total | \$ 102,034,101 |

⁽¹⁾ Actuals through December - Cash draws (Jan - June)

2020 Series C (WIFIA 2)

NBC executed a \$190.6 million loan at a rate of 1.60% through the WIFIA program on October 26, 2020. This second loan included funding for the Bucklin Point Resiliency Improvements project and additional funding for the CSO Phase III A Facilities. The loan also finances previously incurred costs for both of those projects and financing costs. NBC projects expenditures of \$20.1 million on the Bucklin Point Resiliency Improvements in FY 2022.

2020 Series C WIFIA 2 – CIP Expenditures⁽¹⁾

| Major Project | FY 2022 Projected |
|---------------------------------------|----------------------|
| Bucklin Point Resiliency Improvements | \$ 20,063,994 |
| Total | \$ 20,063,994 |

⁽¹⁾ Actuals through December - Cash draws (Jan - June)

2022 Series A (WIFIA 3)

NBC plans to execute a \$52.0 million loan through the WIFIA program in calendar year 2022. This third loan includes funding for the Field's Point Resiliency Improvements project along with financing costs.

2022 Series A WIFIA 3 – CIP Expenditures⁽¹⁾

| Major Project | FY 2022 Projected |
|---------------------------------------|-------------------|
| Field's Point Resiliency Improvements | \$ 0 |
| Total | \$ 0 |

⁽¹⁾ Anticipated closing in June or July 2022

Available WIFIA Proceeds in FY 2023

NBC estimates that there will be unspent WIFIA proceeds from the 2020 Series B and 2020 Series C issues available for capital projects of \$270.8 million. As is shown in the following table, the funds are designated for specific purposes. As is shown in the following table, WIFIA funds of \$244.4 million are programmed for the CSO Phase III A Facilities, \$12.4 million for the Bucklin Point Resiliency Improvements and \$14.0 million is available to fund other CIP projects. NBC estimates that there will be WIFIA proceeds from the 2022 Series A available for the Field's Point Resiliency Improvements in the amount of \$52.0 million.

Projected WIFIA Funds Available July 1, 2022⁽¹⁾

| | Series 2020 B WIFIA 1 | Series 2020 C WIFIA 2 | Series 2022 A WIFIA 3 | Total |
|---------------------------------------|--------------------------|--------------------------|--------------------------|-----------------------|
| CSO Phase III A Facilities | \$ 102,300,903 | \$ 142,077,973 | \$ - | \$ 244,378,876 |
| Bucklin Point Resiliency Improvements | - | 12,361,675 | - | 12,361,675 |
| Other | - | 14,018,898 | - | 14,018,898 |
| Field's Point Resiliency Improvements | - | - | 52,019,941 | 52,019,941 |
| Total WIFIA Available | \$ 102,300,903 | \$ 168,458,546 | \$ 52,019,941 | \$ 322,779,390 |

⁽¹⁾ WIFIA 3 funding availability to depend on date of loan closing.

As of June 30, 2023, NBC projects outstanding WIFIA debt of \$515.2 million based on actual and projected capitalized interest using the current USEPA amortization schedules. Below is a chart that shows the WIFIA loans by issue and indicates the interest rate and final maturity. The amounts outstanding for WIFIA 1 and WIFIA 2 are based on the projected capitalized interest and the original borrowing amount outstanding for WIFIA 3 as of June 30, 2023.

Projected WIFIA Debt Outstanding as of June 30, 2023

| | Series 2020 B WIFIA 1 1.42% | Series 2020 C WIFIA 2 1.6% | Series 2022 A WIFIA 3 2.45% ⁽¹⁾ | Total |
|---|-----------------------------------|----------------------------------|--|-----------------------|
| Original Borrowing | \$ 268,710,610 | \$ 190,633,824 | \$ - | \$ 459,344,434 |
| Capitalized Interest | 353,550 | 6,624 | - | 360,174 |
| Outstanding Balance June 30, 2021 | 269,064,160 | 190,640,448 | - | 459,704,608 |
| Projected Capitalized Interest FY 2022 | 1,360,037 | 112,631 | - | 1,472,668 |
| Projected Outstanding Balance June 30, 2022 | 270,424,197 | 190,753,079 | - | 461,177,276 |
| Projected New Issuance | | | 52,019,941 | 52,019,941 |
| Projected Capitalized Interest FY 2023 | 1,786,622 | 167,620 | - | 1,954,242 |
| Projected Outstanding Balance June 30, 2023 | \$ 272,210,819 | \$ 190,920,699 | \$ 52,019,941 | \$ 515,151,459 |
| Projected Outstanding Balance (Original Capitalized Interest per USEPA schedule) | \$ 304,745,382 | \$ 216,351,277 | \$ 59,186,322 | \$ 580,282,981 |

| Final Maturity | September 1, 2046 | September 1, 2059 | September 1, 2061 |
|-----------------------|----------------------|----------------------|----------------------|
|-----------------------|----------------------|----------------------|----------------------|

(1) Planned issuance at time of budget preparation. Loan amount and interest rate to be determined at closing.

Revenue Bonds

Since the statewide demand for RIIB loans has periodically exceeded the RIIB lending capacity, NBC has issued revenue bonds to the extent that RIIB funds were not available. As of June 30, 2023, NBC projects outstanding revenue bond debt of \$252.6 million.

| Revenue Bond Issue | Interest Rate | Outstanding June 30, 2023 | Final Maturity |
|-------------------------------------|---------------|------------------------------|-------------------|
| 2008 Series A - \$66.0M | 2.290% | \$ 55,465,000 | September 1, 2034 |
| 2013 Series C - \$34.97M | 4.133% | 4,950,000 | September 1, 2024 |
| 2015 Series A - \$40.085M Refunding | 3.798% | 3,215,000 | February 1, 2028 |
| 2020 Series A - \$196.36M Refunding | 2.516% | 189,000,000 | September 1, 2043 |
| Total | | \$ 252,630,000 | |

Long-Term Debt

The CIP is financed primarily through the issuance of long-term debt and NBC is not subject to statutory debt limitations. Please refer to the Debt Financial Policies and Procedures in the Budget Process and Policies section of the budget for more information regarding debt issuance. The capital program's primary impact on the operating budget is through the payment of principal and interest.

The table below shows the changes in outstanding debt at fiscal year-end for fiscal years 2021, 2022 and 2023. The Additions/Principal Payments column reflects the net effect of principal payment, new borrowings, refundings, and capitalized interest. Outstanding debt is projected to increase \$17.2 million or 1.7% from \$999.9 million as of June 30, 2021, to \$1,017.1 million as of June 30, 2022, reflecting the new \$45.0 million RIIB loan. NBC is projecting an increase in outstanding debt as of June 30, 2023, of 2.5% or \$25.4 million for a total of \$1,042.5 million. Projected capitalized interest on the WIFIA loans is reflected as additional debt in both FY 2022 and FY 2023.

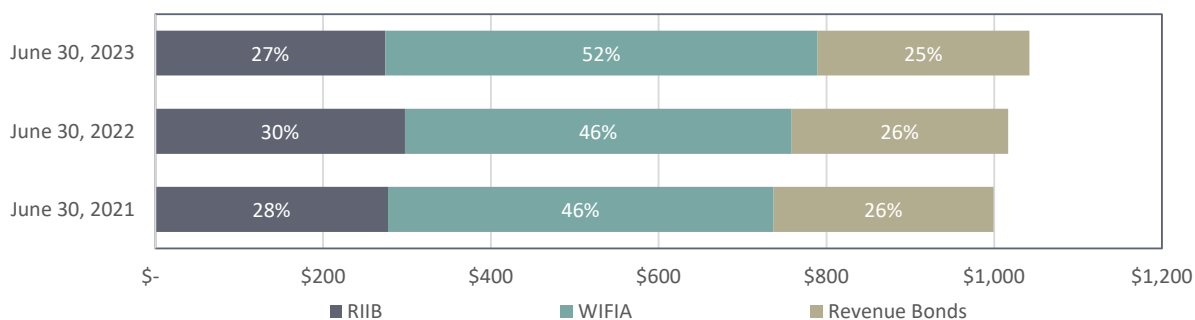
Outstanding Debt

| Issuance | Outstanding Debt as of June 30, 2021 | Additions/Principal Payments | Outstanding Debt as of June 30, 2022 | Additions/Principal Payments | Outstanding Debt as of June 30, 2023 |
|-------------------------------------|--------------------------------------|------------------------------|--------------------------------------|------------------------------|--------------------------------------|
| RIIB Loans | | | | | |
| RIIB Loans | \$ 277,382,329 | \$ 20,084,729 | \$ 297,467,058 | \$ (23,102,904) | \$ 274,364,154 |
| <i>Subtotal RIIB</i> | 277,382,329 | 20,084,729 | 297,467,058 | (23,102,904) | 274,364,154 |
| Revenue Bonds | | | | | |
| 2008 Series A - \$55.0M | 56,465,000 | - | 56,465,000 | (1,000,000) | 55,465,000 |
| 2013 Series C - \$34.97M | 8,740,000 | (1,875,000) | 6,865,000 | (1,915,000) | 4,950,000 |
| 2015 Series A - \$40.085M Refunding | 3,215,000 | - | 3,215,000 | - | 3,215,000 |
| 2020 Series A - \$196.36M Refunding | 193,790,000 | (2,380,000) | 191,410,000 | (2,410,000) | 189,000,000 |
| <i>Subtotal Revenue Bonds</i> | 262,210,000 | (4,255,000) | 257,955,000 | (5,325,000) | 252,630,000 |
| WIFIA⁽¹⁾ | | | | | |
| 2020 Series B - \$268.7M Refunding | 269,064,160 | 1,360,037 | 270,424,197 | 1,786,622 | 272,210,819 |
| 2020 Series C - \$190.6M | 190,640,448 | 112,631 | 190,753,079 | 167,620 | 190,920,699 |
| 2022 Series A - \$52.0M | - | - | - | 52,019,941 | 52,019,941 |
| <i>Subtotal WIFIA</i> | 459,704,608 | 1,472,668 | 461,177,276 | 53,974,183 | 515,151,459 |
| Subtotal Bonds | \$ 999,296,937 | \$ 17,302,397 | \$1,016,599,334 | \$ 25,546,279 | \$1,042,145,613 |
| Premiums | | | | | |
| 2013 Series C | 285,213 | (89,988) | 195,225 | (89,988) | 105,237 |
| 2015 Series A Refunding Bonds | 309,851 | (47,046) | 262,805 | (47,046) | 215,759 |
| Subtotal Premiums | \$ 595,064 | \$ (137,034) | \$ 458,030 | \$ (137,034) | \$ 320,996 |
| Total Outstanding Debt | \$ 999,892,001 | \$ 17,165,363 | \$1,017,057,364 | \$ 25,409,245 | \$1,042,466,609 |

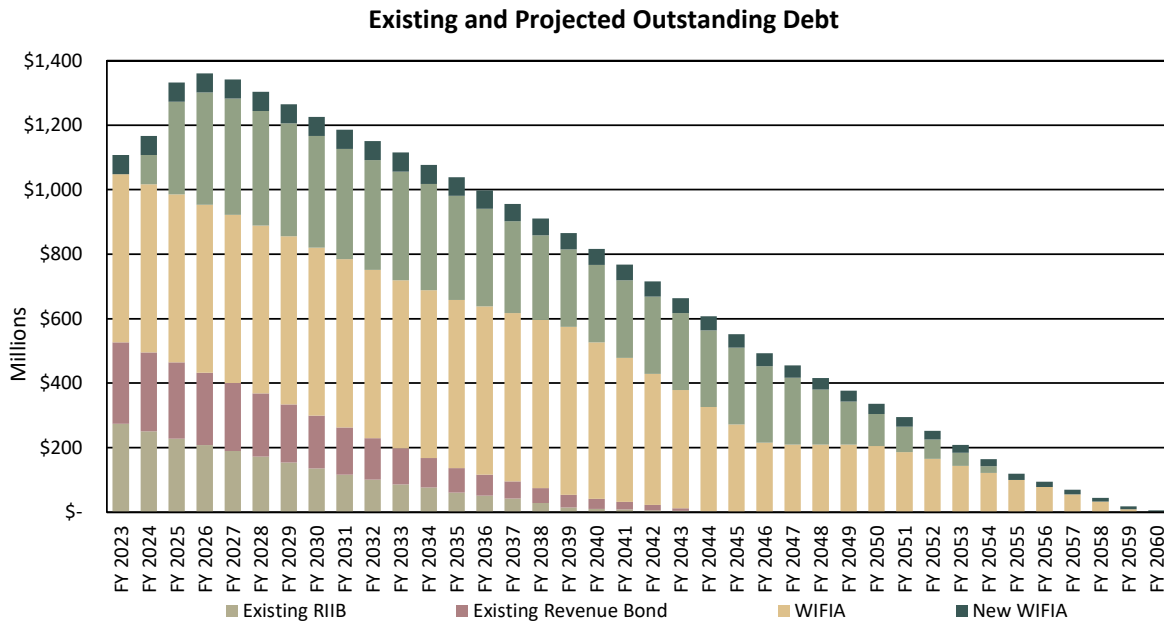
⁽¹⁾ Will differ from original WIFIA amortization schedule due to a variance between actual and projected capitalized interest

The chart below shows the projected change in outstanding debt over the next fiscal year. The WIFIA loans are expected to increase from 46% of the outstanding debt in FY 2021 to more than half or 52% of the outstanding debt by the end of next fiscal year.

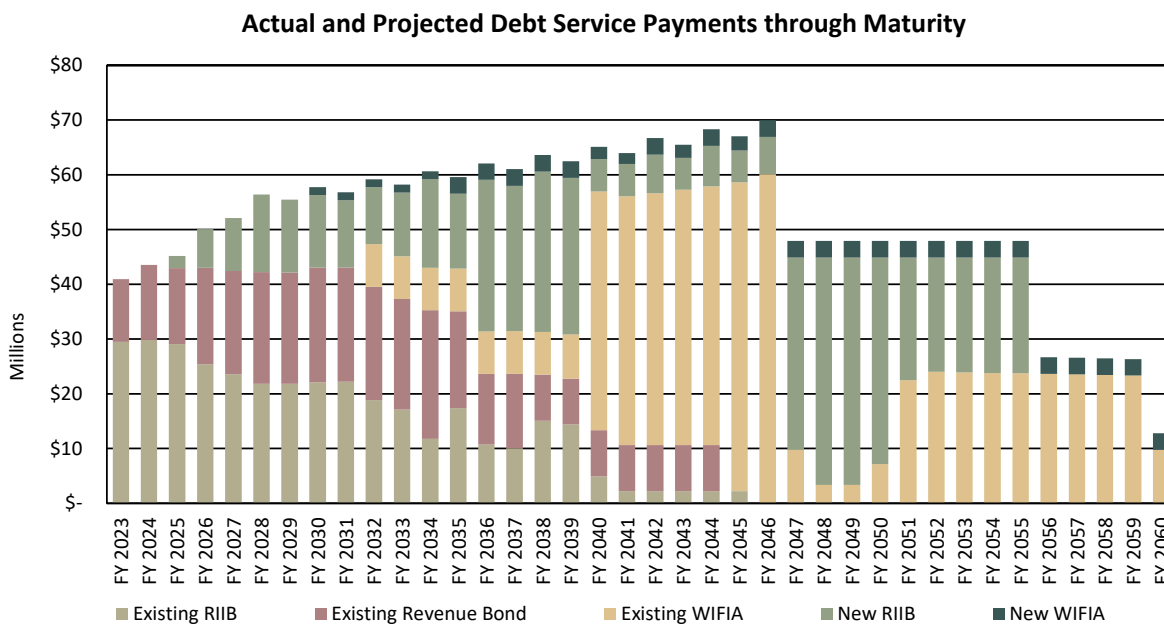
Outstanding Debt by Issuance Type



The following graph shows NBC's projected outstanding debt through maturity in FY 2060, incorporating existing debt service and the additional debt issuance required to finance the CIP. Outstanding debt is projected to peak at nearly \$1.4 billion in FY 2026. Please note that this graph is based upon the capitalization of interest in accordance with the preliminary WIFIA schedules and the final outstanding amount will depend upon the amount and timing of disbursements.



The following graph shows existing and projected debt service payments through maturity. The WIFIA loan amortizations are wrapped around NBC's existing debt with new RIIB bond amortizations wrapped around those maturities as well in an effort to mitigate ratepayer impact.



Capital Uses

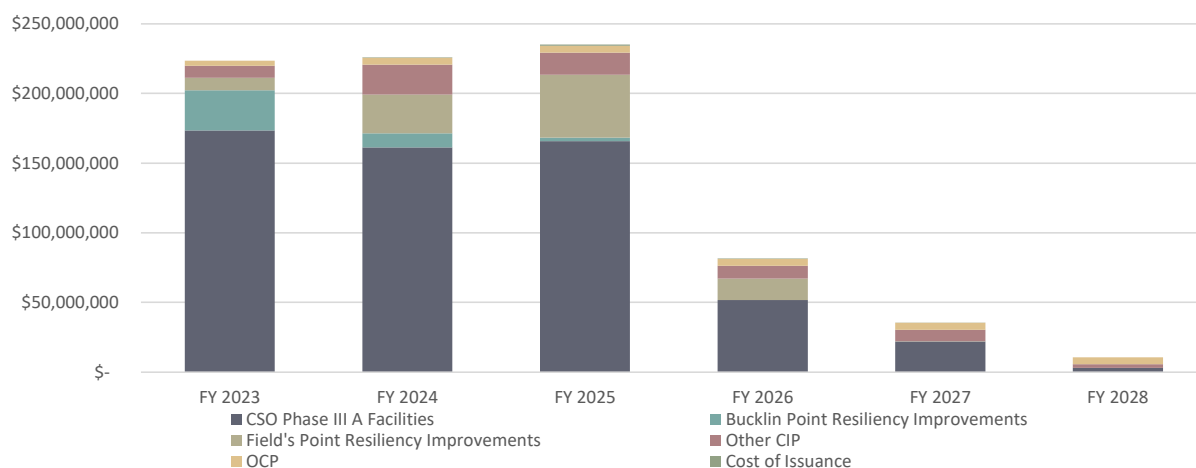
NBC has identified six categories of capital funding uses. For planning purposes, NBC may reflect certain low priority or uncertain projects as unfunded. Other uses categories include operating capital and cost of issuance. The Capital Improvement Program, which includes project detail, as well as the Operating Capital Program, are included in the Capital Budget section of this document. The following table lists each use and description of funds.

| Capital Uses | Description |
|---------------------------------------|---|
| CSO Phase III A Facilities | Design and construction of the CSO Phase III A Facilities |
| Bucklin Point Resiliency Improvements | Design and construction of the Bucklin Point Resiliency Project |
| Field's Point Resiliency Improvements | Design and construction of the Field's Point Resiliency Project |
| Other Capital Improvements | All Other CIP Projects |
| Operating Capital | Asset purchases identified in the Operating Capital Program |
| Cost of Issuance | Costs associated with debt issuance |

Capital improvements are the largest expenditures of capital funding in FY 2023-2028 at \$781.9 million. During the six-year period of fiscal years 2023 through 2028, NBC plans to spend \$577.2 million, or 71.1% of all capital funds on the CSO Phase III A Facilities. In addition, \$41.6 million or 5.1% is programmed for the Bucklin Point Resiliency Improvements and \$97.4 million or 12.0% on Field's Point Resiliency Improvements. In addition, \$65.7 million or 8.1% is programmed for other CIP along with Operating Capital of \$28.8 million or 3.5% during the FY 2023-2028 period. The model also shows debt issuance costs of \$1.5 million during the six-year period. The following table and graph show the uses of capital funds in FY 2023-2028.

Uses of Funds

| Uses of Funds (Millions) | FY 2023 | FY 2024 | FY 2025 | FY 2026 | FY 2027 | FY 2028 | Total FY 2023-2028 |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|-----------------------|
| CSO Phase III A Facilities | \$ 173,336,000 | \$ 161,366,900 | \$ 165,665,000 | \$ 51,691,000 | \$ 22,049,000 | \$ 3,116,000 | \$ 577,223,900 |
| Bucklin Point Resiliency Improvements | 28,910,000 | 10,029,000 | 2,678,000 | - | - | - | 41,617,000 |
| Field's Point Resiliency Improvements | 8,982,000 | 27,681,450 | 45,153,450 | 15,489,000 | 81,000 | - | 97,386,900 |
| Other CIP | 8,548,932 | 21,439,935 | 15,718,567 | 9,174,239 | 8,322,092 | 2,500,000 | 65,703,765 |
| OCP | 3,812,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 28,812,000 |
| Cost of Issuance | - | 363,300 | 785,880 | 242,620 | 55,059 | - | 1,446,859 |
| Total | \$ 223,588,932 | \$ 225,880,585 | \$ 235,000,897 | \$ 81,596,859 | \$ 35,507,151 | \$ 10,616,000 | \$ 812,190,424 |





RESOLUTION 2022:08

**APPROVAL OF THE NARRAGANSETT BAY COMMISSION
 FISCAL YEAR 2023 ANNUAL BUDGET**

WHEREAS, the Narragansett Bay Commission Board of Commissioners (Board) adopts an annual budget; and

WHEREAS, the Board has adopted and approved the FY 2023 Capital Budget; and

WHEREAS, the Board has reviewed the Fiscal Year 2023 Annual Budget;

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2023 Annual Budget is hereby approved as follows:

Revenue and Source of Funds

| | |
|-------------------------------|----------------|
| User Fees | \$ 104,302,163 |
| Pretreatment Fees | 72,000 |
| Septage Fees | 355,000 |
| Connection Permit Fees | 322,000 |
| Late Fees | 900,000 |
| Customer Service Fees | 181,000 |
| Renewable Energy Credits | 652,131 |
| Investment Income | 100,000 |
| Miscellaneous | 77,000 |
| Project Fund – Pay-go Capital | 26,836,186 |
| Project Fund – Restricted OCP | 3,812,000 |
| Series 2021 A (RIIB) | 1,000,000 |
| Series 2020 B (WIFIA 1) | 102,300,903 |
| Series 2020 C (WIFIA 2) | 80,656,987 |
| Series 2022 A (WIFIA 3) | 8,982,856 |

| | |
|--|-----------------------|
| Total Revenue and Source of Funds | \$ 330,550,226 |
|--|-----------------------|

Expense and Use of Funds

| | |
|---------------------------------|---------------|
| Personnel | \$ 29,013,109 |
| Operating Supplies/Expense | 20,037,937 |
| Professional Services | 2,257,500 |
| Lease/Subscription Expense | 113,400 |
| Debt Service | 41,154,037 |
| Transfer to Project Fund | 14,385,312 |
| Operating Capital Program (OCP) | 3,812,000 |

| | |
|-----------------------------------|-------------|
| Capital Improvement Program (CIP) | 219,776,932 |
|-----------------------------------|-------------|

| | |
|---------------------------------------|-----------------------|
| Total Expense and Use of Funds | \$ 330,550,226 |
|---------------------------------------|-----------------------|

BE IT FURTHER RESOLVED; the FY 2023 Budget shall be administered as follows:

1. The Executive Director shall at all times seek to ensure that total operating expense including debt service expense does not exceed \$92,575,983 for the period July 1, 2022 to June 30, 2023.
2. The number of Full-Time Equivalent positions (FTEs) included in the FY 2023 Budget is 305. A list of the positions is included as part of this Resolution as Attachment 1.
3. To operate the NBC effectively and efficiently, the Executive Director may authorize the funding of unbudgeted new positions, the unfunding of budgeted existing positions, as well as modifications to position titles and grades if the actions 1) do not increase the total number of funded FTEs above the number of funded FTEs as set forth in item 2 above or 2) result in a net increase in operating costs. Personnel actions that would result in an increase in FTEs or result in a net increase in operating costs shall be presented to the Board and/or the Personnel Committee for review and approval.
4. The Executive Director may post and fill vacancies of existing positions, modified positions or newly created positions included in this budget as well as positions added or modified in accordance with item 3 above.
5. The budget includes a 5.0% 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 impair NBC from meeting its coverage requirements.
6. The Executive Director may approve purchase requisitions up to \$100,000 for operating expenses not included in the budget. Any purchase requisitions for operating expenses greater than \$100,000 that are not included in the budget shall be presented to the Board for approval.
7. The Executive Director and CFO shall administer this budget consistent with the restricted accounts as so ordered by the Public Utilities Commission until such time as the restricted accounts are modified, adjusted, or amended.
8. The CFO shall administer this budget consistent with the Trust Indenture and all Supplemental Trust Indentures and is hereby authorized to make any determinations and/or requests as required thereunder.
9. The Chief Financial Officer shall prepare and submit a monthly Financial Report which shall include monthly financial statements, a detailed budget versus expense report, capital payments by month and source, operating budget transfers and changes to the OCP, and other related information. The Financial Report shall be provided to the Board and/or Finance Committee at regularly scheduled meetings.

ADOPTED ON: _____

SIGNED: _____

RESOLUTION 2022:08

Attachment 1
FY 2023 Budgeted Positions

| Job Code | Title | FTE's | Non-Union vs Union |
|------------------------------|---|-------|--------------------|
| Administration | | | |
| EX001 | EXECUTIVE DIRECTOR | 1 | Non-Union |
| EX003 | ADMINISTRATIVE COORDINATOR | 1 | Non-Union |
| EX004 | PUBLIC AFFAIRS MANAGER | 1 | Non-Union |
| EX005 | ENVIRONMENTAL EDUCATION COORDINATOR | 1 | Non-Union |
| EX006 | PUBLIC AFFAIRS SPECIALIST | 1 | Non-Union |
| EX012 | DEPUTY DIRECTOR | 1 | Non-Union |
| EX010 | DIRECTOR OF ADMINISTRATION | 1 | Non-Union |
| EX011 | ADMINISTRATIVE ASSISTANT | 1 | Non-Union |
| EX013 | ASST. ADMINISTRATIVE COORDINATOR | 1 | Non-Union |
| | | 9 | |
| Construction Services | | | |
| CG001 | DIRECTOR OF CONSTRUCTION AND ENGINEERING | 1 | Non-Union |
| CG002 | CONSTRUCTION MANAGER | 1 | Non-Union |
| CG006 | CONSTRUCTION OFFICE COORDINATOR | 1 | Non-Union |
| CG007 | RESIDENT REPRESENTATIVE | 1 | Non-Union |
| CG010 | MECHANICAL INSPECTOR | 1 | Non-Union |
| CG013 | RESIDENT REPRESENTATIVE | 1 | Non-Union |
| CG015 | ENGINEERING CONSTRUCTION COORDINATOR | 1 | Non-Union |
| CG017 | SENIOR RESIDENT REPRESENTATIVE | 1 | Non-Union |
| CG018 | SENIOR RESIDENT REPRESENTATIVE | 1 | Non-Union |
| CG019 | RESIDENT REPRESENTATIVE | 1 | Non-Union |
| CG020 | ASST. CONSTRUCTION MANAGER | 1 | Non-Union |
| CG014 | RESIDENT REPRESENTATIVE | 1 | Non-Union |
| | | 12 | |
| Human Resources | | | |
| HR002 | SENIOR HUMAN RESOURCES REPRESENTATIVE | 1 | Non-Union |
| HR003 | HUMAN RESOURCES REP./BENEFITS COORDINATOR | 1 | Non-Union |
| HR004 | HUMAN RESOURCES CLERK | 1 | Union |
| HR005 | HUMAN RESOURCES TRAINING FACILITATOR | 1 | Non-Union |
| HR006 | HR MANAGER | 1 | Non-Union |
| HR007 | LABOR RELATIONS REPRESENTATIVE | 1 | Non-Union |
| HR009 | HR TRAINING COORDINATOR | 1 | Non-Union |
| | | 7 | |
| Legal | | | |
| LE001 | LEGAL COUNSEL | 1 | Non-Union |
| LE003 | CHIEF LEGAL COUNSEL | 1 | Non-Union |
| LE004 | LEGAL COUNSEL | 1 | Non-Union |
| LE005 | GENERAL COUNSEL ASSISTANT | 1 | Non-Union |
| LE007 | PARALEGAL | 1 | Non-Union |
| LE008 | GENERAL COUNSEL | 1 | Non-Union |
| LE009 | LEGAL ADMINISTRATIVE ASSISTANT | 1 | Non-Union |
| | | 7 | |

| Job Code | Title | FTE's | Non-Union vs Union |
|-------------------------------|---|-------|--------------------|
| Engineering | | | |
| EC001 | PRINCIPAL FACILITY ENGINEER | 1 | Non-Union |
| EC002 | ENGINEERING MANAGER | 1 | Non-Union |
| EC003 | PRINCIPAL ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| EC004 | ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| EC005 | ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| EC007 | CSO PROGRAM MANAGER | 1 | Non-Union |
| EC008 | FACILITIES ENGINEER | 1 | Non-Union |
| EC009 | FISCAL COORDINATOR | 1 | Non-Union |
| EC010 | FACILITIES MANAGEMENT ADMINISTRATOR | 1 | Non-Union |
| EC011 | PRINCIPAL ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| EC012 | ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| EC013 | PRINCIPAL ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| | | 12 | |
| Finance | | | |
| FI001 | CHIEF FINANCIAL OFFICER | 1 | Non-Union |
| FI004 | FINANCIAL ANALYST | 1 | Non-Union |
| FI007 | SENIOR BUDGET ANALYST | 1 | Non-Union |
| FI012 | SENIOR FINANCIAL ANALYST | 1 | Non-Union |
| FI013 | PRINCIPAL FINANCIAL ANALYST | 1 | Non-Union |
| FI014 | FINANCIAL ANALYST | 1 | Non-Union |
| FI015 | ADMINISTRATIVE ASSISTANT - FINANCE | 1 | Non-Union |
| FI016 | RETIREMENT BENEFITS SPECIALIST | 1 | Non-Union |
| FI017 | BUSINESS SYSTEMS ANALYST | 1 | Non-Union |
| FI018 | PRINCIPAL BUDGET ANALYST | 1 | Non-Union |
| FI019 | REVENUE ANALYST | 1 | Non-Union |
| | | 11 | |
| Accounting | | | |
| AC001 | ACCOUNTING MANAGER | 1 | Non-Union |
| AC002 | SENIOR FISCAL CLERK | 1 | Union |
| AC004 | PAYROLL SUPERVISOR | 1 | Non-Union |
| AC005 | PAYROLL ADMINISTRATOR | 1 | Non-Union |
| AC006 | CAPITAL PRINCIPAL ACCOUNTANT | 1 | Non-Union |
| AC007 | PRINCIPAL ACCOUNTANT | 1 | Non-Union |
| AC008 | STAFF ACCOUNTANT | 1 | Non-Union |
| AC010 | STAFF ACCOUNTANT | 1 | Non-Union |
| AC011 | CAPITAL ACCOUNTING ASSISTANT | 1 | Non-Union |
| AC015 | ASSISTANT ACCOUNTING MANAGER | 1 | Non-Union |
| | | 10 | |
| Information Technology | | | |
| IT001 | IT MANAGER | 1 | Non-Union |
| IT004 | SENIOR SYSTEMS ADMINISTRATOR | 1 | Non-Union |
| IT005 | SENIOR APPLICATIONS SYSTEM SUPERVISOR | 1 | Non-Union |
| IT007 | SYSTEMS ADMINISTRATOR/HELPDESK SUPERVISOR | 1 | Non-Union |
| IT008 | SENIOR DATABASE AND LINUX ADMINISTRATOR | 1 | Non-Union |
| IT010 | APPLICATIONS SYSTEM ADMINISTRATOR | 1 | Non-Union |
| IT012 | SYSTEMS DESIGN PROGRAMMER | 1 | Non-Union |
| IT013 | HELPDESK TECHNICIAN 2 | 1 | Non-Union |
| IT014 | SENIOR .NET DEVELOPER | 1 | Non-Union |

| Job Code | Title | FTE's | Non-Union vs Union |
|----------|-----------------------------------|-----------|--------------------|
| IT015 | HELPDESK 1 | 1 | Non-Union |
| IT016 | CREATIVE ADMINISTRATIVE ASSISTANT | 1 | Non-Union |
| IT017 | FACILITIES SYSTEMS ADMINISTRATOR | 1 | Non-Union |
| | | <u>12</u> | |

Customer Care

| | | | |
|-------|---|-----------|-----------|
| CS001 | CUSTOMER CARE MANAGER | 1 | Non-Union |
| CS003 | CUSTOMER RESEARCH SUPERVISOR | 1 | Non-Union |
| CS005 | ASST. FISCAL SERVICES SUPERVISOR | 1 | Non-Union |
| CS006 | CUSTOMER CARE SUPERVISOR | 1 | Non-Union |
| CS008 | FISCAL SERVICES SUPERVISOR | 1 | Non-Union |
| CS009 | FIELD INVESTIGATOR | 1 | Union |
| CS011 | FIELD INVESTIGATOR | 1 | Union |
| CS013 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS014 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS016 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS017 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS018 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS019 | CUST. CARE REP.-FISCAL CLERK | 1 | Union |
| CS020 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS021 | SENIOR FISCAL CLERK | 1 | Union |
| CS022 | FISCAL CLERK - CUSTOMER CARE | 1 | Union |
| CS024 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| CS026 | CUSTOMER CARE REP - FISCAL CLERK | 1 | Union |
| CS028 | COLLECTIONS ANALYST | 1 | Non-Union |
| CS030 | ASSISTANT BILLING SUPERVISOR | 1 | Non-Union |
| CS031 | ASSISTANT CUSTOMER CARE RESEARCH SUPERVISOR | 1 | Non-Union |
| CS032 | ASST. CUSTOMER CARE SUPERVISOR | 1 | Non-Union |
| CS033 | CUSTOMER CARE SUPPORT SPECIALIST | 1 | Non-Union |
| CS035 | CUSTOMER CARE ACCOUNT SPECIALIST | 1 | Non-Union |
| CS036 | CUSTOMER CARE SPECIAL PROJECTS COORDINATOR | 1 | Non-Union |
| CS037 | ASSISTANT BILLING SUPERVISOR | 1 | Non-Union |
| CS038 | ASSISTANT CUSTOMER CARE MANAGER | 1 | Non-Union |
| CS039 | BILLING SUPERVISOR | 1 | Non-Union |
| CS040 | CUSTOMER CARE REPRESENTATIVE | 1 | Union |
| | | <u>29</u> | |

Purchasing

| | | | |
|-------|-------------------------------|----------|-----------|
| PU001 | PURCHASING MANAGER | 1 | Non-Union |
| PU002 | ASSISTANT PURCHASING MANAGER | 1 | Non-Union |
| PU009 | PURCHASING COORDINATOR | 1 | Non-Union |
| PU010 | PURCHASING SUPPORT SPECIALIST | 1 | Non-Union |
| | | <u>4</u> | |

Interceptor Maintenance

| | | | |
|-------|------------------|---|-----------|
| IM001 | IM MANAGER | 1 | Non-Union |
| IM002 | ASST. IM MANAGER | 1 | Non-Union |
| IM004 | IM INSPECTOR | 1 | Non-Union |
| IM011 | IM OPERATOR III | 1 | Union |
| IM012 | IM OPERATOR II | 1 | Union |
| IM014 | IM OPERATOR II | 1 | Union |
| IM015 | IM OPERATOR II | 1 | Union |

| Job Code | Title | FTE's | Non-Union vs Union |
|-----------------|-----------------------------|--------------|---------------------------|
| IM019 | OPERATOR II | 1 | Union |
| IM020 | IM OPERATOR II | 1 | Union |
| IM021 | IM OPERATOR III | 1 | Union |
| IM027 | ENVIRONMENTAL ENGINEER | 1 | Non-Union |
| IM029 | IM OPERATOR IV | 1 | Union |
| IM030 | IM OPERATOR III | 1 | Union |
| IM031 | INSTRUMENTATION ENGINEER | 1 | Non-Union |
| IM032 | IM SUPERVISOR | 1 | Non-Union |
| IM033 | IM SUPERVISOR | 1 | Non-Union |
| IM034 | TECHNICAL ASSISTANT | 1 | Non-Union |
| IM037 | ASSET MANAGEMENT SPECIALIST | 1 | Non-Union |
| IM038 | IM CLERK | 1 | Union |
| IM039 | IM OPERATOR III | 1 | Union |
| IM040 | IM SENIOR INSPECTOR | 1 | Non-Union |
| | | <u>21</u> | |

Operations & Maintenance Services

| | | | |
|-------|---|-----------|-----------|
| EN022 | ASSISTANT PERMITS COORDINATOR | 1 | Non-Union |
| EN023 | SENIOR PERMITS COORDINATOR | 1 | Non-Union |
| EN001 | DIRECTOR OF OPERATIONS & MAINTENANCE | 1 | Non-Union |
| EN013 | CONTROL SYSTEMS ADMINISTRATOR | 1 | Non-Union |
| EN014 | ASST. CONTROL SYSTEM ADMINISTRATOR | 1 | Non-Union |
| EN015 | ASSET MANAGEMENT ADMINISTRATOR | 1 | Non-Union |
| EN016 | CONTROL SYSTEMS ASSOCIATE | 1 | Non-Union |
| EN018 | CONTROL SYSTEMS ASSOCIATE | 1 | Non-Union |
| EN019 | TECHNICAL ADVISOR FOR OPERATIONS | 1 | Non-Union |
| EN020 | PLANNING MANAGER | 1 | Non-Union |
| EN021 | ASST. CONTROL SYSTEM ADMINISTRATOR - BP | 1 | Non-Union |
| | | <u>11</u> | |

Field's Point

| | | | |
|-------|-------------------------------|---|-----------|
| FP001 | OPERATIONS MANAGER FP | 1 | Non-Union |
| FP002 | ASST. OPERATIONS MANAGER | 1 | Non-Union |
| FP003 | FP CLERK | 1 | Union |
| FP005 | O AND M TECHNICIAN | 1 | Non-Union |
| FP008 | O AND M COORDINATOR | 1 | Non-Union |
| FP009 | OPERATIONS SUPERVISOR | 1 | Non-Union |
| FP010 | OPERATIONS SUPERVISOR | 1 | Non-Union |
| FP011 | OPERATIONS SUPERVISOR | 1 | Non-Union |
| FP012 | OPERATIONS SUPPORT SUPERVISOR | 1 | Non-Union |
| FP013 | MAINTENANCE SUPERVISOR | 1 | Non-Union |
| FP015 | OPERATIONS SUPERVISOR | 1 | Non-Union |
| FP016 | PROCESS MONITOR | 1 | Union |
| FP017 | PROCESS MONITOR | 1 | Union |
| FP035 | OPERATOR | 1 | Union |
| FP540 | OPERATOR | 1 | Union |
| FP020 | PROCESS MONITOR | 1 | Union |
| FP021 | PROCESS MONITOR | 1 | Union |
| FP022 | SENIOR PROCESS MONITOR | 1 | Union |
| FP023 | PROCESS MONITOR | 1 | Union |
| FP024 | PROCESS MONITOR | 1 | Union |
| FP025 | OPERATOR II | 1 | Union |

| Job Code | Title | FTE's | Non-Union vs Union |
|-----------------|-------------------------|--------------|---------------------------|
| FP026 | OPERATOR I | 1 | Union |
| FP027 | FP OPERATOR / HEO | 1 | Union |
| FP030 | OPERATOR I | 1 | Union |
| FP032 | OPERATOR I | 1 | Union |
| FP034 | OPERATOR I | 1 | Union |
| FP038 | E AND I TECHNICIAN | 1 | Union |
| FP043 | OPERATOR I | 1 | Union |
| FP044 | OPERATOR I | 1 | Union |
| FP045 | MAINTENANCE MANAGER | 1 | Non-Union |
| FP046 | INVENTORY CONTROL CLERK | 1 | Union |
| FP047 | INVENTORY CONTROL CLERK | 1 | Union |
| FP049 | MECHANIC II | 1 | Union |
| FP050 | MECHANIC II | 1 | Union |
| FP051 | MECHANIC II | 1 | Union |
| FP053 | MECHANIC I | 1 | Union |
| FP054 | MECHANIC I | 1 | Union |
| FP056 | MECHANIC I | 1 | Union |
| FP057 | MECHANIC I | 1 | Union |
| FP058 | FLEET MECHANIC | 1 | Union |
| FP059 | SENIOR E&I TECHNICIAN | 1 | Union |
| FP061 | LEAD ELECTRICIAN (FP) | 1 | Union |
| FP063 | ELECTRICIAN | 1 | Union |
| FP065 | MECHANIC I | 1 | Union |
| FP066 | MECHANIC II | 1 | Union |
| FP069 | MECHANIC II | 1 | Union |
| FP070 | E AND I TECHNICIAN | 1 | Union |
| FP072 | SR. ELECTRICIAN | 1 | Union |
| FP073 | MAINTENANCE SUPERVISOR | 1 | Non-Union |
| FP075 | OPERATOR 1 | 1 | Union |
| FP128 | OPERATOR I | 1 | Union |
| FP129 | OPERATOR I | 1 | Union |
| FP139 | OPERATOR I | 1 | Union |
| FP541 | MECHANIC I | 1 | Union |
| FP076 | UTILITY OPERATOR | 1 | Union |
| | | 55 | |

Bucklin Point

| | | | |
|-------|-------------------------------|---|-----------|
| BP001 | OPERATIONS MANAGER BP | 1 | Non-Union |
| BP005 | PROCESS MONITOR | 1 | Union |
| BP006 | PROCESS MONITOR | 1 | Union |
| BP007 | PROCESS MONITOR | 1 | Union |
| BP008 | PROCESS MONITOR | 1 | Union |
| BP009 | PROCESS MONITOR | 1 | Union |
| BP011 | OPERATOR II | 1 | Union |
| BP013 | OPERATOR I | 1 | Union |
| BP016 | OPERATOR I | 1 | Union |
| BP017 | OPERATOR I | 1 | Union |
| BP021 | HEAVY EQUIPMENT OPERATOR (BP) | 1 | Union |
| BP022 | ELECTRICIAN | 1 | Union |
| BP023 | MAINT. PLANNER/SCHEDULER (BP) | 1 | Union |
| BP024 | MECHANIC I | 1 | Union |
| BP025 | OPERATOR I | 1 | Union |

| Job Code | Title | FTE's | Non-Union vs Union |
|-----------------|-------------------------------------|--------------|---------------------------|
| BP026 | MECHANIC I | 1 | Union |
| BP029 | MECHANIC I | 1 | Union |
| BP030 | E AND I TECHNICIAN | 1 | Union |
| BP031 | ELECTRICAL FOREMAN - BP | 1 | Union |
| BP032 | ELECTRICIAN | 1 | Union |
| BP033 | INVENTORY CONTROL CLERK | 1 | Union |
| BP034 | MECHANIC II | 1 | Union |
| BP035 | MECHANIC II | 1 | Union |
| BP037 | OPERATOR I | 1 | Union |
| BP039 | ASST. MAINT. PLANNER/SCHEDULER (BP) | 1 | Union |
| BP040 | ASST. E&I TECHNICIAN | 1 | Union |
| BP041 | ASSISTANT OPERATIONS MANAGER - BP | 1 | Non-Union |
| BP042 | MAINTENANCE MANAGER - BP | 1 | Non-Union |
| BP043 | OPERATIONS SUPERVISOR - BP | 1 | Non-Union |
| BP044 | OPERATIONS SUPERVISOR - BP | 1 | Non-Union |
| BP045 | OPERATIONS SUPERVISOR - BP | 1 | Non-Union |
| BP046 | OPERATIONS SUPERVISOR - BP | 1 | Non-Union |
| BP047 | BP CLERK | 1 | Union |
| BP048 | MECHANIC II | 1 | Union |
| BP049 | SENIOR E&I TECHNICIAN | 1 | Union |
| BP050 | PROCESS MONITOR | 1 | Union |
| BP051 | PROCESS MONITOR | 1 | Union |
| BP052 | PROCESS MONITOR | 1 | Union |
| BP053 | PROCESS MONITOR | 1 | Union |
| BP054 | MAINTENANCE SUPERVISOR | 1 | Non-Union |
| BP055 | BP ASSET MANAGEMENT ASSISTANT | 1 | Union |
| BP056 | OPERATOR II | 1 | Union |
| BP057 | OPERATOR I | 1 | Union |
| BP058 | OPERATIONS SUPPORT SUPERVISOR | 1 | Non-Union |
| BP103 | SENIOR PROCESS MONITOR | 1 | Union |
| BP512 | OPERATOR II | 1 | Union |
| BP519 | OPERATOR II | 1 | Union |

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Technical Analysis & Compliance

| | | | |
|-------|--|---|-----------|
| PE001 | DIRECTOR OF ENVIRONMENTAL SCIENCE & COMPLIANCE | 1 | Non-Union |
| PE015 | ENVIRONMENTAL ADMINISTRATIVE ASSISTANT | 1 | Non-Union |
| PE004 | ENVIRONMENTAL COMPLIANCE TECHNICAL ASSISTANT | 1 | Non-Union |
| PE006 | ENVIRONMENTAL SCIENTIST | 1 | Non-Union |
| PE007 | TECHNICAL ANALYSIS & COMPLIANCE MANAGER | 1 | Non-Union |
| PE009 | ENVIRONMENTAL SUSTAINABILITY ENGINEER | 1 | Non-Union |
| PE010 | SAFETY COMPLIANCE COORDINATOR | 1 | Non-Union |
| PE011 | ENVIRONMENTAL SCIENTIST | 1 | Non-Union |
| PE013 | SENIOR ENVIRONMENTAL SCIENTIST | 1 | Non-Union |
| PE014 | SUSTAINABILITY COORDINATOR | 1 | Non-Union |

10

Pretreatment

| | | | |
|-------|---------------------------------|---|-----------|
| PT001 | PRETREATMENT MANAGER | 1 | Non-Union |
| PT002 | ASST. PRETREATMENT MANAGER | 1 | Non-Union |
| PT003 | PRINCIPAL PRETREATMENT ENGINEER | 1 | Non-Union |
| PT004 | PRETREATMENT ENGINEER | 1 | Non-Union |

| Job Code | Title | FTE's | Non-Union vs Union |
|---------------------------------|--|--------------|---------------------------|
| PT008 | PRETREATMENT ENGINEER | 1 | Non-Union |
| PT009 | PRETREATMENT TECHNICIAN | 1 | Non-Union |
| PT010 | PRETREATMENT TECHNICIAN | 1 | Non-Union |
| PT011 | PRETREATMENT TECHNICIAN | 1 | Non-Union |
| PT012 | PRETREATMENT TECHNICIAN | 1 | Non-Union |
| PT013 | PRETREATMENT TECHNICIAN | 1 | Non-Union |
| PT014 | PRETREATMENT CLERK | 1 | Union |
| PT015 | PRETREATMENT CLERK | 1 | Union |
| PT016 | PRETREATMENT CLERK | 1 | Union |
| PT018 | SENIOR PRETREATMENT TECHNICIAN | 1 | Non-Union |
| | | <hr/> | |
| | | 14 | |
| Laboratory | | | |
| LA001 | LABORATORY MANAGER | 1 | Non-Union |
| LA002 | ASST. LABORATORY MANAGER | 1 | Non-Union |
| LA003 | SENIOR ORGANIC CHEMIST | 1 | Non-Union |
| LA004 | SENIOR ENVIRONMENTAL CHEMIST | 1 | Non-Union |
| LA005 | BIOLOGIST II | 1 | Union |
| LA006 | ENVIRONMENTAL CHEMIST | 1 | Non-Union |
| LA007 | LAB SAMPLE COMPLIANCE COORDINATOR | 1 | Non-Union |
| LA008 | CHEMIST | 1 | Union |
| LA009 | CHEMIST | 1 | Union |
| LA011 | ENVIRONMENTAL CHEMIST | 1 | Non-Union |
| LA012 | LABORATORY TECHNICIAN | 1 | Union |
| LA013 | LABORATORY TECHNICIAN | 1 | Union |
| LA015 | LABORATORY CLERK | 1 | Union |
| LA017 | LABORATORY TECHNICIAN | 1 | Union |
| LA018 | LABORATORY TECHNICIAN | 1 | Union |
| LA020 | QUALITY CHEMIST | 1 | Non-Union |
| LA021 | LABORATORY SUPERVISOR | 1 | Non-Union |
| LA022 | BIOLOGIST I | 1 | Union |
| LA510 | LABORATORY TECHNICIAN | 1 | Union |
| | | <hr/> | |
| | | 19 | |
| Environmental Monitoring | | | |
| EM001 | ENVIRONMENTAL MONITORING MANAGER | 1 | Non-Union |
| EM002 | ASST. ENVIRONMENTAL MONITORING MANAGER | 1 | Non-Union |
| EM007 | MONITORING FIELD SUPERVISOR | 1 | Non-Union |
| EM008 | MONITORING FIELD SUPERVISOR | 1 | Non-Union |
| EM009 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM011 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM012 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM013 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM014 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM015 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM016 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM017 | ENVIRONMENTAL MONITORING CLERK | 1 | Union |
| EM021 | ENVIRONMENTAL MONITOR | 1 | Union |
| EM023 | LIMS DATA COORDINATOR | 1 | Non-Union |
| EM506 | MONITORING FIELD SUPERVISOR | 1 | Non-Union |
| | | <hr/> | |
| | | 15 | |
| Total FTE's | | <hr/> | |
| | | 305 | |

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

AFLCME - American Federation of State, County & Municipal Employees

AMP - Asset Management Program

A technical plan for managing infrastructure and other assets to provide continuous, effective service.

AMS - Asset Management System

The computer system that incorporates all the processes, tools, data, and policies needed to effectively manage assets.

APRA - Access to Public Records Act

The Rhode Island state law that gives individuals the right to see and obtain records. The law provides guidelines for obtaining access to these records and defines which records are subject to public inspection and which are exempt.

ARPA – American Rescue Plan Act

Also known as the COVID-19 Stimulus Package or American Rescue Plan which is a United States \$1.9 trillion economic stimulus bill passed by the 117th United States Congress.

BLS - Bureau of Labor Statistics

The Bureau of Labor Statistics is the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics.

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

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.

BVDC - Blackstone Valley District Commission

BVI - Blackstone Valley Interceptor

CBA - Collective Bargaining Agreement

Agreement reached between management and union representatives as to the terms of future union contracts.

CBOD - Carbonaceous Biochemical Oxygen Demand

A method-defined test measured by the depletion of dissolved oxygen by biological organisms in a body of water in which the contribution from nitrogenous bacteria has been suppressed.

CCTV – Closed Circuit Television

Commonly known as video surveillance. “Closed-circuit” means broadcasts that are usually transmitted to a limited number of monitors, unlike regular television which is broadcast to the public at large

CDC – Center for Disease Control and Prevention

The national public health agency of the United States. It is a federal agency under the Department of Health and Human Services.

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 certain types of 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.

CRMC - The Coastal Resources Management Council

A management agency with regulatory functions responsible for the preservation, protection, development, and where possible, the restoration of the coastal areas of the state via the implementation of its integrated and comprehensive coastal management plans and the issuance of permits for work with the coastal zone of the state.

COB - The NBC’s Corporate Office Building.

COLA - Cost of Living Adjustment

An annual adjustment made to the salary of a union employee of NBC to maintain the level of wages against inflation.

COVID-19 – A strain of coronavirus not previously identified in humans that has caused a global pandemic beginning in December 2019. The virus’s symptoms range from mild to severe illness and death.

CPI - Consumer Price Index

Measures changes in the price level of a market basket of consumer goods and services purchased by households.

CS - Customer Service

The section in NBC that is responsible for the billing, collection, and payment processing of customer accounts in NBC’s service area.

CSO - Combined Sewer Overflows

Areas along Rhode Island rivers where combined sewers overflow during significant rain events.

CY – Abbreviation for the Current Year**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**

Unit of measure of biosolids production, a by-product of wastewater treatment.

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 and cannot be used for normal operating expense 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.

ELUR - Environmental Land Use Restriction

A declaration consistent with the regulations adopted by the Rhode Island Department of Environmental Management pursuant to R.I.G.L. § 23-19.14-1 which manages environmental risks associated with property containing soil and/or groundwater which is contaminated with certain hazardous materials and/or petroleum in excess of applicable criteria pursuant to the Rules and Regulations for the Investigation and Remediation of Hazardous Material Releases.

EMMA - Electronic Municipal Market Access

EMMA is a service of the Municipal Securities Rulemaking Board, which protects investors, state and local governments, and the public interest. Portions of EMMA data provided by Standard & Poor's Securities Evaluations, Inc., CUSIP Global Services & American Bankers Association.

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.

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.

FSP - Fiscal Sustainability Plan

A fiscal sustainability plan is a living document that is regularly reviewed, revised, expanded, and implemented as an integral part of the operation and management of the system. A plan for maintaining, repairing, and as necessary, replacing the treatment works and a plan for funding such activities.

FTEs - Full-time Equivalents

The number 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 21,000 GFOA members are dedicated to the sound management of government financial resources.

GIS - Geographic Information Systems

A mapping technology that allows the user to create and interact with a variety of maps and data sources.

GPS - Global Positioning Satellite System

This system uses information obtained by satellites to indicate the coordinates of a specific location.

GSI – Green Stormwater Infrastructure

Systems that are implemented to address areas impervious surfaces such as concrete, roofing materials, and sidewalks, etc.

HCF - Hundred Cubic Feet

Unit of liquid measure, used as the basis for billing consumption-based user fees.

HR - Human Resources

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

HRA - Health Reimbursement Arrangement

Employer-funded plans that reimburse employees for certain medical expenses that are not covered by the company's standard insurance plan.

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.

IT - Information Technology

The NBC section that is responsible for networks, communications, hardware, software, and databases.

kWh - Kilowatt hour

A unit of energy used to measure electricity usage and 1 kWh is equal to 1,000-watt hours and powers a 100-watt light bulb for 10 hours.

LED - Light-emitting Diode

A two-lead semiconductor light source, which emits light when activated. When a fitting voltage is applied to the leads, electrons are able to recombine with electron holes within the device, releasing energy in the form of photons.

LEED - Leadership in Energy and Environmental Design

A high-performance green building's certification program created by the U.S. Green Building Council which focuses primarily on new, commercial building projects and based upon a points system. The more points you earn, the higher the 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 that supports 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 - Laborers' International Union of North America**LOC - Letter of Credit**

A guarantee of payment issued by a bank on behalf of a client that is used as "payment of last resort" should the client fail to fulfill a contractual commitment with a third party.

LOI - Letter of Interest

A prospective borrower's demonstration of eligibility for a WIFIA loan administered through the EPA.

LRP - Long Range Planning**Mgd/MGD - Million Gallons per Day****Mg/L - Milligrams per Liter**

ml - Milliliter

A metric unit of volume that is equal to one thousandth of a liter.

MPN - Most Probable Number

Expressed as the number of organisms which are most likely to have produced the laboratory results noted in a particular test.

MVI - Moshassuck Valley Interceptor**MW - Megawatt**

A megawatt is a unit of measure of electricity and one MW is equal to one million (10⁶) watts.

MSRB - Municipal Securities Rulemaking Board

The Municipal Securities Rulemaking Board (MSRB) protects investors, state and local governments and other municipal entities, and the public interest by promoting a fair and efficient municipal securities market.

MWRA - Massachusetts Water Resource Authority

N/A - The information is *Not Available* or *Not Applicable*.

NACWA - National Association of Clean Water Agencies

An organization 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 organization of over 2,100 Water and Wastewater Professionals, who volunteer their time, energy, and expertise to preserve, protect and manage New England's water environment.

NESGFOA – New England States Government Finance Officers Association

An association designed to cooperate with the Government Finance Officers Association of the United States and Canada, and similar organizations, to promote and encourage a closer relationship among those engaged in finance in the municipal, state, and federal service. The association fosters understanding among public officials whose responsibilities and duties involve state and municipal problems, and to facilitate discussion, analysis, and solutions of such problems under the laws existing in the New England States.

NMC - Net Metering Credit

Billing mechanism that credits renewable energy system owners for the electricity that they add to the power company's grid.

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

Expense related to performing the functions required to operate and maintain NBC's wastewater treatment and collection services safely and effectively.

OCP - Operating Capital Program

A plan for programmed asset purchases for the current budget year and subsequent four years. The OCP is based primarily on information from NBC's Asset Management Program and includes new assets, asset replacements, asset renovations and betterments.

OSE - Operating Supplies and Expense

Operating budget line item that includes the day-to-day operational and supplies expense necessary to run the wastewater treatment facilities and processes.

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.

P-CARD – Purchasing Card

A purchasing card is a form of company charge card that enables more efficient procurement of certain goods and services as opposed to the traditional purchasing process.

PFAS - Polyfluoroalkyl substances are a group of man-made chemicals that have been manufactured and used in a variety of industries since the 1940s. These chemicals do not break down and accumulate over time, and there is evidence that exposure can lead to adverse human health effects.

PFMB - Rhode Island Public Finance Management Board**PLC - Programmable Logic Controller**

An industrial computer control system that continuously monitors the state of input devices and makes decisions based upon a custom program to control the state of output devices

PUC - Public Utilities Commission

In accordance with RIGL, this state agency regulates certain public utilities in the State of Rhode Island, including the NBC.

PPA - Power Purchase Agreement

An agreement between two parties, one who generates electricity for the purpose (the seller) and one who is looking to purchase electricity (the buyer).

RANs – Revenue Anticipation Notes

A short-term borrowing that is repaid within one year.

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).

RGGI - Regional Greenhouse Gas Initiative

The first mandatory market-based program in the United States to reduce greenhouse gas emissions. RGGI is a cooperative effort among the states of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New York, Rhode Island, and Vermont to cap and reduce CO2 emissions from the power sector.

RICWA – Rhode Island Clean Water Association

A non-profit organization created to promote the advancement of knowledge concerning the nature, collection, treatment, and disposal of domestic and industrial wastewaters.

RIIB - Rhode Island Infrastructure Bank

Formerly known as the Rhode Island Clean Water Finance Agency, this state agency administers the State Revolving Fund which finances wastewater-related projects and other programs.

RIDEM - Rhode Island Department of Environmental Management

The environmental regulatory department of the State and serves as a delegated authority of the United States Environmental Protection Agency with respect to the federal Clean Water Act and other programs.

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

A Rhode Island corporation dedicated to helping reduce, reuse, and recycle, compost, and properly dispose of waste.

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.

S&P Global

A public company in the financial information and analytics business that issues municipal bond issuer credit ratings.

SEC - Security and Exchange Commission

An independent agency of the United States Government that holds primary responsibility for enforcing the federal securities laws, proposing securities rules, and regulating the securities industry.

SIUs - Significant Industrial Users

NBC's largest industrial customers.

SMART - SMART Goals

S.M.A.R.T. is a framework for goal setting. Follow the framework to ensure the best chance of success for achieving goals. (Specific. Measurable. Attainable. Results-oriented. Time-limited.)

SOP - Standard Operating Procedure

An SOP is a written procedure that promotes uniformity in operations and provides individuals with the information necessary to perform a task properly and facilitates consistency in the quality and integrity of the result.

SRF - State Revolving Fund

The Rhode Island Infrastructure Bank program which offers low-cost financing to eligible qualified borrowers.

TAC - Technical Analysis & Compliance

The NBC section that ensures compliance with state and federal regulations and develops sound environmental science and resultant data to support NBC's mission.

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.

UV - Ultraviolet

Of or relating to a light bulb that emits ultraviolet radiation

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 long-term revenue bond that is multi-modal and currently is in weekly mode and backed with a direct pay letter of credit.

VRDO - Variable Rate Demand Obligation

A variable rate demand obligation (VRDO) is a municipal security for which the interest rate resets on a periodic basis, and holders are able to liquidate their security through a "put" or "tender" feature, at par.

W-2 - A wage and tax statement form used to report wages paid to employees and the taxes withheld from them for the year that they will use to file federal and state taxes.

WIFIA - Water Infrastructure Finance and Innovation Act

The WIFIA program accelerates investment in our nation's water infrastructure by providing long-term, low-cost supplemental loans for regionally and nationally significant projects.

WEFTEC - Water Environment Federation Technical Exhibition and Conference

An annual conference providing extensive education opportunities and unparalleled access to the field's most cutting-edge technologies and services.

WQSB - Water Quality Science Building

A 36,790 square foot state-of-the-art laboratory and environmental analysis facility. This facility has unified NBC's efforts for environmental sampling and related analysis by including the necessary laboratory equipment and monitoring capability required by the RIPDES permits and EPA.

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.

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 - 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 - A method of accounting that recognizes the financial effect of transactions when they occur, regardless of the timing of related cash flows.

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

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

Amortization - An accounting technique used to periodically lower the book value of a loan or an intangible asset over a set period of time. Concerning a loan, amortization focuses on spreading out loan payments over time. When applied to an asset, amortization is similar to depreciation which allocates the cost of the asset over its useful life.

Anaerobic Biosolids Digestion - A process by which microorganisms break down organic matter, producing various gases and a reduced volume of semi-solid residue. The gases produced, called "biogas" or "digester gas," include a high percentage of methane, which can be burned to produce heat and/or electricity.

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

Annual Comprehensive Financial Report

A report completed by NBC which conveys the annual financial position and results of operations of the NBC and complies with the accounting requirements promulgated by the GASB.

Approved Budget - The budget that has been approved by the NBC's Board of Commissioners.

Arbitrage - The investment of tax-exempt bond proceeds in taxable obligations bearing interest at a much higher rate than the tax-exempt bonds.

Asset Management Program - A technical plan for managing infrastructure and other assets to provide continuous, effective service.

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 the total revenue and source of funds equals the total expense and use of funds.

Baynet - NBC's internal webpage.

Biosolids (also referred to as Sludge) - The solids (heavy organic waste matter) resulting from the wastewater treatment process. This material is separated from the effluent, treated, and appropriately disposed.

Bioassay - A method for the quantification of the effects on a biological system by its exposure to a substance.

Biogas - A renewable energy source comprised from a mixture of different gases produced by the breakdown of organic matter in the absence of oxygen, produced from sewage.

Bisulfite - Chemical used to adjust the alkalinity of wastewater.

Board of Commissioners (Board) - NBC's 19-member governing 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.

Bond Trustee - A bond trustee is hired by a bond issuer and oversees the implementation of a bond or trust indenture, which is a contract between a bond issuer and a bondholder.

Budget - A financial plan of all expected revenue and source of funds and expense and use of funds 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 Expenditures - Expense related to the Capital Improvement Program (CIP) projects and Operating Capital Program (OCP) assets.

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 expense 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 reduce total nitrogen.

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 laboratory testing 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 and conveyance facilities that ties 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 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.

Coventry Wind Turbine - One of three 1.5 MW wind turbines purchased by NBC in 2016 located in Coventry, RI.

Covid-19 - A strain of coronavirus not previously identified in humans that has caused a global pandemic beginning in December 2019. The virus's symptoms range from mild to severe illness and death.

Debt Service - Principal and interest payments on outstanding bonds.

Debt Service Coverage - Calculated as Revenue less Operating Expense divided by Debt Service.

Deionized Water Purification System - Removes any impurities in the water, forming pure water (H₂O).

Depreciation - Allocation of the expense 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.

Dry Polymer – Chemical used to coagulate suspended solids and produce large curds of solid materials. This state of polymer is used as a supplementation when liquid polymer cannot adequately support the final clarification process.

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 expense of providing the goods or services be financed primarily through user charges and fees.

Expense - Costs incurred 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 revenue or source of funds that will pay for the service programs outlined in the annual budget.

Fiscal Sustainability Plan (FSP) - A fiscal sustainability plan is a living document that is regularly reviewed, revised, expanded, and implemented as an integral part of the operation and management of the system. A plan for maintaining, repairing, and as necessary, replacing the treatment works and a plan for funding such activities.

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 continue to convey the flow.

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 limitations.

Fund Balance (net position) - Total assets and deferred outflows less liabilities and deferred inflows.

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 87- Government Auditing Standards Board Statement 87 – Statement established to improve accounting and financial reporting for leases. It establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. It requires recognition of certain lease assets and liabilities for leases that previously were classified as operating leases and recognized as inflow or outflows of resources based on the payment provisions of the contract. Under this statement, a lessee is required to recognize a liability and an intangible right-to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources.

GASB 96 - Government Auditing Standards Board Statement 96 –This statement provides guidance on the accounting and financial reporting for subscription-based information technology arrangements (SBITAs). This Statement (1) defines an SBITA, (2) establishes that an SBITA results in a right-to-use subscription asset, an intangible asset, and a corresponding subscription liability, (3) provides the capitalization criteria for outlays other than subscription payments, including implementation costs of SBITA, and (4) requires note disclosures regarding a SBITA.

Grant - Financial contributions received from the state or 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 chemical 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 that 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.

Letter of Interest - A prospective borrower's demonstration of eligibility for a WIFIA loan administered through the EPA.

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

Liquid Polymer - Chemical used to coagulate suspended solids and produce large curds of solid materials. This state of polymer achieves a more effective and better-mixed solution to safely disperse into the final clarification process.

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

Modified Accrual Basis - Basis of accounting that focuses on current financial resources. Revenue is recognized when 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 certain renewable energy electricity generators may deduct energy outflows from metered energy inflows.

Net Metering Credit - A reduction in electricity expense due to renewable electricity energy produced off-site resulting in credits applied to utility invoices.

Net Position (Fund Balance) - Total assets and deferred outflows less liabilities and deferred 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 the growth of organisms.

Operating Capital Expenditure - An expense in excess of \$5,000 for the acquisition or replacement of long-term assets that does not include repairs (unless extending the life of the asset by at least 3 years), land or CIP projects.

Operating Capital Program (OCP) - A plan for programmed asset purchases for the current budget year and subsequent four years. The OCP is based primarily on information from NBC's Asset Management Program and includes new assets, asset replacements, asset renovations and betterments.

Operating Reserve for Revenue Stability Fund - Reserve Fund established at a level of \$4,500,000 to support Operations & Maintenance expense if actual revenue is less than the PUC authorized levels.

Outfall - A discrete location where quantities of water and/or wastewater 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 expense primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expense classifications, 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.

Pipeline - NBC's monthly publication designed to keep Narragansett Bay Commission staff up to date on internal current affairs.

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.

Polyfluoroalkyl Substances - A group of man-made chemicals that have been manufactured and used in a variety of industries since the 1940s. These chemicals do not break down and accumulate over time, and there is evidence that exposure can lead to adverse human health effects.

Power Purchase Agreement - A contract between two parties, one who generates electricity for the purchase (the seller) and one who is looking to purchase electricity (the buyer).

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.

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.

Renewable Energy Credit - Credits obtained due to energy being produced from renewable sources such as wind and solar energy resulting in lower electricity expenses.

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.

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

Section - NBC's lowest hierarchical level of allocating monies.

Septage - Waste that is disposed 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 - Fees 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.

Solar Panel - A panel designed to absorb the sun's rays as a source of energy for generating electricity or heating.

Sondes - A collection of instruments that are used to profile and monitor water conditions in wastewater effluents and receiving waters.

Stormwater Runoff - The portion of rainfall, melted snow or other precipitation that flows across the ground surface to a drain, sewer, lake, or river.

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

Supplemental Indenture - A supplemental indenture is executed in connection with the issuance of one or more series of additional bonds under the master or bond contract. In some cases, a supplemental indenture amends terms of the master or bond contract without providing for the issuance of additional bonds.

Therm - A unit of measurement for natural gas used to monitor usage and determine usage related charges.

Tide-gate - A gate which opens and closes with tidal height to prohibit river water from entering the sewer system.

Tertiary treatment - The final cleaning process that improves wastewater quality before it is reused, recycled, or discharged to the environment. The treatment removes remaining inorganic compounds, and substances, such as the nitrogen and phosphorus.

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.

Wind Turbine - A device that converts wind into electrical energy.