



NARRAGANSETT BAY COMMISSION
RHODE ISLAND

FY 2024
ANNUAL BUDGET

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Rhode Island**

For the Fiscal Year Beginning

July 01, 2022

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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Narragansett Bay Commission, Rhode Island, for its Annual Budget for the fiscal year beginning July 01, 2022.

To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to for an award.



*Providence River, Rhode Island
Photo by Michelle Asels*

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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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Sunrise over Narragansett Bay
Photo by Patricia Pinilla

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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.”



Sunset over Field’s Point
Photo by Evan Matz

Introduction

The Narragansett Bay Commission (NBC) is pleased to present its Fiscal Year (FY) 2024 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.

Fiscal Year 2024 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 2024 Budget to 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.



Core Business

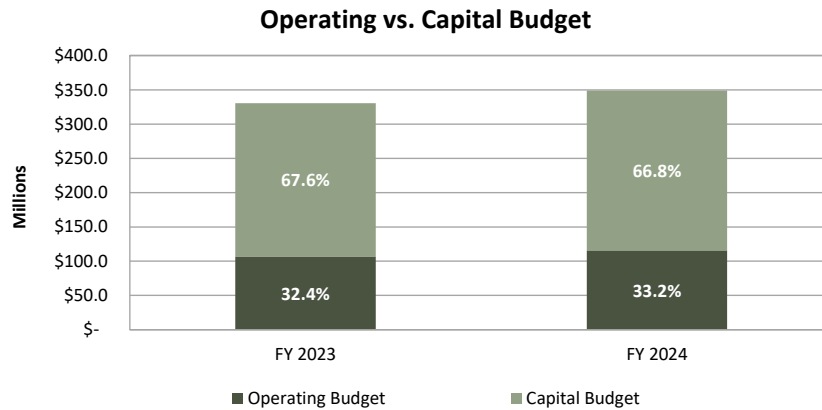
NBC’s Core Business Goal in FY 2024 and beyond is the successful operation and maintenance of its treatment and collection systems, as well as the completion of capital investments to ensure NBC’s compliance with the Rhode Island Pollution Discharge Elimination System (RIPDES) permits issued to NBC by the Rhode Island Department of Environmental Management (RIDEM) and the Consent Agreement associated with the permits.

The alignment of the FY 2024 Budget with the Core Business Goal is evident in the \$18.6 million or 5.6% increase in the budget over the prior year driven by a \$9.7 million or 4.3% increase in the Capital Budget.

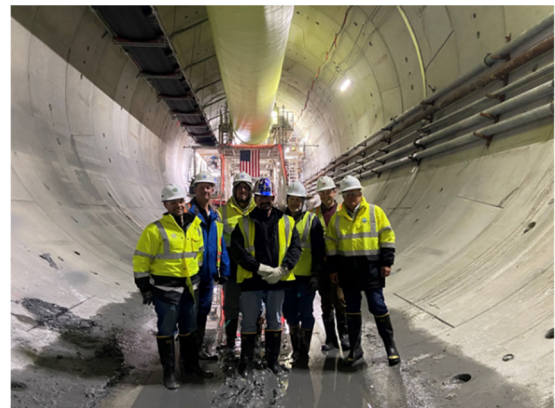
FY 2024 Budget
(In Millions)

	FY 2023	FY 2024	Difference	% Change
Operating Budget	\$ 107.0	\$ 115.9	\$ 8.9	8.3%
Capital Budget	223.6	233.3	9.7	4.3%
Total	\$ 330.6	\$ 349.2	\$ 18.6	5.6%

The following graph shows NBC’s investment in capital improvements, with the FY 2024 Capital Budget comprising 66.8% of the FY 2024 Budget.



The increase in the Capital Budget is due to the programmed Capital Improvement Program (CIP) expense of \$226.8 million in FY 2024, which is 3.1% higher than the prior year. NBC is under a Consent Agreement to complete the third and final phase of the Combined Sewer Overflow (CSO) Abatement program, which consists of four phases, A, B, C, and D to be completed by 2041. The CSO Phase III A Facilities include eleven construction contracts. Three are complete and eight are in the design or construction phase. The estimated cost for the CSO Phase III A Facilities, excluding costs incurred prior to FY 2020 is \$893.2 million, with \$184.7 million programmed in FY 2024.



*Inside the CSO Phase III A Tunnel
located in Pawtucket, RI*

The centerpiece of the Phase III A facilities is the \$498.6 million Pawtucket Tunnel project which is 66% complete. The funding of this project, commensurate with mitigating ratepayer impact, is a priority.



FY 2024 programmed CIP funding also includes \$16.8 million for the Bucklin Point Resiliency Improvements, \$9.2 million for the Field’s Point Resiliency Improvements, and \$16.2 million for other projects. The CIP shows additional planned expenditures during FY 2024 – 2028 of \$470.5 million for a total of \$681.3 million. 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 2024	FY 2025 – FY 2029	Total
CSO Phase III A Facilities	\$ 184.7	\$ 284.0	\$ 468.7
Field’s Point Resiliency Improvements	9.2	94.0	103.2
Bucklin Point Resiliency Improvements	16.8	19.0	35.8
All Other Projects	16.1	57.5	73.6
Total CIP	\$ 226.8	\$ 454.5	\$ 681.3

NBC’s Core Business Goal includes compliance with the RIPDES permit effluent limitations and monitoring requirements. NBC’s FY 2024 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 2022 Actual	4.36	2.61	6.57	2.78	5.38	1.89	6.94	2.60

The FY 2024 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 permits also sets forth enterococci limits of 35 Most Probable Number (MPN) or viable cells in a liquid sample per 100ml for both WWTFs. 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.

NBC has also allocated FY 2024 resources to the study and analysis of chemicals known as Per-and Polyfluoroalkyl Substances (PFAS). PFAS are found throughout the environment including wastewater. Scientific studies have shown that exposure to some PFAS may be linked to harmful health effects in humans and animals. Project 1140600 RIPDES Compliance Improvements - PFAS includes funding for a PFAS study in anticipation of future RIPDES permit limits for these chemicals. The FY 2024 Budget also includes funding for a new Environmental Chemist to support PFAS analysis as well as supplies to operate NBC’s PFAS Analyzer and outside laboratory services to perform PFAS testing.



PFAS Molecule



The FY 2024 Budget includes the allocation of resources to support excellent wastewater treatment and collection with a 16.1% increase in budgeted operating supplies and expenses. On a year-over-year basis, the expenses with the most significant increases relate to utilities. The budget for electricity is \$2.3 million or 57.1% higher than the prior year. The increase is primarily due to a 55.2% increase in the budgeted rate per kWh, reflecting higher supply costs. The FY 2024 Budget for natural gas is \$0.3 million or 29.4% lower due to a decrease of 0.3 million budgeted therms for supplemental fuel for the Biogas Facility, which is offset by a projected 1.8% increase in the composite rate per therm.

Resources have been allocated in FY 2024 to support the core business goal through the budgeting of \$6.2 million for biosolids disposal, a byproduct of the wastewater treatment process. This is 15.7% higher than the prior year and includes a 15.3% increase in the budgeted contract disposal rate and an increase of 41 budgeted dry tons. The capital budget also supports the development of a long-term solution for biosolids disposal with \$5.2 million programmed funding for Project 20700 Long-Range Biosolids Disposal in anticipation of the current contract's expiration in 2026. The budget for chemicals is \$1.4 million, which is \$0.2 million higher than the prior year primarily due to higher projected rates for carbon feed, polymer, bisulfite, and sodium hypochlorite.

The FY 2024 Operating Capital Program (OCP) includes \$5.9 million for asset purchases, replacements, and betterments to support NBC's goals. Approximately 63.2% of the total OCP, or \$3.7 million is for the purchase of assets such as pumps, drives, valves, flow meters, and vehicles for wastewater treatment and collections. The most significant investment at Field's Point is \$0.3 million for the replacement of the Integrated Fixed-Film Activated Sludge (IFAS) mixers to assist with the biological nutrient reduction. At Bucklin Point, \$0.4 million is budgeted for the replacement of the Master Control George Panel which controls the blowers.



IFAS Mixer



Additional support for core business goals is evident with the budgetary support of cybersecurity initiatives. The FY 2024 Budget includes \$0.6 million for outside services, investments in hardware, software and networks, training, and migration of certain services to the cloud. A new Information Security Analyst position is also budgeted. The capital budget supports cybersecurity with \$3.4 million programmed for Project 20801 Data Communications Ethernet Upgrade which involves the integration of new network, hardware, software, and other ancillary support services to implement an Ethernet based hybrid data control system.

Environmental Performance

The FY 2024 Budget reflects NBC's commitment to minimize environmental impacts through investments in energy efficiency and sustainability initiatives. This year's budget reflects the generation of 30.7 million kWh from sustainable energy investments, which is 89.5% of the FY 2024 budgeted electricity use. NBC's on-site sustainable resources are projected to generate 8.8 million kWh in FY 2024. In addition, the budget reflects Net Metering Credits (NMC) for off-site sustainable energy production of 21.9 million kWh, resulting in budgeted NMC of \$6.0 million. 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 2024 Budget includes payment of 75% of the PPA generated NMC or \$2.8 million. The budget also includes Renewable Energy Credit (REC) revenue of \$0.9 million from NBC's sustainable portfolio in FY 2024. The FY 2024 Budget also includes funding for a new Engineering Technical Specialist position to support NBC's sustainability program.

FY 2024 Budgeted Electricity Generated from Sustainable Sources



On-site Sustainable kWh - 8.8 M

7.4 M - Field's Point Wind Turbines

1.4 M - Bucklin Point Biogas Facility

Off-site Sustainable kWh - 21.9 M

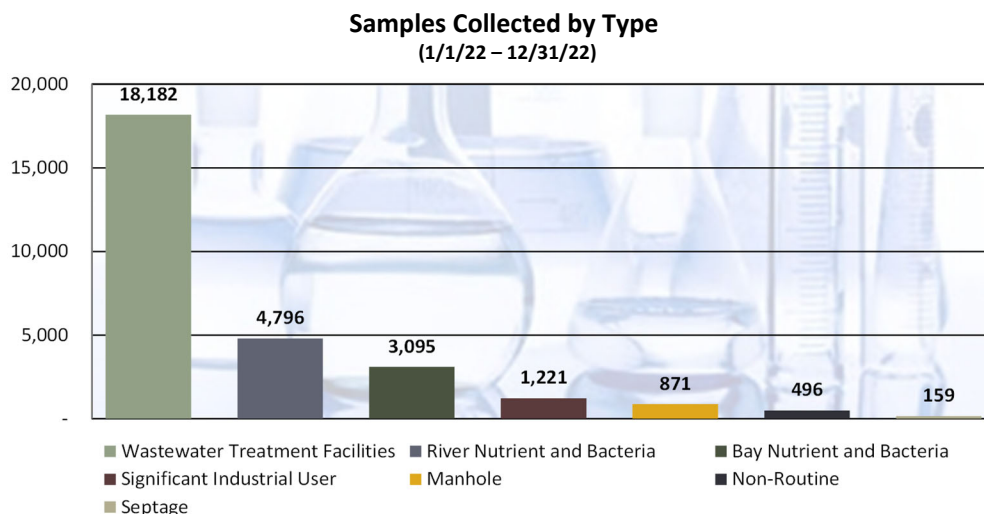
8.0 M - NBC Wind Turbines in Coventry

13.9 M - Green PPA

Total Sustainable Production - 30.7 M kWh (89.5% of budgeted use)

In addition, NBC has programmed \$1.2 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 \$5.1 thousand in FY 2025 along with savings of \$55.5 thousand based on the production of 0.2 million kWh. NBC has also programmed \$9.1 million,

including \$1.8 million in FY 2024 for improvements to the sludge digestion facility improvements to address aging infrastructure and enhance the operation of the Bucklin Point Biogas Facility.



The FY 2024 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. To that end, the budget includes laboratory capital investments of \$0.3 million for the replacement of the Robotic BOD Analyzer, Fresh Water Nutrient Analyzer, and an Oil and Grease Extractor. NBC has also allocated resources to support RIPDES permit daily sampling for TSS, cBOD, total residual chlorine and ph, and twice daily sampling for fecal coliform and enterococci. As shown in the above chart, NBC collects approximately 29,000 samples for laboratory analysis each year. As a result of increased costs due to supply chain issues and inflation, the FY 2024 Budget for lab supplies and lab chemicals and gases is \$0.1 million higher than the prior year.

Financial Management



The most significant financial challenge facing NBC is ensuring sufficient resources for operation, maintenance and capital needs while simultaneously mitigating ratepayer impact. The FY 2024 Operating Budget is \$8.9 million or 8.3% higher than the prior year, including the Transfer to the Project Fund. Please refer to the Operating Budget section of the budget for additional information regarding revenue and expense.

Operating Budget

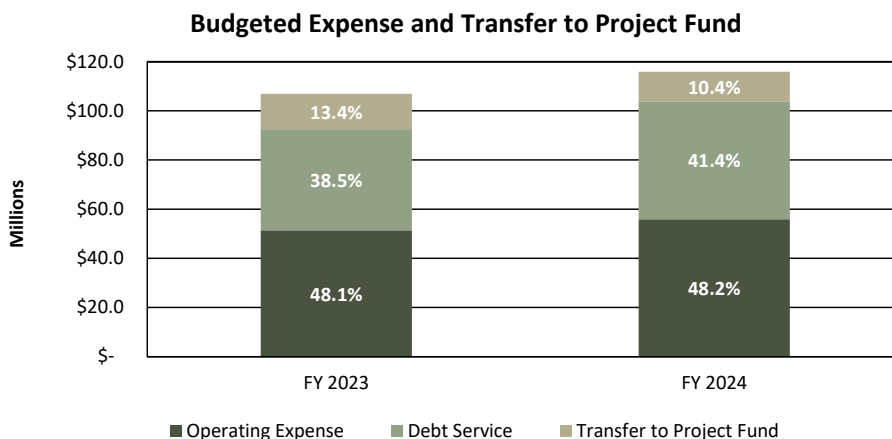
(In Millions)

	FY 2023	FY 2024	Difference	% Change
Revenue	\$ 107.0	\$ 115.9	\$ 8.9	8.3%
Expense				
Operating Expense	51.4	55.9	4.5	8.7%
Debt Service	41.2	48.0	6.8	16.5%
Transfer to Project Fund	14.4	12.0	(2.4)	(16.7%)
Expense and Transfer to Project Fund	\$ 107.0	\$ 115.9	\$ 8.9	8.3%

With respect to revenue, the FY 2024 budgeted revenue is \$8.9 million or 8.3% higher than the prior year. The increase is primarily due to an across-the-board 8.4% sewer user rate increase. The resulting increase in user fee revenue is 5.3% since a portion of the rate increase is for an adjustment to the rate base. FY 2024 budgeted revenue also includes budgeted revenue fund balance of \$2.4 million. The Financial Management goal is

supported with funding for new budgeting software and replacement of the Enterprise Resource Planning software system with a cloud-based solution.

The following chart shows that Debt Service increased from 38.5% to 41.4% of the FY 2024 budgeted Expense and Transfer to Project Fund, while Transfer to the Project Fund has decreased from 13.4% to 10.4%.



Operating Expense is \$55.9 million, which is 8.7% higher than the prior year. Operating Expense has four expense categories including Personnel, Operating Supplies and Expense, Professional Services and Lease Expense. Personnel expenses are 53.4% of total Operating Expense and are 2.8% higher on a year-to-year basis. The budget reflects the terms of the union contracts, funding for four new positions, and higher turnover.

The FY 2024 Budget for Operating Supplies and Expense is \$23.3 million, which is 16.1% higher than the prior year. In addition to the large increases related to electricity and biosolids, this year’s budget includes an additional \$0.3 million for maintenance contract expense with the largest increase, \$0.1 million for the alarm system. The budget for repair costs is \$0.3 million higher than the prior year due to supply chain issues, fuel cost adjustments and other inflationary pressures.

The FY 2024 Budget for Professional Services is \$0.4 million or 18.5% higher than the FY 2023 budget. This is driven by an increase of \$0.3 million in Other Services primarily for electronic payment transaction fees associated with the absorption of these fees to encourage non-contact customer payments. Initiated during COVID, this has become permanent, and the volume of electronic payments continues to increase. Lease Expense includes \$0.1 million for the wind turbine land leases in Coventry.

The FY 2024 Budget for Debt Service is \$6.8 million or 16.2% higher than the prior year due to debt amortization, interest on the 2023 Series A \$100 million from the Rhode Island Infrastructure Bank (RIIB), and the programmed 2024 Series A \$50.0 million loan from RIIB. The debt issuance is required to support NBC’s substantial capital program. The FY 2024 budgeted Transfer to Project Fund is \$2.4 million less than the prior year. Please refer to the Long-Term Financial Plan section for more information regarding capital funding, debt and projected rate impacts.

Staffing

Another NBC Strategic Plan Goal is Staffing, which involves recruiting, developing, and retaining highly qualified staff. This year’s budget reflects a 2.5% COLA in FY 2024 along with contracted step increases for union employees and 5.0% COLA/merit increases for non-union employees.

Full-Time Equivalents (FTEs) in the FY 2024 Budget are 309 and budgeted turnover is 14 FTEs. The number of net budgeted FTEs is 295, which is two less than the prior year as shown in the following table.

Budgeted FTEs			
	FY 2023	FY 2024	Change
Total	305	309	4
Less: turnover	(8)	(14)	(6)
Net FTEs	297	295	(2)

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 \$32 thousand for online training and \$46 thousand for management training.

Customer Focus

The FY 2024 Budget reflects NBC’s investment in the provision of excellent customer care. The OCP budget includes \$0.3 million for the implementation of a cloud-based customer care solution with an enhanced customer portal.



The budget also supports the transition to a cloud-based customer care phone system with enhanced capability including call recording, texting, reporting, and call center management. An additional \$150 thousand has also been programmed for printing and mailing bills due to increases in postage and other supplies. Focus on the development of Customer Care staff continues in FY 2024 with \$15 thousand budgeted for employee training.

Communication



NBC's Mr. CAN

In terms of communication, the FY 2024 Budget includes \$50 thousand for the 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. NBC also plans to enhance its education program with the installation of the collection system exhibit at Field’s Point. A 78-inch diameter pipe left over from a construction project will demonstrate the size and scope of a sample interceptor. The exhibit will use Mr. CAN, NBC’s grease-fighting superhero, to explain the importance of maintaining these pipes. The CIP also includes funds for the development of educational videos about the need, process, and benefits of the CSO program.

Organizational Performance

To optimize NBC’s performance, the budget reflects organizational changes including the transfer of five FTEs, from the Operation and Maintenance Services section to the Information Technology section. These positions are responsible for programming and deployment of programmable logic controllers and other sensors throughout the treatment facilities to optimize automation, maintain data collection systems, and ensure communication between components. The reorganization will enhance the technical support structure. The budget also reflects the transfer of the General Counsel and Legislative Liaison and General Counsel Assistant positions from the Legal section to the Administration section to focus on legislative and administrative adjudication. Lastly, NBC’s core business goal is supported with the funding of a new Utility Operator position at Bucklin Point.

Fiscal Year 2023 in Review

NBC had numerous achievements in FY 2023. NBC’s cost centers reported 78 accomplishments with 38 or 48% focused on NBC’s Core Business Goal. In addition, 27% of the accomplishments related to the Financial Management Goal and 13% of the accomplishments related to the Staffing Goal. The following table outlines the percentage of FY 2023 accomplishments by goal and Division.

FY 2023 Major Accomplishments

Strategic Plan Goals	Administration	Construction Services	Finance	Operations and Maintenance	Environmental Science and Compliance	Total	Percent
Core Business	5	10	1	14	8	38	48%
Environmental Performance	-	-	-	-	3	3	4%
Financial Management	4	-	15	1	1	21	27%
Customer Focus	-	-	2	-	1	3	4%
Staffing	6	-	2	2	-	10	13%
Communication	1	-	-	1	1	3	4%
Organizational Performance	-	-	-	-	-	-	0%
Total	16	10	20	18	14	78	100%

NBC’s core business success was acknowledged by Bucklin Point’s receipt of the Platinum Award from the Rhode Island Clean Water Association (RICWA) for three consecutive years with no permit violations. This is a significant accomplishment given the number of regulated parameters. In terms of national recognition, NBC won Peak Performance Awards from the National Association of Clean Water Agencies (NACWA). Bucklin Point was recognized for no permit violations in 2022 with the Gold Award and Field’s Point received the Silver Award for fewer than five permit violations in 2022.

NBC’s facilities continued to provide highly effective wastewater treatment, protecting Narragansett Bay from high loadings of conventional and other pollutants. From July 1, 2022, through February 28, 2023, Field’s Point treated an average of 44.2 million gallons per day (MGD) and Bucklin Point treated an average of 18.0 MGD. In terms of effluent quality, cBOD averaged less than 3 mg/l at each facility, well within the monthly average RIDPES seasonal permit limits of 20-25 mg/l while TSS averaged below 6 mg/l, well below the monthly average RIDPES seasonal permit limits of 20-30 mg/l.

NBC also weathered record rainfall, processing 6.37 inches of rain in 24 hours at Field’s Point. Operations staff cleared and removed the storm-related debris from the wet weather tank, to restore tank function.



NBC’s Interceptor Maintenance (IM) section inspected and cleaned 3,441 feet of inverted sewer siphons as part of Project 30480M Baseline Siphon Inspections and Cleanings. In addition, the IM section rehabilitated 1,000 vertical feet of manholes and replaced 47 manhole frames and covers and lined 8,522 feet of sewers. The IM section removed 9.6 tons of material from various CSOs, 43 tons of grit from 469 catch basins, and 47.4 tons of grit from interceptors. Operations and Maintenance staff rebuilt two bar racks, implemented energy conservation measures, replaced 750 diffusers, and rebuilt effluent pump assemblies and motors. An Asset Management Committee was established to ensure proper recording of assets in the system.

In CY 2022, 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. Staff collected a total of 28,820 samples, with the majority or 64% related to WWTF monitoring. In addition, to assess water quality, 17% of the samples related to river nutrient and bacteria, while 11% of the samples collected were for bay nutrient and bacteria. The laboratory completed the analysis of 106,030 parameters including nutrient analysis of 8,152 samples and fecal coliform analysis of 2,985 samples.



Preliminary work was completed to evaluate and study PFAS. The Environmental Monitoring section initiated PFAS research with the establishment and initiation of protocols for the collection of PFAS samples. NBC’s Laboratory staff also initiated intercalibrations and verification of results for the new PFAS analyzer to enable in-house PFAS analysis of wastewater samples.



NBCs *Snapshot of Upper Narragansett Bay* on narrabay.com was updated monthly, and 165 blogs were posted. A new report was also developed to provide same day notification of RIPDES violations of calculated parameters. NBC Pretreatment staff inspected its Significant Industrial Users multiple times throughout the year to ensure compliance and issued 1,863 Notices of Violation for each incident of non-compliance. 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 2023, NBC is anticipated to spend \$192.5 million on capital projects. Three capital projects were completed in FY 2023 at a cost of \$6.8 million. The completed projects are shown in the following table.

Completed Projects

(In Thousands)

Project Number	Project Name	Cost
20200	2019 WWTF Improvements	\$ 5,840
30480M	Baseline Siphon Inspections and Cleanings	506
40400	FPWWTF Plan Update	406
Total		\$ 6,752

Financing of the capital program continued to be a priority in FY 2023. NBC executed a third Water Infrastructure Finance and Innovation Act (WIFIA) loan to finance the Field’s Point Resiliency Improvements project. NBC closed the \$55.5 million 2022 Series A on July 25, 2022. NBC also borrowed \$100.0 million from the Rhode Island Infrastructure Bank (RIIB), the 2023 Series A. This loan includes \$3.2 million of principal forgiveness. NBC also applied for a \$50.0 million loan from RIIB to fund the CIP.

From a financial perspective, NBC anticipates that FY 2023 revenue will be \$0.4 million lower than the budget. User fee revenue is projected to be \$0.6 million lower due to lower residential consumption revenue. Late fee revenue is projected \$0.3 million lower than budget due to a two-month suspension of late fees and effective collections. Investment income is projected to be \$0.5 million higher due to higher interest rates.

NBC’s FY 2023 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 7.2% or approximately \$2.1 million below budget. Electricity expenses are anticipated to be \$1.1 million higher than the budget due to a 169% increase in the supply rate effective December 2022. The higher electricity expense is offset by lower supplemental natural gas purchases of \$0.6 million due to the biogas facilities not 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 and the PPA facilities are projected to produce 4.0

million more kWh than budgeted. Overall, NMC are projected to be \$2.0 million more than budgeted due to the higher PPA facility production and an 85% higher NMC rate. Biosolids expense is projected to finish \$0.3 million over budget due to higher dry ton production at Field's Point and a higher than budgeted increase in the disposal rate based on the contracted CPI adjustment.

NBC received the GFOA Distinguished Budget Presentation Award for the 21st consecutive year for NBC's FY 2023 Budget. NBC's consistently sound financial performance is evident with 31 consecutive years of operating surpluses. NBC also received the GFOA Certificate of Excellence in Financial Reporting for the 20th consecutive year for its FY 2021 Annual Comprehensive Financial Report. Staff also applied for general rate relief with the RI Public Utilities Commission, for new rates effective in FY 2024.

NBC received the 2022 Best Places to Work in Rhode Island Award, the twelfth consecutive year that NBC has received this award. NBC was also awarded NACWA's National Environmental Achievement Award (NEAA) in Public Information for an animated video on how NBC treats and cleans wastewater. The video was created to educate the public during the pandemic when in-person opportunities were not available.



In terms of public outreach, NBC reinstated in-person education lessons and expanded its Watershed Explorers program to include two sixth-grade groups. The program now serves second through sixth graders. In addition, NBC offered a free week of summer camp to five

Watershed Explorer students that were selected through an essay submittal process. Through the Watershed Explorers Program, students in NBC's service area received monthly lessons and learned about the health of their school's watershed.



**Watershed Explorers Program
In-class water quality testing**

Summary

24/7/365 Of all the numbers in this document, these are the three that guide our work at NBC. Despite pandemics, extreme weather or economic uncertainty, our responsibility to protect and enhance the environment and public health never stops.

Advancement on important clean water infrastructure like the CSO Phase III A Facilities continues, bringing a healthier Seekonk River closer to reality. However, even as we make progress, new challenges, like forever chemicals such as PFAS, present themselves and issue a call to action.

No one heeds the call to action more than the committed environmentalists on our staff and Board of Commissioners. Their tireless efforts ensure that we meet new challenges head-on, driven by sound science and our defining value that everyone deserves clean water.

Despite the challenges, I am optimistic about our clean water future. We will continue to bring to our elected leaders the important message of increased federal investment for clean water and we will continue to work with all our partners to make our communities better places to live, work, and play.

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 approved in 1980, 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 Blackstone Valley District Commission was merged into NBC, expanding the service area.



*Visitor at Field's Point
Photo by Peter Goldberg*

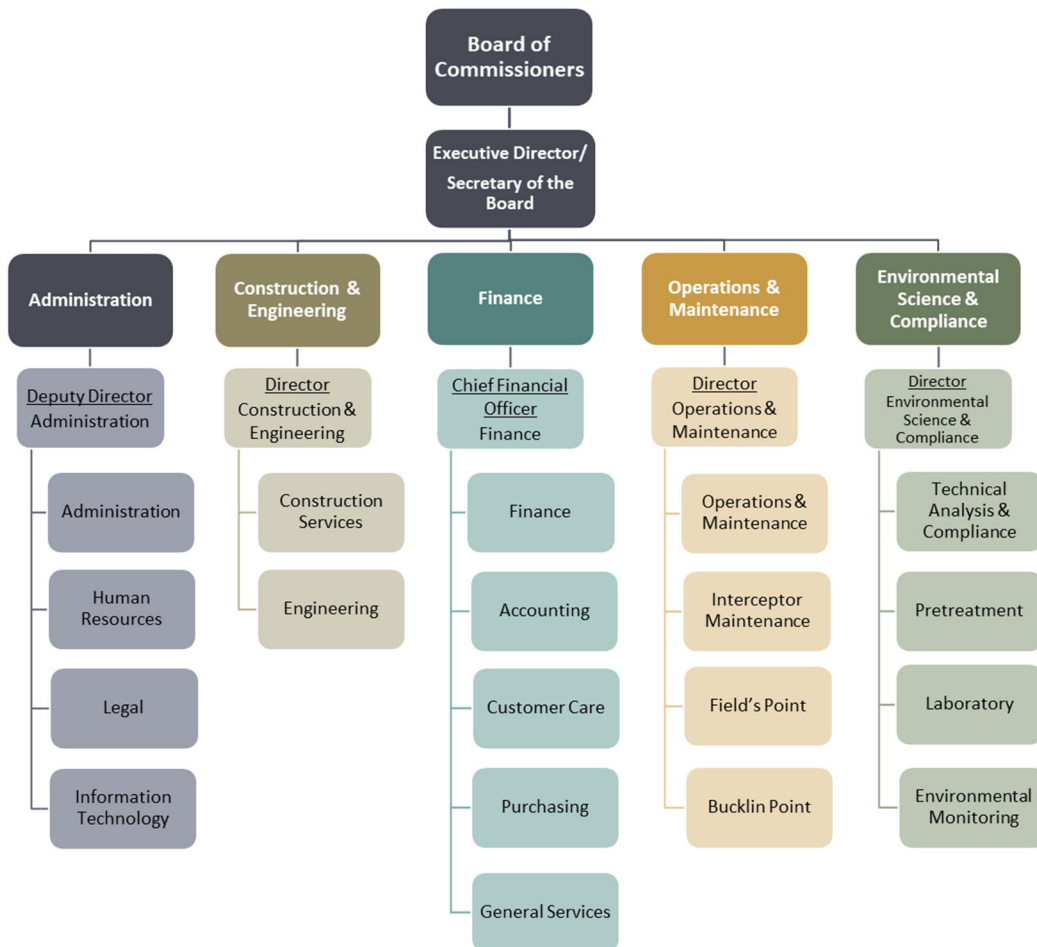
The Commission

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 operating expenses 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 Cost Centers (CC) headed by CC Managers, who report to the Division Director. Below is NBC's organization chart. A brief description of the divisions and the responsibilities of each cost center is on the following page. Additional information about the divisions and CC is found in the Division Summaries section of the budget.



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.

Information Technology: Maintain all aspects of NBC networks, security, telecommunications, hardware, software, and databases.

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, issue monthly financial statements in accordance with GAAP, payroll, payment processing and IRS related reporting.

Customer Care: 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: Support NBC's wastewater treatment and collection systems. Ensure compliance with State and Federal regulations. Maintain the Asset Management Program and Operations and Sewer Permitting Program.

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

Governmental Regulation

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

Environmental Regulation



The Rhode Island Department of Environmental Management (RIDEM) and the United States Environmental Protection Agency (USEPA) regulate NBC 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.

NBC is also under a Consent Agreement with RIDEM to implement a federally mandated Combined Sewer Overflow (CSO) Program that will address NBC's 65 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 incorporate RIDEM review and approval of design and other parameters.

The wastewater treatment facilities operate 24 hours per day, 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. The table below shows NBC's most recent credit ratings.

	Date	Long-Term Rating	Issues	WIFIA III	Type
S&P Global Ratings	May 31, 2022	AA-/Stable	All Outstanding Parity Debt	AA-/Stable	New
Kroll Bond Rating Agency	October 3, 2022	AA/Stable	WIFIA I and II	N/A	N/A

A summary of the most important 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 described on the following page.

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, in order to preserve 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 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 the requirements. NBC must simultaneously notify the USEPA of any filings on EMMA.

Division of Public Utilities and Carriers (Division)

Rhode Island General Laws §39-3-15 require the Division to approve NBC 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 described 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 outside 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. After 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 comments. 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 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 such as 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 Sewer User Charges

See the following tables for NBC’s rate history and the projected rates effective July 1, 2023. For more information regarding future rate increases, please see the Long-Term Financial Plan section of the budget.

NBC Rate Increase History

Effective Date	7/14/2016	1/1/2019	7/1/2019	5/1/2022	7/1/2023
Type of Filing	Compliance	Compliance	General	General	General
Purpose	Debt	Debt	O&M/Rate Base	O&M	O&M/Rate Base
Revenue Increase	1.48%	2.88%	5.88%	0.55%	8.16%
User Rate Increase	1.53%	2.98%	6.17%	0.56%	8.40%
Average Annual Residential Fee (150 gpd)	\$477	\$491	\$516	\$519	\$563

NBC User Fees Effective July 1, 2023⁽¹⁾

	Billing Unit	Charge
Customer Charge – Fixed Fee		
Customer Class		
Residential	Dwelling Unit	\$ 258.79
Commercial and Industrial	Meter Size	
	5/8"	\$ 614
	3/4"	920
	1"	1,534
	1 1/2"	3,069
	2"	4,909
	3"	9,205
	4"	15,343
	6"	30,686
	8"	49,097
	10"	\$ 70,577
Customer Charge – Usage Based Fee		
Customer Class		
Residential	HCF ⁽²⁾	\$ 4.153
Commercial	HCF ⁽²⁾	\$ 6.237
Industrial	HCF ⁽²⁾	\$ 4.087

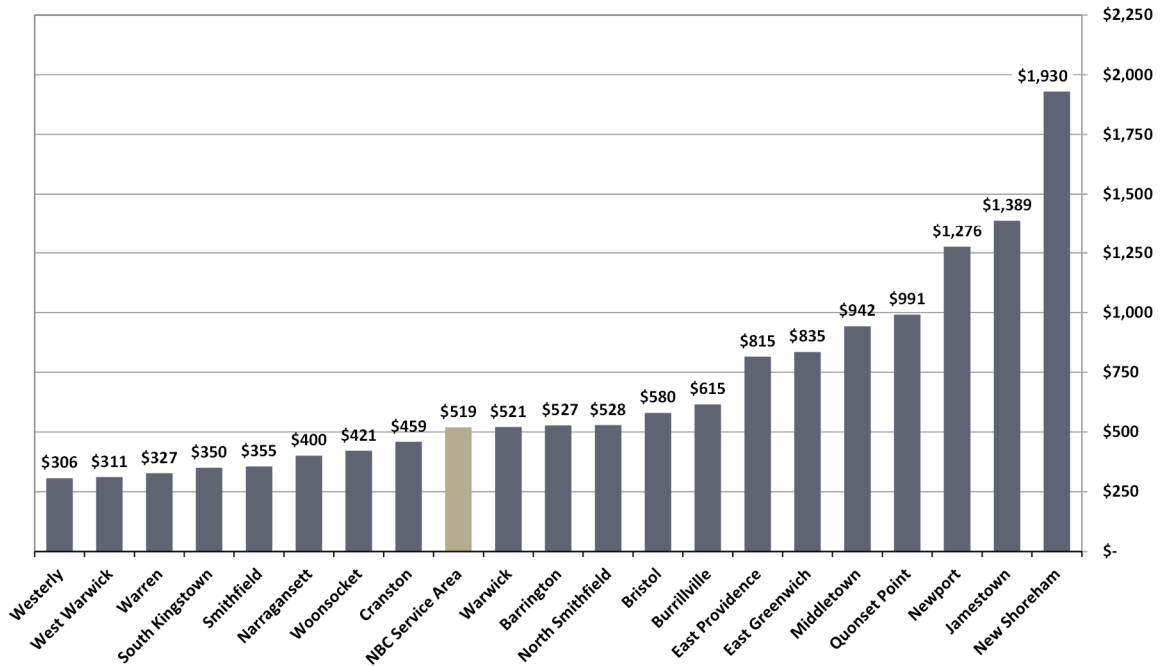
⁽¹⁾ Projected – Based on Pending Rate Filing

⁽²⁾ HCF = Hundred Cubic Feet

Comparative Sewer User Charges

NBC’s mission is to provide safe and reliable wastewater collection and treatment services to its customers at a reasonable cost is evident in the survey results. Even with past rate increases required to support the CIP, operating expense and rate base adjustments, NBC’s sewer rates remain competitive. When NBC’s 2022 rate for residential sewer users is calculated based on consumption of 120 HCF, it is approximately 20.0% below the national average of \$868 for major U.S. Cities. On a state level, when NBC’s 2022 residential rate is calculated based on consumption of 73.2 HCF, it is approximately 24% below the state average of \$686.

**2022 Annual Rhode Island Residential Sewer Charges
Annual Usage of 73.2 HCF**

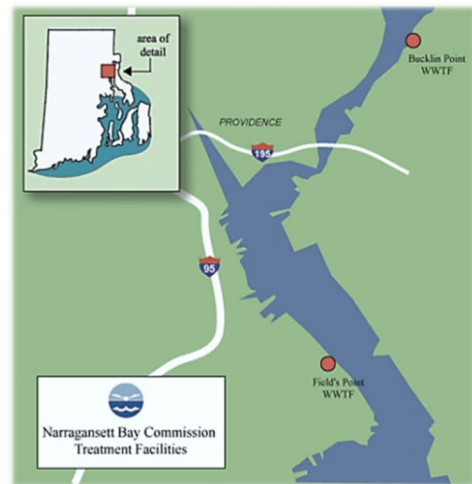


* Newport includes stormwater fees

2022 Annual Residential Sewer User Charges					
Major U.S. Cities					
Annual Usage of 120 HCF					
Seattle, WA	\$	2,041	Providence, RI	\$	695
San Francisco, CA		1,916	Jacksonville, FL		687
Portland, ME		1,476	Los Angeles, CA		682
Washington, DC		1,345	Indianapolis, IN		656
Honolulu, HI		1,264	Houston, TX		648
MWRA Service Area		1,102	Columbus, OH		636
Boston, MA		1,039	Saint Paul, MN		631
Saint Louis, MO		981	Fort Worth, TX		583
New Orleans, LA		961	Dallas, TX		571
Flint, MI		931	San Antonio, TX		549
Austin, TX		896	San Jose, CA		500
New York, NY		781	Philadelphia, PA		491
Detroit, MI		763	Newark, NJ		457
San Diego, CA		719	Milwaukee, WI		315
Average: \$					868

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 adjacent map shows the location of the two wastewater treatment facilities. 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



***Aeration Tanks at the Field's 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. The final effluent is discharged into 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 Rhode Island General Assembly established the Blackstone Valley District Commission (BVDC) 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 BVDC merged into NBC on January 1, 1992.



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.

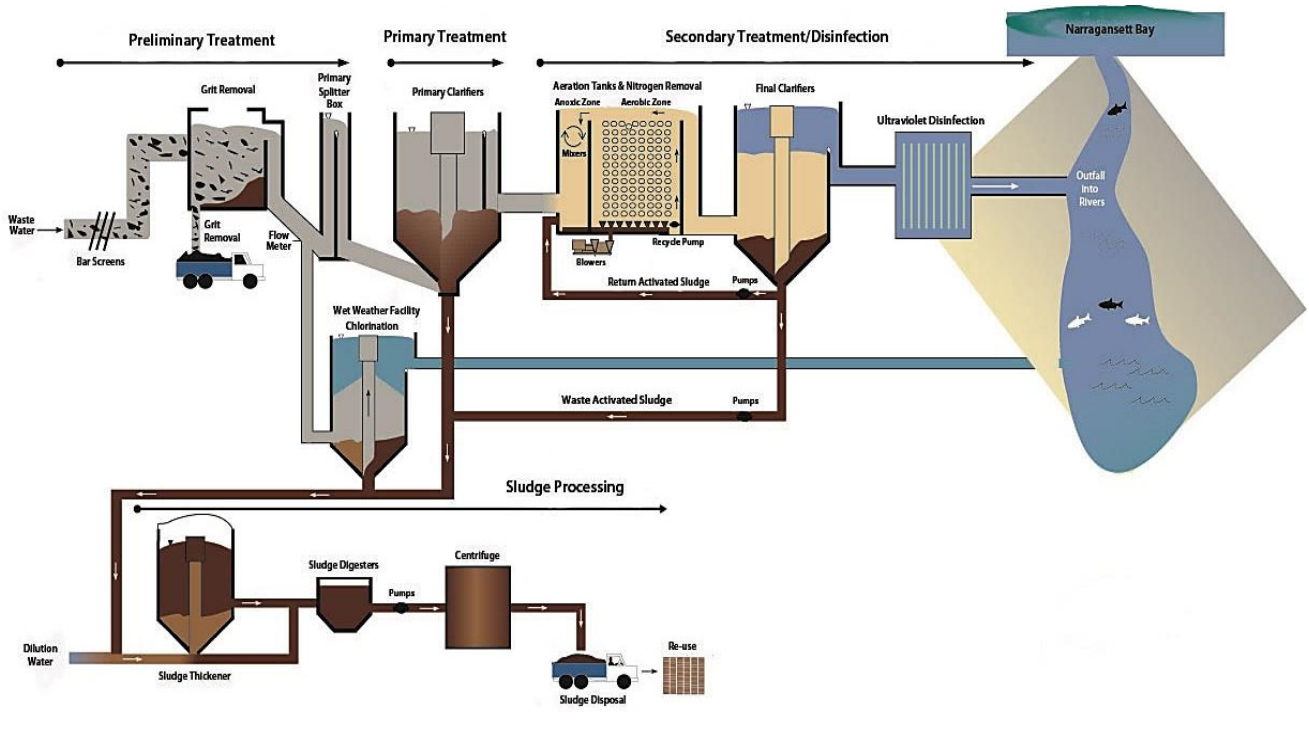
Three pump stations in the Bucklin Point service area are also owned and operated by NBC, including the Omega Pump Station (East Providence), the Saylesville Pump Station (Lincoln) and the Washington Highway Pump Station (Lincoln). NBC also owns and operates a Septage Receiving Station in Lincoln.

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.



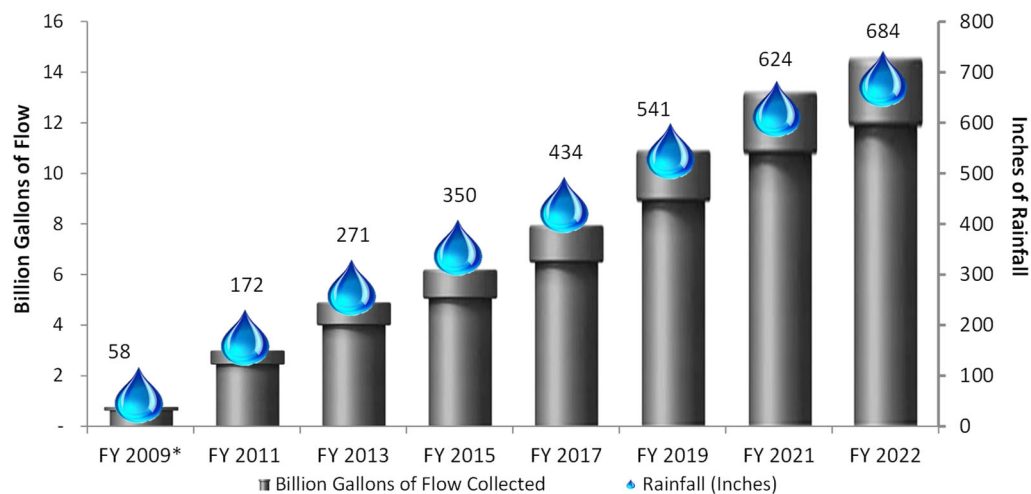
Combined Sewer Overflow Abatement Program

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 fourteen 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.

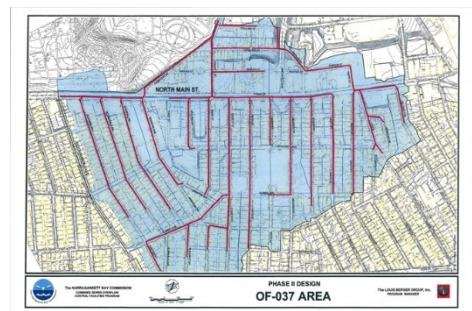
CSO Phase I Facilities – Cumulative Collection of Flow



*Facilities operational in November 2008

CSO Phase II Facilities

The CSO Phase II Facilities became operational in FY 2015. 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 wetland facilities.



Map of sewer separation completed as part of CSO Phase II Facilities

CSO Phase III Facilities



*Inside the Pawtucket deep rock tunnel -
Project 30801*

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 an 11,600-foot-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 FY 2020, is \$893.2 million. Phase III A facilities are scheduled to be operational by January 2027.

The Phase III B Facilities include near surface facilities to convey CSO flow to the tunnel, regulator modifications, and green stormwater infrastructure. Design of the Phase III B Facilities is included as part of the CSO Phase III A Facilities. Construction of Phase III B Facilities is scheduled to begin in FY 2029 and be complete in 2031.

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 34.3 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

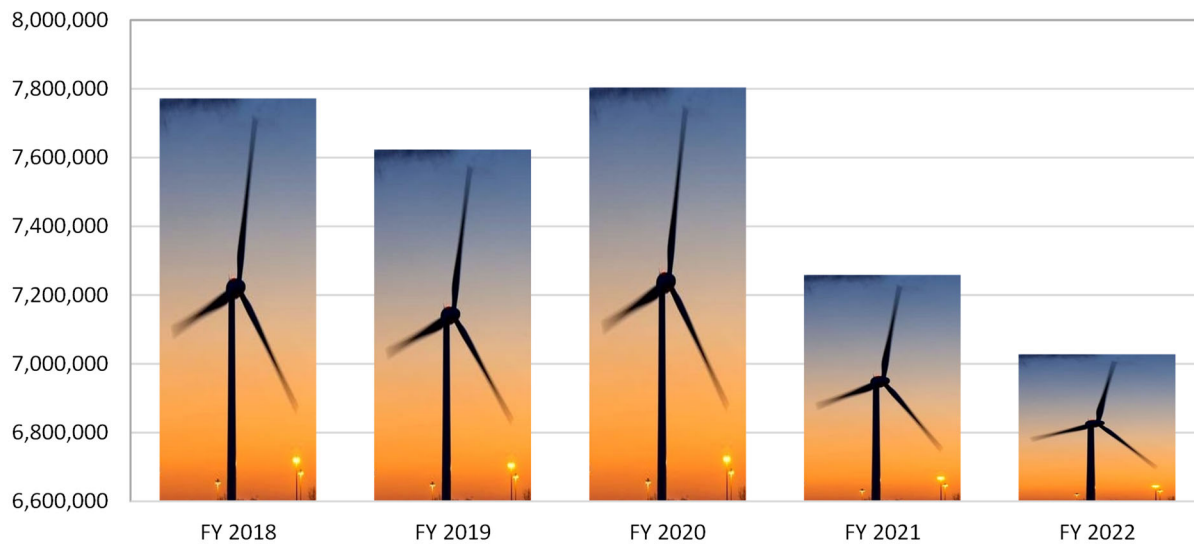
Bucklin Point Biogas Facility

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. The energy will be used to support facility operations on-site and will require compliance with strict emission permit requirements. This facility is expected to generate Renewable Energy Credits (RECs). The Biogas Facility is experiencing operational challenges.

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. In FY 2022, the wind turbines generated approximately 7.0 million kWh of electricity, reducing electricity purchases, and generating REC revenue.

Field's Point Wind Turbine kWh Electricity Production



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 generate 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)



NBC's Solar PPA Facilities in North Kingstown, RI

NBC has two Power Purchase Agreements for renewable energy projects. The electricity generated is net-metered on NBC's electric accounts. NBC compensates the contractor based on 75% of kWh generated multiplied by the prevailing net metering rate and retains the remaining 25% of the net metering credits. The projects also generate RECs which are sold by NBC.

In FY 2024, the PPA's are anticipated to generate 13.9 million kWh of electricity from solar and wind sources that will be net-metered.

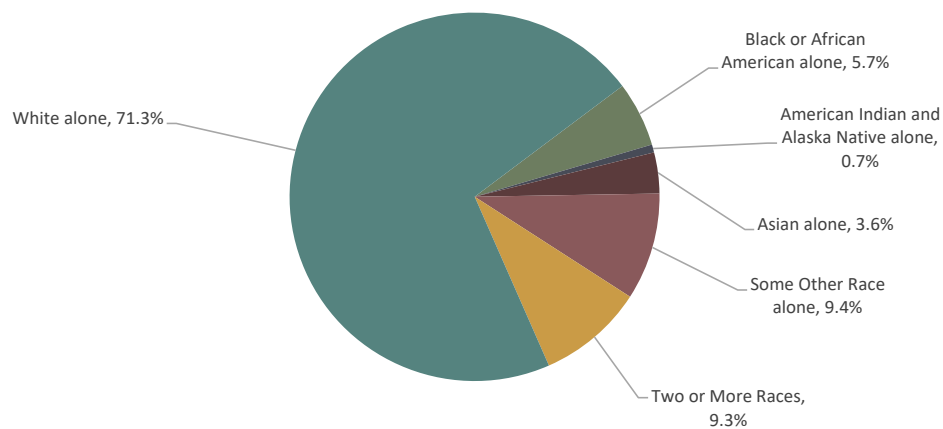
Demographics

Rhode Island Population

According to the 2020 U.S. Census, the total Rhode Island population is 1,097,379. NBC services approximately 394,667 people or 36.0% of Rhode Island's population.

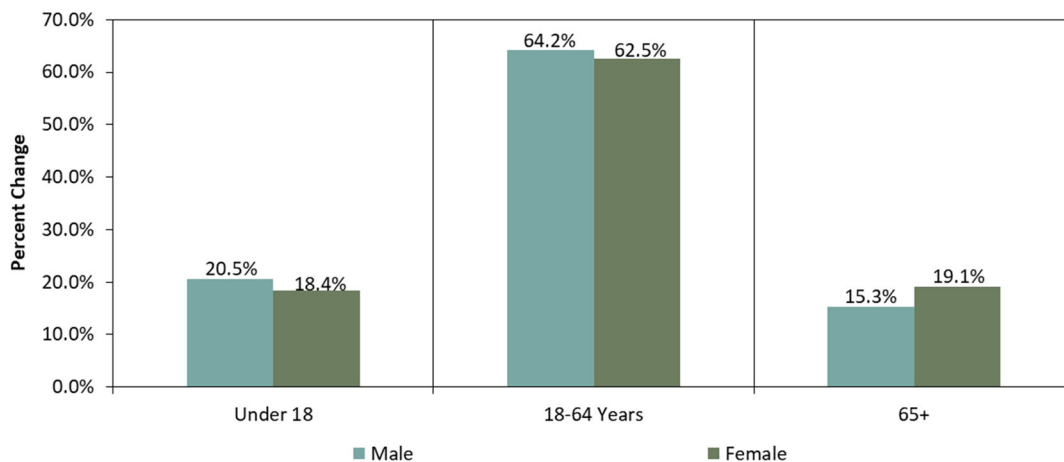
Race and Ethnicity⁽¹⁾

The following chart shows that 71.3% of the Rhode Island population identify as White, 9.4% as Some Other Race alone, and 9.3% as Two or More Races. Additionally, 5.7% identify as Black or African American alone, 3.6% as Asian alone, followed by 0.7%, as American Indian and Alaska Native alone.



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

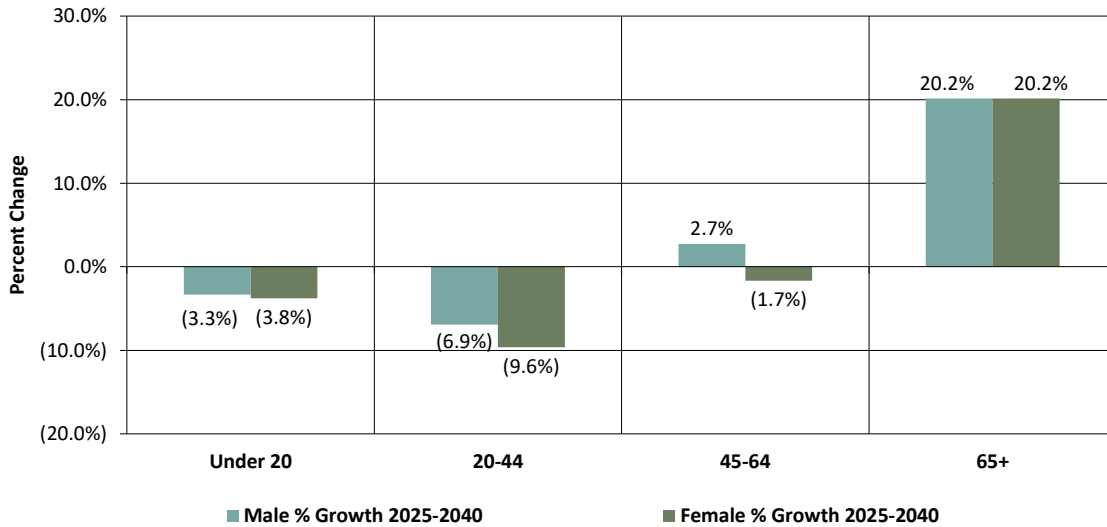
The graph below illustrates the 2020 Rhode Island population by age group and gender. The population is highest for both male and female in the 18-64 age group, then males in the under 18 age group and females in the 65+ age group. The smallest population for males, is in the 65+ age group and for females, the under 18 age group.



⁽¹⁾ Based on 2020 U.S. Census

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

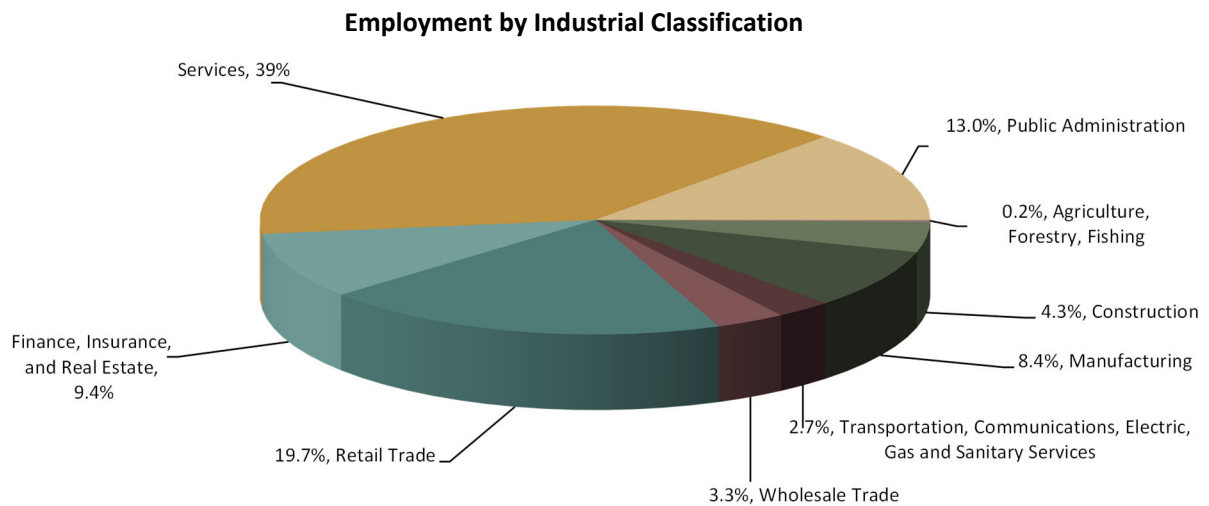
The graph below illustrates the projected population growth from 2025-2040 in Rhode Island by age group and gender. The population is projected to decrease in the 45-64 age group for females. While both the male and female populations for age groups under 20 and 20-44 will decline. The steepest decline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

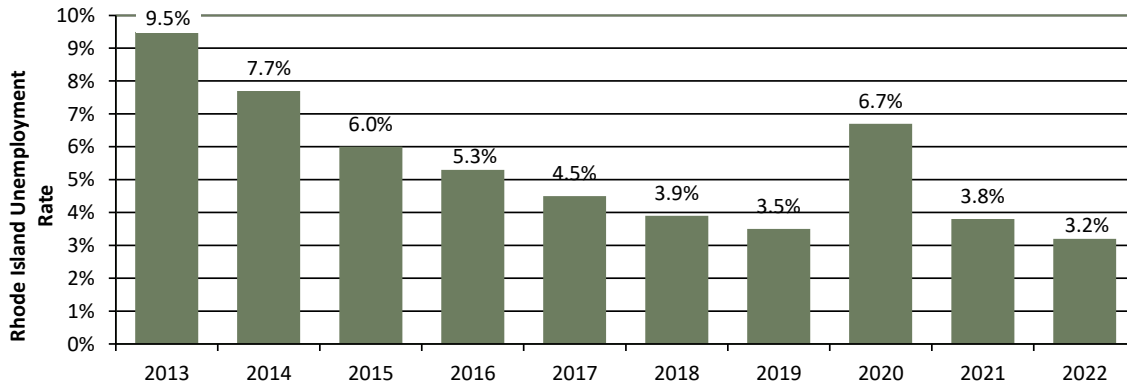
According to the Rhode Island Department of Labor and Training, the majority of the economic base of Rhode Island is the services industries at 39%, followed by retail trade at 19.7%. The chart below shows employment by industrial classification for calendar year 2021.



*Source: RI Department of Labor and Training Labor Market Information 2021

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 from 9.5% in 2013 to 3.5% in 2019. In 2020, the Rhode Island unemployment rate increased to 6.7%, primarily due to impacts of the COVID-19 pandemic. In 2021, the unemployment rate decreased to 3.8% and decreased further to 3.2% in 2022.

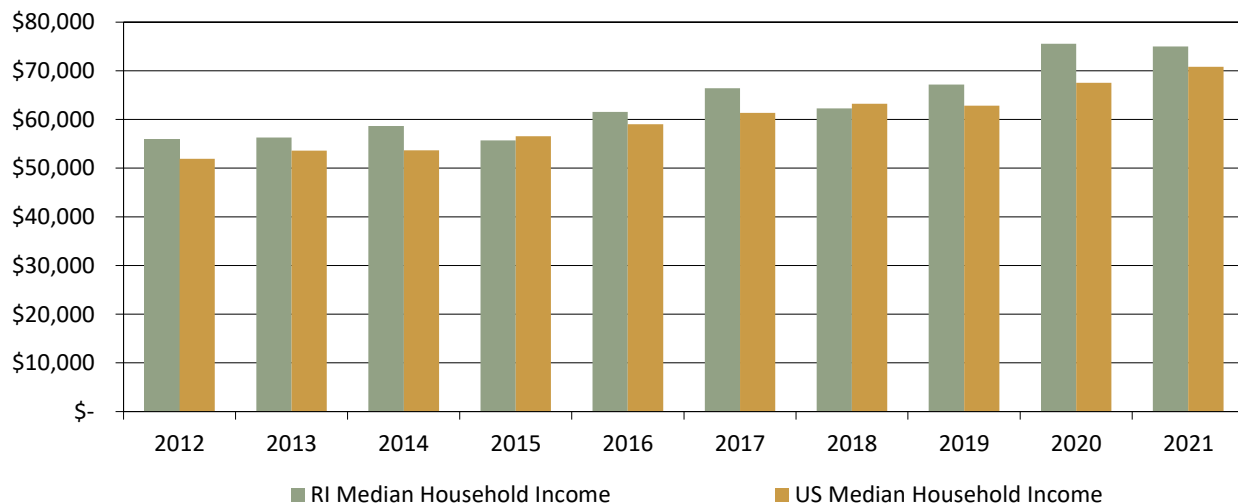
Rhode Island Unemployment Rates



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

The graph below shows the median household income in Rhode Island for the years 2012-2021 compared to national statistics. In 2021, the Rhode Island median household income decreased by approximately 0.7%, or \$537 in 2021 CPI-U-RS (Consumer Price Index Research Series Using Current Methods) adjusted dollars, with median household income of \$74,982. Rhode Island’s median household income was above the national level in all ten years except 2015, and 2018, when household income dropped below the national level by 5.0% and 6.2% respectively.

Median Household Income – Rhode Island vs. United States

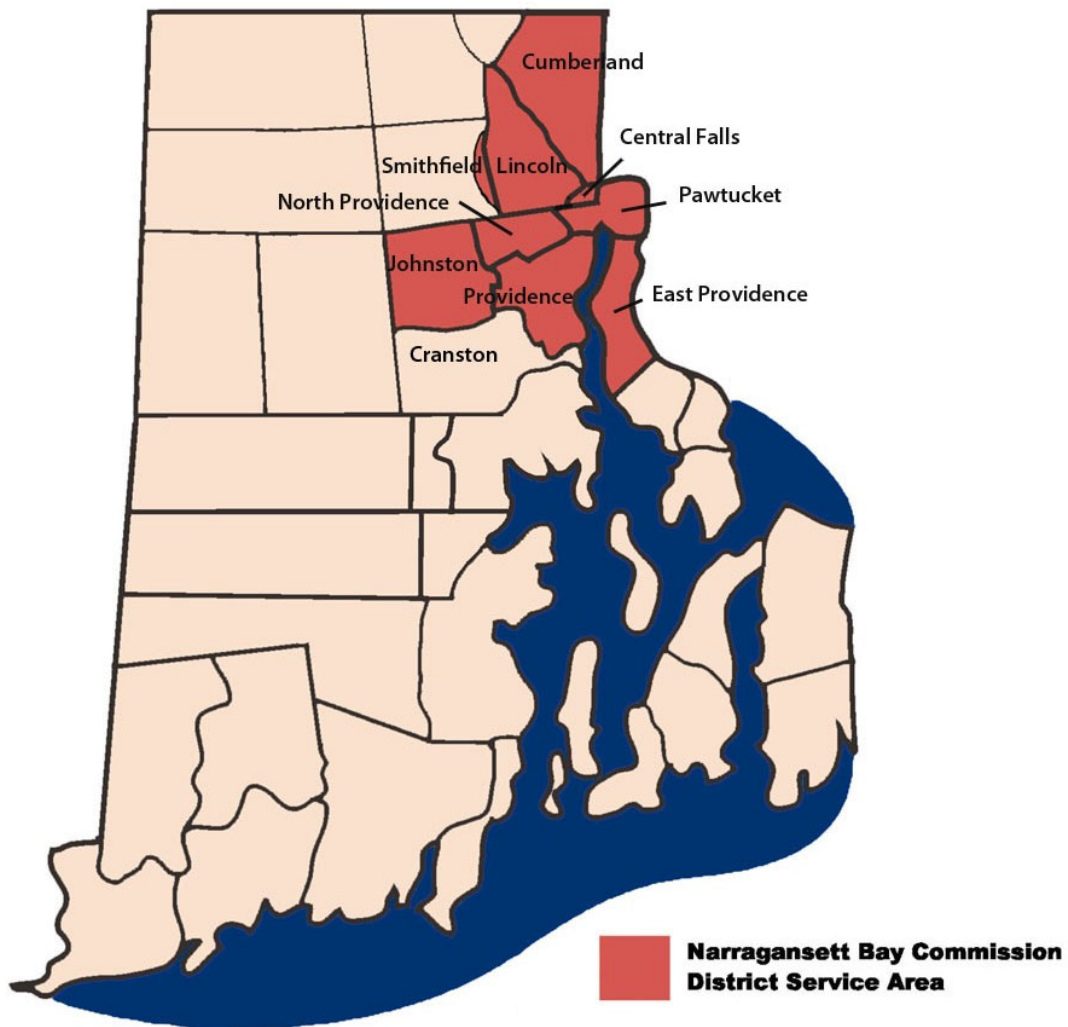


*Source: United States Census Bureau – Median Household Income by State – 1984 thru 2021

NBC Service Area

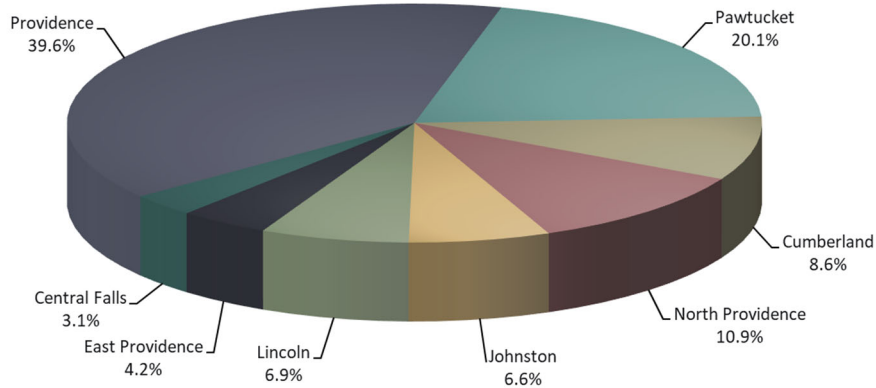
NBC provides reliable, cost-effective wastewater collection and treatment services to over 394,667 residents and approximately 7,630 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, 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, 67,813 of the accounts are in Providence, Pawtucket, Cumberland, and North Providence. The following chart illustrates the distribution of accounts across the eight communities.

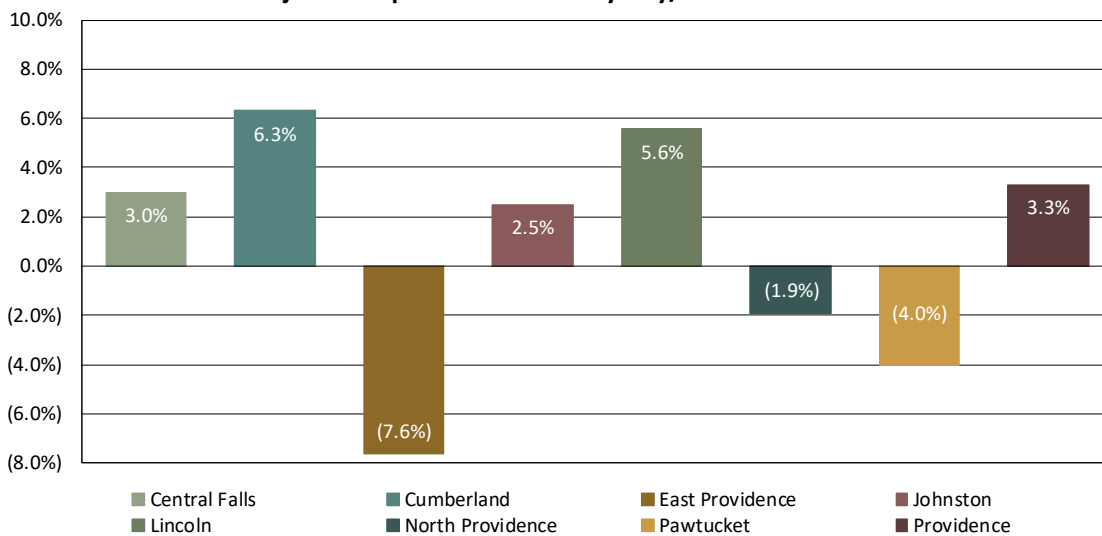
Percentage of Accounts by Community



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.

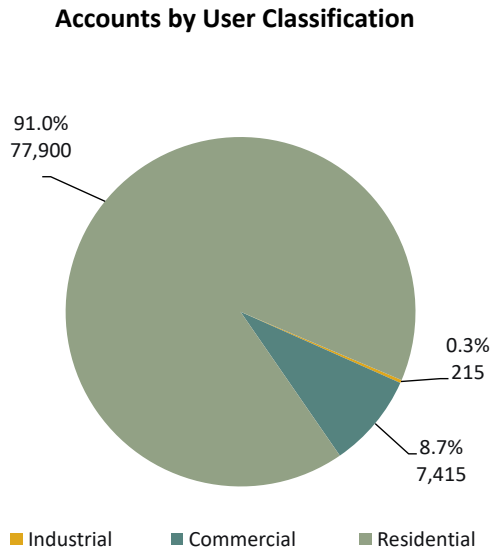
Projected Population Growth by City/Town 2025-2040



*Source: Rhode Island Statewide Planning – Population Projections

NBC Customer Base

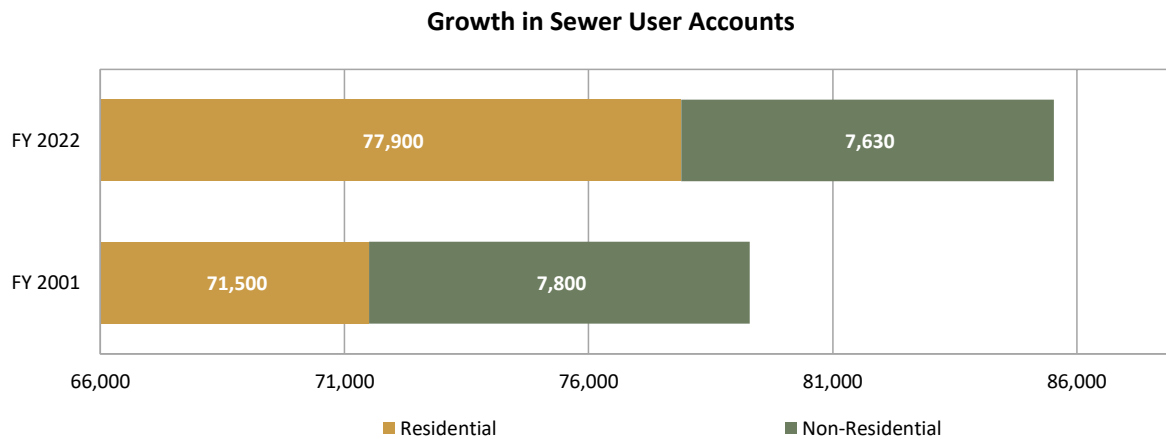
NBC's user fee rate structure classifies users as residential, commercial, or industrial. Residential customers include residential structures with six dwelling units or less and all residential condominiums regardless of the number of dwelling units. NBC has approximately 77,900 residential accounts, which are 91.0% of the total accounts.












Non-residential accounts include commercial and industrial users. NBC classifies industrial properties as structures in which water is used for the production and/or manufacturing based operations including non-contact cooling water, and industrial laundries as defined by the USEPA. NBC has 215 industrial accounts.

Commercial accounts include all accounts not classified as residential or industrial including residential structures containing more than six dwelling units, commercial, and mixed-use properties (combined residential/non-residential), and half-way houses or boarding type facilities where unrelated persons rent rooms. NBC bills approximately 7,415 commercial accounts.

Over the last twenty years, there has been a 7.9% increase in the number of customer accounts. This is the net effect of a 2.2% decrease in the number of non-residential accounts from 7,800 to 7,630 and a 9.0% increase in the number of residential accounts from 71,500 to 77,900.



The largest NBC customers are primarily service and education providers. The table below shows NBC’s ten largest customers based on FY 2022 billings.

Top Ten NBC Customers		
Customer	FY 2022 Billings	Percentage of Total Annual User Charges
 Providence Housing Authority	\$ 1,735,745	1.70%
 Rhode Island Hospital	1,636,493	1.60%
 Brown University	1,399,658	1.37%
 Rhode Island Resource Recovery	777,742	0.76%
 City of Providence	777,367	0.76%
 City of Pawtucket	689,691	0.67%
 Providence College	484,372	0.47%
 Providence School Department	458,877	0.45%
 State of Rhode Island	422,095	0.41%
 Fairfield Residential	396,215	0.39%



*Visitors in the Chlorine Contact Tank at Field's Point
Photo by Peter Goldberg*



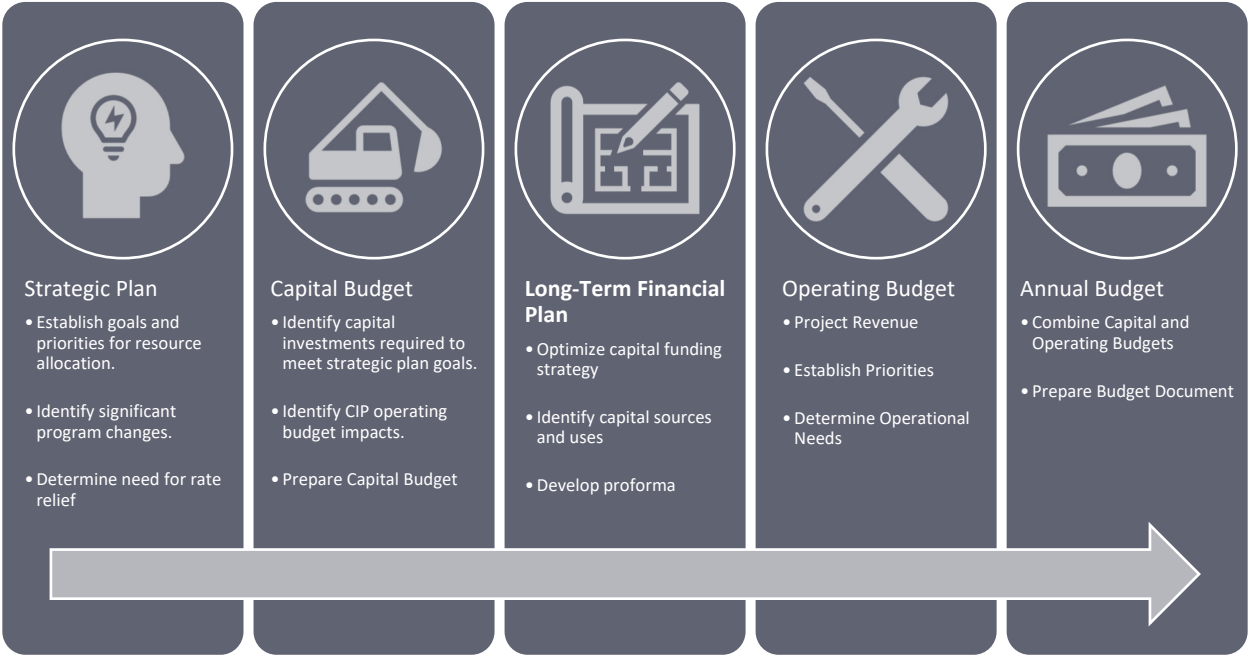
Budget Process and Policies

Development of the Annual Budget is driven by NBC’s Strategic Plan. Throughout the year, staff analyzes NBC’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 is 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). CIP operating cost impacts are incorporated into the Plan, and outputs, including debt service, are incorporated into the Operating Budget. The Plan determines capital sources and debt service which has the largest impact on the Operating Budget. The Operating Budget is then completed based on operational needs, and projected revenue. Once complete, the Capital Budget and the Operating Budget are combined to produce the Annual Budget.

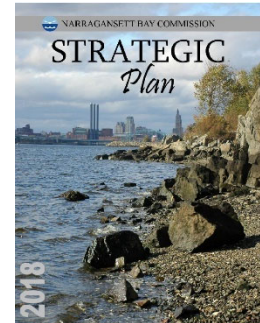
Prior to the development of budget figures, managers identify priorities. Resources are allocated in the budget to meet the needs and are constrained by the total resources available. This planning process results in a budget document with integrated performance data and a greater focus on resource allocation for both operating programs and CIP projects based on NBC’s strategic goals. Cost centers submit their budgets and finance identifies 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.

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 2024 Budget

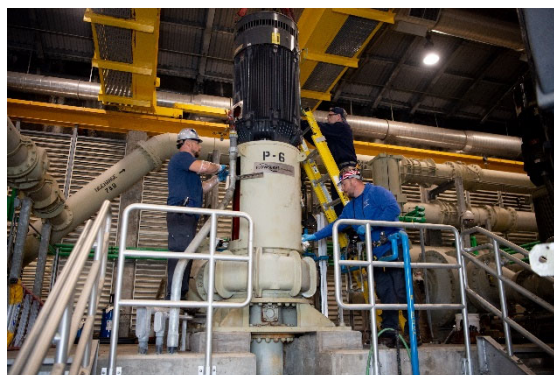
NBC's first Strategic Plan was developed in 2004 with input from staff, along with outside stakeholders such as NBC's Commissioners, Citizen Advisory Committee members, and other interested parties. The Strategic Plan is a dynamic document, and its content has been revised and expanded five times, most recently in 2018.



Strategic Plan Goals

A *Strategic Plan Goal* is a long-term result that the NBC is working to achieve, which encompasses the fundamentals of NBC's mission, and moves the organization towards its desired future. NBC's seven Strategic Plan Goals are as follows:

	<u>Core Business</u> <i>Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.</i>
	<u>Environmental Performance</u> <i>Continuously evaluate NBC environmental performance to identify, quantify and minimize NBC impacts to the environment in a cost-effective manner.</i>
	<u>Financial Management</u> <i>Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</i>
	<u>Customer Focus</u> <i>Maintain a customer-focused attitude throughout the organization.</i>
	<u>Staffing</u> <i>Attract, develop, and retain highly qualified employees.</i>
	<u>Communication</u> <i>Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do."</i>
	<u>Organizational Performance</u> <i>Ensure that the NBC organization is aligned with and supports our strategic goals.</i>



Rehabilitation of Pump at Field's Point
Photo by Peter Goldberg

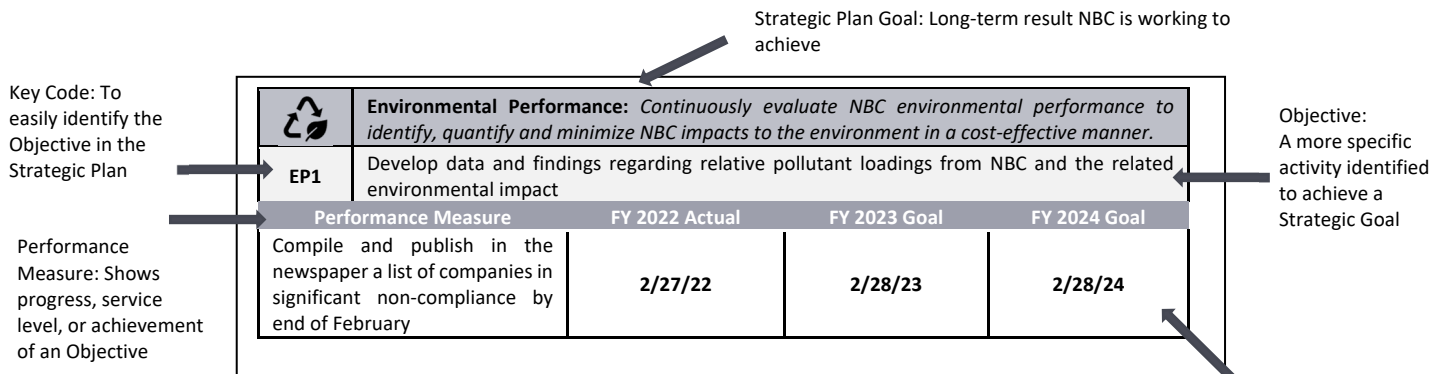
Objectives and Key Codes

Each Strategic Plan Goal identifies *Objectives* which are more specific activities, or strategies, for the achievement of the Strategic Goals. These Objectives have been assigned a *Key Code* so that priorities, accomplishments, capital investments and performance measures identified throughout the budget document can be readily linked back to the Strategic Plan Goals and Objectives.

Key Code	Strategic Plan Goal Objectives and Key Codes
Core Business	
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	
EP1	Develop data and findings regarding relative pollutant loadings from NBC and the related environmental impact
EP2	Perform data collection and analysis to optimize treatment and establish a scientific basis for permit requirements
EP3	Ensure current, relevant, and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects
Financial Management	
FM1	Ensure sufficient operating and capital funding with the least ratepayer impact using best practices
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	
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	
S1	Ensure compliance with Federal and State labor laws
S2	Provide professional, technical and safety training to maximize team performance and employee safety
S3	Attract and retain qualified staff with competitive benefits, compensation, and wellness programs
S4	Employ best practices to retain qualified employees and ensure succession planning
S5	Maintain positive relationships with collective bargaining units
Communication	
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	
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

Performance Measures

The budget also includes *Performance Measures* to indicate and quantify NBC's progress towards achievement of identified Objectives. The diagram below shows the components of the Performance Measures included in the Division Summaries section of the budget.



Unit of Measurement that aligns with the SMART goal framework

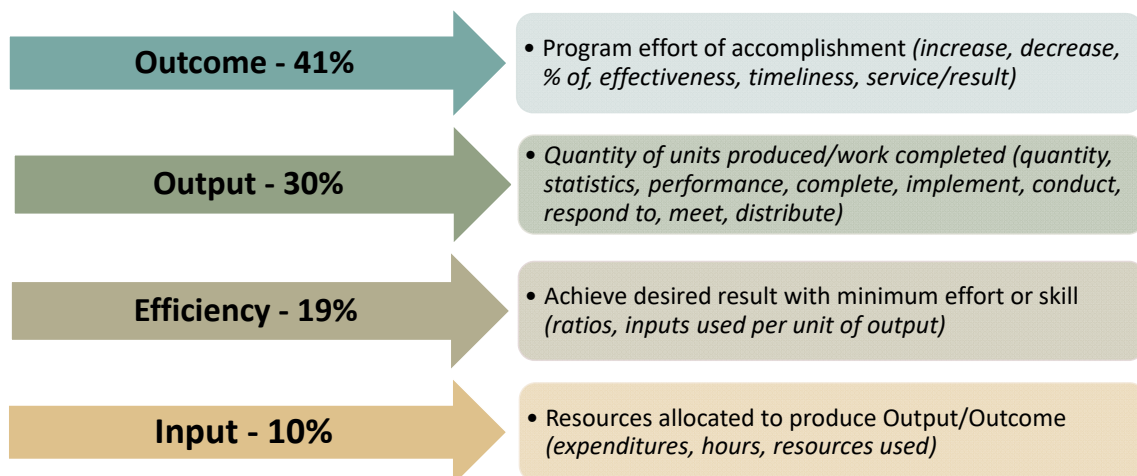
SMART Goal Framework

Finance staff assisted cost center managers with the development of Performance Measures using the SMART Goal framework. This goal setting framework "ensures the best chance of success for achieving goals."

S	M	A	R	T
Specific	Measurable	Attainable	Result-Oriented	Time-Limited

NBC Performance Measures are categorized as Output, Outcome, Efficiency, and Input. Of the 162 Performance Measures included in the budget, the majority or 71% are Output and Outcome related and associated with result or quantifiable measures. The remaining 29% correlate to resources used or productivity and are either Efficiency or Input related.

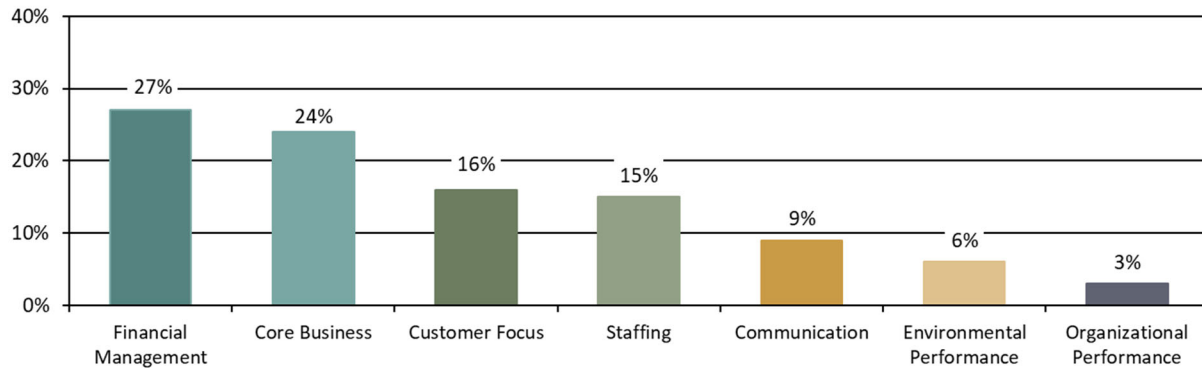
Performance Measure Types



Operating Budget and the Strategic Plan

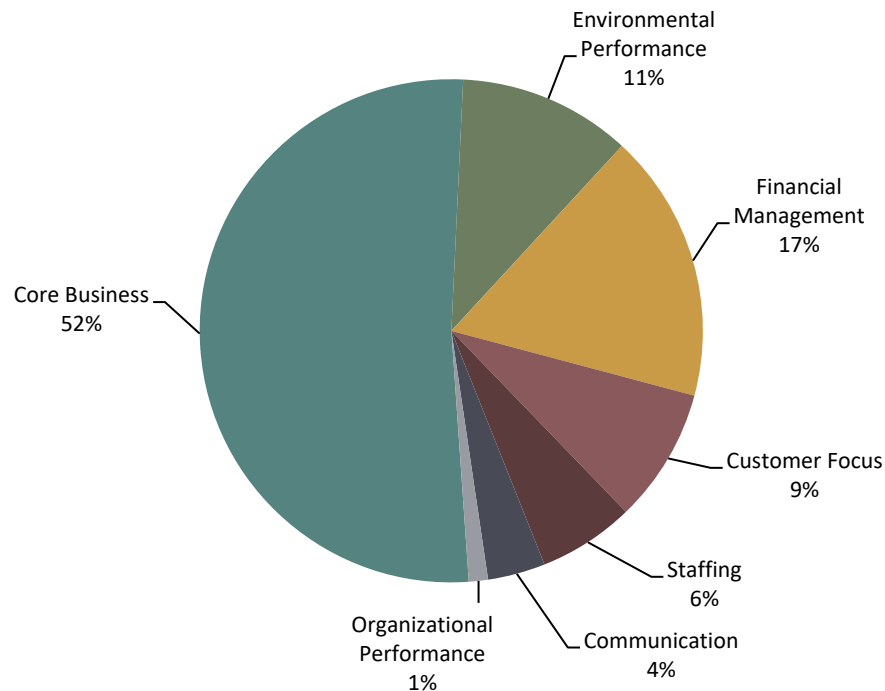
Finance and Cost Center Managers worked to identify and incorporate Performance Measures into their budgets. The Performance Measures are linked to an objective and indicate a clear pathway forward toward the Strategic Plan. Cost Center Managers determined that approximately 51% of the FY 2024 Performance Measures were aligned to Financial Management and Core Business goals. In addition, 16% of the Performance Measures relate to Customer Focus and 15% to Staffing. The remaining 18% 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 Performance Measures by Strategic Plan Goal.

FY 2024 Performance Measures by Strategic Plan Goal



Fiscal Year 2024 Priorities



As part of the budget process, each cost center included their top priorities for FY 2024. The chart below shows the percentage of NBC's priorities by Strategic Plan Goal. Of the 81 priorities for FY 2024 for NBC, 42 or 52% are categorized as Core Business followed by Financial Management at 17% or 14 priorities.




Capital Budget and the 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 90% of programmed OCP assets support NBC's Core Business Strategic Plan Goal. These assets include infrastructure, applications, and compliance at \$5.3M. In addition, \$529 thousand or 10% 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 2024 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	17%	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
CB4	73%	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	10%	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 22% 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, 20% 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 5%, 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	22%	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	20%	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
CB4	5%	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 2024 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
 - A Budget Kickoff Presentation is presented to all Cost Center Managers to review the FY 2024 budget requirements and schedule.
 - Cost Center managers submit their requested budgets, major accomplishments, top priorities and performance measures.
 - Finance prepares budget workbooks for Executive review, including large operating data and personnel changes.
 - Budget narratives including the Introduction, About NBC, Budget Process and Policies, Division Summaries, Glossary of Acronym and Terms sections are prepared.
- Capital Budget
 - **Operating Capital Program (OCP)** - Cost Center Managers submit their requests for the FY 2024 budget and subsequent five years. The FY 2024 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 for 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 2024 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 March.
- 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
 - Cost Center Managers present their FY 2024 proposed budgets to Executive.
 - 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. 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 cost center. 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 cost center 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 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 Cost Center 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.
- Cost Center 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 is authorized to expend funds on capital projects for preliminary planning, staff time and other services 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 Executive Director 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 Executive Director may authorize Change Order Requests (CORs) up to a maximum of 5% of the contract amount. Once the 5% limit is reached, the Executive Director must receive Board approval to raise the limit. In the case of an emergency or safety issue, the Executive Director 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 actual expense 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 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.

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 Full Accrual	Basis of Budget 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 2024 budget year begins July 1, 2023, and ends June 30, 2024. The prior fiscal year or FY 2023 is the 12-month period that ends June 30, 2023.

Auditing, Accounting and Financial Statements

NBC will prepare financial reports in accordance with 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.



*Laboratory Analysis
Photo by Peter Goldberg*

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 expense 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 a long-term, NBC-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

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. NBC shall:

1. Ensure sufficient financing is available to fund the CIP.
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 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 refunding.
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

A Trust Indenture is a contract between a bond issuer (NBC) and a Trustee to protect bondholder’s interest. The purpose of a Trust Indenture is to prevent the deterioration of issuer’s financial health and ensure business continuity. 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 hereto. NBC has executed 31 Supplemental Indentures, collectively referred to as the “Trust Indenture”. A 32nd Supplemental Indenture will be executed as part of planned 2023 Series A \$100 million loan.

Indenture Number	Date	Indenture Number	Date
1	April 15, 2004	17	March 21, 2013
2	December 30, 2004	18	June 6, 2013
3	August 4, 2005	19	December 12, 2013
4	December 15, 2005	20	March 6, 2014
5	December 21, 2006	21	October 28, 2014
6	February 8, 2007	22	May 5, 2015
7	October 15, 2007	23	July 30, 2015
8	December 12, 2007	24	June 2, 2016
9	July 1, 2008	25	April 4, 2019
10	November 1, 2008	26	August 27, 2019
11	October 6, 2009	27	March 19, 2020
12	February 12, 2010	28	October 26, 2020
13	June 24, 2010	29	October 26, 2020
14	March 29, 2011	30	November 16, 2021
15	June 28, 2012	31	July 25, 2022
16	November 28, 2012	32	TBD

The following is a description of the use of the Funds as set forth in the Trust Indenture. The table also shows if the monies are held with NBC, the Trustee or if the Fund is not funded.

NBC FUNDS ⁽¹⁾	
FUND - USE OF FUNDS and FUNDING STATUS	CUSTODY
Revenue Fund	
The Revenue Fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts. These funds are transferred to the other funds monthly.	NBC
Operation and Maintenance Fund	
The Operation and Maintenance (O and M) Fund is used to pay for current operations, administrative, maintenance, repairs of NBC’s facilities and infrastructure expense.	NBC
Debt Service Fund	
The Debt Service Fund is designated for the payment of debt service and includes the Debt Service Payment Accounts and the Stabilization Account (debt service coverage).	Trustee
Project Fund	
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).	Trustee
Operating Reserve for Revenue Stability Fund	
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.	Trustee
Renewal and Replacement Fund	
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 funded.	N/A

(1) This is for illustrative purposes. The Trust Indenture will prevail in the event of any inconsistency.

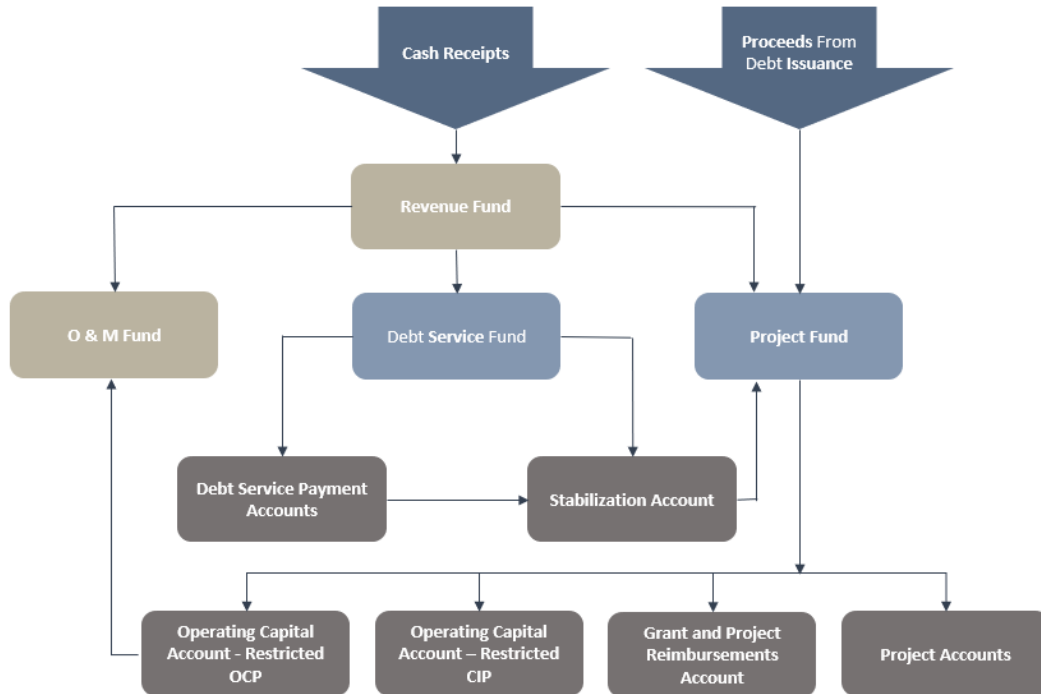
NBC FUNDS ⁽¹⁾ (continued)

FUND - USE OF FUNDS and FUNDING STATUS	CUSTODY
Debt Service Reserve Fund	
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 \$2.6 M balance for the 2013 Series C Wastewater System Revenue Bond issue that was partially refunded in FY 2020.	Trustee
Operation and Maintenance Reserve Fund	
The Operation and Maintenance Reserve Fund is designated to pay current operating expense for NBC whenever monies on deposit in the Operation and Maintenance Fund are deemed insufficient. This Fund is not funded.	N/A
Redemption Fund	
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.	Trustee
Insurance Reserve Fund	
The Insurance Reserve Fund is used should NBC determine that it cannot reasonably obtain required insurance. This Fund is not funded as NBC is not self-insured.	N/A
Unrestricted Fund	
The Unrestricted Fund is the depository for any cash surplus once all funds and accounts established under the Trust Indenture are funded. These funds may be used for any deficiency in amounts required by other funds. This Fund is not funded.	N/A
Environmental Enforcement Fund	
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 R.I.G.L. § 46-25. The Fund balance is insignificant and is not included in the annual budget.	NBC

(1) This is for illustrative purposes. The Trust Indenture will prevail in the event of any inconsistency

Flow of Funds

The Trust Indenture establishes the flow of funds. An overview is shown in the schematic and is described on the following pages.



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

Monthly Trust Transfers

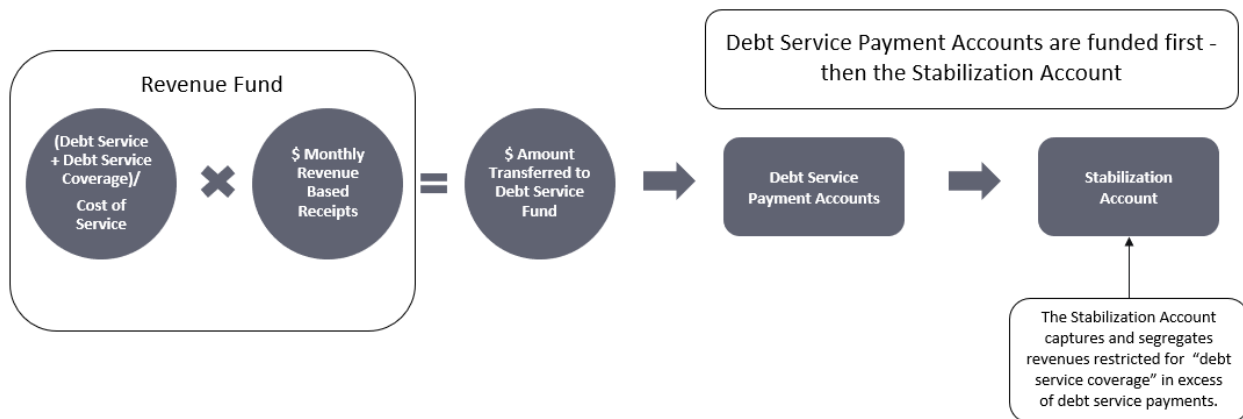
Revenue Fund to Operation and Maintenance Fund

The first transfer is from the Revenue Fund to the Operation and Maintenance Fund for operation and maintenance expense in accordance with Section 608 of the Trust Indenture. The transfer amounts are based on the actual operating expense in FY 2023 multiplied by the percentage increase in the FY 2024 budget. In accordance with Section 504(2)(i) of the Trust Indenture 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	Budget Amount FY 2024
July 27, 2023	\$5,760,185
August 29, 2023	5,548,993
September 27, 2023	4,703,167
October 27, 2023	4,006,175
November 28, 2023	3,874,467
December 27, 2023	3,877,324
January 29, 2024	4,417,196
February 27, 2024	4,070,735
March 27, 2024	4,909,116
April 26, 2024	4,909,116
May 29, 2024	4,909,116
June 26, 2024	4,909,117
Total	\$ 55,894,707

Monthly Transfer - Revenue Fund to Debt Service Fund

In accordance with Sections 504(2)(ii), 504(2)(vi) and 504(4) of the Trust Indenture, on the third day prior to the last business day of each calendar month each month, NBC must transfer amounts from the Revenue Fund to the Debt Service Fund. The transfer amounts are calculated by applying the PUC restricted percentage (calculated as the PUC approved allowances for debt service plus debt service coverage divided by the approved cost of service) to the monthly revenue-based receipts. The Debt Service Payment Accounts in the Debt Service Fund are funded first, then the Stabilization Account.



Debt Service Payment Accounts in the Debt Service Fund

In terms of priority, the Debt Service Payment Accounts are the first accounts funded in the Debt Service Fund. The transfer amounts are based on the debt service schedules and include 1/6th of the interest which is paid each six months and 1/12th of the principal which is paid annually. The NBC debt is funded first followed by the RIIB debt, depending upon the amount available for transfer. Funds may be transferred from the Stabilization Account in the Debt Service Fund or the Revenue Fund if prior monthly transfers have been insufficient to fully fund the RIIB Debt Service Payment Accounts in prior months.

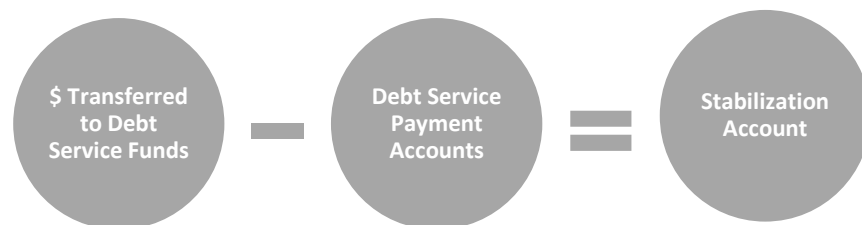


The amounts below are the FY 2024 monthly transfers from the Revenue Fund to the Debt Service Payment Accounts in the Debt Service Fund.

FY 2024 Budgeted Deposits into the Debt Service Payment Accounts		
Date	Debt Service Payment Account	2008 A Debt Service Payment Account
July 27, 2023	\$ 3,817,561	\$ 314,179
August 29, 2023	3,817,561	314,179
September 27, 2023	3,797,182	392,742
October 27, 2023	3,797,182	392,742
November 28, 2023	3,797,182	392,742
December 27, 2023	3,797,182	392,742
January 29, 2024	3,797,182	392,742
February 27, 2024	3,797,182	392,742
March 27, 2024	4,047,182	392,742
April 26, 2024	4,047,182	392,742
May 29, 2024	4,047,182	392,742
June 26, 2024	4,047,182	392,742
Total	\$ 46,606,942	\$ 4,555,778

Stabilization Account in the Debt Service Fund

After the Debt Service Payment Accounts are fully funded, the remaining balance is deposited in the Stabilization Account. This account captures and segregates revenues restricted for debt service coverage. After the fiscal year end, 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.



Other Monthly Fund Transfers

Revenue Fund to Operation and Maintenance Fund – Section 504(2)(i) and Section 608

NBC transfers reimbursement of non-operations and maintenance expense paid from the Operations and Maintenance Fund such as customer refunds and state septage surcharge payments from the Revenue Fund to the Operations and Maintenance Fund.

Revenue Fund to Project Fund – Section 503(6)

Amounts received as grants or other capital related reimbursements that were deposited into the Revenue Fund are transferred to the Grant and Project Reimbursements Account in the Project Fund.

Project Fund to Operation and Maintenance Fund

Reimbursements of operating capital or other capital costs paid from the Operation and Maintenance Fund that were deposited in the Revenue Fund are transferred to the Operation and Maintenance Fund.

Annual Transfers

Operations and Maintenance Fund to Revenue Fund – Section 505

Excess funds in the Operations and Maintenance Fund at the end of each fiscal year are transferred to the Revenue Fund.

Debt Service Fund to Project Fund – Section 506(6)(v)

Monies deposited in the Stabilization Account of the Debt Service Fund are applied to other purposes as NBC directs providing it is not inconsistent with any order of the PUC. This is budgeted as the Transfer to Project Fund. Accordingly, NBC transfers monies from the Stabilization Account in the Debt Service Fund to the Project Fund where they are used to fund the capital budget. The transfer amount is determined after fiscal year end that takes into consideration the debt service payment account required balances.



The available monies in the Stabilization Account of the Project Fund are deposited into two Operating Capital Accounts in the Project Fund. The Operating Capital Account – Restricted OCP is funded first. The Operating Capital Account – Restricted OCP cash balance is subtracted from the new OCP budget amount to determine the transfer to the Operating Capital Account – Restricted OCP. The residual balance is deposited into the Operating Capital Account – Restricted CIP and is available for Pay-go capital.



Budget Summary

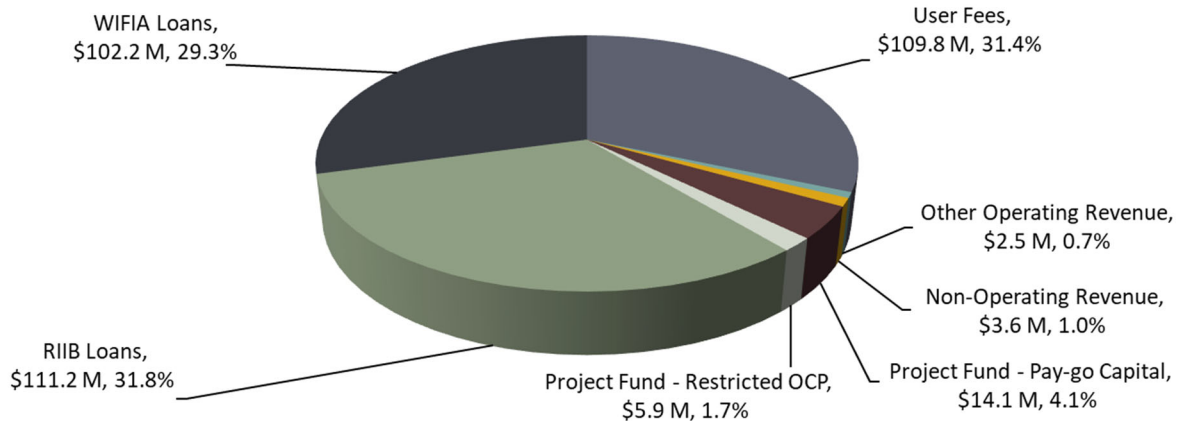
The FY 2024 Budget is \$349.2 million or \$18.7 million more than the prior year. The most significant change is in the increase in the Capital Budget related to the construction of the CSO Phase III A Facilities.

Budget Summary

Revenue and Source of Funds	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference
Operating Revenue				
User Fees	\$ 102,132,233	\$ 104,302,164	\$ 109,818,394	\$ 5,516,230
Other	1,900,634	2,482,131	2,456,138	(25,993)
<i>Total Operating Revenue</i>	<u>104,032,867</u>	<u>106,784,295</u>	<u>112,274,532</u>	<u>5,490,237</u>
Non Operating Revenue				
Investment Income	1,153	100,000	996,000	896,000
Miscellaneous Income	346,501	77,000	212,449	135,449
Revenue Fund Balance	-	-	2,400,000	2,400,000
<i>Total Non-Operating Revenue</i>	<u>347,654</u>	<u>177,000</u>	<u>3,608,449</u>	<u>3,431,449</u>
Sources of Capital Funds				
Project Fund - Pay-go Capital	6,575,500	26,836,186	14,127,000	(12,709,186)
Project Fund - Restricted OCP	3,862,857	3,812,000	5,873,000	2,061,000
2021 Series A (RIIB)	43,411,916	1,000,000	-	(1,000,000)
2023 Series A (RIIB)	-	-	61,164,000	61,164,000
2024 Series A (RIIB)	-	-	50,000,000	50,000,000
2020 Series B (WIFIA 1)	99,964,479	102,300,903	8,429,383	(93,871,520)
2020 Series C (WIFIA 2)	13,397,162	80,656,987	84,568,313	3,911,326
2022 Series A (WIFIA 3)	-	8,982,856	9,159,200	176,344
<i>Total Sources of Capital Funds</i>	<u>167,211,914</u>	<u>223,588,932</u>	<u>233,320,896</u>	<u>9,731,964</u>
Total Revenue and Source of Funds	\$ 271,592,435	\$ 330,550,227	\$ 349,203,877	\$ 18,653,650
Expense and Use of Funds				
Operating Expense				
Personnel	\$ 25,948,426	\$ 29,013,109	\$ 29,837,558	824,449
Operating Supplies/Expense	17,163,976	20,037,937	23,267,499	3,229,562
Professional Services	1,692,971	2,257,500	2,676,250	418,750
Lease Expense	113,400	113,400	113,400	-
<i>Total Operating Expense</i>	<u>44,918,773</u>	<u>51,421,946</u>	<u>55,894,707</u>	<u>4,472,761</u>
Debt Service				
Principal	28,170,271	28,427,904	31,344,795	2,916,891
Interest	12,935,075	12,726,133	16,613,451	3,887,318
<i>Total Debt Service</i>	<u>41,105,346</u>	<u>41,154,037</u>	<u>47,958,246</u>	<u>6,804,209</u>
Transfer to Project Fund	<u>18,356,402</u>	<u>14,385,312</u>	<u>12,030,028</u>	<u>(2,355,284)</u>
<i>Total Transfer to Project Fund</i>	<u>18,356,402</u>	<u>14,385,312</u>	<u>12,030,028</u>	<u>(2,355,284)</u>
Uses of Capital Funds				
Operating Capital Program (OCP)	3,862,858	3,812,000	5,873,000	2,061,000
Capital Improvement Program (CIP)	162,816,306	219,776,932	226,822,896	7,045,964
Cost of Issuance/Other	532,750	-	625,000	625,000
<i>Total Uses of Capital Funds</i>	<u>167,211,914</u>	<u>223,588,932</u>	<u>233,320,896</u>	<u>9,731,964</u>
Total Expense and Use of Funds	\$ 271,592,435	\$ 330,550,227	\$ 349,203,877	\$ 18,653,650

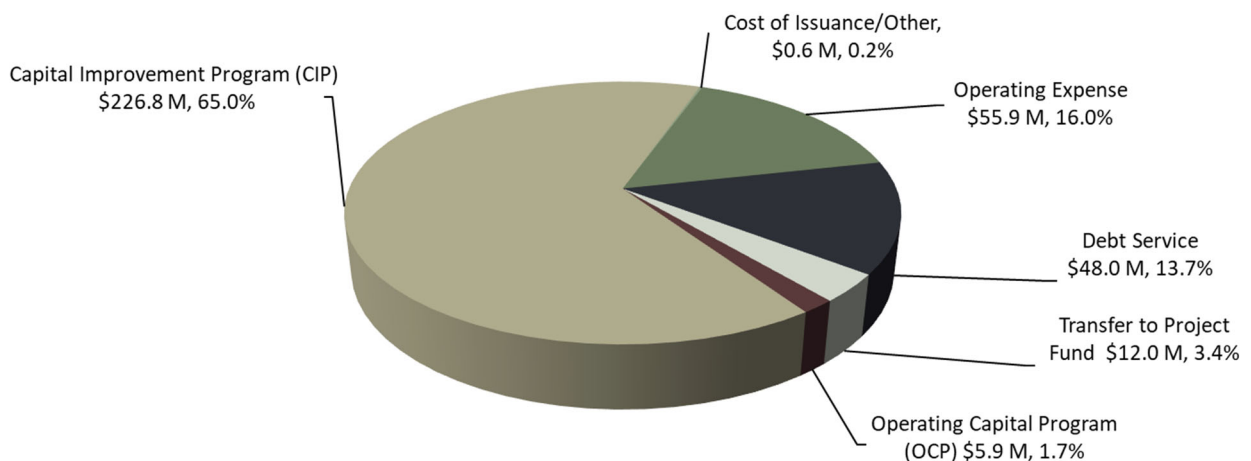
The following charts show FY 2024 budgeted revenue and source of funds. RIIB proceeds are the largest source of funds at \$111.2 million or 31.8% of the total. User Fee revenue is the next largest source of funds at \$109.8 million or 31.4% of the total.

Revenue and Source of Funds



The graph below shows the FY 2024 budgeted expense and use of funds. The largest programmed line item is \$226.8 million or 65.0% for capital improvements. Operating expense consisting of personnel, operating supplies/expense, professional services, and lease expense is \$55.9 million or 16.0% of the total budgeted expense and use in FY 2024. FY 2024 budgeted debt service is \$48.0 million or 13.7%.

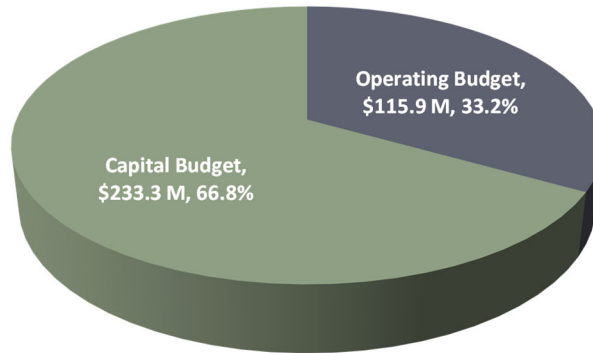
Expense and Use of Funds



FY 2024 Budget Overview

NBC's FY 2024 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 \$233.3 million or 66.8% of the FY 2024 Budget is for the Capital Budget.

FY 2024 Annual Budget



FY 2024 Operating Budget

	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	Difference	% Change
Revenue					
Operating Revenue	\$104,032,867	\$106,784,295	\$112,274,532	\$ 5,490,237	5.1%
Non-Operating Revenue	347,654	177,000	3,608,449	3,431,449	1938.7%
<i>Total Revenue</i>	<u>104,380,521</u>	<u>106,961,295</u>	<u>115,882,981</u>	<u>8,921,686</u>	<u>8.3%</u>
Expense					
Operating Expense	44,918,773	51,421,946	55,894,707	4,472,761	8.7%
Debt Service	41,105,346	41,154,037	47,958,246	6,804,209	16.5%
<i>Total Expense</i>	<u>86,024,119</u>	<u>92,575,983</u>	<u>103,852,953</u>	<u>11,276,970</u>	<u>12.2%</u>
Transfer to Project Fund	<u>18,356,402</u>	<u>14,385,312</u>	<u>12,030,028</u>	<u>(2,355,284)</u>	<u>(16.4%)</u>
<i>Total Expense and Transfer to Project Fund</i>	<u>\$ 104,380,521</u>	<u>\$ 106,961,295</u>	<u>\$ 115,882,981</u>	<u>\$ 8,921,686</u>	<u>8.3%</u>

FY 2024 Capital Budget

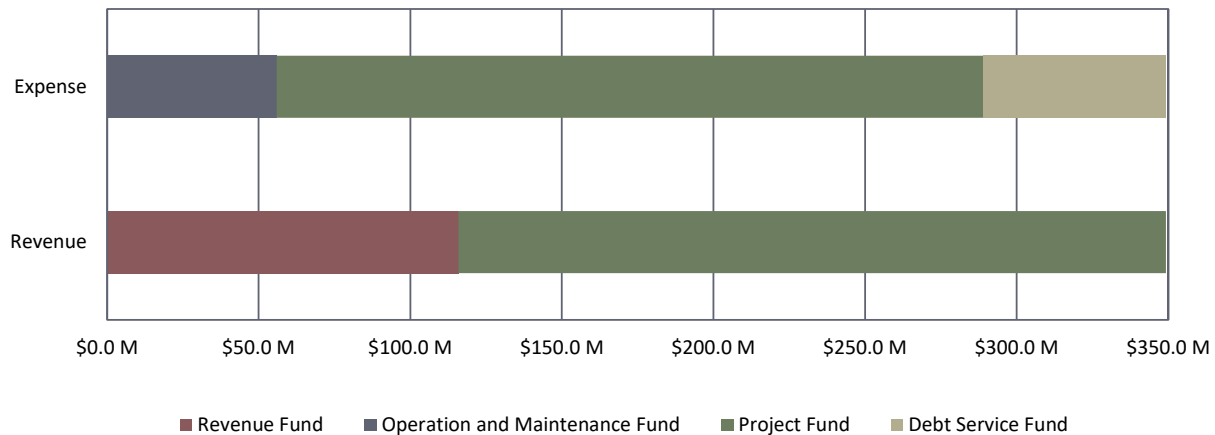
	FY 2022 Budget	FY 2023 Budget	FY 2024 Budget	Difference	% Change
Sources					
Project Fund - Restricted and Pay-go Capital	\$ 10,438,357	\$ 30,648,186	\$ 20,000,000	\$ (10,648,186)	(34.7%)
RIIB Bonds	43,411,916	1,000,000	111,164,000	110,164,000	11016.4%
WIFIA	113,361,641	191,940,746	102,156,896	(89,783,850)	(46.8%)
<i>Total Sources of Capital Funds</i>	<u>167,211,914</u>	<u>223,588,932</u>	<u>233,320,896</u>	<u>9,731,964</u>	<u>4.4%</u>
Uses					
Operating Capital Program (OCP)	3,862,858	3,812,000	5,873,000	2,061,000	54.1%
Capital Improvement Program (CIP)	162,816,306	219,776,932	226,822,896	7,045,964	3.2%
Cost of Issuance/Other	532,750	-	625,000	625,000	-
<i>Total Uses of Capital Funds</i>	<u>\$ 167,211,914</u>	<u>\$ 223,588,932</u>	<u>\$ 233,320,896</u>	<u>\$ 9,731,964</u>	<u>4.4%</u>

FY 2024 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 2024 Budget by Fund. The amounts budgeted in the Project Fund reflect NBC’s programmed CIP activity in FY 2024.

	Revenue Fund	Operation and Maintenance Fund	Project Fund	Debt Service Fund	Total
Revenue and Sources of Funds					
User Fees	\$ 109,818,394	\$ -	\$ -	\$ -	\$ 109,818,394
Other	2,456,138	-	-	-	2,456,138
Investment Income	996,000	-	-	-	996,000
Miscellaneous Income	212,449	-	-	-	212,449
Revenue Fund Balance	2,400,000	-	-	-	2,400,000
Project Fund - Pay-go Capital	-	-	14,127,000	-	14,127,000
Project Fund - Restricted OCP	-	-	5,873,000	-	5,873,000
2023 Series A (RIIB)	-	-	61,164,000	-	61,164,000
2024 Series A (RIIB)	-	-	50,000,000	-	50,000,000
2020 Series B (WIFIA 1)	-	-	8,429,383	-	8,429,383
2020 Series C (WIFIA 2)	-	-	84,568,313	-	84,568,313
2022 Series A (WIFIA 3)	-	-	9,159,200	-	9,159,200
Total Revenue and Source of Funds	115,882,981	-	233,320,896	-	349,203,877
Expense and Use of Funds					
Personnel	-	29,837,558	-	-	29,837,558
Operating Supplies/Expense	-	23,267,499	-	-	23,267,499
Professional Services	-	2,676,250	-	-	2,676,250
Lease Expense	-	113,400	-	-	113,400
Debt Service	-	-	-	47,958,246	47,958,246
Transfer to Project Fund	-	-	-	12,030,028	12,030,028
Operating Capital Program (OCP)	-	-	5,873,000	-	5,873,000
Capital Improvement Program (CIP)	-	-	226,822,896	-	226,822,896
Cost of Issuance/Other	-	-	625,000	-	625,000
Total Expense and Use of Funds	\$ -	\$ 55,894,707	\$ 233,320,896	\$ 59,988,274	\$ 349,203,877

Revenue and Expense by Fund



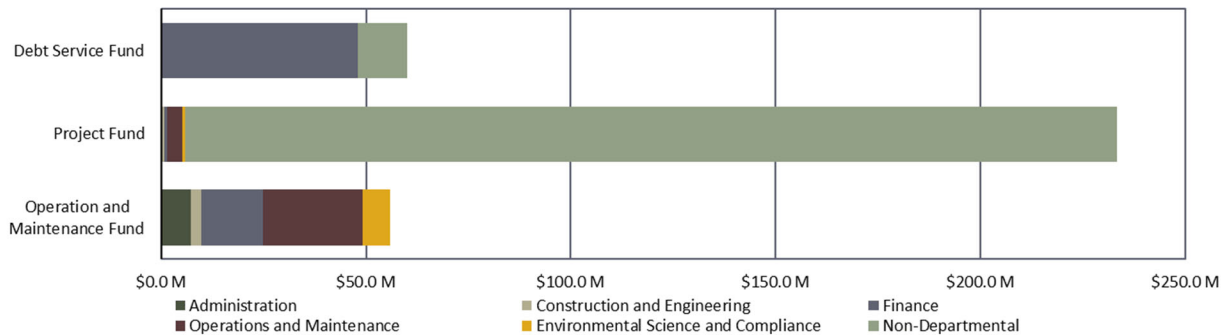
FY 2024 Budget by Fund and Organization

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

Fund - Organization Matrix

Division / Section	Operation and Maintenance Fund	Project Fund	Debt Service Fund	Total
Administration				
Administration	\$ 1,859,648	\$ -	\$ -	\$ 1,859,648
Human Resources	913,377	-	-	913,377
Legal	545,586	-	-	545,586
IT	3,957,119	250,000	-	4,207,119
<i>Subtotal</i>	<i>7,275,730</i>	<i>250,000</i>	<i>-</i>	<i>7,525,730</i>
Construction and Engineering				
Construction	84,031	120,000	-	204,031
Engineering	2,372,363	320,000	-	2,692,363
<i>Subtotal</i>	<i>2,456,394</i>	<i>440,000</i>	<i>-</i>	<i>2,896,394</i>
Finance				
Finance	3,206,782	75,000	-	3,281,782
Accounting	934,532	500,000	-	1,434,532
Customer Care	3,529,332	288,000	-	3,817,332
Purchasing	406,685	-	-	406,685
General Services	6,969,295	-	47,958,246	54,927,541
<i>Subtotal</i>	<i>15,046,626</i>	<i>863,000</i>	<i>47,958,246</i>	<i>63,867,872</i>
Operations and Maintenance				
Interceptor Maintenance	2,216,527	370,000	-	2,586,527
Operations & Maintenance Services	800,116	80,000	-	880,116
Field's Point	13,357,644	1,980,000	-	15,337,644
Bucklin Point	8,028,451	1,283,000	-	9,311,451
<i>Subtotal</i>	<i>24,402,738</i>	<i>3,713,000</i>	<i>-</i>	<i>28,115,738</i>
Environmental Science and Compliance				
Technical Analysis & Compliance	1,087,189	-	-	1,087,189
Pretreatment	1,304,140	-	-	1,304,140
Laboratory	2,725,511	403,000	-	3,128,511
Environmental Monitoring	1,596,379	204,000	-	1,800,379
<i>Subtotal</i>	<i>6,713,219</i>	<i>607,000</i>	<i>-</i>	<i>7,320,219</i>
Non-Departmental				
Capital Improvement Program (CIP)	-	226,822,896	-	226,822,896
Transfer to Project Fund	-	-	12,030,028	12,030,028
Cost of Issuance/Other	-	625,000	-	625,000
<i>Subtotal</i>	<i>-</i>	<i>227,447,896</i>	<i>12,030,028</i>	<i>239,477,924</i>
TOTAL	\$ 55,894,707	\$ 233,320,896	\$ 59,988,274	\$ 349,203,877

FY 2024 Expense and Use by Fund and Division



FY 2024 Projected Net Position

Net position is defined as total assets and deferred outflows less liabilities and deferred inflows. The data in the FY 2024 Budget has been used to project net position by Fund for June 30, 2024.

Projected Net Position

Fund	Net Position June 30, 2022	Net Change	Projected Net Position June 30, 2023	Net Change	Projected Net Position June 30, 2024
Revenue Fund	\$ 26,108,668	\$ (4,015,293)	\$ 22,093,375	\$ -	\$ 22,093,375
Operation and Maintenance Fund	(6,096,215)	3,583,177	(2,513,038)	-	(2,513,038)
Debt Service Fund	43,245,342	(58,047)	43,187,295	(2,355,284)	40,832,011
Project Fund	547,171,843	22,698,957	569,870,800	22,698,957	592,569,756
Operating Reserve for Revenue Stability Fund	4,507,306	(7,306)	4,500,000	-	4,500,000
Renewal and Replacement Fund	-	-	-	-	-
Debt Service Reserve Fund	2,967,686	(4,691)	2,962,995	(120)	2,962,875
Operation and Maintenance Reserve Fund	-	-	-	-	-
Redemption Fund	-	-	-	-	-
Insurance Reserve Fund	-	-	-	-	-
Unrestricted Fund	-	-	-	-	-
Rebate Fund	-	-	-	-	-
Environmental Enforcement Fund	59,508	(10,000)	49,508	(10,000)	39,508
Net Position	\$ 617,964,138	\$ 22,186,797	\$ 640,150,935	\$ 20,333,553	\$ 660,484,487

Significant changes in the net position are as follows:

Revenue Fund: The Revenue Fund net position is expected to decrease by \$4.0 million or 15.4% from FY 2022 to FY 2023 due to a decrease in the accounts receivable outstanding balances. No change to the Revenue Fund net position is projected between the FY 2023 and FY 2024 since the budget is balanced.

Operation and Maintenance (OM) Fund: The FY 2022 negative net position reflects the net pension liability and OPEB liability recorded in accordance with GASB Statements 68 and 75. From FY 2022 to FY 2023 the OM Fund net position is projected to increase by \$3.6 million due to FY 2023 operations and maintenance expense projected to be less than budgeted. No change to the OM Fund net position is projected between the FY 2023 and FY 2024 since the budget is balanced.

Debt Service Fund: The Debt Service Fund net position is projected to decrease by 0.1% in FY 2023 and decrease in FY 2024 by 5.5%. The Debt Service Fund net position is calculated by determining the debt payment account cash balance (4/6 of the interest payments and 10/12 of the principal payments due in September), plus the coverage in the stabilization account, less the accrued interest.

Project Fund: In FY 2023, the Project Fund net position is projected to increase by 4.1% or \$22.7 million due to transfers from the Debt Service Fund. These changes are the net result of the annual outgoing transfer of prior year coverage to the Project fund and payment of principal less the transfer for the PUC restricted debt calculation. The net position is projected to increase by 4.0% or \$22.7 million in FY 2024, based on FY 2023 projected 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 will remain at the same remain at the same level until the final principal payment is paid in FY 2026. 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.

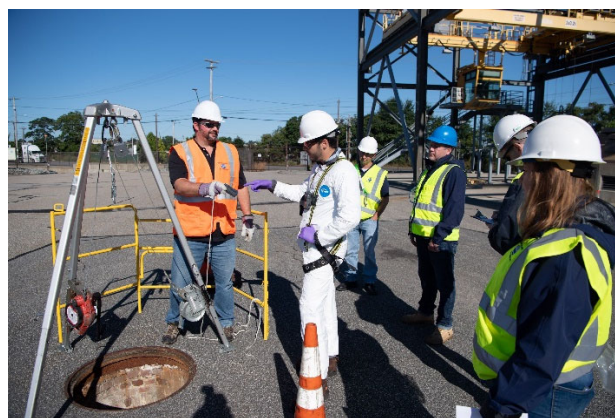
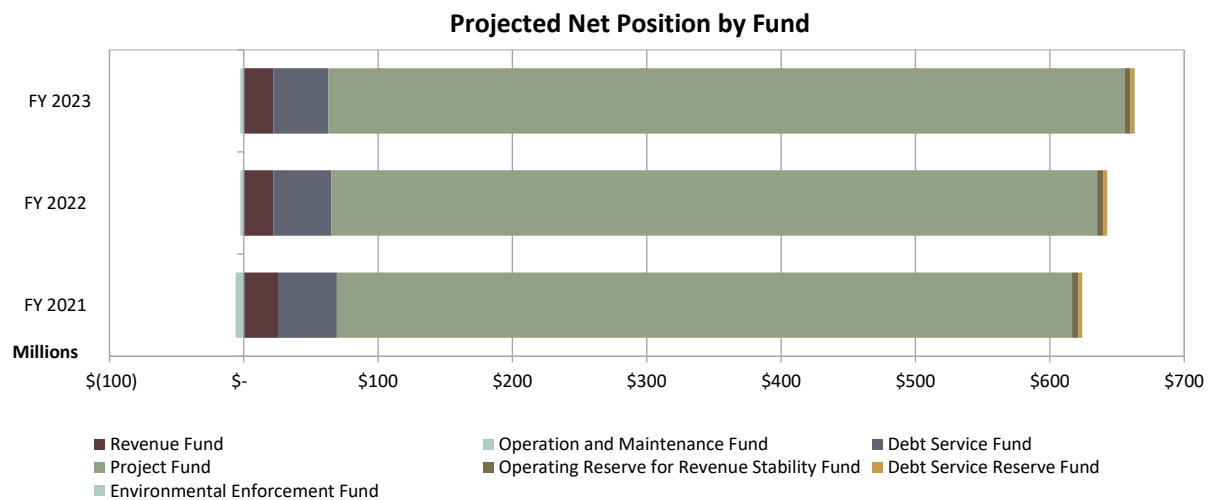
Insurance Reserve Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

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. A \$10,000 decrease in net position is projected from FY 2022 to FY 2023 due to the issuance of River Clean-up grants. The net change from FY 2023 to FY 2024 is projected to be at the FY 2023 level.

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



**Safety Compliance Coordinator conducts
Confined Space Field Training at Tunnel Pump Station
Photo by Peter Goldberg**

FY 2024 Budget – Key Assumptions

The development of the FY 2024 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 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:

- User Fee Revenue – 8.4% across-the-board increase in sewer user fees effective July 1, 2023.
 - 122,300 dwelling units, modest change in non-residential meters by meter size
 - Total billable consumption of 12.7 million Hundred Cubic Feet (HCF)
- New stormwater permit application fee revenue of \$29 thousand effective July 1, 2023.
- Investment income of \$1.0 million generated on balances in the Revenue, Operation and Maintenance, Operating Reserve for Revenue Stability, and Debt Service Reserve Funds.
- Miscellaneous revenue includes Renewable Energy Credit (REC) sales at an average rate of \$30.0/REC and assumes 29.3 million kWh of electricity production from renewable sources.
- Budgeted Revenue Fund Balance of \$2.4 million.
- The FY 2024 Budget reflects four new Full Time Equivalents (FTEs) and turnover of 14 FTEs as follows:

FY 2024 Budgeted FTEs	
FY 2023 FTEs	305.0
FY 2024 New FTEs	4.0
Total FTEs	309.0
<i>Less: Turnover</i>	(14.0)
Net FTEs	295.0

- Contracted COLA of 2.5% and step increases for union employees in FY 2023 and 5.0% COLA/merit increases for non-union employees.
- NBC’s FY 2024 budgeted contribution rate to the Rhode Island State Retirement System on behalf of participating union employees of 29.97%.

- NBC’s contribution rate to the State Retirement Health Benefit for participating union employees of 4.52% in FY 2024.
- Benefits are budgeted based on actual enrollment and a weighted average for unfilled positions.
 - 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).
 - Dental insurance premiums are unchanged from FY 2023.
 - Vision insurance premiums are 6% higher than the prior year.
- Biosolids expense reflects a 7.0% average projected Consumer Price Index (CPI) adjustment to the contracted biosolids disposal rate. Budgeted dry ton production is based on a 3-year average and is 41 dry tons or 0.4% higher than the prior year.
- Electricity expense is 57.1% higher than FY 2023 and is based on:

FY 2024 Budgeted Electricity		
Expense Factor	kWh	% Change from FY 2023
Electricity Used	34.3 million kWh	(3.2%)
Produced “behind-the-meter”	8.8 million kWh	(14.0%)
Electricity Purchased	25.5 million kWh	1.2%
Average Supply Rate	\$0.1606/kWh	129.4%
Average Composite Rate	\$0.2523/kWh	55.2%

- Net Metering Credits (NMC) kWh production is 2.7 million kWh or 14.2% higher than the prior year. The budgeted NMC rate is \$0.2721/kWh which is 85.1% higher than the prior year.
- Natural gas expense is based on a 3-year average plus 258.8 thousand Therms for the Biogas Facility and a 1.8% increase in the budgeted composite rate per Therm. Total Therms budgeted is 30.7% lower than the prior year and the contracted natural gas supply rate is unchanged at \$0.5360/Therm.
- The FY 2024 budgeted chemical rates are based on bid pricing as follows:

FY 2024 Budgeted Chemical Prices		
Chemical	FY 2024	% Change from FY 2023
Sodium Hypochlorite	\$ 0.8219	6.2%
Sodium Bisulfite	1.3060	2.0%
Carbon Feed	5.1038	157.8%
Polymer-Liquid	12.9846	1.4%
Polymer-Powder	2.6741	13.6%
Polymer-Manich	2.2294	60.6%
Sodium Hydroxide	1.7448	-
Soda Ash	433.5100	-

Budgeted Revenue

Account Number	Account	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
41000	RESIDENTIAL-FLAT FEE	\$ 28,924,095	\$ 29,221,060	\$ 31,764,160	\$ 2,543,100	8.7%
41100	RESIDENTIAL-CONSUMPTION	30,730,826	32,173,349	33,138,166	964,817	3.0%
41501	COMMERCIAL-FLAT FEE	14,589,390	14,735,800	15,886,088	1,150,288	7.8%
41502	INDUSTRIAL-FLAT FEE	720,733	722,222	784,876	62,654	8.7%
41510	COMMERCIAL-CONSUMPTION	25,035,800	25,284,984	26,108,458	823,474	3.3%
41511	INDUSTRIAL-CONSUMPTION	2,131,389	2,164,749	2,136,646	(28,103)	(1.3%)
42000	PRETREATMENT FEES	-	-	-	-	-
42001	PRETREATMENT APPLICATION FEES	61,280	72,000	80,846	8,846	12.3%
42500	SEWER CONNECTION PERMIT FEES	43,850	47,000	52,611	5,611	11.9%
42595	CAPACITY CHARGE FEES	225,810	275,000	220,517	(54,483)	(19.8%)
42599	REAL ESTATE CLOSING	165,390	158,000	125,846	(32,154)	(20.4%)
42600	ABATEMENT APPLICATION FEE	3,710	4,000	5,160	1,160	29.0%
42602	RETURNED CHECK FEE REVENUE	21,685	19,000	28,766	9,766	51.4%
TBD	STORMWATER PERMIT APPLICATION FEE	-	-	29,353	29,353	-
42604	REC INCOME - FP TURBINES	177,744	168,610	222,103	53,493	31.7%
42605	REC INCOME - WED WIND (COV)	208,296	195,192	239,066	43,874	22.5%
42606	REC INCOME - WED SOLAR/WIND	261,668	230,039	417,531	187,492	81.5%
42607	REC INCOME - BIOGAS ELECTRIC	440	58,290	440	(57,850)	(99.2%)
43500	SEPTAGE INCOME	372,346	355,000	361,899	6,899	1.9%
45500	LATE CHARGE PENALTY	358,415	900,000	672,000	(228,000)	(25.3%)
TOTAL OPERATING REVENUE		\$ 104,032,867	\$ 106,784,295	\$ 112,274,532	\$ 5,490,237	5.1%
45100	INTEREST INCOME REVENUE	643	50,000	252,000	202,000	404.0%
45200	INTEREST INCOME O AND M	510	50,000	444,000	394,000	788.0%
45309	INTEREST INCOME DSR	-	-	120,000	120,000	-
45419	INTEREST INCOME ORRF	-	-	180,000	180,000	-
49000	DISCOUNTS EARNED	3,564	3,000	449	(2,551)	(85.0%)
49002	MISCELLANEOUS INCOME	288,437	62,000	200,000	138,000	222.6%
49003	RENTAL REVENUE	54,500	12,000	12,000	-	0.0%
TBD	REVENUE FUND BALANCE	-	-	2,400,000	2,400,000	-
TOTAL NON OPERATING REVENUE		\$ 347,654	\$ 177,000	\$ 3,608,449	\$ 3,431,449	1938.7%
TOTAL REVENUE		\$ 104,380,521	\$ 106,961,295	\$ 115,882,981	\$ 8,921,686	8.3%



NBC Mechanics repairing valve in the Sodium Hypochlorite Building
Photo by Peter Goldberg

Budgeted Operating Expense

Account Number	Account	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
PERSONNEL						
52100	UNION REGULAR	\$ 6,356,107	\$ 6,899,924	\$ 6,742,538	\$ (157,386)	(2.3%)
52150	UNION OVERTIME	674,868	668,600	691,175	22,575	3.4%
52300	NON-UNION REGULAR	11,711,352	13,225,371	14,703,874	1,478,503	11.2%
52350	NON-UNION OVERTIME	246,532	236,730	295,780	59,050	24.9%
52400	NON-UNION LIMITED	30,074	63,600	67,100	3,500	5.5%
52800	UNION PENSION	1,793,051	2,003,739	2,020,740	17,001	0.8%
52810	FICA	1,376,802	1,613,705	1,721,288	107,583	6.7%
52820	UNEMPLOYMENT	60,259	45,000	100,000	55,000	122.2%
52920	NON UNION PENSION	1,307,386	1,382,570	1,536,676	154,106	11.1%
52940	UNION RETIREMENT HEALTH	326,659	309,115	304,762	(4,353)	(1.4%)
52950	HEALTH INSURANCE	4,307,986	5,122,262	4,671,056	(451,206)	(8.8%)
52970	DENTAL INSURANCE	292,574	346,713	328,864	(17,849)	(5.1%)
52980	VISION INSURANCE	47,930	53,845	53,924	79	0.1%
52990	LTD INSURANCE	48,235	56,869	63,284	6,415	11.3%
TOTAL PERSONNEL		28,579,815	32,028,043	33,301,061	1,273,018	4.0%
59000	SALARY REIMBURSEMENT	(1,705,911)	(1,945,119)	(2,230,246)	(285,127)	14.7%
59001	FRINGE REIMBURSEMENT	(925,478)	(1,069,815)	(1,233,257)	(163,442)	15.3%
NET PERSONNEL SERVICES		\$ 25,948,426	\$ 29,013,109	\$ 29,837,558	\$ 824,449	2.8%
OPERATING SUPPLIES/EXPENSES						
52610	MEDICAL SVCS.	10,318	15,000	13,900	(1,100)	(7.3%)
53210	POSTAGE	402,181	400,100	485,400	85,300	21.3%
53240	DUES AND SUBSCRIPTIONS	73,241	89,367	108,400	19,033	21.3%
53250	FREIGHT	36,232	57,150	54,700	(2,450)	(4.3%)
53310	PRINTING AND BINDING	124,722	142,595	226,750	84,155	59.0%
53320	ADVERTISING	3,020	19,800	12,450	(7,350)	(37.1%)
53330	RENTAL- EQUIPMENT	34,323	23,000	43,200	20,200	87.8%
53340	RENTAL- CLOTHING	36,124	32,000	42,200	10,200	31.9%
53350	RENTAL-OUTSIDE PROPERTY	1,500	25,500	20,000	(5,500)	(21.6%)
53360	MISCELLANEOUS EXPENSE	6,478	7,000	7,000	-	0.0%
53370	PUBLIC OUTREACH ED.	33,362	51,000	51,000	-	0.0%
53410	LOCAL TRAVEL	947	6,550	6,350	(200)	(3.1%)
53420	LONG DISTANCE TRAVEL	21,714	114,000	122,000	8,000	7.0%
53470	BLDG. AND GRND. MAINT.	244,839	305,798	323,788	17,990	5.9%
53480	BIOSOLID DISPOSAL	4,940,085	5,394,708	6,243,887	849,179	15.7%
53490	SCREENING AND GRIT DISPOSAL	247,688	245,200	333,550	88,350	36.0%
53510	VEHICLE FUEL AND MAINTENANCE	246,132	229,150	280,800	51,650	22.5%
53610	REPAIRS BUILDING AND STRUCTURE	309,813	551,150	726,800	175,650	31.9%
53615	REPAIRS PROCESS EQUIPMENT	656,996	614,847	687,675	72,828	11.8%
53620	REPAIR-HIGHWAY AND WALKS	42,417	41,500	49,500	8,000	19.3%
53630	MAINTENANCE CONTRACTS	653,875	699,825	756,526	56,701	8.1%
53635	MAINT. CONTRACTS-OFFICE EQUIP.	118,086	143,864	282,289	138,425	96.2%
53640	SERVICE AGREEMENTS	345,399	385,389	154,218	(231,171)	(60.0%)
53645	SOFTWARE SUBSCRIPTIONS	909,470	375,797	394,800	19,003	5.1%
53646	COMP. HARDWARE, SOFTWARE AND NET. MAINT.	-	854,688	1,172,177	317,489	37.1%
53650	HIGHWAY AND LANDSCAPE	11,077	18,800	17,900	(900)	(4.8%)
53660	INSURANCE	1,024,072	1,124,229	1,150,242	26,013	2.3%
53680	WORK. COMP. INSURANCE	443,397	463,323	431,446	(31,877)	(6.9%)
53900	CENTRAL PHONE SVCS.	616	-	-	-	0.0%
54000	TELEPHONE	277,960	319,800	368,100	48,300	15.1%
54020	DIESEL FOR EQUIPMENT	12,004	34,000	42,000	8,000	23.5%

Budgeted Operating Expense (continued)

Account Number	Account	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
54060	NATURAL GAS	414,334	991,643	699,711	(291,932)	(29.4%)
54090	ELECTRICITY	3,913,896	4,095,676	6,433,893	2,338,217	57.1%
54091	NBC NET METERING CREDIT	(1,189,892)	(1,293,638)	(2,168,200)	(874,562)	67.6%
54092	FP TURBINES	268,490	249,000	570,103	321,103	129.0%
54093	COVENTRY WIND	244,645	324,000	325,600	1,600	0.5%
54095	GREEN PPA	1,518,723	1,143,440	2,840,045	1,696,605	148.4%
54096	GREEN PPA NET METERING CREDITS	(2,024,964)	(1,524,587)	(3,786,726)	(2,262,139)	148.4%
54097	BIOGAS	1,700	128,400	145,700	17,300	13.5%
54110	WATER	119,645	131,000	138,000	7,000	5.3%
54200	CLOTHING	48,643	59,525	70,200	10,675	17.9%
54332	CHLORINE/HYPOCHLORITE	516,562	513,882	578,551	64,669	12.6%
54333	CARBON FEED	37,340	53,620	106,334	52,714	98.3%
54335	POLYMER	123,773	167,657	182,778	15,121	9.0%
54336	SODIUM HYDROXIDE	-	60,639	60,639	-	0.0%
54337	SODIUM BISULFITE	376,589	366,255	396,876	30,621	8.4%
54338	SODA ASH	62,256	58,524	74,997	16,473	28.1%
54339	UV DISINFECTION	132,511	180,000	200,000	20,000	11.1%
54340	LAB SUPPLIES	458,017	311,557	385,100	73,543	23.6%
54345	LAB CHEMICALS AND GASES	-	244,724	270,700	25,976	10.6%
54370	SUPPLIES BUILDING AND MAINT.	538,894	538,100	618,800	80,700	15.0%
54410	EDUCATIONAL SUPP. AND EXP.	30,109	98,170	104,600	6,430	6.5%
54420	COMPUTER SUPPLIES	93,450	95,050	108,000	12,950	13.6%
54430	OTHER OP. SUPPLIES AND EXP.	12,695	13,200	30,600	17,400	131.8%
54440	SAFETY EQUIPMENT	82,005	102,770	109,750	6,980	6.8%
54500	OFFICE EXPENSE	116,467	144,200	162,400	18,200	12.6%
TOTAL OPERATING SUPPLIES/EXPENSE		\$ 17,163,976	\$ 20,037,937	\$ 23,267,499	\$ 3,229,562	16.1%
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	547,951	625,200	645,100	19,900	3.2%
52630	EDUCATIONAL PROFESSIONAL SERVICES	42,224	46,000	46,000	-	0.0%
52650	SECURITY SERVICES	24,475	36,000	40,500	4,500	12.5%
52660	LEGAL SERVICES	165,536	270,000	300,000	30,000	11.1%
52670	MGMT/AUDIT SERVICES	164,711	332,500	346,000	13,500	4.1%
52680	TEMPORARY/CLERICAL SERVICES	669	10,400	5,400	(5,000)	(48.1%)
52690	OTHER SERVICES	747,405	937,400	1,293,250	355,850	38.0%
TOTAL PROFESSIONAL SERVICES		\$ 1,692,971	\$ 2,257,500	\$ 2,676,250	\$ 418,750	18.5%
LEASE EXPENSE						
55000	LEASES PAID	105,283	104,916	105,310	394	0.4%
57950	INTEREST EXPENSE - LEASES	8,117	8,484	8,090	(394)	(4.6%)
TOTAL LEASE EXPENSE		\$ 113,400	\$ 113,400	\$ 113,400	\$ -	0.0%
TOTAL OPERATING EXPENSE		\$ 44,918,773	\$ 51,421,946	\$ 55,894,707	\$ 4,472,761	8.7%
DEBT SERVICE						
57903	INTEREST EXPENSE-2015 SERIES A	128,600	128,600	128,600	-	0.0%
57905	INTEREST EXPENSE-2013 SERIES C	358,874	263,459	131,458	(132,001)	(50.1%)
57907	INTEREST EXPENSE-2008 SERIES A	1,293,048	1,273,965	1,222,440	(51,525)	(4.0%)
57912	INTEREST EXPENSE SRF	6,685,488	6,250,671	10,731,671	4,481,000	71.7%
57917	INTEREST EXPENSE-2020 SERIES A	4,469,065	4,434,438	4,399,282	(35,156)	(0.8%)
57918	REVENUE ANTICIPATION NOTES	-	375,000	-	(375,000)	(100.0%)
57920	PRINCIPAL PAID	28,170,271	28,427,904	31,344,795	2,916,891	10.3%
TOTAL DEBT SERVICE		\$ 41,105,346	\$ 41,154,037	\$ 47,958,246	\$ 6,804,209	16.5%
TRANSFER TO PROJECT FUND						
TRANSFER TO PROJECT FUND		18,356,402	14,385,312	12,030,028	(2,355,284)	(16.4%)
TOTAL TRANSFER TO PROJECT FUND		\$ 18,356,402	\$ 14,385,312	\$ 12,030,028	\$ (2,355,284)	(16.4%)
TOTAL EXPENSE AND TRANSFER TO PROJECT FUND		\$ 104,380,521	\$ 106,961,295	\$ 115,882,981	\$ 8,921,686	8.3%

Budgeted Capital Sources of Funds

Account Number	Account	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
11370/11380	PROJECT FUND - PAY-GO CAPITAL	\$ 6,575,500	\$ 26,836,186	\$ 14,127,000	\$ (12,709,186)	(47.4%)
11381	OPERATING CAPITAL - RESTRICTED CIP	3,862,857	3,812,000	5,873,000	2,061,000	54.1%
11494	RECEIVABLE - RIIB-PL22	43,411,916	1,000,000	-	(1,000,000)	(100.0%)
TBD	RECEIVABLE - RIIB-PL23	-	-	61,164,000	61,164,000	0.0%
TBD	RECEIVABLE - RIIB-PL24	-	-	50,000,000	50,000,000	0.0%
11550	RECEIVABLE - WIFIA 1	99,964,479	102,300,903	8,429,383	(93,871,520)	(91.8%)
11552	RECEIVABLE - WIFIA 2	13,397,162	80,656,987	84,568,313	3,911,326	4.8%
11553	RECEIVABLE - WIFIA 3	-	8,982,856	9,159,200	176,344	2.0%
TOTAL SOURCES OF FUNDS		\$ 167,211,914	\$ 223,588,932	\$ 233,320,896	\$ 9,731,964	4.4%

Budgeted Capital Uses of Funds

Account Number	Account	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
OPERATING CAPITAL PROGRAM						
16510	VEHICLE AND RELATED EQUIPMENT	\$ 57,451	\$ 517,000	\$ -	\$ (517,000)	(100.0%)
16515	VEHICLE AND RELATED EQUIPMENT REPLACEMENT	364,450	63,000	991,000	928,000	(62.5%)
16520	BUILDING AND PLANT EQUIPMENT	143,000	185,000	75,000	(1,653,000)	(18.3%)
16525	BUILDING AND PLANT EQUIPMENT REPLACEMENT	1,395,951	1,728,000	2,945,000	2,760,000	65.7%
16550	COMPUTER HARDWARE, SOFTWARE AND NETWORK	353,368	140,000	233,000	93,000	43.0%
16555	COMPUTER HARDWARE, SOFTWARE AND NETWORK REP.	514,593	6,000	955,000	949,000	(29.0%)
16570	LAB AND SAMPLING EQUIPMENT	554,761	485,000	-	(485,000)	0.0%
16575	LAB AND SAMPLING EQUIPMENT REPLACEMENT	322,206	403,000	529,000	126,000	36.8%
16580	OFFICE FURNITURE AND EQUIPMENT	-	50,000	-	(50,000)	26.7%
16586	OFFICE FURNITURE AND EQUIPMENT REPLACEMENT	57,893	60,000	-	(60,000)	0.0%
16610	BUILDINGS AND OTHER STRUCTURES	-	100,000	-	(100,000)	0.0%
16565	OTHER EQUIPMENT REPLACEMENT	-	-	70,000	-	-
16615	BUILDINGS AND OTHER STRUCTURES REPLACEMENT	99,185	75,000	75,000	-	0.0%
TOTAL OPERATING CAPITAL PROGRAM		\$ 3,862,858	\$ 3,812,000	\$ 5,873,000	\$ 1,991,000	12.0%
CAPITAL IMPROVEMENT PROGRAM						
16700	WASTEWATER TREATMENT FACILITY IMPROVEMENTS	\$ 2,583,617	\$ 1,761,044	\$ 11,195,400	9,434,356	0.0%
16700	BUCKLIN POINT RESILIENCY	17,111,736	28,910,458	16,779,100	(12,131,358)	0.0%
16700	FIELD'S POINT RESILIENCY	1,501,446	8,874,856	9,159,200	284,344	0.0%
16700	INFRASTRUCTURE MANAGEMENT	169,473	1,986,050	1,845,298	(140,752)	0.0%
16700	CSO PHASE III A FACILITIES	140,272,683	173,336,614	184,702,400	11,365,786	0.0%
16700	SEWER SYSTEM IMPROVEMENTS	50,041	1,527,607	1,680,800	153,193	0.0%
16700	INTERCEPTOR CLEANING AND RESTORATION	858,448	508,000	500,000	(8,000)	0.0%
16700	INTERCEPTOR RESTORATION AND CONSTRUCTION	268,862	2,872,303	960,698	(1,911,605)	0.0%
TOTAL CAPITAL IMPROVEMENT PROGRAM		\$ 162,816,306	\$ 219,776,932	\$ 226,822,896	\$ 7,045,964	240.0%
COST OF ISSUANCE/OTHER						
11277	COST OF ISSUANCE/OTHER	\$ 532,750	\$ -	\$ 625,000	625,000	0.0%
TOTAL COST OF ISSUANCE/OTHER		\$ 532,750	\$ -	\$ 625,000	\$ 625,000	240.0%
TOTAL CAPITAL BUDGET		\$ 167,211,914	\$ 223,588,932	\$ 233,320,896	\$ 9,661,964	222.2%



*Ultraviolet Disinfection Module at Bucklin Point
Photo by Peter Goldberg*



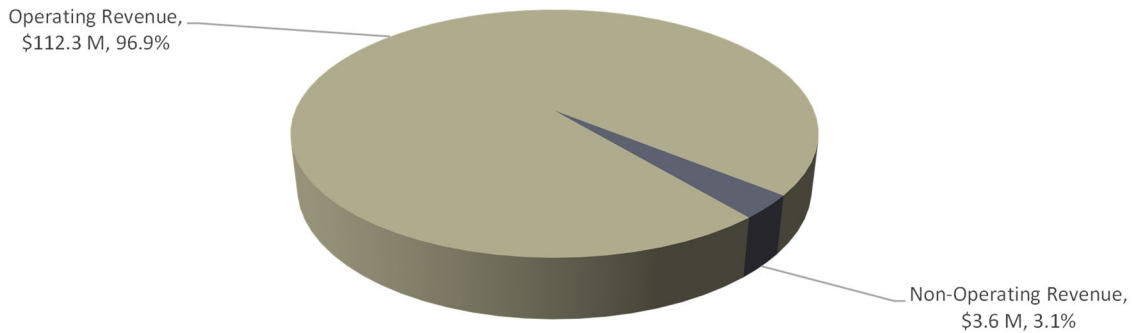
Operating Budget

NBC's FY 2024 Operating Budget is \$115.9 million, which is an increase of \$8.9 million or 8.3% over the FY 2023 budget.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Revenue					
Operating Revenue					
User Fees	\$ 102,132,233	\$ 104,302,164	\$ 109,818,394	\$ 5,516,230	5.3%
Other	1,900,634	2,482,131	2,456,138	(25,993)	(1.0%)
<i>Total Operating Revenue</i>	104,032,867	106,784,295	112,274,532	5,490,237	5.1%
Non-Operating Revenue:					
Investment Income	1,153	100,000	996,000	896,000	896.0%
Miscellaneous Income	346,501	77,000	212,449	135,449	175.9%
Revenue Fund Balance	-	-	2,400,000	2,400,000	-
<i>Total Non-Operating Revenue</i>	347,654	177,000	3,608,449	3,431,449	1938.7%
Total Revenue	\$ 104,380,521	\$ 106,961,295	\$ 115,882,981	\$ 8,921,686	8.3%
Expense					
Operating Expense					
Personnel	\$ 25,948,426	\$ 29,013,109	\$ 29,837,558	\$ 824,449	2.8%
Operating Supplies/Expense	17,163,976	20,037,937	23,267,499	3,229,562	16.1%
Professional Services	1,692,971	2,257,500	2,676,250	418,750	18.5%
Lease Expense	113,400	113,400	113,400	-	0.0%
<i>Total Operating Expense</i>	44,918,773	51,421,946	55,894,707	4,472,761	8.7%
Debt Service					
Principal	28,170,271	28,427,904	31,344,795	2,916,891	10.3%
Interest	12,935,075	12,726,133	16,613,451	3,887,318	30.5%
<i>Total Debt Service</i>	41,105,346	41,154,037	47,958,246	6,804,209	16.5%
Total Expense	\$ 86,024,119	\$ 92,575,983	\$ 103,852,953	\$11,276,970	12.2%
Transfer to Project Fund	18,356,402	14,385,312	12,030,028	(2,355,284)	(16.4%)
Total Expense and Transfer to Project Fund	\$ 104,380,521	\$ 106,961,295	\$ 115,882,981	\$ 8,921,686	8.3%

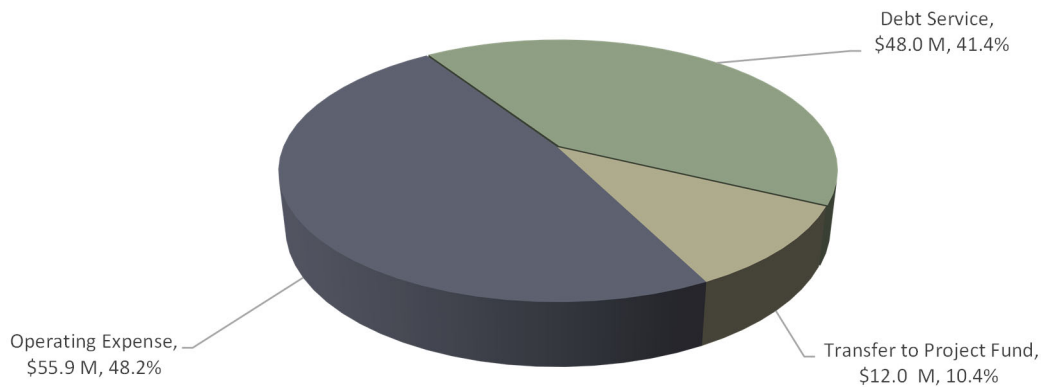
The FY 2024 budgeted revenue is \$115.9 million, which is \$8.9 million higher than last year’s budget. Operating revenue is \$112.3 million or 96.9% of total revenue. This is \$5.5 million or 5.1% higher than the prior year. Non-operating revenue is \$3.6 million or 3.1% of total revenue. This is \$3.4 million higher than the prior year. The chart below illustrates the split of FY 2024 budgeted operating and non-operating revenue.

Sources of Revenue



The largest budgeted use of revenue in FY 2024 is Operating Expense, at \$55.9 million which is 48.2% of total uses of revenue. Budgeted Debt Service expense is \$48.0 million or 41.4% of total expense. The budget also includes a Transfer to the Project Fund in the amount of \$12.0 million. The chart below illustrates FY 2024 budgeted uses of revenue.

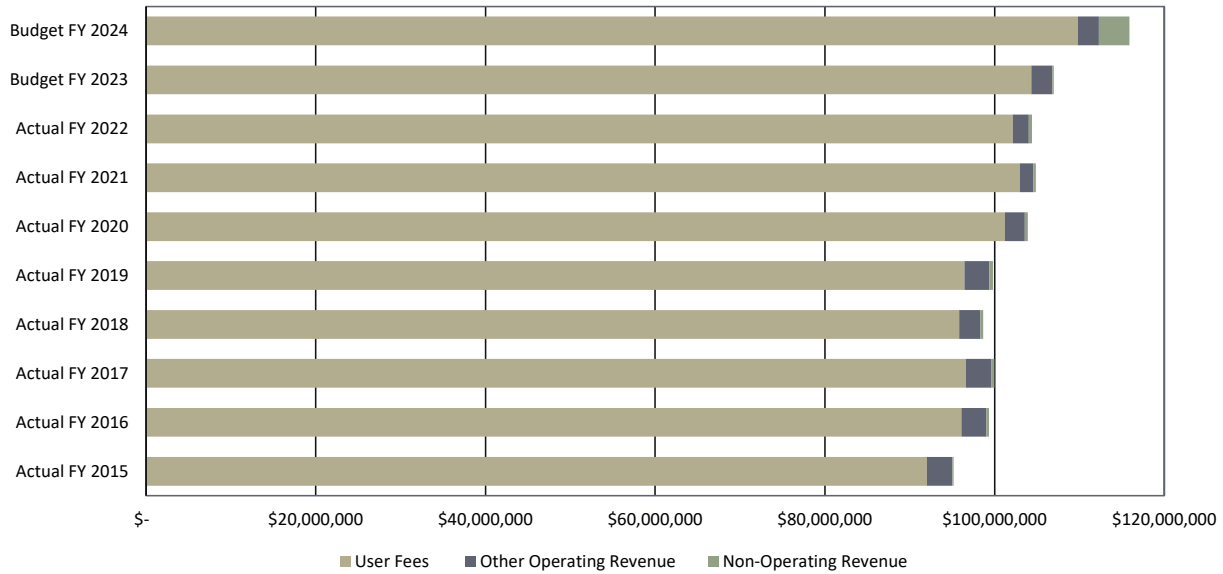
Uses of Revenue



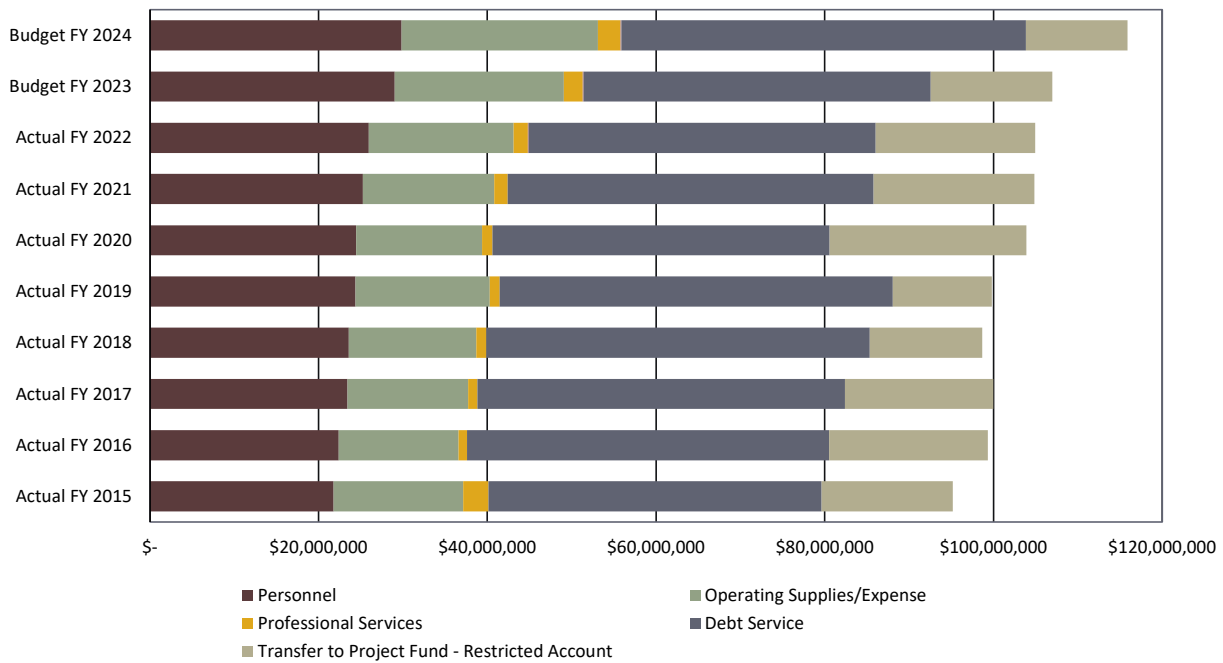
Historical Overview

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



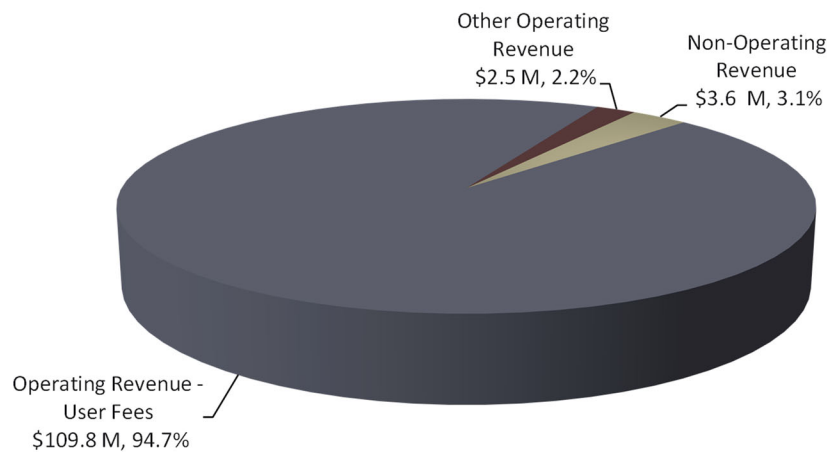
Ten-Year Historical Expense Comparison



Revenue Profile

Total budgeted revenue for FY 2024 is \$115.9 million which is \$8.9 million or 8.3% more than FY 2023. Of the \$115.9 million in total revenue, \$109.8 million is from User Fees, \$2.5 million is from Other Operating Revenue and \$3.6 million is from Non-Operating Revenue.

Revenue by Category



Historical and budgeted revenue are shown in the table below.

Expense	FY 2022 Actual	FY 2023 BUDGET	FY 2024 BUDGET	DIFFERENCE	% CHANGE
Operating Revenue					
User Fees	\$ 102,132,233	\$ 104,302,164	\$ 109,818,394	\$ 5,516,230	5.3%
Pretreatment Application Fees	61,280	72,000	80,846	8,846	12.3%
Septage Income	372,346	355,000	361,899	6,899	1.9%
Connection/Capacity Fees	269,660	322,000	273,128	(48,872)	(15.2%)
Late Fees	358,415	900,000	672,000	(228,000)	(25.3%)
Customer Service Fees	190,785	181,000	159,772	(21,228)	(11.7%)
Renewable Energy Credits	648,148	652,131	879,140	227,009	34.8%
Stormwater Permit Application Fee	-	-	29,353	29,353	0.0%
Total Operating Revenue	\$ 104,032,867	\$ 106,784,295	\$ 112,274,532	\$ 5,490,237	5.1%
Non Operating Revenue					
Investment Income	\$ 1,153	\$ 100,000	\$ 996,000	\$ 896,000	896.0%
Miscellaneous Income	346,501	77,000	212,449	135,449	175.9%
Revenue Fund Balance	-	-	2,400,000	2,400,000	0.0%
Total Non-Operating Revenue	\$ 347,654	\$ 177,000	\$ 3,608,449	\$ 3,431,449	1938.7%
Total Revenue	\$ 104,380,521	\$ 106,961,295	\$ 115,882,981	\$ 8,921,686	8.3%

Operating Revenue

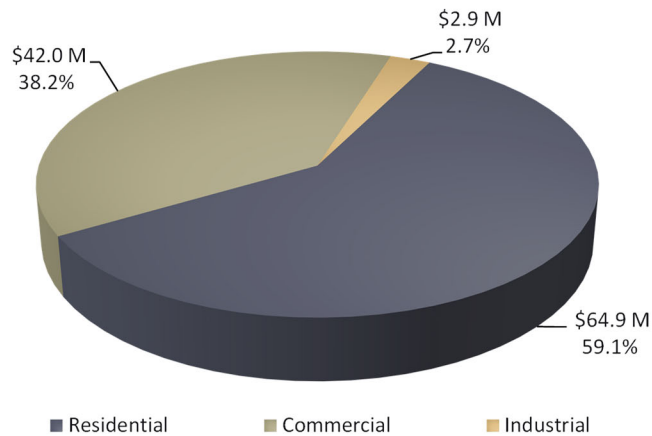
User Fee Revenue

FY 2024 budgeted User Fee revenue is \$109.8 million, which is \$5.5 million or 5.3% higher than the prior year. This increase reflects a projected 8.4% across-the-board increase in sewer user rates effective July 1, 2023. NBC filed for rate relief in November 2022 with new rates projected to be effective on July 1, 2023. The rate increase includes a rate base adjustment for lower projected billable consumption and an update to the flat fee user base. As a result, the 5.3% user fee revenue increase is less than the 8.4% rate increase. A rate increase is required to support operating expenses.

User Fee Revenue by Customer Class

Much of the FY 2024 budgeted user fee revenue, \$64.9 million or 59.1% is from the residential customer class. This is a 5.7% increase over the prior year's budget. FY 2024 budgeted user fee revenue for the non-residential customer classes is \$44.9 million or 40.9% of total user fee revenue. The FY 2024 budgeted commercial user fee revenue is \$42.0 million which is 4.9% higher than the prior year. The FY 2024 budgeted industrial user fee revenue is \$2.9 million, 1.2%, higher than the prior year. For more information regarding the customer base, please see the About NBC section of the budget.

User Fee Revenue by Customer Class

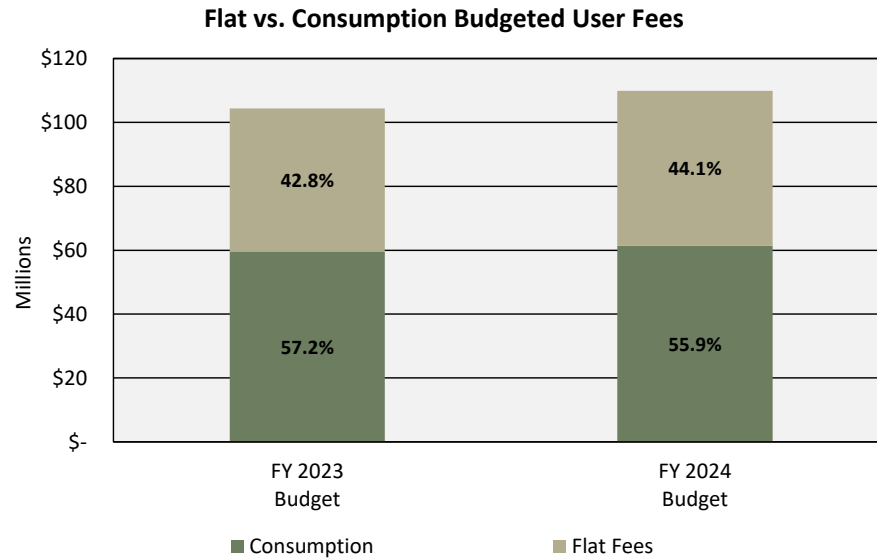


Budgeted User Fee Revenue by Customer Class

Customer Class	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Residential	\$ 61,394,409	\$ 61,902,326	\$ 3,507,917	5.7%
Commercial	40,020,784	41,994,546	1,973,762	4.9%
Industrial	2,886,971	2,921,522	34,551	1.2%
Total User Fees	\$ 104,302,164	\$ 109,818,394	\$ 5,516,230	5.3%

User Fee Revenue by Type

Customers are billed a flat fee and a consumption-based fee. The following chart and table show budgeted user fee revenue by consumption and flat fees. In FY 2024, flat fee revenue is projected to increase from 42.8% to 44.1% of total user revenue. Consumption revenue, on the other hand is projected to decrease from 57.2% to 55.9% of the total.



Compared to the prior year, FY 2024 budgeted consumption revenue is 3.0% or \$1.7 million higher than the prior year and budgeted flat fee revenue is 8.4% or \$3.8 million higher than the prior year.

Revenue Type	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Consumption	\$ 59,623,082	\$ 61,383,270	\$ 1,760,188	3.0%
Flat Fees	44,679,082	48,435,124	3,756,042	8.4%
Total User Fees	\$ 104,302,164	\$ 109,818,394	\$ 5,516,230	5.3%

Consumption Revenue

Consumption Fee Revenue is based upon billable water usage, with distinct consumption rates for each customer class. FY 2024 budgeted billable consumption is 5.1% lower than the prior year and is based on the projections in the rate case. Compared to the prior year, FY 2024 budgeted billable consumption is 5.0% lower for residential, 4.7% for commercial and 8.9% for the industrial customer class.

Customer Class	Billable Consumption (HCF)			
	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Residential	8,397,423	7,979,687	(417,736)	(5.0%)
Commercial	4,394,332	4,185,893	(208,439)	(4.7%)
Industrial	574,204	522,839	(51,365)	(8.9%)
Total Billable Consumption	13,365,959	12,688,419	(677,540)	(5.1%)

In terms of revenue, the FY 2024 budgeted consumption revenue is \$1.8 million or 3.0% higher than the prior year since a portion of the 8.4% rate increase is offset by lower billable units. Consumption revenue for the residential and commercial classes is 3.0% and 3.3% higher than the prior year. Budgeted industrial consumption revenue is 1.3% lower than the previous year.

Budgeted Consumption Revenue

Customer Class	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Residential	\$ 32,173,349	\$ 33,138,166	\$ 964,817	3.0%
Commercial	25,284,984	26,108,458	823,474	3.3%
Industrial	2,164,749	2,136,646	(28,103)	(1.3%)
Total	\$ 59,623,082	\$ 61,383,270	\$ 1,760,188	3.0%

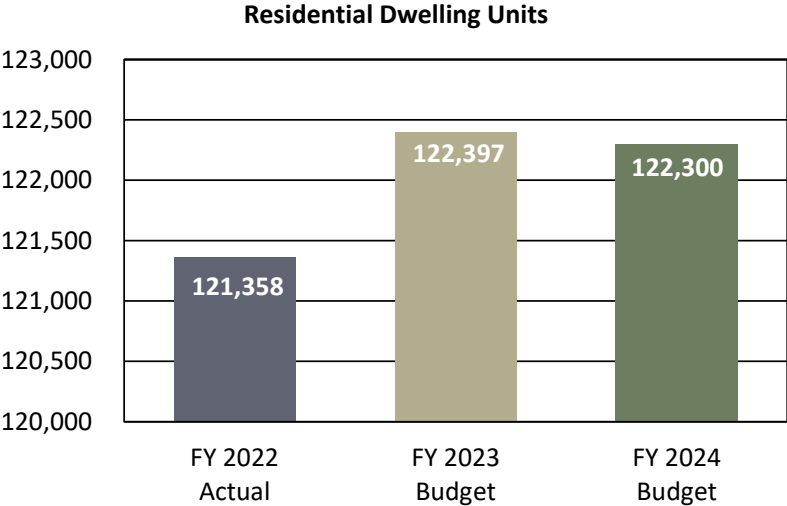
Flat Fee Revenue

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 2024 budgeted flat fee revenue is \$3.8 million or 8.4% higher than the prior year. This is primarily due to the 8.4% across-the board rate increase. It also reflects an increase in the number of residential dwelling units, along with a slight decline in non-residential meters.

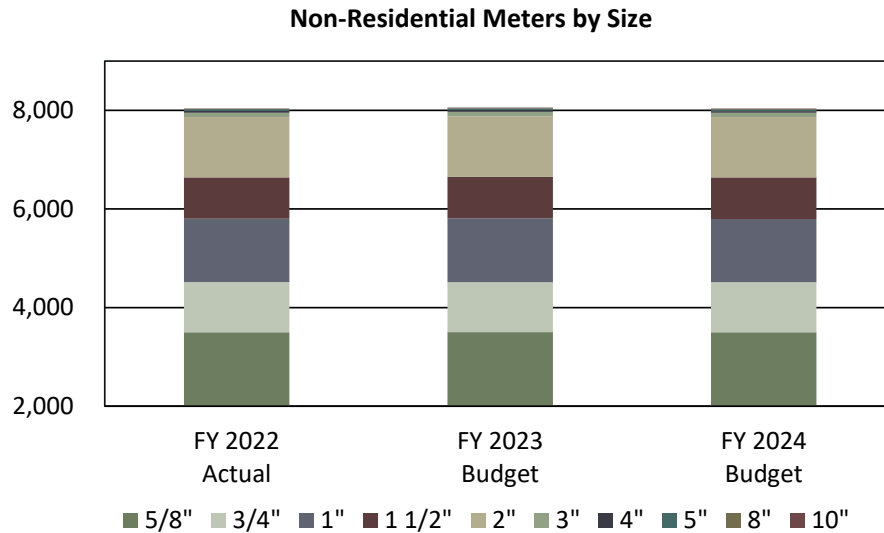
Budgeted Flat Fee Revenue

Customer Class	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Residential	\$ 29,221,060	\$ 31,764,160	\$ 2,543,100	8.7%
Commercial	14,735,800	15,886,088	1,150,288	7.8%
Industrial	722,222	784,876	62,654	8.7%
Total	\$ 44,679,082	\$ 48,435,124	\$ 3,756,042	8.4%

FY 2024 budgeted residential flat fee revenue is based on the projected number of dwelling units (DU) multiplied by the rate per DU. The FY 2024 budgeted dwelling units is based on information included in the rate filing, which reflects the average annual increase in FY 2020, 2021, and 2022. The number of budgeted DUs is lower than the prior year, reflecting more modest growth than was projected last year.

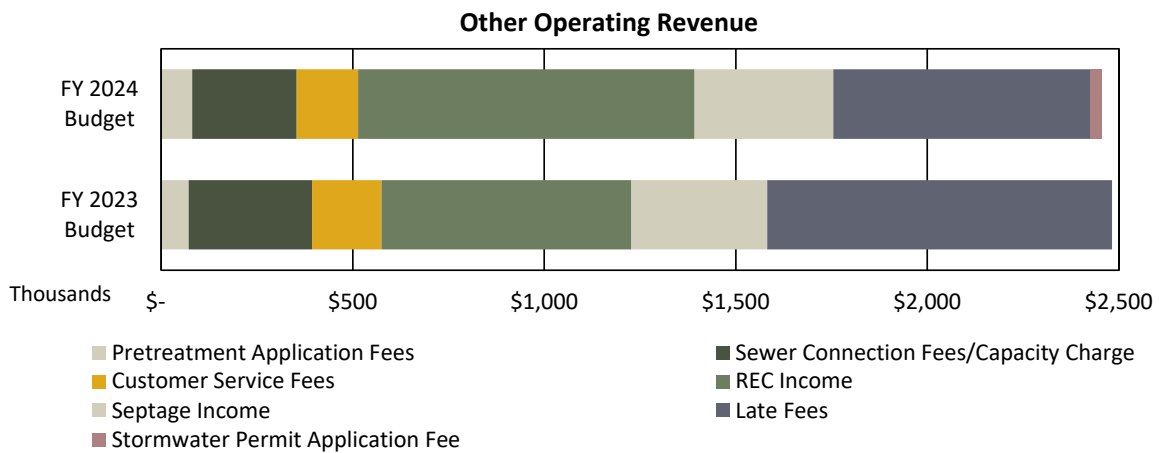


Non-residential flat fee revenue is based on the number of meters by meter size multiplied by the rate per meter size. The annual non-residential flat fee rates range from \$614 for a 5/8" meter to \$70,577 for a 10" meter. The FY 2024 budgeted non-residential meters by meter size is based on information included in the rate filing, which reflects the average annual change in FY 2020, 2021, and 2022, and is a total of 23 meters less than the prior year. The FY 2024 budgeted non-residential flat fee revenue is then calculated by applying the rate per meter size to the number of meters.



Other Operating Revenue

While NBC's primary source of operating revenue is from user fees, NBC has other operating revenue, which represents 2.1% 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, Pretreatment Fees and a new Stormwater Permit Application Fee. As shown below, budgeted other operating revenue is \$0.03 million or 1.0% lower in FY 2024 than the prior year primarily due to lower budgeted late fees.



Customer Service Fees

The FY 2024 budget for customer service fees is \$21 thousand lower than the prior year due to lower Real Estate Closing Fees. Please see the following table for a comparison of the budgeted revenue from these fees.

Customer Service Fees				
	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Real Estate Closing Fee	\$ 158,000	\$ 125,846	\$ (32,154)	(20.4%)
Abatement Application Fee	4,000	5,160	1,160	29.0%
Returned Check Fee	19,000	28,766	9,766	51.4%
Total	\$ 181,000	\$ 159,772	\$ (21,228)	(11.7%)

Sewer Connection Fees/Capacity Charge

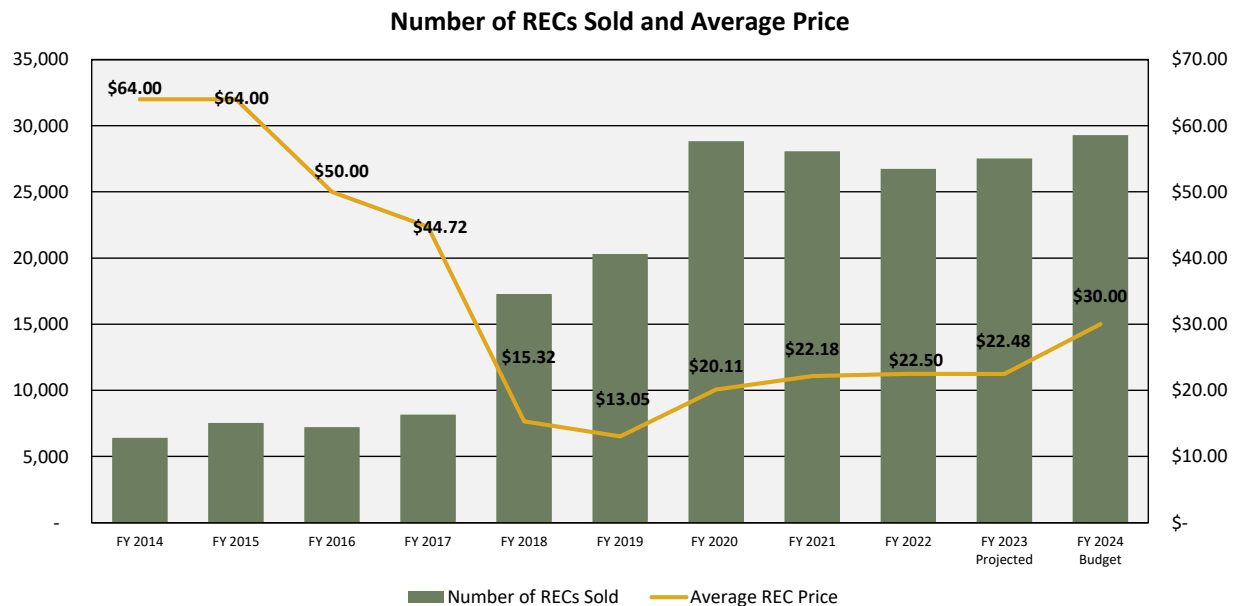
The FY 2024 budgeted revenue from these fees and charges is \$49 thousand or 15.2% lower than the previous year.

Sewer Connection/Capacity Charges				
	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Sewer Connection Permit Fees	\$ 47,000	\$ 52,611	\$ 5,611	11.9%
Capacity Charge	275,000	220,517	(54,483)	(19.8%)
Total	\$ 322,000	\$ 273,128	\$ (48,872)	(15.2%)

Renewable Energy Credits

The FY 2024 budget also reflects a \$227 thousand or 34.8% increase in Renewable Energy Credits (RECs) over the prior year. This is the net result of a new contract price per REC of \$30 and a decrease in the number of RECs generated. Total REC revenue budgeted in FY 2024 is \$879,140.

Budgeted REC Revenue				
	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
REC Revenue	\$ 652,131	\$ 879,140	\$ 227,009	34.8%
Average Rate/REC	\$ 22.18	\$ 30.00	\$ 7.82	35.3%
Number of RECs	29,401	29,290	(111)	(0.4%)



Late Fees

Late fees are 1.0% per month on any unpaid balance past due 30 days from the billing date. The collection activity of the Customer Care Department has reduced past due balances. As a result, the budget for late fee revenue is \$0.2 million or 25.3% lower in FY 2024.

Pretreatment Application Fee

Non-residential 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 2024 budgeted pretreatment permit application fees are \$9 thousand or 12.3% higher than the prior year.

Septage Income

Permitted haulers pay fees based upon the amount of septage that they discharge at NBC's Septage Receiving Station. The FY 2024 budgeted septage revenue is \$7 thousand or 1.9% higher than the prior year based on the FY 2023 projected level.

Stormwater Permit Application Fee

NBC implemented a new Stormwater Permit Application Fee structure to begin in FY 2024 to support the required expansion of NBC's stormwater mitigation program. The Stormwater Permit Application applies to new sewer connection permits and commercial projects undergoing new development or redevelopment whether connecting directly or indirectly to NBC sanitary sewer lines. The FY 2024 budgeted revenue from these fees is \$29 thousand.

Application Fees and Septage Income

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Pretreatment Application Fees	\$ 72,000	\$ 80,846	\$ 8,846	12.3%
Septage Income	355,000	361,899	6,899	1.9%
Stormwater Permit Application Fee	-	29,353	29,353	100.0%
Total	\$ 427,000	\$ 472,098	\$ 45,098	10.6%

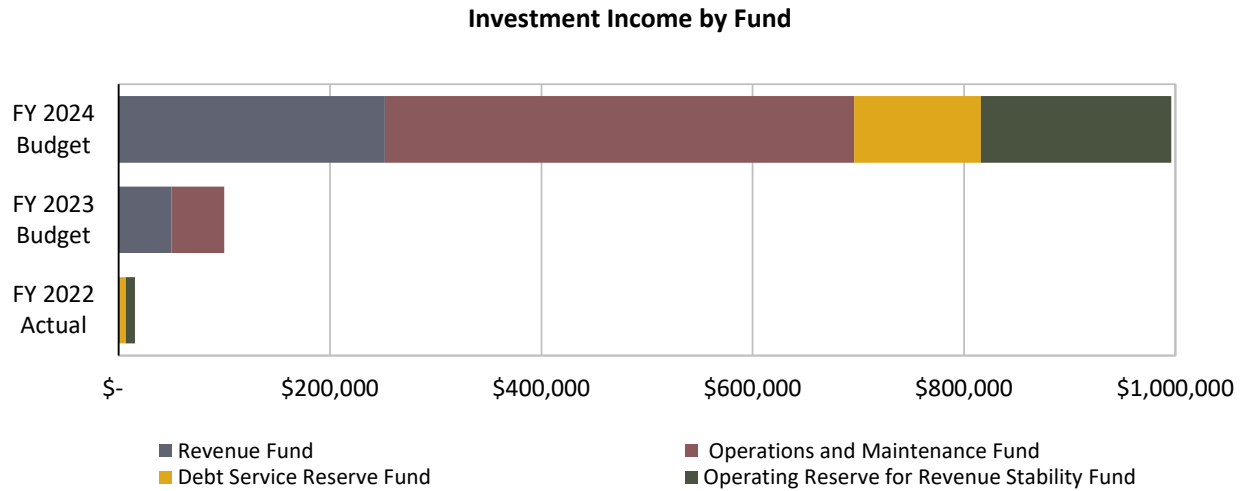
Non-Operating Revenue

Non-Operating revenue includes Investment Income and Miscellaneous Income. The following table shows that Non-Operating Revenue is projected to increase \$3.4 million from the FY 2023 budgeted level.

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Interest Income				
Revenue	\$ 50,000	\$ 252,000	\$ 202,000	404.0%
Operations and Maintenance	50,000	444,000	394,000	788.0%
Debt Service Reserve	-	120,000	120,000	100.0%
Operating Reserve for Revenue Stability	-	180,000	180,000	100.0%
Subtotal Interest Income	100,000	996,000	896,000	896.0%
Other Non-Operating Revenue				
Discount Earned	3,000	449	(2,551)	(85.0%)
Miscellaneous Income	62,000	200,000	138,000	222.6%
Rental Income	12,000	12,000	-	0.0%
Revenue Fund Balance	-	2,400,000	2,400,000	100.0%
Subtotal Other Non-Operating Revenue	77,000	2,612,449	2,535,449	3292.8%
Total Non-Operating Revenue	\$ 177,000	\$ 3,608,449	\$ 3,431,449	1938.7%

Investment Income

Investment Income is \$0.9 million higher than the prior year due to higher interest rates and investment earnings and the inclusion of earnings from the Debt Service Reserve Fund and the Operating Reserve for Revenue Stability Fund. Historical and budgeted Investment Income is shown on the chart below.



Miscellaneous Income

The budget reflects a \$0.1 million increase in Miscellaneous Income. The increase is driven by an annual volume rebate NBC receives for the Purchasing Card (P-Card) program. In 2018, NBC implemented a P-Card program to facilitate the procurement of goods as an alternative to purchase requisitions. Since the implementation in February 2018, P-Card purchases have increased from 7.9% of total purchases to 89.5%.

Miscellaneous Income				
	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Discounts Earned	\$ 3,000	\$ 449	\$ (2,551)	(85.0%)
Miscellaneous Income	62,000	200,000	138,000	222.6%
Rental Income	12,000	12,000	-	0.0%
Total	\$ 77,000	\$ 212,449	\$ 135,449	175.9%

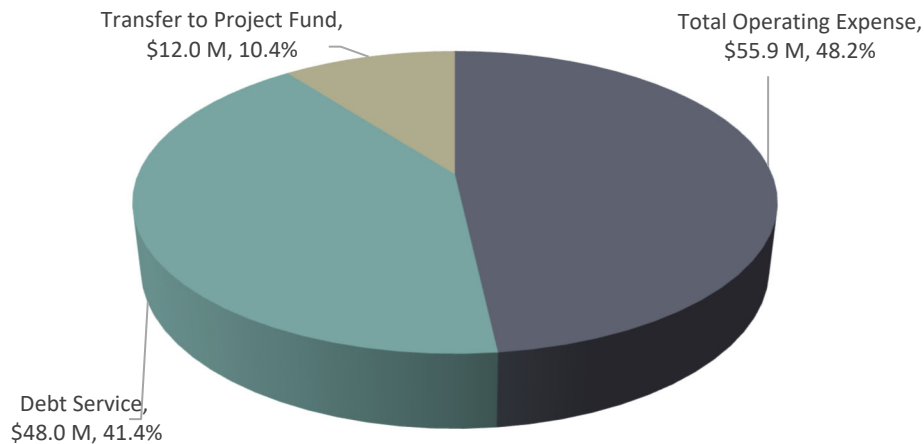
Revenue Fund Balance

The FY 2024 non-operating revenue budget includes a prior year Revenue Fund Balance of \$2.4 million.

Expense Profile

FY 2024 Budgeted Expense and Transfer to Project Fund is \$115.9 million. This is an increase of \$8.9 million or 8.3% from the prior year's budget. Operating Expense is the largest expense category at \$55.9 million, which is \$4.5 million or 8.7% more than the prior year. Budgeted Debt Service is 41.4% of the total and is \$6.8 million higher 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 2024 budgeted Transfer to the Project Fund is \$2.4 million lower than the FY 2023 budget.

FY 2024 Expense by Category



The table below shows historical and budgeted expense.

Expense	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Operating Expense					
Personnel	\$ 25,948,426	\$ 29,013,109	\$ 29,837,558	\$ 824,449	2.8%
Operating Supplies/Expense	17,163,976	20,037,937	23,267,500	3,229,563	16.1%
Professional Services	1,692,971	2,257,500	2,676,250	418,750	18.5%
Lease Expense	113,400	113,400	113,400	-	0.0%
<i>Total Operating Expense</i>	<i>\$ 44,918,773</i>	<i>\$ 51,421,946</i>	<i>\$ 55,894,707</i>	<i>\$ 4,472,761</i>	<i>8.7%</i>
Debt Service	\$ 41,105,346	\$ 41,154,037	\$ 47,958,246	6,804,209	16.5%
Total Expense	\$ 86,024,119	\$ 92,575,983	\$ 103,852,953	\$ 11,276,970	12.2%
Transfer to Project Fund	\$ 183,356,402	\$ 14,385,312	\$ 12,030,028	(2,355,284)	(16.4%)
Total Expense and Transfer to Project Fund	\$ 269,380,521	\$ 106,961,295	\$ 115,882,981	\$ 8,921,686	8.3%

Operating Expense

The following table shows that the largest percentage change to Operating Expense in FY 2024 is an 18.5% increase in Professional Services, followed by a 16.1% increase in Operating Supplies/Expense (OSE). Personnel expense increased by 2.8% over the prior year and Lease Expense remains unchanged from the prior year.

Operating Expense by Category					
Expense	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change	% of Total
Personnel	\$29,013,109	\$29,837,558	\$824,449	2.8%	53.4%
Operating Supplies/Expense	20,037,937	23,267,499	3,229,562	16.1%	41.6%
Professional Services	2,257,500	2,676,250	418,750	18.5%	4.8%
Lease Expense	113,400	113,400	-	0.0%	0.2%
Total Operating Expense	\$51,421,946	\$55,894,707	\$4,472,761	8.7%	100%

Personnel

The FY 2024 Personnel budget is 53.4% of total Operating Expense. Personnel expense consists of employee salaries and wages, retirement, benefits, and unemployment expense. Personnel expenses are budgeted net of capital reimbursements to reflect the net impact of staff working on capital projects.



The table below shows the FY 2024 budgeted Personnel expense by major component. Salaries and wages are \$1.4 million higher than the prior year. This is due to a net increase of four FTEs, as well as contracted COLA and step increases for union employees and COLA/merit increases for non-union employees. Budgeted retirement is \$0.3 million or 5.2% higher and benefits are \$0.5 million or 8.3% lower. The FY 2024 budgeted capital reimbursements are \$0.4 million or 14.9% higher than the prior year.

Budgeted Personnel Expense				
	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Salaries and Wages ¹	\$21,094,225	\$22,500,467	\$1,406,242	6.7%
Retirement ²	5,309,129	5,583,466	274,337	5.2%
Benefits	5,579,689	5,117,128	(462,561)	(8.3%)
Other	45,000	100,000	55,000	122.2%
Capital Reimbursements	(3,014,934)	(3,463,503)	(448,569)	14.9%
Total	\$29,013,109	\$29,837,558	\$824,449	2.8%

¹ Includes overtime

² Includes FICA and Medicare

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 budget includes contracted Cost of Living Adjustment (COLA) and step increases for union employees and COLA/merit increases for non-union employees as follows:

	FY 2023 Budget	FY 2024 Budget
Union COLA (step increases separate)	2.5%	2.5%
Non-Union COLA/Merit	2.5%	5.0%

Budgeted Full-Time Equivalent (FTEs)

The number of net budgeted positions included in the FY 2024 budget is 295, which is 2.0 FTEs less than the prior year. Budgeted turnover increased to 14.0 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 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 23 vs. FY 24
Administration	8	8	8	8	8	8	6	7	7	9	12	3
Human Resources	4	4	4	4	4	4	6	6	6	7	7	0
Information Technology	12	12	12	12	12	12	12	13	13	12	17	5
Legal	5	5	5	5	5	6	7	7	7	7	5	(2)
Construction	13	13	11	11	10	10	9	10	11	12	12	0
Engineering	0	0	0	0	6	7	10	10	10	12	13	1
Finance	5	5	5	5	6	7	8	10	10	11	11	0
Accounting	10	10	10	10	10	10	10	10	10	10	10	0
Customer Care	24	24	25	25	25	25	27	28	28	29	29	0
Purchasing	4	4	4	4	3	3	2	4	4	4	4	0
Interceptor Maintenance	20	20	20	20	18	20	19	23	24	21	21	0
Operations and Maintenance Svcs	9	9	9	9	7	6	7	7	8	11	6	(5)
Field's Point	57	59	59	59	54	54	54	54	54	55	55	0
Bucklin Point	34	35	43	45	45	47	47	47	47	47	48	1
Technical Analysis and Compliance	5	5	5	5	4	4	10	10	10	10	10	0
Pretreatment	14	14	14	14	14	14	14	14	14	14	14	0
Laboratory	16	17	17	17	17	17	18	19	19	19	20	1
ESTA	4	4	4	4	4	4	0	0	0	0	0	0
Environmental Monitoring	17	17	17	17	17	17	15	15	15	15	15	0
Total FTEs	261	265	272	274	269	275	281	294	297	305	309	4
Turnover	(2)	(3)	(4)	(4)	(2)	(6)	(9)	(9)	(8)	(8)	(14)	0
Net Budgeted FTEs	259	262	268	270	267	269	272	285	289	297	295	(2)
Increase (Decrease) Budgeted FTEs	3	3	6	2	(3)	2	3	13	4	8	(2)	

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 increased from 8.0 FTEs in the prior year to 14.0 FTEs for FY 2024. This increase reflects the increase in actual turnover NBC has experienced in FY 2023.

New Positions

The following table describes the four new positions budgeted in FY 2024.

FY 2024 Budget Summary of New Positions

Position	Section
BP Utility Operator - Clean and maintain facilities and equipment during second shift and perform Operator duties as needed.	Bucklin Point
Environmental Chemist - Perform complex chemical testing and analysis of wastewater samples for a variety of parameters including PFAS substances.	Laboratory
Information Security Analyst - Plan, implement, upgrade, and monitor security protocols for the protection of computer networks and data.	Administration
Engineering Technical Specialist - Manage NBC's Pollution Prevention Technical Assistance Program, renewable energy accounts, sustainability initiatives, and provide technical support as needed.	Engineering

Transferred Positions

The following table summarizes the budgeted position transfers for FY 2024, which are existing positions that are moving from one cost center to another.

Position Title	From	To
General Counsel and Legislative Liaison	Legal	Administration
General Counsel Assistant	Legal	Administration
Control Systems Administrator	O and M Services	IT
Asst. Control System Administrator	O and M Services	IT
Control Systems Associate	O and M Services	IT
Control Systems Associate	O and M Services	IT
Asst. Control System Administrator	O and M Services	IT

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 2024 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. FY 2024 budgeted healthcare premiums are lower than the prior year since the FY 2023 actual renewal was significantly lower. See the following table for comparative information.

Budgeted Salary Adjustments and Benefits

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Individual Healthcare Premium	\$ 9,900	\$ 9,113	(\$787)	(7.9%)
Family Healthcare Premium	\$ 26,348	\$ 24,904	(\$1,444)	(5.5%)
Employee Co-Pay	20%	20%	-	-
NBC Individual HRA Contribution	\$ 1,800	\$ 1,800	-	-
NBC Family HRA Contribution	\$ 3,600	\$ 3,600	-	-
Maximum Wellness Benefit	\$ 500	\$ 500	-	-
Healthcare Waiver	\$ 2,500	\$ 2,500	-	-
Dental Waiver	\$ 110	\$ 110	-	-
Individual Dental Premium	\$ 504	\$ 504	-	-
Family Dental Premium	\$ 1,464	\$ 1,464	-	-
Individual Vision Premium	\$ 101	\$ 107	\$ 6	5.9%
Family Vision Premium	\$ 217	\$ 230	\$ 13	6.0%

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 2024 budgeted employer contribution to the union pension increased from 29.0% to 30.0% and the union retiree health benefits increased slightly by 0.9%. NBC's non-union employees participate in a defined contribution plan and a defined benefit plan administered by NBC. The FY 2024 Budget for non-union retirement expense remains unchanged at 10.0% of the budgeted non-union salaries and wages.

Employer Retirement Contributions

	FY 2023 Budget	FY 2024 Budget	Percent Change
Union			
Retirement	29.0%	30.0%	3.4%
Retirement Health	4.5%	4.5%	-
<i>Total Union</i>	33.5%	34.5%	3.4%
Non-Union			
Retirement	10.0%	10.00%	-
<i>Total Non-Union</i>	10.0%	10.00%	-
All Employees FICA	7.65%	7.65%	-

Operating Supplies and Expense

Operating Supplies and Expense is 41.6% of the FY 2024 Operating Expense and increased by 16.1% or \$3.2 million 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.

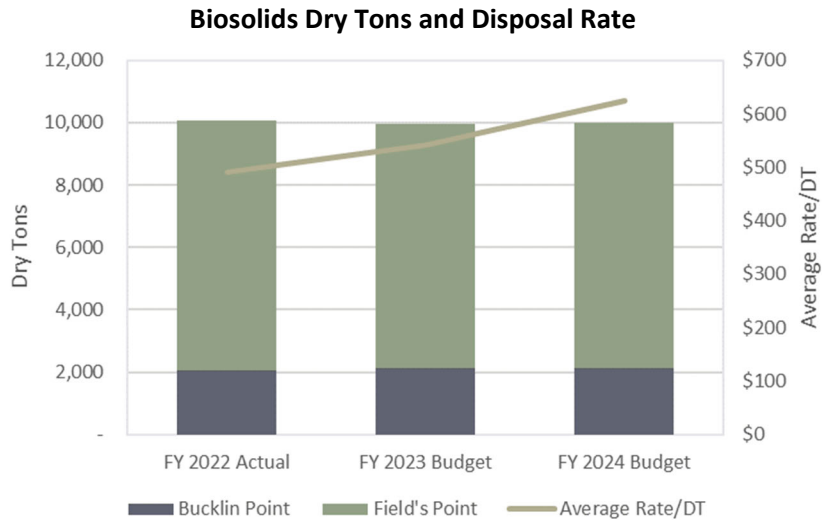
Budgeted Operating Supplies and Expense

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Biosolids Disposal	\$ 5,394,708	\$ 6,243,887	\$ 849,179	15.7%
Natural Gas	991,644	699,711	(291,932)	(29.4%)
Electricity	4,095,676	6,433,893	2,338,217	57.1%
Net Metering Credits (NMC)	(2,818,225)	(5,954,926)	(3,136,701)	111.3%
Power Purchase Agreement (PPA)	1,143,440	2,840,045	1,696,605	148.4%
Biogas	128,400	145,700	17,300	13.5%
Chemicals	1,220,577	1,400,175	179,598	14.7%
Contracts and Service Agreements	2,459,563	2,760,010	300,447	12.2%
Repairs Accounts	1,207,497	1,463,975	256,478	21.2%
Supplies Accounts	1,094,381	1,274,600	180,219	16.5%
Insurance/Workers Comp. Insurance	1,587,552	1,581,688	(5,864)	(0.4%)
Screening and Grit Disposal	245,200	333,550	88,350	36.0%
Other	3,287,524	4,045,190	757,665	23.0%
Total Operating Supplies & Expense	\$ 20,037,937	\$ 23,267,499	\$ 3,229,562	16.1%

Biosolids

Biosolids disposal expense is \$6.2 million, which is \$0.8 million or 15.7% higher than the prior year. The FY 2024 budgeted dry tons is based on a three-year average and is 41 dry tons or 0.4% higher than the prior year. The average rate per dry ton for FY 2024 totals \$624.58. This rate includes expected CPI adjustments, as well as anticipated vendor increases.

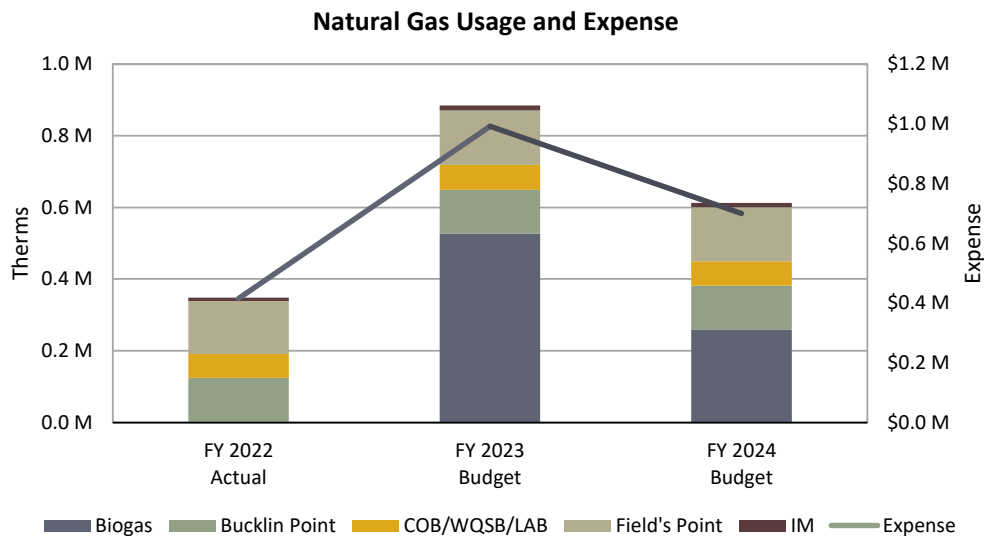
	FY 2021 Actual	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Bucklin Point	2,048	2,071	2,144	2,120	(24)	(1.1%)
Field's Point	7,637	8,008	7,812	7,877	65	0.8%
Dry Tons	9,685	10,079	9,956	9,997	41	0.4%
Expense	\$ 4,857,583	\$ 4,940,085	\$ 5,394,708	\$ 6,243,887	\$ 849,179	15.7%
Average Rate/DT	\$ 501.56	\$ 490.14	\$ 541.85	\$ 624.58	\$ 82.72	15.3%



Natural Gas

The FY 2024 Natural Gas budget is \$700 thousand which is 29.4% lower than the prior year. The budget includes a decrease of 268 thousand therms for the Biogas Facility and a projected 1.8% increase in the composite rate to \$1.1415 per Therm.

Therms	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Biogas	1,538	526,600	258,823	(267,777)	(50.9%)
Bucklin Point	122,727	122,698	122,708	10	0.0%
COB/WQSB/LAB	66,848	69,524	68,632	(892)	(1.3%)
Field's Point	147,462	152,131	150,574	(1,557)	(1.0%)
IM	9,801	13,448	12,232	(1,216)	(9.0%)
Therms	348,376	884,401	612,969	(271,432)	(30.7%)
Rate per Therm	\$ 1.1893	\$ 1.1213	\$ 1.1415	\$ 0.0203	1.8%
Expense	\$ 414,334	\$ 991,644	\$ 699,711	\$(291,933)	(29.4%)



Electricity



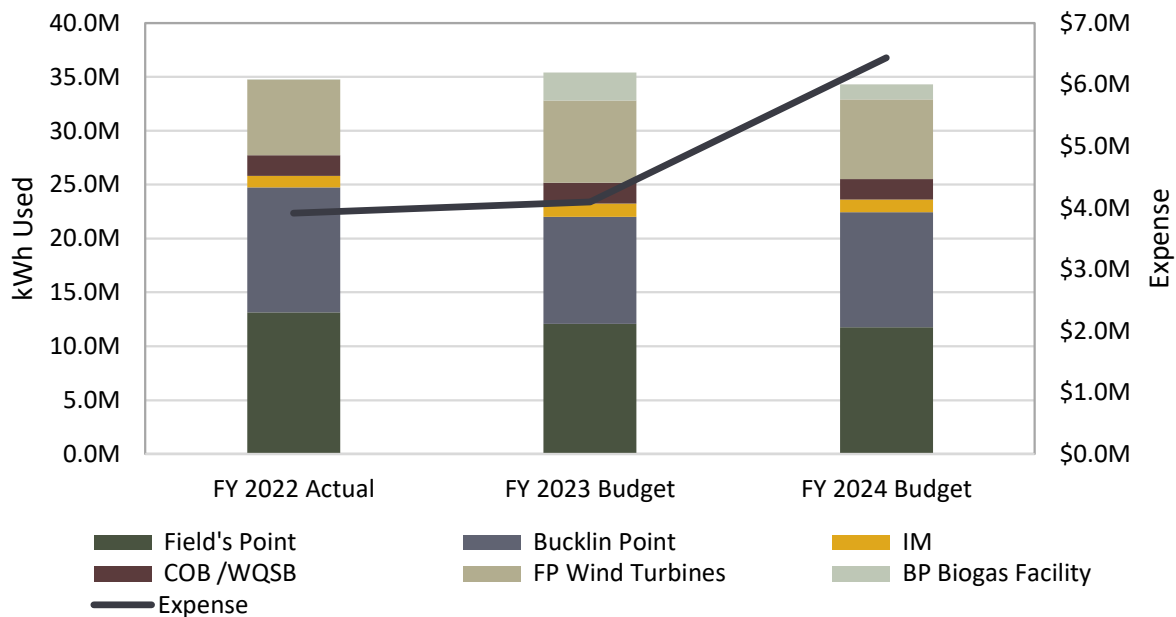
The FY 2024 budget for electricity expenses is \$6.4 million. This is calculated by applying the projected composite rate, which includes supply costs, to the kWh purchases by location.

Electricity purchases are determined by subtracting the “behind the meter” production from the total use. The budget is based on three-year averages by location except for the Biogas Facility, which is based on an engineering estimate. The budgeted supply rate is \$0.1606 per kWh. The supply rate plus delivery charges, taxes, and other fees, results in a composite rate of \$0.2523/kWh, which is 55.2% higher than the prior year. As shown in the table below, the FY 2024 budgeted electricity expense is \$2.3 million or 57.1% higher than the prior year budget. The higher budget amount is due to both an increase in electricity purchases of 0.3 million kWh and the higher composite rate.

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

Location	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Field's Point	13,128,225	12,083,591	11,756,306	(327,285)	(2.7%)
Bucklin Point	11,623,642	9,935,954	10,673,859	737,905	7.4%
Interceptor Maintenance	1,071,501	1,236,335	1,163,755	(72,580)	(5.9%)
COB /WQSB	1,882,198	1,940,626	1,907,583	(33,043)	(1.7%)
Total kWh Purchased	27,705,566	25,196,506	25,501,503	304,997	1.2%
FP Wind Turbines	7,027,707	7,601,823	7,403,433	(198,390)	(2.6%)
Biogas Facility	38,480	2,628,000	1,394,136	(1,233,864)	(47.0%)
"Behind the Meter" kWh	7,066,187	10,229,823	8,797,569	(1,432,254)	(14.0%)
Total kWh Used	34,771,753	35,426,329	34,299,072	(1,127,257)	(3.2%)
Expense	\$ 3,913,901	\$ 4,095,676	\$ 6,433,893	\$ 2,338,217	57.1%
Rate per kWh Purchased	\$ 0.1413	\$ 0.1625	\$ 0.2523	\$ 0.0897	55.2%

Electricity Use and Expense



Net Metering Credits (NMC) and Green Power Purchase Agreement

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 which is applied to NBC's electricity invoices. NBC owns three off-site wind turbines in Coventry, RI and retains 100% of the NMC generated from those facilities.



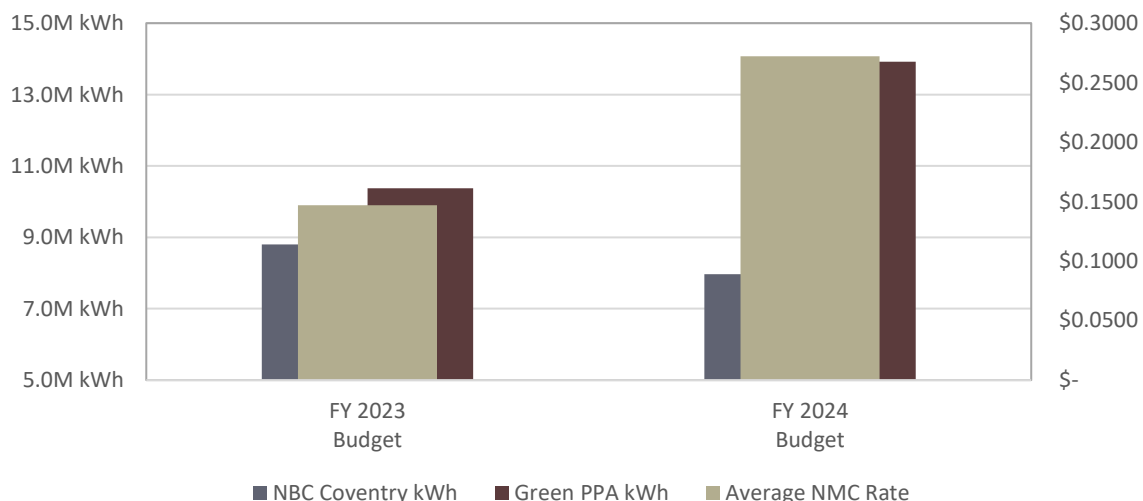
NBC also has Power Purchase Agreements (PPAs) for sustainable energy facilities that are located off site. NBC retains 25% of the NMC generated from those facilities and pays the vendor 75% of the NMC. NBC sells the RECs generated from all facilities and retains 100% of the REC sales.

The FY 2024 budgeted kWh production from the net-metered sources is 21.9 million kWh, which is 14.2% or \$2.7 million kWh more than FY 2023. This is the net impact of 9.4% lower production from the NBC owned turbines and 34.2% higher production from the PPA sources, including a new solar asset which was added to NBC's PPA renewable portfolio in FY 2022. The FY 2024 budgeted NMC rate also increased 85.1% from \$0.147/kWh to \$0.2721/kWh. The resulting total NMC budget is a \$3.1 million credit, which is \$1.4 million or 86.0% more than the prior year. The payment to the PPA vendor is budgeted at 75% of the NMC from the PPA facilities or \$2.8 million in the FY 2024 budget.

Budgeted Net Metering Credits and PPA Expense

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
kWh from NMC Sources				
NBC Coventry	8,800,261	7,968,865	(831,396)	(9.4%)
PPA	10,371,341	13,917,693	3,546,352	34.2%
<i>Total Budgeted kWh</i>	19,171,602	21,886,558	2,714,955	14.2%
NMC Earned (reflected in budget as reduction in expense)				
NBC Coventry NMC	\$ (1,293,638)	\$ (2,168,200)	(874,562)	67.6%
PPA NMC	(1,524,587)	\$ (3,786,726)	(2,262,139)	148.4%
<i>Total Budgeted NMC</i>	\$ (2,818,225)	\$ (5,954,926)	\$(3,136,701)	111.3%
PPA Payments				
75% of PPA NMC Earned	\$ 1,143,440	\$ 2,840,045	\$ 1,696,604	148.4%
<i>Net Retained NMC</i>	\$ (1,674,785)	\$ (3,114,882)	\$(1,440,097)	86.0%
<i>Budgeted NMC Rate/kWh</i>	\$0.1470	\$0.2721	\$0.1251	85.1%

Budgeted kWh from Net-Metered Sources and Average NMC Rate



Biogas

The FY 2024 budget for Biogas expense is \$146 thousand which is \$17 thousand or 13.5% more than the prior year. The higher budget amount reflects updated estimates associated with the testing, permitting, certification, and preventive maintenance of the Biogas facility.

Budgeted Biogas Expense

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Biogas	\$ 128,400	\$ 145,700	\$ 17,300	13.5%

Chemicals

Budgeted Chemical expense in FY 2024 is \$1.4 million which is \$0.2 million or 14.7% higher than the prior year, primarily due to projected rate increases.

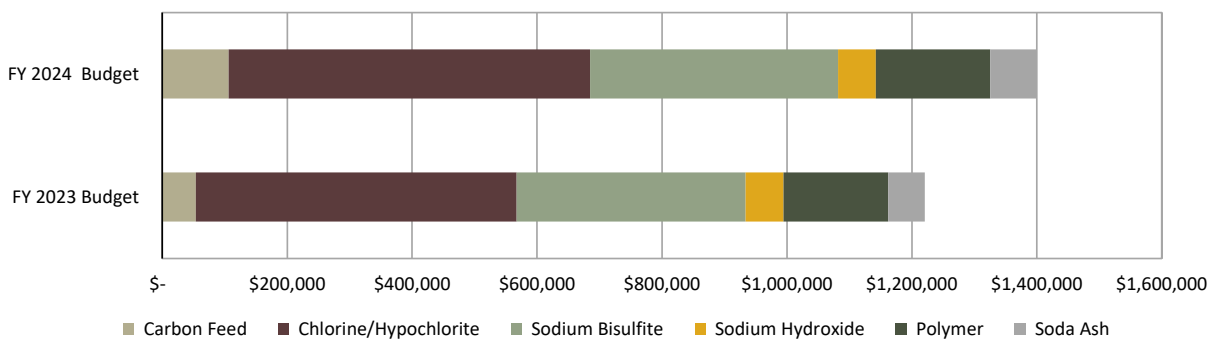


Pricing is based on the two-year average rate increase, except carbon feed, which was increased based on the most recent quoted price. An average annual percent increase was applied to FY 2022 actual usage if the chemical was used. Estimates were applied for chemicals that are not used regularly. The table and chart below show the change in budgeted chemicals compared to the prior year.

Budgeted Chemical Expense by Location

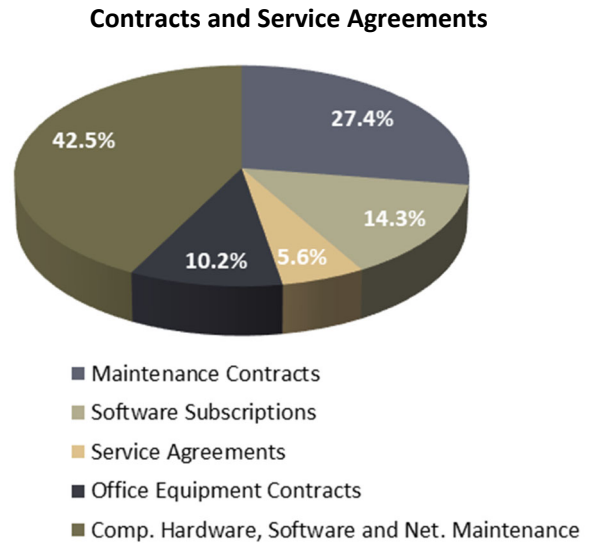
Location	Chemical	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
<i>Field's Point Total</i>	Carbon Feed	\$ 49,708	\$ 96,249	\$ 46,541	93.6%
	Chlorine/Hypochlorite	480,918	534,959	54,041	11.2%
	Sodium Bisulfite	339,741	354,120	14,379	4.2%
	Sodium Hydroxide	60,639	60,639	-	0.0%
<i>Field's Point Total</i>		\$ 931,006	\$ 1,045,967	\$ 114,961	12.3%
<i>Bucklin Point Total</i>	Carbon Feed	\$ 3,912	\$ 10,085	\$ 6,173	157.8%
	Chlorine/Hypochlorite	32,964	43,592	10,628	32.2%
	Polymer	167,657	182,778	15,121	9.0%
	Soda Ash	58,524	74,997	16,473	28.1%
	Sodium Bisulfite	26,514	42,756	16,242	61.3%
<i>Bucklin Point Total</i>		\$ 289,571	\$ 354,208	\$ 64,637	22.3%
Total Chemical Usage		\$ 1,220,577	\$1,400,175	\$ 179,598	14.7%

Budgeted Chemical Expense



Contract and Service Agreements

The FY 2024 budget for five related expense accounts, referred to collectively as Contract and Service Agreements, is \$2.8 million. The Contract and Service Agreements accounts consist of Maintenance Contracts, Software Subscriptions, Service Agreements, Office Equipment Contracts, and Computer Hardware, Software and Network Maintenance. As shown in the chart to the right, Computer Hardware, Software and Network Maintenance expense is the majority, or 42.5% of the total, followed by Maintenance Contracts, Software Subscriptions, Office Equipment Contracts and Service Agreements.



The following table shows that the FY 2024 budget for these line items is 12.2% higher or \$0.3 million more than the prior year. The Software Maintenance account was retitled to the Computer Hardware, Software and Network Maintenance account. Many of the large year over year differences are a result of account restructuring. Budgeted Service Agreement expense decreased \$231 thousand or 60% from the prior year. Budgeted Office Equipment Contracts increased 96.2% or \$0.1 million over the prior year. The following section provides more detail on each Contract and Service Agreement account.

Budgeted Contract and Service Agreements

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Maintenance Contracts	\$ 699,825	\$ 756,526	\$ 56,701	8.1%
Software Subscriptions	375,797	394,800	19,003	5.1%
Service Agreements	385,389	154,218	(231,171)	(60.0%)
Office Equipment Contracts	143,864	282,289	138,425	96.2%
Computer Hardware, Software and Network Maintenance	854,688	1,172,177	317,489	37.1%
Total	\$2,459,563	\$ 2,760,010	\$ 300,447	12.2%

Maintenance Contracts

This account includes contracts for the physical servicing of equipment such as mechanical systems, generators, and laboratory equipment and it also includes electrical testing at both wastewater treatment facilities. NBC must test all transformers, motors, and underground high-power voltage lines, to ensure safe and uninterrupted operation. The FY 2024 budget is 8.1% or \$57 thousand higher on a year-to-year basis. The Operations and Maintenance division budget includes 48.5% of total Maintenance Contract expense, followed by the Construction and Engineering, and Environmental Science and Compliance divisions.



Software Subscriptions

The Software Subscriptions account includes items related to user licensing fees for software and servers. This account increased slightly by 5.1% or \$19 thousand in FY 2024. The Administration division holds 86.7% of the total expenses in this account.

Service Agreements

Service Agreements include 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. Service Agreements decreased by 60.0% or \$231 thousand in FY 2024. This decrease is primarily due to the transfer of electrical testing contracts to the Maintenance Contracts account. The majority of this account, or 61.4% is budgeted in the Operations and Maintenance division.

Office Equipment Contracts

This account includes a variety of contracts relating to maintenance and office equipment such as audio-visual equipment, elevators, fire alarms, telephone, and pest control. The FY 2024 budget is \$282 thousand, which is \$138 thousand or 96.2% more than the prior year. The largest increase is in the Information Technology cost center and includes a new grounds security contract.



Computer Hardware, Software and Network Maintenance

The Software Maintenance account was retitled to the Computer Hardware, Software and Network Maintenance account and includes a variety of computer related services. To streamline contract categorization within NBC’s general ledger accounts, the account includes contracts previously budgeted in the Maintenance Contracts, Service Agreements, and Software Subscriptions accounts. The budget for this account increased by 37.1% or \$317 thousand in FY 2024. The majority, or 56.5% of this account is budgeted in the Administration division.

The table below shows budgeted amounts per account and division.

Budgeted Contracts per Division

Account	Administration	Finance	Construction and Engineering	Operations and Maintenance	Environmental Science and Compliance	Total
Maintenance Contracts	\$ -	\$ -	\$313,405	\$367,000	\$76,122	\$756,526
Software Subscriptions	342,300	29,000	-	17,700	5,800	394,800
Service Agreements	54,502	-	5,000	94,716	-	154,218
Office Equipment Contracts	159,392	4,800	72,787	45,310	-	282,289
Comp. Hardware, Software and Network Maintenance	960,188	197,000	14,989	-	-	1,172,177
Total	\$1,516,382	\$230,800	\$406,181	\$524,726	\$81,922	\$2,760,0101

Repairs Accounts

The FY 2024 budget for three related expense accounts, referred to collectively as the Repairs Accounts, is \$1.5 million. The Repairs Accounts include Repairs Building and Structure, Repairs Process Equipment and Repairs Highways and Walks.



The budget for the Repairs Building and Structure account increased by 31.9% or \$176 thousand over the prior year. This account includes expense for maintaining and repairing items such as electrical generators, Heating Ventilation and Air Conditioning (HVAC), fire alarm/suppression systems, and garage door operators.

The Repairs Process Equipment Account increased by 11.8% or \$73 thousand from the prior year. This account 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 Repairs Highways and Walks account includes asphalt, stone, materials, hardware, and parts for the maintenance and repair of highways, bridges, driveways, and walks. This account increased \$8 thousand or 19.3% from FY 2023.

The FY 2024 Budget also includes funding for repairs not covered under service contracts. Most of the Repairs Account expense, or 71.1% is budgeted in the Operations and Maintenance division. The budgets for these line items have increased to reflect supply chain and inflation impacts.

Budgeted Repairs Accounts				
	FY 2023	FY 2024	Budgeted	Percent
	Budget	Budget	Difference	Change
Repairs Building and Structure	\$ 551,150	\$ 726,800	\$ 175,650	31.9%
Repairs Process Equipment	614,847	687,675	72,828	11.8%
Repairs Highways and Walks	41,500	49,500	8,000	19.3%
Total	\$ 1,207,497	\$ 1,463,975	\$ 256,478	21.2%

Supplies Accounts



The FY 2024 budget includes \$1.3 million for three related expense accounts, referred to collectively as the Supplies Accounts. The Supplies Accounts increased in total by \$180 thousand or 16.5% in FY 2024. A discussion of each of the expense accounts is in the following section.

Budgeted Supplies Accounts				
	FY 2023	FY 2024	Budgeted	Percent
	Budget	Budget	Difference	Change
Lab Supplies	\$ 311,557	\$ 385,100	\$ 73,543	23.6%
Lab Chemicals and Gases	244,724	270,700	25,976	10.6%
Supplies Building and Maintenance	538,100	618,800	80,700	15.0%
Total	\$ 1,094,381	\$ 1,274,600	\$ 180,219	16.5%

Lab Supplies

Lab Supplies expense includes items such as small instruments, filtering apparatus, bioassay supplies, and other scientific utensils needed for specialized testing. This account also includes deionized water unit filters, which purify water so particles will not contaminate the collected samples. The FY 2024 budget for Lab Supplies is \$385 thousand. This is an increase of \$74 thousand or 23.6%. Inflation and vendor price increases are the driving factors behind the budget increase. The majority or 90.9% of the Lab Supplies account is budgeted in the Environmental Science and Compliance division, with the remaining 9.1% budgeted in the Operations and Maintenance division.

Lab Chemicals and Gases

The Lab Chemicals and Gases includes expense for the chemicals and gases necessary to perform parameter testing. Lab Chemicals and Gases is budgeted at \$271 thousand in FY 2024. The large majority of the Lab Chemicals and Gases expense, or 90.8% is budgeted in the Environmental Science and Compliance division. The remaining 9.2% 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

Supplies Building and Maintenance expense includes items such as plant cleaning supplies, small tools, hot water heaters, batteries, two-way radios, and welding rods. The FY 2024 budget for this account is \$619 thousand. Price increases are anticipated for most items included in Supplies Building and Maintenance expense. The majority, or 96.0%, of Supplies Building and Maintenance expense is budgeted in the Operations and Maintenance division.

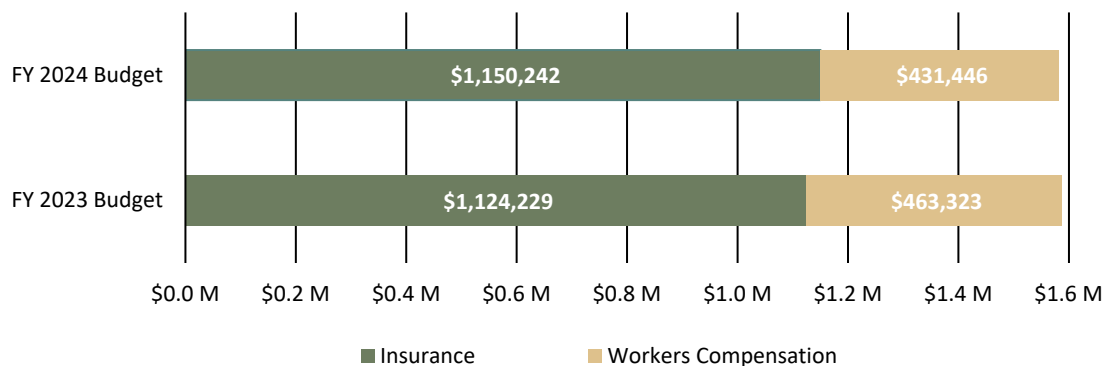
Insurance



The FY 2024 budget for Insurance is \$1.6 million, which is 0.4% lower than the prior year. Insurance expense is budgeted \$26 thousand or 2.3% higher than the prior year while Workers' Compensation Insurance expense is \$32 thousand or 6.9% 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 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Insurance	\$1,124,229	\$1,150,242	\$26,013	2.3%
Workers' Compensation Insurance	463,323	431,446	(31,877)	(6.9%)
Total	\$1,587,552	\$1,581,688	\$(5,864)	(0.4%)



Screening and Grit Disposal

Screening and Grit Disposal expense increased by \$88 thousand or 36.0% in the FY 2024 budget. The dry ton disposal rate is based on the average annual rate increase and is budgeted at \$161.00/dry ton for FY 2024. The FY 2024 budgeted tons is 35.1% higher than the prior year reflecting the average annual increase over the past three years.

Location	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Interceptor Maintenance	\$ 49,840	\$ 61,550	\$ 11,710	23.5%
Field's Point	136,000	181,700	45,700	33.6%
Bucklin Point	59,360	90,300	30,940	52.1%
Total	\$ 245,200	\$ 333,550	\$ 88,350	36.0%
Dry Tons	1,533	2,071	538	35.1%

Professional Services

The budget for Professional Services is \$2.7 million in FY 2024 which is 18.5% higher than the prior year. Regulatory expense increased by 3.2% or \$20 thousand for an anticipated increase in the PUC annual assessment. All other Professional Services increased by \$355 thousand or 34.5% primarily due to higher increased electronic payment transaction fees. The following table shows the professional services expense on a year-to-year basis.

Budgeted Professional Services Expense

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Regulatory	\$ 625,200	\$ 645,100	\$ 19,900	3.2%
Management and Audit Services	332,500	346,000	13,500	4.1%
Legal Services	270,000	300,000	30,000	11.1%
Other Professional Services	1,029,800	1,385,150	355,350	34.5%
Total	\$ 2,257,500	\$ 2,676,250	\$ 418,750	18.5%

Lease Expense

Budgeted lease expense remains unchanged for FY 2024. Two of the remote wind turbines are located on leased land and, NBC budgeted \$113 thousand for lease expense as is shown in the following table.

Budgeted Lease Expense

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Leases Paid	\$ 104,916	\$ 105,310	\$ 394	0.4%
Interest Expense – Lease	8,484	8,090	(394)	(4.6%)
Total	\$113,400	\$113,400	-	0.0%

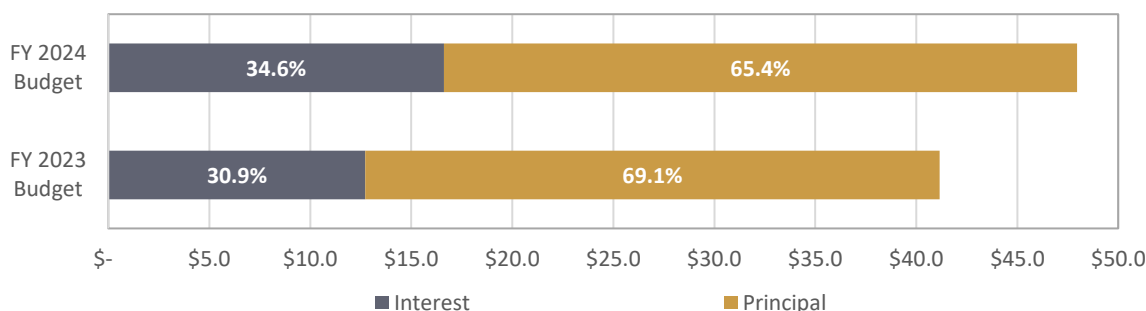
Debt Service

Budgeted Debt Service in FY 2024 is \$48 million which is 16.5% or \$6.8 million more than the prior year due to the amortization schedules. This increase is the result of amortization schedules, the 2023 Series A \$100 million loan from RIIB and the budgeted 2024 Series A \$50 million loan from RIIB. Interest expense is budgeted \$3.9 million or 30.5% higher and principal is budgeted \$2.9 million or 10.3% higher than the prior year.

	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
Principal	\$ 28,427,904	\$ 31,344,795	\$ 2,916,891	10.3%
Interest	12,726,133	16,613,451	3,887,318	30.5%
Total	\$ 41,154,037	\$ 47,958,246	\$ 6,804,209	16.5%

The chart below shows that interest as a percentage of debt service increased from 30.9% in FY 2023 to 34.6% in FY 2024.

Budgeted Debt Service (In millions)



FY 2024 budgeted debt service by issue is shown below. Detailed debt service schedules, including annual principal and interest payments by bond issue and outstanding debt are in the Long-Term Financial Plan section of the budget.

FY 2024 Budgeted Principal and Interest (Accrued)					
Series	Par Amount (Millions)	Purpose	Interest/Fees	Principal	Total
RIIB Loans					
2003 Series	\$ 40.000	Wastewater Treatment & Collections	\$ 60,492	\$ 2,344,000	\$ 2,404,492
2004 Series B	40.000	Wastewater Treatment & Collections	33,628	2,342,000	2,375,628
2005 Series B	30.000	Wastewater Treatment & Collections	34,924	1,720,000	1,754,924
2006 Series A	30.000	Wastewater Treatment & Collections	70,848	1,672,000	1,742,848
2007 Series B	25.000	Wastewater Treatment & Collections	79,659	1,469,000	1,548,659
2009 Series A	55.000	Wastewater Treatment & Collections	624,227	2,893,571	3,517,798
2010 Series A	2.000	Wastewater Treatment & Collections	16,090	91,698	107,788
2010 Series B	20.000	Wastewater Treatment & Collections	260,328	1,041,000	1,301,328
2011 Series A	30.000	Wastewater Treatment & Collections	451,943	1,417,118	1,869,061
2012 Series A	25.750	Wastewater Treatment & Collections	390,926	1,244,102	1,635,027
2013 Series B	25.000	Wastewater Treatment & Collections	403,366	1,191,114	1,594,480
2014 Series A	45.000	Wastewater Treatment & Collections	880,571	2,088,000	2,968,571
2015 Series B	41.754	Wastewater Treatment & Collections	1,070,011	1,135,908	2,205,919
2016 Series A	23.000	Wastewater Treatment & Collections	425,935	1,030,000	1,455,935
2019 Series A	35.000	Wastewater Treatment & Collections	659,813	1,486,286	2,146,099
2019 Series B	10.000	Wastewater Treatment & Collections	154,388	449,000	603,388
2021 Series A	45.000	Wastewater Treatment & Collections	661,556	-	661,556
New 2023 Series A	100.000	Wastewater Treatment & Collections	3,452,962	-	3,452,962
New 2024 Series A	50.000	Wastewater Treatment & Collections	1,000,000	-	1,000,000
Subtotal RIIB Loans	\$ 592.504		\$ 10,731,671	\$ 23,614,795	\$ 34,346,466
Revenue Bonds					
Bond Issue	Par Amount (Millions)	Purpose	Interest	Principal	Total
2008 Series A	\$ 66.360	Wastewater Treatment & Collections	\$ 1,222,440	\$ 2,500,000	\$ 3,722,440
2013 Series C	34.970	Wastewater Treatment & Collections	131,458	2,785,000	2,916,458
2015 Series A	40.085	Wastewater Treatment & Collections	128,600	-	128,600
2020 Series A	196.360	Wastewater Treatment & Collections	4,399,282	2,445,000	6,844,282
Subtotal Revenue Bonds	\$ 337.775		\$ 5,881,781	\$ 7,730,000	\$ 13,611,781
WIFIA Loans					
Issues	Par Amount (Millions)	Purpose	Interest	Principal	Total
WIFIA 1 - 2020 SERIES B	\$ 268.711	CSO Phase III A Facilities	\$ -	\$ -	\$ -
WIFIA 2 - 2020 SERIES C	190.634	CSO Phase III/Bucklin Point Resiliency Imp.	-	-	-
WIFIA 3 - 2022 SERIES A	55.499	Field's Point Resiliency Improvements	-	-	-
Subtotal WIFIA Loans	\$ 514.844		\$ -	\$ -	\$ -
Total Debt Service	\$ 1,445.123		\$ 16,613,451	\$ 31,344,795	\$ 47,958,246

Transfer to Project Fund

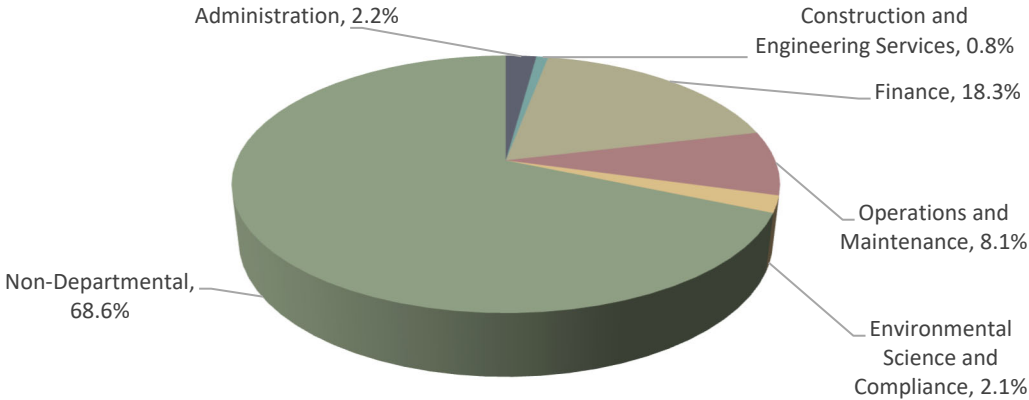
Budgeted debt service coverage, shown as a Transfer to the Project Fund, is calculated as revenue less operating expense and 10.4% of the FY 2024 Total Expense. The FY 2024 budgeted Transfer to Project Fund is \$12.0 million which is \$2.4 million less than the prior year. Please refer to the Budget Process and Policies section for more information regarding this line item as well as the Long-Term Financial Plan section.

Division Summaries

The graph below shows the FY 2024 Budget by Division. The majority of the budget, or 68.6%, is non-Departmental and related to the Capital Improvement Program. The Finance Division is 18.3% of the total and includes debt service. Operations and Maintenance is 8.1% of the total budget.

FY 2024 Budget by Division

Division	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Percent Change	Percent of Budget
Operating Budget					
Administration	\$ 4,720,970	\$ 5,856,815	\$ 7,275,730	24.2%	3.0%
Construction and Engineering Services	701,982	894,575	2,456,394	174.6%	1.0%
Finance	52,695,722	55,201,776	63,004,872	14.1%	26.3%
Operations and Maintenance	21,791,346	23,966,592	24,402,738	1.8%	10.2%
Environmental Science and Compliance	6,114,098	6,656,225	6,713,219	0.9%	2.8%
Non-Departmental	18,910,670	14,385,312	12,030,028	(16.4%)	5.0%
Total Operating Budget	104,934,788	106,961,295	115,882,981	8.3%	48.4%
Capital Budget					
Administration	840,212	455,000	250,000	(45.1%)	0.1%
Construction and Engineering Services	198,765	295,000	440,000	49.2%	0.1%
Finance	76,277	510,000	863,000	69.2%	0.2%
Operations and Maintenance	1,830,796	1,828,000	3,713,000	103.1%	1.1%
Environmental Science and Compliance	916,808	724,000	607,000	(16.2%)	0.2%
Non-Departmental	163,349,056	219,776,932	227,447,896	3.5%	65.1%
Total Capital Budget	167,211,914	223,588,932	233,320,896	4.4%	66.8%
Annual Budget					
Administration	5,561,182	6,311,815	7,525,730	19.2%	2.2%
Construction and Engineering Services	900,747	1,189,575	2,896,394	143.5%	0.8%
Finance	52,771,999	55,711,776	63,867,872	14.6%	18.3%
Operations and Maintenance	23,622,142	25,794,592	28,115,738	9.0%	8.1%
Environmental Science and Compliance	7,030,906	7,380,225	7,320,219	(0.8%)	2.1%
Non-Departmental	182,259,726	234,162,244	239,477,924	2.3%	68.6%
Total Annual Budget	\$ 272,146,702	\$ 330,550,227	\$ 349,203,877	5.6%	100.0%



Administration Division

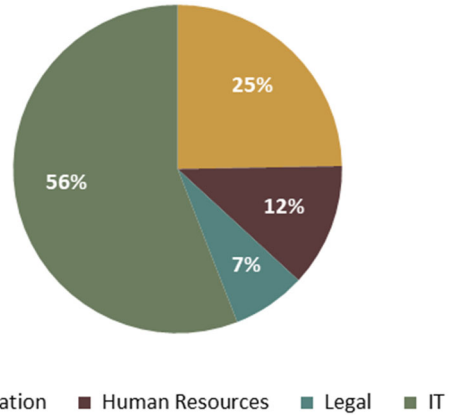
Division Summary

The Administration Division is responsible for creating, planning, implementing, and integrating the strategic direction of the organization. The division includes the Administration, Human Resources, Legal and Information Technology (IT) cost centers.

Significant Budget Modifications

The Administration Division budget is \$7.5 million, including \$7.3 million for Operating Expense. This is an increase of 19.2% from the prior year. The FY 2024 budget includes 1.0 new FTE in the Administration cost center and 5.0 FTE transfers from the Operations and Maintenance division. As a result, there is a net increase of 6.0 FTEs in the FY 2024 Budget.

FY 2024 Administration Division Budget by Cost Center



Operating Supplies and Expense increased by \$0.5 million or 28.4%. The majority of this increase is due to Operations and Maintenance expenses associated with the process control systems transferring to IT. Professional Services is 32.5% higher this year and includes an increase for cybersecurity. Budgeted Operating Capital is \$0.2 million or 45.1% lower than the prior year.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 3,196,276	\$ 3,722,509	\$ 4,521,098	\$ 798,589	21.5%
Operating Supplies/Expense	1,327,984	1,809,506	2,324,282	514,776	28.4%
Professional Services	196,711	324,800	430,350	105,550	32.5%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	4,720,971	5,856,815	7,275,730	1,418,915	24.2%
Debt Service	-	-	-	-	-
Operating Capital Program	840,211	455,000	250,000	(205,000)	(45.1%)
Total Expense and Use of Funds	5,561,182	6,311,815	7,525,730	1,213,915	19.2%
FUNDING SOURCES					
Revenue Fund	4,720,971	5,856,815	7,275,730	1,418,915	24.2%
Project Fund	840,211	455,000	250,000	(205,000)	(45.1%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 5,561,182	\$ 6,311,815	\$ 7,525,730	\$ 1,213,915	19.2%
FTE's	29	35.0	41.0	6.0	17.1%

Administration Division

FY 2023 Accomplishments

Administration	
C2	Upgraded NBC website
FM8	Received a \$2.9 million grant for the Biogas facility
S2	Established an in-house Training Center at the Field's Point Facility
Human Resources	
S2	Automated the assignment, delivery and tracking of NBC's Safety Compliance training program utilizing Bay Academy
S3	Continuous management of COVID-19 protocols to ensure the health and safety of all employees
S3	Implemented new recruiting software, as well as an outreach program with local high schools in order to meet NBC's staffing needs
S4	For the 12th consecutive year, NBC has been voted one of the best places to work in RI
S4	Developed an online training course for new operators at Field's Point
Legal	
CB1	Obtained deep tunnel easements over the course of CSO Phase III project
FM5	Managed significant insurance claims
FM5	Completed the implementation of the lien sale, receivership, and bankruptcy modules in CIS
FM5	Completed a lien sale
Information Technology	
CB3	Launched new NBC website
CB3	Improved NBC's back-up solutions
CB3	Implemented a paperless Board meeting solution
CB3	Began cybersecurity CIP project

Administration Division

Budget Detail

Account Number	Account	Administration CC 21	Human Resources CC 23	Legal CC 24	Information Technology CC 33	Account Total
PERSONNEL						
52100	UNION REGULAR	-	53,850	-	-	53,850
52300	NON-UNION REGULAR	1,212,880	485,948	386,077	1,405,662	3,490,567
52350	NON-UNION OVERTIME	-	-	2,500	-	2,500
52400	NON-UNION LIMITED	5,000	-	1,500	-	6,500
52800	UNION PENSION	-	16,139	-	-	16,139
52810	FICA	93,168	41,295	29,841	107,533	271,837
52920	NON UNION PENSION	121,788	48,595	39,008	140,566	349,957
52940	UNION RETIREMENT HEALTH	-	2,434	-	-	2,434
52950	HEALTH INSURANCE	169,883	98,724	61,689	164,468	494,764
52970	DENTAL INSURANCE	12,666	8,328	7,030	12,940	40,964
52980	VISION INSURANCE	2,042	1,364	1,196	2,268	6,870
	TOTAL PERSONNEL	1,617,427	756,677	528,841	1,833,437	4,736,382
59000	SALARY REIMBURSEMENT	(130,438)	-	(8,455)	-	(138,893)
59001	FRINGE REIMBURSEMENT	(71,741)	-	(4,650)	-	(76,391)
	NET PERSONNEL SERVICES	1,415,248	756,677	515,736	1,833,437	4,521,098
OPERATING SUPPLIES/EXPENSES						
52610	MEDICAL SVCS.	-	8,000	-	-	8,000
53240	DUES & SUBSCRIPTIONS	49,400	11,800	8,100	5,700	75,000
53250	FREIGHT	1,000	200	200	200	1,600
53310	PRINTING & BINDING	12,000	200	100	-	12,300
53320	ADVERTISING	500	5,000	750	-	6,250
53350	RENTAL-OUTSIDE PROPERTY	15,000	2,500	-	-	17,500
53360	MISCELLANEOUS EXPENSE	-	7,000	-	-	7,000
53370	PUBLIC OUTREACH ED.	51,000	-	-	-	51,000
53410	LOCAL TRAVEL	500	100	250	200	1,050
53420	LONG DISTANCE TRAVEL	30,000	6,000	10,000	25,000	71,000
53510	VEHICLE FUEL & MAINTENANCE	2,000	-	-	600	2,600
53610	REPAIRS BUILDING & STRUCTURE	500	-	-	29,000	29,500
53635	MAINT. CONTRACTS-OFFICE EQUIP.	400	-	150	158,842	159,392
53640	SERVICE AGREEMENTS	-	-	-	54,502	54,502
53645	SOFTWARE SUBSCRIPTIONS	-	32,000	-	310,300	342,300
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	-	-	960,188	960,188
54000	TELEPHONE	-	-	-	357,300	357,300
54200	CLOTHING	2,000	-	-	-	2,000
54410	EDUCATIONAL SUPP. & EXP.	8,000	2,800	2,800	10,000	23,600
54420	COMPUTER SUPPLIES	500	-	200	94,000	94,700
54430	OTHER OP. SUPPLIES & EXP.	-	-	-	3,500	3,500
54440	SAFETY EQUIPMENT	100	-	-	600	700
54500	OFFICE EXPENSE	35,000	5,000	2,300	1,000	43,300
	TOTAL OPERATING SUPPLIES/EXPENSE	207,900	80,600	24,850	2,010,932	2,324,282
PROFESSIONAL SERVICES						
52630	EDUCATIONAL PROFESSIONAL SERVICES	-	46,000	-	-	46,000
52650	SECURITY SERVICES	1,500	4,000	-	-	5,500
52660	LEGAL SERVICES	160,000	-	5,000	-	165,000
52670	MGMT/AUDIT SERVICES	75,000	8,000	-	-	83,000
52680	TEMPORARY/CLERICAL SERVICES	-	5,400	-	-	5,400
52690	OTHER SERVICES	-	12,700	-	112,750	125,450
	TOTAL PROFESSIONAL SERVICES	236,500	76,100	5,000	112,750	430,350
	TOTAL OPERATING EXPENSE	1,859,648	913,377	545,586	3,957,119	7,275,730
	TOTAL	\$1,859,648	\$913,377	\$545,586	\$3,957,119	\$7,275,730
	Division Total			\$7,275,730		

Administration Division

Snapshot of Responsibilities

Administration

- Conduct capital project meetings
- Submit affirmative action plan to the Equal Employment Opportunity Commission
- Prepare and distribute NBC's monthly newsletter to employees
- Negotiation of Collective Bargaining Agreement
- Update website weekly to provide current information on NBC activity

Human Resources

- Implement employee training programs
- Maintain education and learning programs that support vertical career progression
- Evaluate comparable benefit solutions prior to renewal
- Provide participant meetings with NBC's investment advisor
- Investigate workers' compensation injuries and make recommendations to prevent recurrence
- Conduct exit interviews
- Maintain the number of grievances filed

Legal

- Monitor bankruptcies and file proof of claims where appropriate
- Monitor discharged bankruptcy accounts
- Propose NBC related legislation amendments where appropriate
- Provide legislative reports to the Board on legislation of interest to NBC
- Present the final Legislative Report to the Board
- Complete conflict of interest forms for NBC staff/Board of Commissioners

Information Technology

- Complete Triennial Security audit and implement suggestions
- Ensure servers are running current supported Applications and Operating systems
- Ensure no more than 10 hours of downtime to maintain system availability
- Prevent security breaches into NBC email server
- Complete planned capital items
- Provide employee training hours
- Ensure PC and Thin Clients hardware does not exceed 5-year Desktop lifecycle
- Ensure Oracle, Hansen, GIS, and AUS software updates are no more than one version behind the latest released version
- Ensure maximum number of current versions of application and operating systems are maintained on Thin Clients

Administration Cost Center

Summary

The Administration cost center 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 cost center advises the Board of Commissioners on daily operations and collaborates with the Board and others regarding policy development and strategic issues.

Priorities

Key Code	
C1	Increase communications with legislative stakeholders and city/town officials
CB3	Complete the Biosolids Regional Facility Feasibility Study
CB3	Formalize cybersecurity infrastructure
OP1	Develop strategies to ensure PFAS compliance once legislation is passed

Significant Budget Modifications

The Administration cost center increased by 3.0 FTEs in FY 2024. This amount includes two transferred positions from the Legal cost center and one new position. The new Information Security Analyst position will plan, implement, upgrade, and monitor security protocols for the protection of the Narragansett Bay Commission's computer networks and information.

The majority of the legal service expenses from the Legal cost center were also transferred into Administration, which resulted in a Professional Services increase of 186.7% or \$154 thousand.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 788,638	\$ 1,032,104	\$ 1,415,248	\$ 383,144	37.1%
Operating Supplies/Expense	106,210	211,150	207,900	(3,250)	(1.5%)
Professional Services	17,593	82,500	236,500	154,000	186.7%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	912,441	1,325,754	1,859,648	533,894	40.3%
Debt Service	-	-	-	-	-
Operating Capital Program	41,805	195,000	-	(195,000)	(100.0%)
Total Expense and Use of Funds	954,246	1,520,754	1,859,648	338,894	22.3%
FUNDING SOURCES					
Revenue Fund	912,441	1,325,754	1,859,648	533,894	40.3%
Project Fund	41,805	195,000	-	(195,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 954,246	\$ 1,520,754	\$ 1,859,648	\$ 338,894	22.3%
FTE's	7.0	9.0	12.0	3.0	33.3%

Administration Cost Center

Performance Measures



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF2	Maintain Access to Public Records Act Certifications	N/A	N/A	1
CF4	Grant awards/scholarships	30	35	30



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Meet 2 or more times with union and non-union staff	2	2	2
S2	Include NBC Staff articles in monthly newsletter	24	35	25



COMMUNICATION

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 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	80	40	40
C1	Arrange a minimum of 10 water quality testing field trips for local schools	15	10	10
C1	Ensure 100% of participating schools attend the Watershed Explorer Environmental Education Conference	100%	100%	100%
C1	Respond to 100% of requests for WWTF presentations/tours	100%	100%	100%
C1	Meet with one city/town official quarterly	N/A	N/A	4
C1	Conduct/coordinate a minimum of 2 presentations	2 Presentations	2 Presentations	2 Presentations
C3	Review 100% of bills introduced	2,511/100%	100%	100%



ORGANIZATIONAL PERFORMANCE

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 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 Cost Center

Summary

The Human Resources cost center 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	
CF1	Formalize new onboarding processes and policies
FM5	Implement additional recruitment options
S3	Explore the opportunities to offer a Student Loan Payment Assistance program
S2	Increase employee training through Bay Academy

Significant Budget Modifications

Total Operating Expense increased by 4.4% in Human Resources. Operating Supplies and Expense increased slightly by 4.7%. All job posting related advertising expenses were transferred from each cost center into the Human Resources advertising budget.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 614,199	\$ 720,551	\$ 756,677	\$ 36,126	5.0%
Operating Supplies/Expense	53,998	76,970	80,600	3,630	4.7%
Professional Services	51,610	77,300	76,100	(1,200)	(1.6%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	719,807	874,821	913,377	38,556	4.4%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	719,807	874,821	913,377	38,556	4.4%
FUNDING SOURCES					
Revenue Fund	719,807	874,821	913,377	38,556	4.4%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 719,807	\$ 874,821	\$ 913,377	\$ 38,556	4.4%
FTE's	6.0	7.0	7.0	0.0	0.0%

Human Resources Cost Center

Performance Measures



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM5	Research absenteeism to increase predictable and reliable attendance	N/A	N/A	0.5%



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S1	Submit annual EEO report by due date	4/1/2022	3/31/2022	9/30/2023
S1	Submit State and Federal disclosures by due date	9/30/2021	10/30/2022	10/30/2023
S2	Implement a new employee training program	1 Program	1 Program	1 Program
S2	Attend a minimum of 2 outside HR related seminars	2	3 Seminars	3
S3	Implement a minimum of 2 "Good Health" programs	4	2 Programs	2
S3	Implement a minimum of 6 Wellness Incentive Programs	9	6	7
S3	Achieve a minimum of 50% participation in Wellness Incentive Programs	61%	50%	50%
S3	Achieve at least 30% of employees reaching the wellness incentive maximum	37%	30%	25%
S3	Maintain a workers' compensation experience modification rating of 2.0 or lower	1.3	≤ 2.0	≤ 2.0
S4	Prepare and distribute 100% of employment postings within 1 week of approval	100%	100%	100%
S4	Receive the Best Places to Work in RI Award	12th year	13th Year	14th year

Legal Cost Center

Summary

The Legal cost center 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	Assist with the long-term biosolids disposal contracts and related issues
CB1	Manage contractual issues with regards to CIP projects (i.e. work shortages, supply chain problems, force majeure)
CF5	Monitor PFAS legislation and related federal regulations and guidance
CF5	Monitor new and revised state, environmental, and other regulatory requirements

Significant Budget Modifications

Operating Supplies and Expense rose 11.9% in FY 2024 primarily due to increased long-distance travel for NACWA seminars. Personnel and Professional Services decreased 19.6% and 97.0% respectively due to two FTEs transferring from Legal to the Administration cost center.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 578,229	\$ 641,606	\$ 515,736	\$ (125,870)	(19.6%)
Operating Supplies/Expense	10,444	22,200	24,850	2,650	11.9%
Professional Services	127,338	165,000	5,000	(160,000)	(97.0%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	716,011	828,806	545,586	(283,220)	(34.2%)
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	716,011	828,806	545,586	(283,220)	(34.2%)
FUNDING SOURCES					
Revenue Fund	716,011	828,806	545,586	(283,220)	(34.2%)
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 716,011	\$ 828,806	\$ 545,586	\$ (283,220)	(34.2%)
FTE's	6.0	7.0	5.0	-2.0	(28.6%)

Legal Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Return administrative drafts of enforcement actions to Pretreatment within 3 weeks of request	N/A	N/A	100%
CB1	Communicate relevant regulatory changes to NBC staff impacted	N/A	N/A	100%
CB1	Review all bills referred to Legal cost center	N/A	N/A	100%



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM2	Conduct a minimum of 1 lien sale annually	N/A	2 lien sales	2 lien sales
FM2	Ensure at least 65% of accounts are paid prior to lien sale	N/A	65%	65%



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF2	Maintain Access to Public Records Act Certifications	4 Certifications	4 Certifications	3 Certifications
CF2	Respond to all public records requests within 30 days	9/≤30 days	≤30 days	≤30 days



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide a minimum of 40 training hours	50 hours	40 hours	40 hours

Information Technology Cost Center

Summary

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

Priorities

Key Code	
CB3	Implement cybersecurity infrastructure by updating and creating policies and procedures, implementing new security solutions, and promoting available trainings
CB3	Assist with the hiring of an information security position to aide in the implementation of cybersecurity plans, policies, and procedures
CB3	Ensure all IT needs are successfully integrated at the new Bucklin Point Facility

Significant Budget Modifications

Personnel increased \$505 thousand or 38.0% in the FY 2024 budget. This increase is due to 5.0 FTEs transferring into IT from the Operations and Maintenance cost center. Operating Supplies and Expense increased \$511 thousand or 34.1%. The IT budget includes Operating Supplies and Expense items that were transferred in from the Operations and Maintenance cost center, as well as new contracts pertaining to cyber and building security. The budget reflects a 3.8% reduction in Operating Capital.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,215,210	\$ 1,328,248	\$ 1,833,437	\$ 505,189	38.0%
Operating Supplies/Expense	1,157,332	1,499,186	2,010,932	511,746	34.1%
Professional Services	170	-	112,750	112,750	-
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	2,372,712	2,827,434	3,957,119	1,129,685	40.0%
Debt Service	-	-	-	-	-
Operating Capital Program	798,406	260,000	250,000	(10,000)	(3.8%)
Total Expense and Use of Funds	3,171,118	3,087,434	4,207,119	1,119,685	36.3%
FUNDING SOURCES					
Revenue Fund	2,372,712	2,827,434	3,957,119	1,129,685	40.0%
Project Fund	798,406	260,000	250,000	(10,000)	(3.8%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 3,171,118	\$ 3,087,434	\$ 4,207,119	\$1,119,685	36.3%
FTE's	11.0	12.0	17.0	5.0	41.7%

Information Technology Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Complete yearly cybersecurity audit and implement suggestions in a reasonable time, given the complexity	No Audit	Complete Audit	No Audit
CB3	Ensure safe web browsing through third-party name protection, blocking malicious website browsing	N/A	FY23 YTD 880/14.1M	100%
CB3	Maintaining and updating email filters to prevent as many malicious emails being delivered as possible, per year	2.5M blocked / 3.3M received	FY23 YTD 952K/1.2M received	100%



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF5	Initiate a response to 100% help desk requests within two hours	100%	100%	100%



ORGANIZATIONAL PERFORMANCE

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
OP1	Ensure the hardware and software system is using its current version	40%	100%	75%
OP1	Ensure all new processes are incorporated into the process software	98%	100%	100%

Construction and Engineering Division

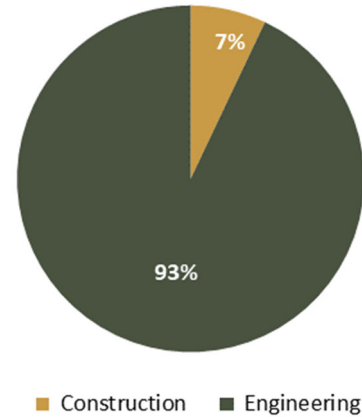
Division Summary

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

Significant Budget Modifications

The FY 2024 Construction and Engineering Division budget is \$1.7 million higher than the prior year. The majority of this increase is due to expenses related to sustainable energy, electrical testing and other responsibilities transferring into Engineering from other cost centers. Personnel increased by \$266 thousand or 56.9% and includes 1.0 new FTE in the Engineering cost center. Operating Capital is \$145 thousand or 49.2% in FY 2024.

FY 2024 Construction and Engineering Division Budget by Cost Center



Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 418,803	\$ 468,267	\$ 734,610	\$ 266,343	56.9%
Operating Supplies/Expense	282,179	415,908	1,665,284	1,249,376	300.4%
Professional Services	1,000	10,400	56,500	46,100	443.3%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	701,982	894,575	2,456,394	1,561,819	174.6%
Debt Service	-	-	-	-	-
Operating Capital Program	198,765	295,000	440,000	145,000	49.2%
Total Expense and Use of Funds	900,747	1,189,575	2,896,394	1,706,819	143.5%
FUNDING SOURCES					
Revenue Fund	701,982	894,575	2,456,394	1,561,819	174.6%
Project Fund	198,765	295,000	440,000	145,000	49.2%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 900,747	\$ 1,189,575	\$ 2,896,394	\$ 1,706,819	143.5%
FTE's	20.0	24.0	25.0	1.0	4.2%

Construction and Engineering Division

FY 2023 Accomplishments

Key Code	Construction
CB2	Award of Contract 308.10C BP WWTF Final Clarifier, UV Disinfection and Other Miscellaneous Improvements at \$70,834,000
CB2	Completion of Contract 308.05C at 2% over bid and 24% over original schedule
CB2	Completion of Contract 308.09B at 17% under bid and on time
CB2	Completion of Contract 817.00DB at 4% over bid and on time
CB2	Completion of Contract 909.00R at 23% over bid and 250% over original schedule
Key Code	Engineering
CB2	Began Engineering of the Bucklin Point Digester Complex Improvements
CB5	Began Engineering of the Field's Point and Bucklin Point Resiliency Improvement projects
CB4	Completed HVAC upgrades and upgraded the control systems at the Field's Point Administration building as well as the Carbon, Fine Screens and the Screw Lift Blower Buildings
CB2	Continued engineering of the Ernest Street Pump Station Improvements
CB2	Retained professional services for the new Field's Point Maintenance Building, IM Storage Building, and Lincoln Septage Facility improvements

Construction and Engineering Division

Budget Detail

Account Number	Account	Construction CC 22	Engineering CC 25	Account Total
PERSONNEL				
52300	NON-UNION REGULAR	1,229,608	1,325,966	2,555,574
52350	NON-UNION OVERTIME	50,000	-	50,000
52400	NON-UNION LIMITED	7,500	7,500	15,000
52810	FICA	98,464	102,010	200,474
52920	NON UNION PENSION	128,711	133,347	262,058
52950	HEALTH INSURANCE	170,445	169,867	340,312
52970	DENTAL INSURANCE	16,270	16,098	32,368
52980	VISION INSURANCE	2,592	2,609	5,201
	TOTAL PERSONNEL	1,703,590	1,757,397	3,460,987
59000	SALARY REIMBURSEMENT	(1,067,393)	(691,560)	(1,758,953)
59001	FRINGE REIMBURSEMENT	(587,066)	(380,358)	(967,424)
	NET PERSONNEL SERVICES	49,131	685,479	734,610
OPERATING SUPPLIES/EXPENSES				
53210	POSTAGE	-	100	100
53240	DUES & SUBSCRIPTIONS	1,000	2,900	3,900
53250	FREIGHT	-	200	200
53310	PRINTING & BINDING	300	100	400
53320	ADVERTISING	2,000	-	2,000
53330	RENTAL- EQUIPMENT	-	1,000	1,000
53410	LOCAL TRAVEL	100	800	900
53420	LONG DISTANCE TRAVEL	1,500	7,000	8,500
53470	BLDG. & GRND. MAINT.	-	160,600	160,600
53510	VEHICLE FUEL & MAINTENANCE	7,000	2,000	9,000
53610	REPAIRS BUILDING & STRUCTURE	-	156,700	156,700
53615	REPAIRS PROCESS EQUIPMENT	2,000	-	2,000
53630	MAINTENANCE CONTRACTS	-	313,405	313,405
53635	MAINT. CONTRACTS-OFFICE EQUIP.	-	72,787	72,787
53640	SERVICE AGREEMENTS	-	5,000	5,000
53645	SOFTWARE SUBSCRIPTIONS	-	-	-
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	14,989	14,989
54092	FP TURBINES	-	570,103	570,103
54093	COVENTRY WIND	-	309,000	309,000
54200	CLOTHING	3,000	1,500	4,500
54370	SUPPLIES BUILDING & MAINT.	500	5,000	5,500
54410	EDUCATIONAL SUPP. & EXP.	1,500	3,000	4,500
54420	COMPUTER SUPPLIES	5,000	200	5,200
54440	SAFETY EQUIPMENT	1,000	500	1,500
54500	OFFICE EXPENSE	10,000	3,500	13,500
	TOTAL OPERATING SUPPLIES/EXPENSE	34,900	1,630,384	1,665,284
PROFESSIONAL SERVICES				
52600	REGULATORY EXPENSE	-	4,400	4,400
52650	SECURITY SERVICES	-	1,000	1,000
52690	OTHER SERVICES	-	51,100	51,100
	TOTAL PROFESSIONAL SERVICES	-	56,500	56,500
	TOTAL OPERATING EXPENSE	84,031	2,372,363	2,456,394
	TOTAL	\$84,031	\$2,372,363	\$2,456,394
	Division Total		\$2,456,394	

Construction and Engineering Division

Snapshot of Responsibilities

Construction

- Receive 100% WBE, MBE and EEO plans for approval prior to award of contract
- Collect, review and maintain certified payrolls
- Process Change Orders
- Ensure all Awards of Contracts are presented to the Board for Approval
- Conduct weekly meetings with all contractors for active ongoing projects
- Apply for and receive a Certificate of Approval from RIDEM prior to Funding
- Comply with MBE/WBE quarterly reporting requirements
- Develop contract plans and specifications by NBC staff as requested
- Review constructability and bid ability of all design specifications
- Review and process contractual capital invoices
- Ensure change orders that exceed 5% of bid are presented to the Board for approval
- Provide training hours
- Communicate ongoing construction updates to NBC staff, Board of Commissioners and the public

Engineering

- Ensure NBC records are recorded and archived as required
- Perform required quarterly inspections for elevators and fire alarms
- Ensure planning and design contract expense is $\leq 10\%$ of the approved contract
- Record file easements for projects
- Update NBC's GIS database and application software
- Perform required mechanical equipment inspections
- Complete planned operating capital items
- Conduct monthly capital project meetings

Construction Services Cost Center

Summary

The Construction Services cost center 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	
CB2	Ensure consent agreement compliance for Tunnel Pump Station: Award Contract 308.02C
CB2	Ensure consent agreement compliance for Award Contract 308.04C
CB2	Award Contract 204.00C (Resiliency)
CB2	Award Contract 710.00C (Lincoln Septage Facility Improvements)

Significant Budget Modifications

Operating Supplies and Expense increased by \$9.4 thousand or 36.9%. In addition to an increased budget for safety supplies, the majority of the increase in OSE is for computer and office supplies at the new Bucklin Point facility. The Operating Capital program increased slightly by \$70 thousand or 140.0%.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 17,538	\$ 61,113	\$ 49,131	\$ (11,982)	(19.6%)
Operating Supplies/Expense	10,095	25,500	34,900	9,400	36.9%
Professional Services	(100)	-	-	-	-
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	27,533	86,613	84,031	(2,582)	(3.0%)
Debt Service	-	-	-	-	-
Operating Capital Program	24,375	50,000	120,000	70,000	140.0%
Total Expense and Use of Funds	51,908	136,613	204,031	67,418	49.3%
FUNDING SOURCES					
Revenue Fund	27,533	86,613	84,031	(2,582)	(3.0%)
Project Fund	24,375	50,000	120,000	70,000	140.0%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 51,908	\$ 136,613	\$ 204,031	\$ 67,418	49.3%
FTE's	11.0	12.0	12.0	0.0	0.0%

Construction Services Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB2	Resident engineering cost is 15% or less of construction cost (non-CSO contracts)	9%	≤ 15%	≤ 15%
CB2	Contract cost is less than 8% higher than original bid amount on an annual basis	4.8%	≤ 8%	≤ 8%
CB2	Ensure 85% of CIP contracts completed within six months of master schedule	75%	85%	85%

Engineering Cost Center

Summary

The primary responsibility of the Engineering cost center 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 cost center 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 cost center also provides facilities engineering and maintenance services for the NBC campus.

Priorities

Key Code	
CB1	Submit grant reimbursement request to RIDEM for Brownfield's remediation work performed under contract 308.09B
CB4	Install new HVAC rooftop units at the COB and Storage Building
CB4	Enter CSO Phase III Facilities into the GIS asset management system
CB2	Complete the final design of the Ernest Street Pump Station Improvements
CB2	Complete the final design of the Bucklin Point Digester Improvements

Significant Budget Modifications

The FY 2024 Budget includes a new Engineering Technical Specialist position that will manage NBC’s Pollution Prevention Technical Assistance Program, renewable energy accounts, sustainability initiatives, and provide technical support as needed. Operating Supplies and Expense and Professional Services increased by 317.6% and 443.3%, respectively. Expenses relating to the Field’s Point and Coventry turbines, electrical testing, Midge Fly mitigation and elevator maintenance were transferred into Engineering from other cost centers, causing significant increases in Engineering’s FY 2024 budget.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 401,265	\$ 407,154	\$ 685,479	\$ 278,325	68.4%
Operating Supplies/Expense	272,084	390,408	1,630,384	1,239,976	317.6%
Professional Services	1,100	10,400	56,500	46,100	443.3%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	674,449	807,962	2,372,363	1,564,401	193.6%
Debt Service	-	-	-	-	-
Operating Capital Program	174,390	245,000	320,000	75,000	30.6%
Total Expense and Use of Funds	848,839	1,052,962	2,692,363	1,639,401	155.7%
FUNDING SOURCES					
Revenue Fund	674,449	807,962	2,372,363	1,564,401	193.6%
Project Fund	174,390	245,000	320,000	75,000	30.6%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 848,839	\$ 1,052,962	\$ 2,692,363	\$ 1,639,401	155.7%
FTE's	9.0	12.0	13.0	1.0	8.3%

Engineering Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB2	Ensure 85% of planned projects are completed on time	N/A	N/A	85%
CB2	Ensure there is no more than a 10% increase on planning and design contract expenses for approved contracts	0%	< 10%	<10%
CB4	Complete 85% of building maintenance requests within two weeks	90%	85%	85%



STAFFING

Attract, develop, and retain highly qualified employees.

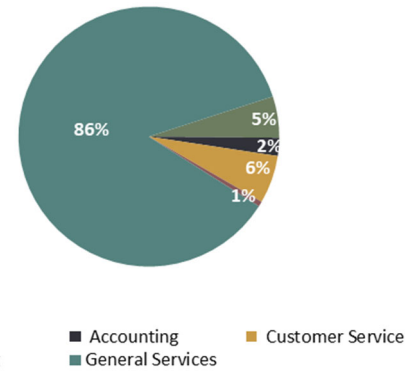
Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Attend a minimum of 1 professional training session per year	2	2	2

Finance Division

Division Summary

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

**FY 2024 Finance Division Budget
by Cost Center**



Significant Budget Modifications

The FY 2024 Finance Division budget is \$8.2 million or 14.6% higher than FY 2023. Of that amount, \$6.8 million is for increased debt service. Operating Supplies and Expense increased \$474 thousand or 7.4% while Professional Services increased \$356 thousand or 20.6%. Electricity, credit card convenience fees, postage, and printing expenses are all expected to increase in FY 2024. In addition to the rising costs, a contingency account is budgeted for emergency repairs to the renewable energy assets.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 4,884,457	\$ 5,807,728	\$ 5,976,215	\$ 168,487	2.9%
Operating Supplies/Expense	5,238,882	6,398,611	6,872,811	474,200	7.4%
Professional Services	1,353,637	1,728,000	2,084,200	356,200	20.6%
Lease/Subscription Expense	113,400	113,400	113,400	-	0.0%
Total Operating Expense	11,590,376	14,047,739	15,046,626	998,887	7.1%
Debt Service	41,105,346	41,154,037	47,958,246	6,804,209	16.5%
Operating Capital Program	76,277	510,000	863,000	353,000	69.2%
Total Expense and Use of Funds	52,771,999	55,711,776	63,867,872	8,156,096	14.6%
FUNDING SOURCES					
Revenue Fund	11,590,376	14,047,739	15,046,626	998,887	7.1%
Project Fund	76,277	510,000	863,000	353,000	69.2%
Debt Service Fund	41,105,346	41,154,037	47,958,246	6,804,209	16.5%
Total Funding Sources	\$ 52,771,999	\$ 55,711,776	\$ 63,867,872	\$ 8,156,096	14.6%
FTE's	45.0	54.0	54.0	0.0	0.0%

Finance Division

FY 2023 Accomplishments

Key Code	Finance
FM1	Received the GFOA Distinguished Budget Presentation Award for the FY 2023 Budget
FM2	Submitted General Rate Application with the RIPUC for multi-year rate relief
FM8	Executed a \$55.5 million taxable loan through WIFIA
FM8	Executed a \$100 million loan from the Rhode Island Infrastructure Bank
S3	Migrated retirement plans to a new platform
Key Code	Accounting
FM1	Established a process for the timely transfer of available funds to maximize interest earnings
FM3	Received a clean audit opinion with no management letter for the FY 2022 Audit of the Financial Statements, Annual Comprehensive Financial Report, and the Single audit
FM3	Received the GFOA Certificate of Achievements in Excellence in Financial Reporting for the 20th consecutive year for FY 2022 (ACFR)
FM4	Implemented GASB 87 (Accounting for Leases) and GASB 83 (Asset Retirement Obligations)
FM6	Increased efficiency through the implementation of a vendor payment process that resulted in the conversion of 49 vendors from check to ACH
Key Code	Customer Care
CF3	Developed new filters and process changes to improve billing efficiency
CF5	Completed testing of Build 64 and V5
FM2	Implemented collections including Notice 4 and Notice 5
FM5	Updated written policies and procedures for fiscal services, billing and collections processes
FM2	Increased efficiency of the abatement billing process
Key Code	Purchasing
CB1	Ensured all purchases were in conformance with State of RI Law and NBC Purchasing Regulations
FM6	Managed the P-Card Program, raised the participation and dollars spent
FM6	Overcame supply chain issues to procure budgeted vehicles
FM6	Negotiated new insurance policies
S2	Trained new Purchasing staff members

Finance Division

Budget Detail

Account Number	Account	Finance CC 31	Accounting CC 32	Customer Care CC 34	Purchasing CC 36	General Services CC 80	Account Total
PERSONNEL							
52100	UNION REGULAR	-	64,337	562,835	-	-	627,172
52150	UNION OVERTIME	-	-	3,000	-	-	3,000
52300	NON-UNION REGULAR	926,427	706,644	1,141,320	296,530	-	3,070,921
52350	NON-UNION OVERTIME	-	50	2,000	-	-	2,050
52400	NON-UNION LIMITED	-	-	6,000	-	-	6,000
52800	UNION PENSION	-	19,282	168,682	-	-	187,964
52810	FICA	70,872	58,984	131,209	22,685	-	283,750
52820	UNEMPLOYMENT	-	-	-	-	100,000	100,000
52920	NON UNION PENSION	92,643	70,669	114,932	29,653	30,000	337,897
52940	UNION RETIREMENT HEALTH	-	2,908	25,440	-	-	28,348
52950	HEALTH INSURANCE	123,394	98,708	411,388	43,957	702,000	1,379,447
52970	DENTAL INSURANCE	10,628	11,760	34,384	4,558	-	61,330
52980	VISION INSURANCE	1,718	1,594	5,292	752	-	9,356
52990	LTD INSURANCE	-	-	-	-	63,284	63,284
TOTAL PERSONNEL		1,225,682	1,034,936	2,606,482	398,135	895,284	6,160,519
59000	SALARY REIMBURSEMENT	-	(118,906)	-	-	-	(118,906)
59001	FRINGE REIMBURSEMENT	-	(65,398)	-	-	-	(65,398)
NET PERSONNEL SERVICES		1,225,682	850,632	2,606,482	398,135	895,284	5,976,215
OPERATING SUPPLIES/EXPENSES							
53210	POSTAGE	-	-	444,000	-	41,300	485,300
53240	DUES & SUBSCRIPTIONS	4,700	2,700	1,200	2,300	-	10,900
53250	FREIGHT	-	100	200	100	26,100	26,500
53310	PRINTING & BINDING	13,000	400	195,300	300	-	209,000
53320	ADVERTISING	-	-	-	1,000	-	1,000
53410	LOCAL TRAVEL	500	400	-	350	-	1,250
53420	LONG DISTANCE TRAVEL	7,500	-	7,500	-	-	15,000
53510	VEHICLE FUEL & MAINTENANCE	-	-	6,500	-	-	6,500
53610	REPAIRS BUILDING & STRUCTURE	-	-	-	-	200,000	200,000
53635	MAINT. CONTRACTS-OFFICE EQUIP.	-	200	2,000	-	2,600	4,800
53645	SOFTWARE SUBSCRIPTIONS	29,000	-	-	-	-	29,000
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	17,000	180,000	-	-	197,000
53660	INSURANCE	-	-	-	-	1,150,242	1,150,242
53680	WORK. COMP. INSURANCE	-	-	-	-	431,446	431,446
54060	NATURAL GAS	-	-	-	-	699,711	699,711
54090	ELECTRICITY	-	-	-	-	6,433,893	6,433,893
54091	NBC NET METERING CREDIT	-	-	-	-	(2,168,200)	(2,168,200)
54093	COVENTRY WIND	-	-	-	-	5,000	5,000
54095	GREEN PPA	-	-	-	-	2,840,045	2,840,045
54096	GREEN PPA NET METERING CREDITS	-	-	-	-	(3,786,726)	(3,786,726)
54110	WATER	-	-	-	-	6,000	6,000
54200	CLOTHING	-	-	2,100	-	-	2,100
54370	SUPPLIES BUILDING & MAINT.	-	100	-	-	-	100
54410	EDUCATIONAL SUPP. & EXP.	5,000	2,000	15,000	2,000	-	24,000
54430	OTHER OP. SUPPLIES & EXP.	-	-	-	-	16,900	16,900
54440	SAFETY EQUIPMENT	-	-	250	-	-	250
54500	OFFICE EXPENSE	12,000	6,000	10,000	2,500	1,300	31,800
TOTAL OPERATING SUPPLIES/EXPENSE		71,700	28,900	864,050	8,550	5,899,611	6,872,811
PROFESSIONAL SERVICES							
52600	REGULATORY EXPENSE	621,400	-	-	-	-	621,400
52650	SECURITY SERVICES	-	-	13,800	-	-	13,800
52660	LEGAL SERVICES	135,000	-	-	-	-	135,000
52670	MGMT/AUDIT SERVICES	208,000	55,000	-	-	-	263,000
52690	OTHER SERVICES	945,000	-	45,000	-	61,000	1,051,000
TOTAL PROFESSIONAL SERVICES		1,909,400	55,000	58,800	-	61,000	2,084,200
TOTAL OPERATING EXPENSE		3,206,782	934,532	3,529,332	406,685	6,855,895	14,933,226
LEASE EXPENSE							
55000	LEASES PAID	-	-	-	-	105,310	105,310
57950	INTEREST EXPENSE - LEASES	-	-	-	-	8,090	8,090
TOTAL LEASE EXPENSE		-	-	-	-	113,400	113,400
DEBT SERVICE							
	PRINCIPAL	-	-	-	-	31,344,795	31,344,795
	INTEREST	-	-	-	-	16,613,451	16,613,451
TOTAL DEBT SERVICE		-	-	-	-	47,958,246	47,958,246
TOTAL		\$3,206,782	\$934,532	\$3,529,332	\$406,685	\$54,927,541	\$63,004,872
Division Total				\$63,004,872			

Finance Division

Snapshot of Responsibilities

Finance

- File for General Rate and Debt Service with PUC to maintain sufficient operating and capital funding by due date
- Process budget and operating capital transfer requests
- Conduct monthly financial analysis of Large Operating Accounts, Budget Variances, and Renewable Energy Portfolio
- Develop and administer the Capital and Operating Budgets
- Ensure total federal assistance for WIFIA 1 and 2 funded projects does not exceed 80% of the total eligible project costs
- Submit the Annual Comprehensive Financial Report and Operating Data to EMMA
- Submit all required documentation to RIIB and the USEPA
- Submit RIGL 42-10-1-1 PFMB Debt Reporting, RIGL 35-14 Fiscal Integrity & Accountability Online Survey and RIGL 42-90-1 Government Consultants Reports
- Provide Arbitrage Calculation Information
- Ensure Compliance with the Trust Indenture
- Prepare and distribute annual Rhode Island Sewer User Fee Survey

Accounting

- Complete the Annual Comprehensive Financial Report by September 30th of each year
- Complete the Single Audit by March 21st of each year
- Prepare W-2s and 1099s at calendar year-end
- Prepare quarterly 941 payroll tax returns
- Post quarterly financial statements on NBC's web-site

Customer Care

- Ensure 80% of accounts eligible for collection activity are selected for Notice 1 - phone call for accounts with over a 30-day balance
- Send foreclosure letters to 100% properties going into foreclosure
- Send collection notices
- Add new meters into the customer service application
- Investigate new sewer connection permits
- Process Abatement Applications
- Review large user accounts
- Conduct manual site meter readings

Purchasing

- Process purchase requisitions
- Conduct bids
- Manage Purchase Card program

Finance Cost Center

Summary

The Finance cost center ensures that NBC has sufficient resources and employs sound fiscal policies and practices to provide the highest quality service at a reasonable cost. This cost center 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. Finance ensures compliance with requirements of the RIPUC, the Trust Indenture and Supplemental Indentures, Continuing Disclosure, Post-Issuance Compliance, and other regulatory requirements. Finance is also responsible for NBC's retirement plans.

Priorities

Key Code	
FM1	Maintain 125% debt coverage
FM1	Receive the GFOA Distinguished Budget Presentation Award for the FY 2024 Budget
FM5	Implement new budget reporting software
FM8	Execute a new loan with the Rhode Island Infrastructure Bank to support capital funding
S2	Cross train new employees on different areas of the cost center

Significant Budget Modifications

Total Operating Expense in Finance increased by 11.4% or \$329 thousand. The majority of this increase is in Professional Services, which increased by 17.7% or \$287 thousand. This is a result of anticipated increases in credit card convenience fees and the PUC annual assessment, as well as legal and management/audit services that will assist with ongoing rate cases and retirement matters.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 793,449	\$ 1,163,693	\$ 1,225,682	\$ 61,989	5.3%
Operating Supplies/Expense	40,667	92,505	71,700	(20,805)	(22.5%)
Professional Services	1,266,026	1,622,000	1,909,400	287,400	17.7%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	2,100,142	2,878,198	3,206,782	328,584	11.4%
Debt Service	-	-	-	-	-
Operating Capital Program	40,100	150,000	75,000	(75,000)	(50.0%)
Total Expense and Use of Funds	2,140,242	3,028,198	3,281,782	253,584	8.4%
FUNDING SOURCES					
Revenue Fund	2,100,142	2,878,198	3,206,782	328,584	11.4%
Project Fund	40,100	150,000	75,000	(75,000)	(50.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,140,242	\$ 3,028,198	\$ 3,281,782	\$ 253,584	8.4%
FTE's	7.0	11.0	11.0	0.0	0.0%

Finance Cost Center

Performance Measures



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM1	Update the Long-Term Financial Plan by February 28th	2/28/2022	N/A	2/28/2024
FM1	Maintain at Least "AA-" credit rating from S&P Global Ratings	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	20 Years	21 Years	22 Years
FM1	Revise capital cash flow projected draw a minimum of 2 times per year	2 Updates	2 Updates	2 Updates
FM4	Transmit capital project compliance reports to the RI Public Utilities Commission	2 Reports	2 Reports	2 Reports
FM4	Transmit the restricted account compliance reports to the RI Public Utilities Commission	4	4 Reports	4
FM4	Post the Annual Comprehensive Financial Report and Operating Data to EMMA by December 31st	Yes	Yes	Yes
FM4	Report Material Events on EMMA within 10 days of Occurrence	< 10 Days	< 10 Days	< 10 Days
FM4	Complete same day notice to WIFIA portfolio of EMMA posting	100%	100%	100%
FM4	Completion of post-issuance tax compliance certificates annually	8/31/2021	9/1/2022	9/1/2023
FM4	Evaluate 100% of any new investments to ensure they are permitted investments	100%	100%	100%
FM7	Complete actuarial study by due date	6/30/2022	6/30/2023	6/30/2024
FM7	Fund minimum ARC for Non-Union Defined Benefit Plan	109%	100%	100%
FM7	Review retirement plan investments quarterly	4	4	4

Accounting Cost Center

Summary

The Accounting cost center 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 cost center is also responsible for processing payroll, vendor payments, capital project expenditures, maintaining the general ledger and assisting with rate filings.

Priorities

Key Code	
FM3	Research and initiate replacement of the ERP
FM4	Implement GASB 96 (Subscription Based Information Technology Arrangement)
FM6	Increase the number of vendors paid through ACH
S2	Cross train new staff to provide backup for department operations

Significant Budget Modifications

Total Operating Expense in Accounting increased 7.1% overall from the prior year. Personnel increased slightly by \$49 thousand or 6.2%. The remaining increases in Operating Supplies and Expense and Professional Services are for new accounting software and expenses relating to audit services. Operating Capital increased \$500 thousand for ERP replacement.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 802,554	\$ 800,870	\$ 850,632	\$ 49,762	6.2%
Operating Supplies/Expense	15,417	21,740	28,900	7,160	32.9%
Professional Services	37,578	50,000	55,000	5,000	10.0%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	855,549	872,610	934,532	61,922	7.1%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	500,000	500,000	-
Total Expense and Use of Funds	855,549	872,610	1,434,532	561,922	64.4%
FUNDING SOURCES					
Revenue Fund	855,549	872,610	934,532	61,922	7.1%
Project Fund	-	-	500,000	500,000	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 855,549	\$ 872,610	\$ 1,434,532	\$ 561,922	64.4%
FTE's	10.0	10.0	10.0	0.0	0.0%

Accounting Cost Center

Performance Measures



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM3	Implement Government Accounting Standard Boards (GASB) pronouncements that apply to NBC	100%	100%	100%
FM3	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	20th year	21st year	22nd year
FM4	Number of consecutive years - no management letter received for Annual Comprehensive Financial Report (ACFR)	23 Years	24 Years	25 Years
FM4	Address ACFR findings within 5 days	0 Findings	0 Findings	0 Findings
FM4	Receive a clean opinion on the ACFR	Yes	Yes	Yes
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	4th Day	≤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	≤ 3 Days	4th Day	≤ 3 Days
FM4	Perform monthly fund reconciliation within 25 days of month-end	≤25 Days	≤25 Days	≤25 Days
FM4	Prepare and submit the consultant report for the RI Secretary of State by October 1st of each year	9/24/2021	10/1/2022	10/1/2023
FM4	Submit the quarterly surcharge reports to RIDEM	4	Quarterly	Quarterly
FM6	Process Capital invoices within 30 days	100% (363)	100%	100%
FM6	Process Operating invoices within 30 days	100% (3,285)	100%	100%
FM6	Increase total number of vendor payments processed through ACH	0	20%	22%



STAFFING

Attract, develop, and retain highly qualified employees.

KEY CODE	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Complete a minimum of 50 training hours	70 Hours	50 Hours	50 Hours

Customer Care Cost Center

Summary

The Customer Care cost center is responsible for the billing and collection of more than \$100.0 million in annual user charges. Customer Care bills approximately 85,530 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 Care includes field investigators to conduct site visits, research accounts, and post properties as part of the collection process and manages the abatement program. Customer Care processes cash and electronic payments at the Corporate Office Building and through an online portal. This cost center also manages user fee collection activity including phone calls, payment arrangements, water termination and support for the lien sale.

Priorities

Key Code	
CB3	Implement the V5 upgrade to the Customer Care Application (AUS)
CB3	Implement AUS migration to the Cloud
CB3	Ensure Mobile Enterprise Application works seamlessly with AUS V5
CF5	Implement new Customer Care Portal
FM5	Increase the number of accounts using paperless billing and autopay

Significant Budget Modifications

Operating Supplies and expense increased \$331 thousand or 62.2%. The majority of this increase is due to the transfer of an AUS contract from IT to Customer Care, in addition to postage and printing and binding price increases. Professional services increased by 63.3% or \$22.8 thousand primarily due to system enhancements to AUS. Operating Capital increased by \$78 thousand or 37.1% for cloud migration and vehicle replacement.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 2,285,276	\$ 2,613,812	\$ 2,606,482	\$ (7,330)	(0.3%)
Operating Supplies/Expense	501,235	532,630	864,050	331,420	62.2%
Professional Services	21,220	36,000	58,800	22,800	63.3%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	2,807,731	3,182,442	3,529,332	346,890	10.9%
Debt Service	-	-	-	-	-
Operating Capital Program	30,528	210,000	288,000	78,000	37.1%
Total Expense and Use of Funds	2,838,259	3,392,442	3,817,332	424,890	12.5%
FUNDING SOURCES					
Revenue Fund	2,807,731	3,182,442	3,529,332	346,890	10.9%
Project Fund	30,528	210,000	288,000	78,000	37.1%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,838,259	\$ 3,392,442	\$ 3,817,332	\$ 424,890	12.5%
FTE's	26.0	29.0	29.0	0.0	0.0%

Customer Care Cost Center

Performance Measures



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF1	Resolve 85% of all account disputes within 30 days	71%	N/A	85%
CF1	Maximize % of successful payment arrangements	N/A	N/A	>75%
CF3	Increase percentage of customers enrolled in autopay	11,449	> 5%	> 5%
CF3	Increase percentage of customers enrolled in paperless billing	13.5%	> 3%	> 3%
CF5	Increase percentage of customers registered online	30.97% 34,087	> 25%	> 30%
CF5	Process 95% of closing requests within 48 hours	80.88% 5,128	95%	95%
CF5	Keep the number of abandoned calls below 5%	827 Calls 3.00%	<5%	<5%



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM2	Ensure a minimum of 98% of accounts have an actual meter reading within last 12 months	98%	98%	98%
FM2	Create a minimum of 8% of payment arrangements for accounts with over 30-day balance	N/A	8%	8%
FM2	Ensure 100% of eligible accounts receive water shutoff eligibility letters	N/A	N/A	100%
FM2	Schedule a minimum of 110 accounts per week for posting during WSO	N/A	N/A	2,600
FM2	Schedule a minimum of 40 accounts per week for termination during WSO	N/A	N/A	960



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide a minimum of 1,500 employee training hours	1,500 Hours	1,500	1,500

Purchasing Cost Center

Summary

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

Priorities

Key Code	
CB1	Prepare robust purchasing specifications to ensure competitive bids
FM5	Ensure all purchasing forms and procedures are updated
FM6	Secure electricity supply contract
FM6	Procure all budgeted vehicles
S2	Cross-train new employees on purchasing processes

Significant Budget Modifications

Total Operating Expense in Purchasing increased by \$5 thousand or 1.3% and includes increases in education supplies and advertising.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 331,035	\$ 395,927	\$ 398,135	\$ 2,208	0.6%
Operating Supplies/Expense	2,273	5,550	8,550	3,000	54.1%
Professional Services	-	-	-	-	-
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	333,308	401,477	406,685	5,208	1.3%
Debt Service	-	-	-	-	-
Operating Capital Program	5,649	-	-	-	-
Total Expense and Use of Funds	338,957	401,477	406,685	5,208	1.3%
FUNDING SOURCES					
Revenue Fund	333,308	401,477	406,685	5,208	1.3%
Project Fund	5,649	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 338,957	\$ 401,477	\$ 406,685	\$ 5,208	1.3%
FTE's	3.0	4.0	4.0	0.0	0.0%

Purchasing Cost Center

Performance Measures



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM4	Ensure NBC does not have more than 50 vehicles that weigh less than 8,500 tons	47	≤ 50	47
FM5	Ensure all P-card transactions are reviewed and approved at month-end	100%	100%	100%
FM6	Complete 85% of bid specifications within 30 days	26 Bid Specs	85%	85%
FM6	Increase the number of vendors participating in the P-Card program	599 Vendors	N/A	630 Vendors
FM6	Evaluate and ensure 100% insurance policies are sufficient and in effect prior to expiration	100% (24 Policies)	100%	100% (24 Policies)



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide a minimum of 15 Training hours	24 Hours	> 15 Hours	30

General Services Cost Center

Summary

The General Services cost center 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.

Significant Budget Modifications

FY 2024 total Operating Expense for General Services increased by \$256 thousand or 3.8%. Increased electricity and Green PPA expense, along with a new contingency account for renewable energy related repairs, are among the largest increases in General Services. The majority of expenses relating to the Field's Point turbines, Coventry turbines, and Biogas generator were transferred to cost centers that work more closely with the related expenses. Debt Service increased \$6.8 million or 16.5% from the prior year.

There are no FTEs under the General Services cost center. As a result, NBC eliminated the priorities, performance measures and accomplishments from this cost center in FY 2024.

Budget

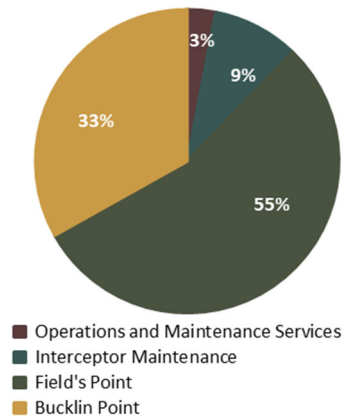
	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 672,143	\$ 833,426	\$ 895,284	\$ 61,858	7.4%
Operating Supplies/Expense	4,679,290	5,746,186	5,899,611	153,425	2.7%
Professional Services	28,813	20,000	61,000	41,000	205.0%
Lease/Subscription Expense	113,400	113,400	113,400	-	0.0%
Total Operating Expense	5,493,646	6,713,012	6,969,295	256,283	3.8%
Debt Service	41,105,346	41,154,037	47,958,246	6,804,209	16.5%
Operating Capital Program	-	150,000	-	(150,000)	(100.0%)
Total Expense and Use of Funds	46,598,992	48,017,049	54,927,541	6,910,492	14.4%
FUNDING SOURCES					
Revenue Fund	5,493,646	6,713,012	6,969,295	256,283	3.8%
Project Fund	-	150,000	-	(150,000)	(100.0%)
Debt Service Fund	41,105,346	41,154,037	47,958,246	6,804,209	16.5%
Total Funding Sources	\$ 46,598,992	\$ 48,017,049	\$ 54,927,541	\$ 6,910,492	14.4%

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 cost centers.

FY 2024 Operations and Maintenance Division Budget by Cost Center



Significant Budget Modifications

The FY 2024 Operations & Maintenance Division budget is \$2.3 million or 9.0% higher than the prior year primarily due to Operating Capital that is \$1.9 million higher than the FY 2023 budget. The FY 2024 Budget reflects the transfer of 5.0 FTEs from Operations and Maintenance Services to the Information Technology cost center and 1.0 new FTE in the Bucklin Point cost center.

Operating Supplies and Expense is \$908 thousand or 8.6% higher than the prior year, which includes an \$849 thousand increase in Biosolid Disposal. Operating Capital increased 103.1% and includes the replacement, betterment and new purchase of assets necessary to run the facilities.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 12,144,204	\$ 13,398,104	\$ 12,935,338	\$ (462,766)	(3.5%)
Operating Supplies/Expense	9,619,083	10,515,188	11,423,500	908,312	8.6%
Professional Services	28,059	53,300	43,900	(9,400)	(17.6%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	21,791,346	23,966,592	24,402,738	436,146	1.8%
Debt Service	-	-	-	-	-
Operating Capital Program	1,830,797	1,828,000	3,713,000	1,885,000	103.1%
Total Expense and Use of Funds	23,622,143	25,794,592	28,115,738	2,321,146	9.0%
FUNDING SOURCES					
Revenue Fund	21,791,346	23,966,592	24,402,738	436,146	1.8%
Project Fund	1,830,797	1,828,000	3,713,000	1,885,000	103.1%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 23,622,143	\$ 25,794,592	\$ 28,115,738	\$ 2,321,146	9.0%
FTE's	114.0	134.0	130.0	(4.0)	(3.0%)

Operations and Maintenance Division

FY 2023 Accomplishments

Key Code	Operations And Maintenance Services
CB1	Met with Town Officials in NBC's service area to strengthen lines of communication
CB4	Completed the Data Communications Ethernet Upgrade at Field's Point
CB4	Developed an Asset Management Committee to make sure all assets are recorded correctly in Hansen for each Department
CB4	Implemented a bar code system at Field's Point to enhance the Asset Management Inventory Module
Key Code	Interceptor Maintenance
C3	Maintained the public CSO Overflow Notification website
CB2	Cleaned and inspected 3,441 linear feet of inverted sewer siphons under the 304 Inspection Project
CB2	Completed 8,522 linear feet of sewer lining through various cities and towns through the Sewer Lining Project
CB2	Prepared bid specifications for the RIPDES Flow Monitoring System Implementation under Project 40550M
CB3	Completed 1,000 vertical feet of manhole rehabilitation, and 47 manhole frame/cover replacements
Key Code	Field's Point
CB4	Rebuilt Bar Rack #2 which removes large debris
FM5	Collaborated with TAC to implement energy conservation measures into the WWTF processes by putting mixers, clarifiers and grit tanks offline and closely monitoring DO setpoints
S2	Ensured new Staff is trained with the HR training platform programs
S4	Developed a succession plan to ensure continuity of Operations
Key Code	Bucklin Point
CB4	Replaced 750 diffusers in tank 2 cell B
CB4	Completed master index of O&M manuals
CB4	Rebuilt bar rack #4
CB4	Rebuilt effluent pump assembly and motors
CB4	Bucklin Point was in compliance with the seasonal RIPDES limit of 5.0 mg for total nitrogen

Operations and Maintenance Division

Budget Detail

Account Number	Account	Interceptor Maintenance CC 43	Operations & Maintenance CC 44	Field's Point CC 46	Bucklin Point CC 47	Account Total
PERSONNEL						
52100	UNION REGULAR	444,577	-	2,369,192	2,025,508	4,839,277
52150	UNION OVERTIME	44,000	-	267,350	290,325	601,675
52300	NON-UNION REGULAR	670,861	566,693	919,886	814,223	2,971,663
52350	NON-UNION OVERTIME	20,000	5,000	100,130	100,000	225,130
52400	NON-UNION LIMITED	5,000	-	-	-	5,000
52800	UNION PENSION	133,240	-	710,047	607,045	1,450,332
52810	FICA	90,610	43,735	279,727	247,099	661,171
52920	NON UNION PENSION	69,586	57,169	102,002	91,422	320,179
52940	UNION RETIREMENT HEALTH	20,095	-	107,087	91,553	218,735
52950	HEALTH INSURANCE	313,425	118,278	699,645	530,061	1,661,409
52970	DENTAL INSURANCE	27,134	12,154	56,258	39,650	135,196
52980	VISION INSURANCE	4,359	1,964	9,257	6,850	22,430
	TOTAL PERSONNEL	1,842,887	804,993	5,620,581	4,843,736	13,112,197
59000	SALARY REIMBURSEMENT	(74,442)	(15,469)	(3,939)	(15,980)	(109,830)
59001	FRINGE REIMBURSEMENT	(40,943)	(8,508)	(8,789)	(8,789)	(67,029)
	NET PERSONNEL SERVICES	1,727,502	781,016	5,607,853	4,818,967	12,935,338
OPERATING SUPPLIES/EXPENSES						
53240	DUES & SUBSCRIPTIONS	2,000	3,500	7,600	1,100	14,200
53250	FREIGHT	3,300	300	9,000	9,000	21,600
53310	PRINTING & BINDING	800	-	300	200	1,300
53330	RENTAL- EQUIPMENT	2,200	-	30,000	10,000	42,200
53340	RENTAL- CLOTHING	2,200	-	20,000	20,000	42,200
53410	LOCAL TRAVEL	200	500	200	200	1,100
53420	LONG DISTANCE TRAVEL	4,500	3,000	3,000	-	10,500
53470	BLDG. & GRND. MAINT.	9,100	-	80,688	60,000	149,788
53480	BIOSOLID DISPOSAL	-	-	4,919,786	1,324,101	6,243,887
53490	SCREENING & GRIT DISPOSAL	61,550	-	181,700	90,300	333,550
53510	VEHICLE FUEL & MAINTENANCE	70,100	2,000	95,000	57,000	224,100
53610	REPAIRS BUILDING & STRUCTURE	23,000	-	217,000	95,000	335,000
53615	REPAIRS PROCESS EQUIPMENT	58,500	-	363,800	234,375	656,675
53620	REPAIR-HIGHWAY & WALKS	44,500	-	5,000	-	49,500
53630	MAINTENANCE CONTRACTS	5,025	-	251,374	110,600	366,999
53635	MAINT. CONTRACTS-OFFICE EQUIP.	3,450	-	15,160	26,700	45,310
53640	SERVICE AGREEMENTS	25,500	-	44,216	25,000	94,716
53645	SOFTWARE SUBSCRIPTIONS	17,700	-	-	-	17,700
53650	HIGHWAY & LANDSCAPE	7,900	-	3,500	6,500	17,900
54000	TELEPHONE	6,100	-	-	-	6,100
54020	DIESEL FOR EQUIPMENT	-	-	25,000	17,000	42,000
54097	BIOGAS	-	-	-	145,700	145,700
54110	WATER	4,000	-	30,000	90,000	124,000
54200	CLOTHING	7,800	1,500	15,000	16,000	40,300
54332	CHLORINE/HYPOCHLORITE	-	-	534,958	43,592	578,550
54333	CARBON FEED	-	-	96,250	10,085	106,335
54335	POLYMER	-	-	-	182,778	182,778
54336	SODIUM HYDROXIDE	-	-	60,639	-	60,639
54337	SODIUM BISULFITE	-	-	354,121	42,756	396,876
54338	SODA ASH	-	-	-	74,997	74,997
54339	UV DISINFECTION	-	-	-	200,000	200,000
54340	LAB SUPPLIES	-	-	25,000	10,000	35,000
54345	LAB CHEMICALS & GASES	-	-	20,000	5,000	25,000
54370	SUPPLIES BUILDING & MAINT.	94,000	200	275,000	225,000	594,200
54410	EDUCATIONAL SUPP. & EXP.	2,500	2,500	7,500	1,000	13,500
54420	COMPUTER SUPPLIES	400	2,000	-	3,000	5,400
54430	OTHER OP. SUPPLIES & EXP.	2,500	-	1,500	2,000	6,000
54440	SAFETY EQUIPMENT	10,000	600	27,000	35,000	72,600
54500	OFFICE EXPENSE	7,300	3,000	15,000	20,000	45,300
	TOTAL OPERATING SUPPLIES/EXPENSE	476,125	19,100	7,734,291	3,193,984	11,423,500
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	300	-	8,000	10,500	18,800
52650	SECURITY SERVICES	12,200	-	5,000	3,000	20,200
52690	OTHER SERVICES	400	-	2,500	2,000	4,900
	TOTAL PROFESSIONAL SERVICES	12,900	-	15,500	15,500	43,900
	TOTAL OPERATING EXPENSE	2,216,527	800,116	13,357,644	8,028,451	24,402,738
	TOTAL	\$2,216,527	\$800,116	\$13,357,644	\$8,028,451	\$24,402,738
	Division Total			\$24,402,738		

Operations and Maintenance Division

Snapshot of Responsibilities

Interceptor Maintenance

- Submit BMP reports
- Respond to emergency situations
- Remove floatable material from various CSO's
- Complete work orders
- Complete planned capital items
- Perform Pump Station, Regulator, Catch Basin and Tide Gate Inspections
- Perform Sump Cleanings Quarterly
- Schedule quarterly safety committee meetings with staff and post minutes

Operations and Maintenance Services

- Submit the annual dry ton report to RIDEM
- Submit the Coastal Resources Management Council (CRMC) annual report
- Ensure 100% up-to-date supported levels of applications and operating systems and licensing requirements at FPWWTF and BPWWTF
- Conduct monthly planning/scheduling meeting with each WWTF manager
- Attend professional training sessions
- Provide Customer Service with new sewer connection permit data

Field's Point

- Ensure residual chlorine complies with permit limit of 65 parts per billion
- Process 100% of regulatory permits for treatment by due date
- Utilize Asset Management Program to identify OCP assets
- Produce less than 22 dry tons of sludge per day
- Implement energy conservation initiatives
- Offer a minimum of 300 training/safety hours

Bucklin Point

- Utilize Asset Management Program to identify OCP assets
- Produce less than 10 dry tons of sludge per day
- Implement 100% of energy conservation initiatives
- Offer a minimum of 200 training/safety hours

Operations and Maintenance Services Cost Center

Summary

The Operations and Maintenance Services cost center provides support for the management of NBC's two wastewater treatment facilities and the interceptor collection system. This cost center ensures compliance with all State and Federal regulations, reporting requirements, consent agreements and permits. Operations and Maintenance Services maintains the Asset Management Program to track all NBC assets for cost, life history, and performance monitoring. Operations and Maintenance Services also manages NBC's Sewer Permitting Program.

Priorities

Key Code	
CB1	Schedule meetings with Town officials in NBC's service area to ensure each City/Town is aware that applicants need to apply for a sewer connection permit (if applicable) before issuing building permit
CB4	Upgrade various Uninterrupted Power Supplies (UPS) throughout the plants
CB4	Ensure Asset Management System captures all assets
CB4	Create stronger communication within the Asset Management Committee
EP2	Track stormwater reductions completed through sewer connection permits
FM2	Implement Stormwater Permit Application fee

Significant Budget Modifications

Operations and Maintenance Services decreased overall by \$1.0 million in FY 2024. This is the result of 5.0 FTE positions transferring to Information Technology as well as all the existing maintenance and service contracts. Operating Capital decreased by 9.6% or \$7 thousand.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 860,367	\$ 1,400,103	\$ 781,016	\$ (619,087)	(44.2%)
Operating Supplies/Expense	325,601	389,951	19,100	(370,851)	(95.1%)
Professional Services	-	-	-	-	-
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	1,185,968	1,790,054	800,116	(989,938)	(55.3%)
Debt Service	-	-	-	-	-
Operating Capital Program	116,944	73,000	80,000	7,000	9.6%
Total Expense and Use of Funds	1,302,912	1,863,054	880,116	(982,938)	(52.8%)
FUNDING SOURCES					
Revenue Fund	1,185,968	1,790,054	800,116	(989,938)	(55.3%)
Project Fund	116,944	73,000	80,000	7,000	9.6%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,302,912	\$ 1,863,054	\$ 880,116	\$ (982,938)	(52.8%)
FTE's	7.0	11.0	6.0	(5.0)	(45.5%)

Operations and Maintenance Services Cost Center

Performance Measures



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF1	Obtain 30% reduction of 3-month storm volume from all Stormwater Connections	40%	30%	30%
CF1	Issue 50% of Commercial Permits within 30 days	90 Permits (69%)	50%	50%
CF1	Issue 75% of Residential Permits within 30 days	220 Permits (93%)	75%	N/A
CF1	Issue 75% of Sewer Alteration Commercial Permits within 30 days	8 Permits (75%)	75%	75%
CF5	Issue 75% of Residential Permits within 20 days	220 Permits (93%)	N/A	75%



COMMUNICATION

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
C1	Meet with city and town officials within NBCs Service Area to strengthen lines of communication	1	5	3

Interceptor Maintenance Cost Center

Summary

The Interceptor Maintenance (IM) cost center 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. IM 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 cost center 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	
C3	Monitor the CSO Overflow Notification website daily for meter malfunctions and potential overflow events
CB4	Improve inventory control tracking by setting asset management controls for nets, equipment and parts
CF1	Minimize NBC's response time for customer assistance in sewer backups, retrieving property sewer connection and builder/developer plan markup information, and identifying NBC sewer line
EP3	Develop the meter program to ensure flows, capacities and site information is up to date at all sites
FM6	Issue bid for the RIPDES Flow Monitoring System Implementation under Project 405.50M

Significant Budget Modifications

The FY 2024 budget reflects a slight increase of 2.1% in total Operating Expense. Operating Capital increased 205.8% or \$249 thousand. The majority of this increase is for the replacement of two vehicles.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,827,348	\$ 1,691,075	\$ 1,727,502	\$ 36,427	2.2%
Operating Supplies/Expense	393,979	469,642	476,125	6,483	1.4%
Professional Services	11,265	10,100	12,900	2,800	27.7%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	2,232,592	2,170,817	2,216,527	45,710	2.1%
Debt Service	-	-	-	-	-
Operating Capital Program	159,428	121,000	370,000	249,000	205.8%
Total Expense and Use of Funds	2,392,020	2,291,817	2,586,527	294,710	12.9%
FUNDING SOURCES					
Revenue Fund	2,232,592	2,170,817	2,216,527	45,710	2.1%
Project Fund	159,428	121,000	370,000	249,000	205.8%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,392,020	\$ 2,291,817	\$ 2,586,527	\$ 294,710	12.9%
FTE's	20.0	21.0	21.0	0.0	0.0%

Interceptor Maintenance Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Report 100% of events as required by RIPDES permit	100%	100%	100%
CB4	Perform no less than 90% Preventative Maintenance work orders based on total work orders	95%	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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
EP1	Respond to dry weather bypass within 6 hours of initial notification	≤6 hours	≤6 hours	≤6 hours
EP1	Remove 100% of floatable material from various CSO's	20.3 Tons	100%	100%



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF1	Inspect new sewer connections within 72 hours of request	100%	N/A	100%
CF4	Provide collection system maintenance assistance to NBC communities	40 Hours	40 Hours	40 Hours



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide staff with a minimum of 100 technical/standard operating procedures training hours	95.5 Hours	100 Hours	100 Hours
S2	Limit number of workers compensation incidents	1%	5<	5<

Field's Point Cost Center

Summary

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

Priorities

Key Code	
CB2	Work with Engineering to design and construct a Maintenance/Storage Building
CB3	Optimize chemical usage at the plant
CB3	Upgrade flow meters at all gate and screening structures
CB4	Install a new 500-gallon sodium hypochlorite emergency tank at the Wet Weather Facilities in the event of a power outage
CB4	Replace a UPS at the Administration Building which provides support for SCADA control for the Plant

Significant Budget Modifications

Field's Point FY 2024 Operating Expense is 8.2% or \$1 million higher than FY 2023. This includes \$686 thousand for increased Biosolids Disposal. Other large increases in FY 2024 include chemicals expense, screening and grit disposal and supplies building and maintenance. Operating Capital increased by 1.2 million or 161.9% for the purchase of items such as IFAS mixers, bar racks, flow meters and more.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 5,034,043	\$ 5,477,552	\$ 5,607,853	\$ 130,301	2.4%
Operating Supplies/Expense	6,289,491	6,855,939	7,734,291	878,352	12.8%
Professional Services	8,010	13,200	15,500	2,300	17.4%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	11,331,544	12,346,691	13,357,644	1,010,953	8.2%
Debt Service	-	-	-	-	-
Operating Capital Program	831,737	756,000	1,980,000	1,224,000	161.9%
Total Expense and Use of Funds	12,163,281	13,102,691	15,337,644	2,234,953	17.1%
FUNDING SOURCES					
Revenue Fund	11,331,544	12,346,691	13,357,644	1,010,953	8.2%
Project Fund	831,737	756,000	1,980,000	1,224,000	161.9%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 12,163,281	\$ 13,102,691	\$ 15,337,644	\$ 2,234,953	17.1%
FTE's	46.0	55.0	55.0	0.0	0.0%

Field's Point Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Meet or exceed discharge parameter permit levels for TSS (mg/l)	6.18 mg/l	<20 mg/l	<20 mg/l
CB1	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	7.25 (MPN/100ml)	<35 (MPN/100ml)	<35 (MPN/100ml)
CB1	Meet or exceed discharge parameter permit levels for CBOD (mg/l)	3.47 mg/l	<20 (mg/l)	<20 (mg/l)
CB1	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	2.45 mg/l	<5 (mg/l)	<5 (mg/l)
CB1	Ensure treatment of 100% wastewater & stormwater collected through the Tunnel Pump Station	1,369.43 MG 100%	100% (gallons)	100% (gallons)
CB4	Perform no less than 90% Preventative Maintenance work orders based on total work orders	87% (8,553)	>90%	>90%



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide at least 8 hours of training opportunities per employee for both new and existing employees	N/A	N/A	8

Bucklin Point Cost Center

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	Upgrade the confined space equipment
CB3	Optimize chemical usage at the plant
CB4	Rebuild bar rack #2
CB4	Replace the variable frequency drives at the Wet Weather Disinfection Building
CB4	Rebuild Roots blower motor #1 and update the George Panel
CB4	Install new sewage pump at Saylesville P.S.

Significant Budget Modifications

Total Operating Expense increased 4.8% or \$369 thousand. The FY 2024 budget includes 1.0 new FTE. The new Utility Operator position will clean and maintain facilities and equipment during second shift and perform Operator duties as needed. Operating Supplies and Expense includes a \$163 thousand increase for Biosolids Disposal. Biogas expense, which transferred to Bucklin Point from General Services, totals \$146 thousand for the FY 2024 budget. Operating Capital increased by \$405 thousand or 46.1% and will be used for the replacement of various assets such as bar racks, pumps and more.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 4,422,446	\$ 4,829,374	\$ 4,818,967	\$ (10,407)	(0.2%)
Operating Supplies/Expense	2,610,012	2,799,656	3,193,984	394,328	14.1%
Professional Services	8,784	30,000	15,500	(14,500)	(48.3%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	7,041,242	7,659,030	8,028,451	369,421	4.8%
Debt Service	-	-	-	-	-
Operating Capital Program	722,688	878,000	1,283,000	405,000	46.1%
Total Expense and Use of Funds	7,763,930	8,537,030	9,311,451	774,421	9.1%
FUNDING SOURCES					
Revenue Fund	7,041,242	7,659,030	8,028,451	369,421	4.8%
Project Fund	722,688	878,000	1,283,000	405,000	46.1%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 7,763,930	\$ 8,537,030	\$ 9,311,451	\$ 774,421	9.1%
FTE's	41.0	47.0	48.0	1.0	2.1%

Bucklin Point Cost Center

Performance Measures



CORE BUSINESS

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

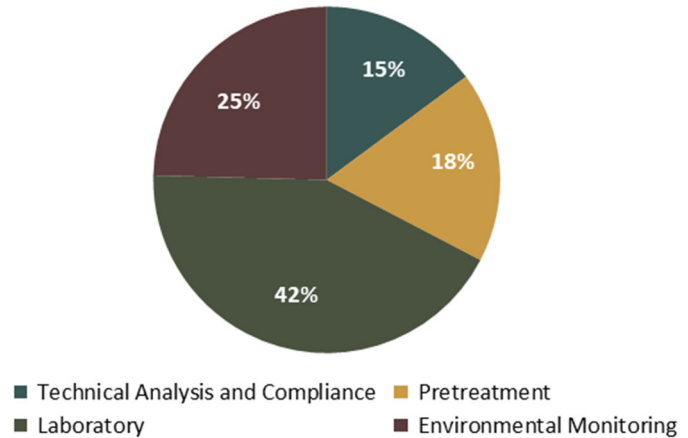
Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Meet or exceed discharge parameter permit levels for TSS (mg/l)	5.42	≤20 (mg/l)	≤20 (mg/l)
CB1	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	6.91	≤35 (MPN/100ml)	≤35 (MPN/100ml)
CB1	Meet or exceed discharge parameter permit levels for CBOD (mg/l)	1.72	≤20 (mg/l)	≤20 (mg/l)
CB1	Meet or exceed discharge parameter permit levels for seasonal total Nitrogen	4.25	≤5.0 (mg/l)	≤5.0 (mg/l)
CB4	Conduct a minimum of 20 inspections of the UV Disinfection system per month	20	20	20
CB4	Perform no less than 90% of Preventative Maintenance work orders based on total work orders	93.2	90%	90%

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 cost centers.

FY 2024 Environmental Science and Compliance Division Budget by Cost Center



Significant Budget Modifications

The total FY 2024 Environmental Science and Compliance Division budget is \$60 thousand or 0.8% less than FY 2023. Personnel expenses increased 1.0% and include 1.0 new FTE in the Laboratory cost center. Operating Supplies and Expense increased by 9.2% or \$83 thousand and reflects increases in items such as lab supplies, chemicals, and gases. Professional Services decreased by 56.5% or \$80 thousand due in part to the Midge Fly Mitigation expense transferring to Engineering. Operating Capital decreased by \$117 thousand or 16.2%.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 5,304,686	\$ 5,616,501	\$ 5,670,297	\$ 53,796	1.0%
Operating Supplies/Expense	695,848	898,724	981,622	82,898	9.2%
Professional Services	113,564	141,000	61,300	(79,700)	(56.5%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	6,114,098	6,656,225	6,713,219	56,994	0.9%
Debt Service	-	-	-	-	-
Operating Capital Program	916,808	724,000	607,000	(117,000)	(16.2%)
Total Expense and Use of Funds	7,030,906	7,380,225	7,320,219	(60,006)	(0.8%)
FUNDING SOURCES					
Revenue Fund	6,114,098	6,656,225	6,713,219	56,994	0.9%
Project Fund	916,808	724,000	607,000	(117,000)	(16.2%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 7,030,906	\$ 7,380,225	\$ 7,320,219	\$ (60,006)	(0.8%)
FTE's	56.0	58.0	59.0	1.0	1.7%

Environmental Science and Compliance Division

FY 2023 Accomplishments

Key Code	Technical Analysis and Compliance
C3	Maintained NBC's "Snapshot of the Upper Narragansett Bay" with monthly updates and posted 165 new blogs on the site
CB1	Developed a new Hach WIMS trigger report to provide same day notification of RIPDES violations of calculated parameters
CB1	Managed Schedule B allocations for the Net Metering Program to properly balance electrical generation and usage to prevent the generation of excess credits
CF1	Administered the NBC Earth Day Grant Program to 20 non-profit organizations
FM8	Secured a \$234 thousand credit from RI Energy for prior overbillings
Key Code	Pretreatment
CB1	Submitted the 2021 Pretreatment Annual Report by 3/15/22 as required by the RIPDES permits
CB1	Issued 1,863 Notices of Violations for each incident of non-compliance in accordance with State and Federal regulations
CB1	Issued 12 educational letters to permitted users
Key Code	Laboratory
CB1	Completed the Initial Demonstration of Capability for PFAS analyses of wastewater samples
CB1	Obtained 100% accuracy for the laboratory's EPA required analytical proficiency tests
EP2	Analyzed 106,030 samples, including all RIPDES permit required samples for the two WWTFs, SIU samples, Wastewater Process control samples, and EPA required quality control samples for routine and non-routine tests
Key Code	Environmental Monitoring
EP1	Ordered a second monitoring boat which allows for one to be designated and fitted for bacteria monitoring, and the second for nutrient monitoring, improving efficiency and reliability of sample collections
EP2	Established and commenced protocols with TAC for the collection of PFAS samples
CB1	Conducted all Environmental Land Use Restriction (ELUR) inspections, resulting in the sale of the Eco Depot

Environmental Science and Compliance Division

Budget Detail

Account Number	Account	Technical Analysis & Compliance CC 51	Pretreatment CC 52	Laboratory CC 53	Environmental Monitoring CC 55	Account Total
PERSONNEL						
52100	UNION REGULAR	-	143,725	607,061	471,453	1,222,239
52150	UNION OVERTIME	-	1,500	36,000	49,000	86,500
52300	NON-UNION REGULAR	767,987	722,230	774,479	350,453	2,615,149
52350	NON-UNION OVERTIME	2,200	600	4,100	9,200	16,100
52400	NON-UNION LIMITED	7,000	2,000	13,000	12,600	34,600
52800	UNION PENSION	-	43,075	181,936	141,294	366,305
52810	FICA	59,455	66,559	109,750	68,292	304,056
52920	NON UNION PENSION	77,719	72,483	79,158	37,225	266,585
52940	UNION RETIREMENT HEALTH	-	6,496	27,439	21,310	55,245
52950	HEALTH INSURANCE	139,320	189,832	283,656	182,316	795,124
52970	DENTAL INSURANCE	9,840	15,192	20,136	13,838	59,006
52980	VISION INSURANCE	1,685	2,498	3,386	2,498	10,067
	TOTAL PERSONNEL	1,065,206	1,266,190	2,140,101	1,359,479	5,830,976
59000	SALARY REIMBURSEMENT	(48,882)	-	(54,782)	-	(103,664)
59001	FRINGE REIMBURSEMENT	(26,885)	-	(30,130)	-	(57,015)
	NET PERSONNEL SERVICES	989,439	1,266,190	2,055,189	1,359,479	5,670,297
OPERATING SUPPLIES/EXPENSES						
52610	MEDICAL SVCS.	5,900	-	-	-	5,900
53240	DUES & SUBSCRIPTIONS	2,800	400	700	500	4,400
53250	FREIGHT	200	100	3,000	1,500	4,800
53310	PRINTING & BINDING	250	3,000	-	500	3,750
53320	ADVERTISING	100	3,000	-	100	3,200
53350	RENTAL-OUTSIDE PROPERTY	2,500	-	-	-	2,500
53410	LOCAL TRAVEL	1,000	50	400	600	2,050
53420	LONG DISTANCE TRAVEL	5,000	2,500	8,000	1,500	17,000
53470	BLDG. & GRND. MAINT.	-	200	13,200	-	13,400
53510	VEHICLE FUEL & MAINTENANCE	600	6,000	-	32,000	38,600
53610	REPAIRS BUILDING & STRUCTURE	-	200	5,400	-	5,600
53615	REPAIRS PROCESS EQUIPMENT	-	-	-	29,000	29,000
53630	MAINTENANCE CONTRACTS	-	-	76,122	-	76,122
53645	SOFTWARE SUBSCRIPTIONS	5,800	-	-	-	5,800
54000	TELEPHONE	-	3,000	-	1,700	4,700
54093	COVENTRY WIND	11,600	-	-	-	11,600
54110	WATER	-	-	8,000	-	8,000
54200	CLOTHING	700	2,000	6,600	12,000	21,300
54340	LAB SUPPLIES	1,000	2,000	251,100	96,000	350,100
54345	LAB CHEMICALS & GASES	-	-	236,900	8,800	245,700
54370	SUPPLIES BUILDING & MAINT.	10,500	500	-	8,000	19,000
54410	EDUCATIONAL SUPP. & EXP.	10,000	4,000	21,000	4,000	39,000
54420	COMPUTER SUPPLIES	700	500	1,000	500	2,700
54430	OTHER OP. SUPPLIES & EXP.	4,200	-	-	-	4,200
54440	SAFETY EQUIPMENT	12,500	2,500	8,400	11,300	34,700
54500	OFFICE EXPENSE	3,500	8,000	9,000	8,000	28,500
	TOTAL OPERATING SUPPLIES/EXPENSE	78,850	37,950	648,822	216,000	981,622
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	-	-	500	-	500
52690	OTHER SERVICES	18,900	-	21,000	20,900	60,800
	TOTAL PROFESSIONAL SERVICES	18,900	-	21,500	20,900	61,300
	TOTAL OPERATING EXPENSE	1,087,189	1,304,140	2,725,511	1,596,379	6,713,219
	TOTAL	\$1,087,189	\$1,304,140	\$2,725,511	\$1,596,379	\$6,713,219
	Division Total			\$6,713,219		

Environmental Science and Compliance Division - Snapshot of Responsibilities

Technical Analysis and Compliance

- Submit RIPDES DMR Report by the 15th of each month
- Submit the biosolids report to the EPA by February 19th of each year
- Monitoring of NBC's energy produced on-site, off-site, and purchased
- Certify 100% of attendees in the CPR/Defibrillator training classes
- Conduct CPR/Defibrillator training classes
- Provide Health & Safety training classes
- Conduct monthly staff meetings
- Conduct semi-annual review meetings with staff to discuss professional development opportunities
- Annual review of the Strategic Plan and update when necessary

Pretreatment

- Conduct annual required Spill Control & Counter Measures and Storm Water Management Plan inspection of Field's Point and Bucklin Point
- Conduct annual RIDEM mandated training for NBC staff
- Prepare annual Stormwater reports for Field's Point and Bucklin Point
- Complete and submit the Pretreatment Annual Report and post on www.narrabay.com
- Review process operations and pretreatment system plan submittals
- Process Wastewater Discharge Permit applications

Laboratory

- Complete EPA or RIDEM mandated SUI, Manhole, and Septage analyses
- Complete EPA or RIDEM mandated analyses at the FPWWTF and BPWWTF

Environmental Monitoring

- Conduct EPA mandated SIU, WWTF, Manhole, and Septage sampling
- Prepare the RIPDES DMR Report

Technical Analysis and Compliance Cost Center

Summary

Technical Analysis and Compliance (TAC) is responsible for ensuring NBC's compliance with federal and state environmental permits and regulations. This includes reporting required by RIDEM, USEPA, and OSHA. TAC 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 cost center provides environmental, health, safety, and technical assistance to and presents environmental findings. TAC 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	
EP3	Evaluate and study PFAS data
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 2024 Technical Analysis and Compliance budget increased 3.0% from the prior year. The \$18 thousand or 3680.0% increase in Professional Services reflects Daymark contracts transferring to TAC from General Services.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 919,262	\$ 981,654	\$ 989,439	\$ 7,785	0.8%
Operating Supplies/Expense	36,082	72,964	78,850	5,886	8.1%
Professional Services	-	500	18,900	18,400	3680.0%
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	955,344	1,055,118	1,087,189	32,071	3.0%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	955,344	1,055,118	1,087,189	32,071	3.0%
FUNDING SOURCES					
Revenue Fund	955,344	1,055,118	1,087,189	32,071	3.0%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 955,344	\$ 1,055,118	\$ 1,087,189	\$ 32,071	3.0%
FTE's	9.0	10.0	10.0	0.0	0.0%

Technical Analysis and Compliance Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Compile and process annual OSHA 300 logs prior to respective due dates	1/27/2022	2/1/2023	2/1/2024
CB1	Compile and process Tier II reports two weeks prior to respective due dates	2/26/2022	3/1/2023	3/1/2024
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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
EP3	Complete internal energy assessments to ensure NBC facilities are energy efficient	4	≥3	≥3



FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
FM8	Submit utility incentive program applications to seek incentive funds for energy projects	2	1	1



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF1	Provide grants to support the Earth Day River Clean Up event in NBC Service Area	20	10	10
CF1	Conduct 100% of requested technical site visits within 30 days	100%	100%	100%



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Conduct monthly data meetings to disseminate data and optimize operations	12	12	12
S2	Provide a minimum of 25 Health & Safety training classes each year	48	≥25	≥25

Technical Analysis and Compliance Cost Center Performance Measures (Continued)



COMMUNICATION

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

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
C1	Review 100% of NBC’s annual environmental merit awards program applications	100%	100%	100%
C1	Submit technical papers/posters/abstracts for presentation/publication	2	≥4	≥4
C1	Submit articles for publication in the ‘NBC Pipeline’ annually	9	12	12
C1	Educate the public and NBC stakeholders by giving presentations about the NBC and water quality improvements	5	5	5
C3	Monthly updates of NBC Snapshot of the Upper Bay	12 (165 blog posts)	12	12

Pretreatment Cost Center

Summary

The Pretreatment cost center 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. Pretreatment uses various tools to accomplish this task, including the issuance of Wastewater Discharge Permits to industrial and commercial users. This cost center 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	
CF3	Implement accessible electronic permit applications for industrial and commercial users
EP2	Investigate becoming CROMERR compliant
EP3	Work with other NBC cost centers and industries on PFAS projects and education

Significant Budget Modifications

Total Operating Expense increased by 6.2% or \$76 thousand. The majority, or 96.7%, is due to an increase in Personnel Expense.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,134,442	\$ 1,192,645	\$ 1,266,190	\$ 73,545	6.2%
Operating Supplies/Expense	16,068	35,450	37,950	2,500	7.1%
Professional Services	-	-	-	-	-
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	1,150,510	1,228,095	1,304,140	76,045	6.2%
Debt Service	-	-	-	-	-
Operating Capital Program	-	40,000	-	(40,000)	(100.0%)
Total Expense and Use of Funds	1,150,510	1,268,095	1,304,140	36,045	2.8%
FUNDING SOURCES					
Revenue Fund	1,150,510	1,228,095	1,304,140	76,045	6.2%
Project Fund	-	40,000	-	(40,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,150,510	\$ 1,268,095	\$ 1,304,140	\$ 36,045	2.8%
FTE's	13.0	14.0	14.0	0.0	0.0%

Pretreatment Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Conduct non-sampling inspections of Significant Industrial Users (SIUs) within the required 12-month period	67 / 100%	100%	100%
CB1	Issue Notices of Violation (NOVs) for incidents of non-compliance	1863	100%	100%
CB1	Compile and publish in the newspaper a list of companies in significant non-compliance	2/28/2022	2/28/2023	2/28/2024
CB1	Issue Wastewater Discharge and Zero Process Wastewater - Sanitary Permits	420	100%	100%



CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CF1	Respond to reports of unusual influent, illegal dumping, spills and blockages	23	100%	100%
CF1	Issue Wastewater Discharge Permits to previously unpermitted users within 30 days from the submittal of the permit application package	20	<30 days	<30 days
CF1	Issue a minimum of 8 educational form letters	12	8	8
CF1	Participate in a minimum of 3 public presentations/workshops	3	3	3

Laboratory Cost Center

Summary

The Laboratory cost center 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, dependable, 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 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	Develop the testing procedure for PFAS compounds in Wastewater and Biosolid samples in preparation to upcoming Permit requirements
CB1	Maintain 100% accuracy for the laboratory's EPA required analytical proficiency tests
CB1	Maintain the Laboratory license issued by RI Department of Health
EP2	Perform high quality analyses and produce accurate data to assist facility managers in optimizing their daily plant operations
EP2	Provide quality analytical service for all studies and samples collected

Significant Budget Modifications

Total Operating Expense increased by 1.0% or \$27 thousand. Personnel includes 1.0 new FTE. The new Environmental Chemist position will perform complex chemical testing and analysis of wastewater samples for a variety of parameters including PFAS substances. Professional Services decreased 76.2% or \$69 thousand. Operating Supplies and Expense increased 7.7%, primarily due to increased costs of lab supplies, chemicals and gases.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,903,423	\$ 2,005,180	\$ 2,055,189	\$ 50,009	2.5%
Operating Supplies/Expense	479,391	602,410	648,822	46,412	7.7%
Professional Services	55,270	90,500	21,500	(69,000)	(76.2%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	2,438,084	2,698,090	2,725,511	27,421	1.0%
Debt Service	-	-	-	-	-
Operating Capital Program	763,586	403,000	403,000	-	0.0%
Total Expense and Use of Funds	3,201,670	3,101,090	3,128,511	27,421	0.9%
FUNDING SOURCES					
Revenue Fund	2,438,084	2,698,090	2,725,511	27,421	1.0%
Project Fund	763,586	403,000	403,000	-	0.0%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 3,201,670	\$ 3,101,090	\$ 3,128,511	\$ 27,421	0.9%
FTE's	19.0	19.0	20.0	1.0	5.3%

Laboratory Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Annual calibration of all laboratory instrumentation	33 Calibrations 100%	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	12/1/2021	12/4/2022	12/1/2023
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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
EP1	Conduct Nutrients analyses of collected samples for water quality monitoring within the required hold time	8,152	100%	100%
EP1	Conduct Fecal Coliform analyses of collected samples for water quality monitoring within the required hold time	2,985	100%	100%



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide a minimum of 150 training hours	197	150	150

Environmental Monitoring Cost Center

Summary

The Environmental Monitoring cost center 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 water. This cost center conducts significant industrial user and manhole sampling to ensure compliance with discharge permits and conducts daily wastewater treatment facility sampling. Environmental Monitoring 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	
EP2	Acquire a new fixed site monitoring buoy for Bullock's Reach to improve equipment reliability and water quality monitoring data
EP2	Expand the PFAS sampling program in preparation of new regulatory monitoring requirements
CB1	Acquire a replacement treatment plant refrigerated auto-sampler to improve cost effectiveness in the event repairs are needed

Significant Budget Modifications

The FY 2024 budget in Environmental Monitoring decreased by 8.0% or \$156 thousand. This decrease is a result of the Midge Fly Mitigation expense transferring to Engineering as well as decreases in Personnel and Operating Capital. Operating Supplies and Expense increased 15.0% or \$28 thousand and reflects rising the costs of lab supplies as well as vehicle fuel and maintenance.

Budget

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,347,559	\$ 1,437,022	\$ 1,359,479	\$ (77,543)	(5.4%)
Operating Supplies/Expense	164,307	187,900	216,000	28,100	15.0%
Professional Services	58,294	50,000	20,900	(29,100)	(58.2%)
Lease/Subscription Expense	-	-	-	-	-
Total Operating Expense	1,570,160	1,674,922	1,596,379	(78,543)	(4.7%)
Debt Service	-	-	-	-	-
Operating Capital Program	153,222	281,000	204,000	(77,000)	(27.4%)
Total Expense and Use of Funds	1,723,382	1,955,922	1,800,379	(155,543)	(8.0%)
FUNDING SOURCES					
Revenue Fund	1,570,160	1,674,922	1,596,379	(78,543)	(4.7%)
Project Fund	153,222	281,000	204,000	(77,000)	(27.4%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,723,382	\$ 1,955,922	\$ 1,800,379	\$ (155,543)	(8.0%)
FTE's	15.0	15.0	15.0	0.0	0.0%

Environmental Monitoring Cost Center

Performance 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
CB1	Conduct 5 Environmental Land Use Restriction (ELUR) inspections	5 Inspections	5 Inspections	5 Inspections
CB1	Conduct quarterly 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	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
EP2	Collect River samples to support water quality monitoring efforts	4,988 Samples	100%	100%
EP2	Collect Bay samples to support water quality monitoring efforts	2,541 Samples	100%	100%
EP2	Publish monitoring activities and analyses for prior year on NBC's website by due date	4/30/2022	4/30/2023	4/30/2024
EP2	Annually deploy fixed site monitoring equipment at a minimum of 2 sites for receiving water	2 sites	2 sites	2 sites
EP2	Determine impact of nutrient reductions on ecology through video monitoring a minimum of 4/year	14 videos	4 videos	4 videos



STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2022 Actual	FY 2023 Goal	FY 2024 Goal
S2	Provide training hours to staff	482 Hours	250 Hours	220 Hours



Capital Budget

NBC’s Capital Budget includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). The FY 2024 Capital Budget is \$233.3 million which is \$9.7 million or 5.0% higher than the prior year.

	FY 2022 Actual	FY 2023 Budget	FY 2024 Budget	Budgeted Difference
Sources of Funds				
Project Fund - Pay-go Capital	6,575,500	26,836,186	14,127,000	(12,709,186)
Project Fund - Restricted OCP	3,862,857	3,812,000	5,873,000	2,061,000
2021 Series A (RIIB)	43,411,916	1,000,000	-	(1,000,000)
2023 Series A (RIIB)	-	-	61,164,000	61,164,000
2024 Series A (RIIB)	-	-	50,000,000	50,000,000
2020 Series B (WIFIA 1)	99,964,479	102,300,903	8,429,383	(93,871,520)
2020 Series C (WIFIA 2)	13,397,162	80,656,987	84,568,313	3,911,326
2022 Series A (WIFIA 3)	-	8,982,856	9,159,200	176,344
Total Source of Funds	\$ 167,211,914	\$ 223,588,932	\$ 233,320,896	\$ 9,731,964
Uses of Funds				
Operating Capital	\$ 3,862,857	\$ 3,812,000	\$ 5,873,000	2,061,000
Total CIP	162,816,306	219,776,932	226,822,896	7,045,964
Cost of Issuance/Other	532,750	-	625,000	625,000
Total Use of Funds	\$ 167,211,913	\$ 223,588,932	\$ 233,320,896	\$ 9,731,964

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.

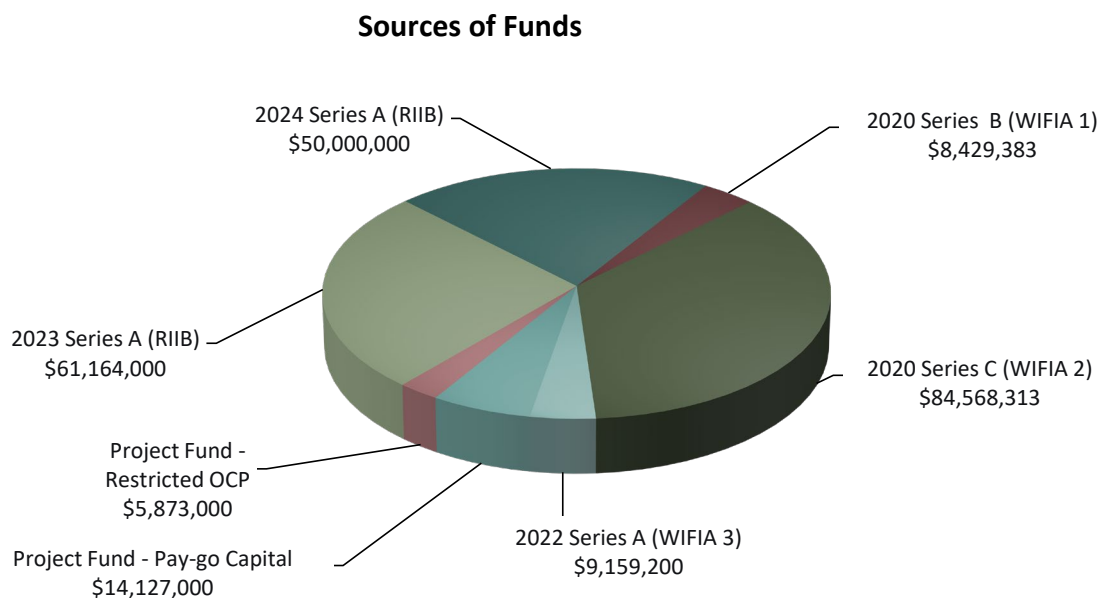


Items identified for inclusion in the Capital Budget must meet NBC’s criteria to be considered an asset. NBC’s asset criteria are further discussed in the OCP portion of this document. In general, assets that are to be purchased and installed by NBC staff within the fiscal year are included in the OCP. 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.

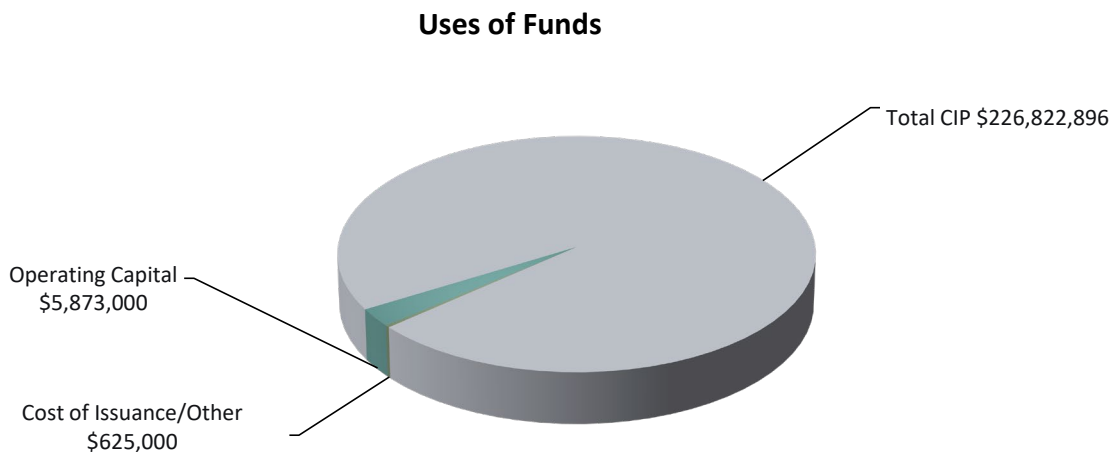
The Operating Budget includes debt service associated with the financing of the CIP. In addition, the Operating Budget line item “Transfer to Project Fund” is used in the subsequent fiscal year to fund the OCP and Pay-go CIP projects. Additional funding for the CIP is available from the Grants and Project 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 issues taxable and tax-exempt revenue bonds to meet capital needs.

In Fiscal Year 2024, the total sources of capital funds are \$233.3 million. The largest funding source is the 2020 Series C (WIFIA 2) Loan at \$84.6 million or 36.2%. The second largest source of capital funding is the 2023 Series A (RIIB) Loan at \$61.2 million or 26.2%. The remainder of the capital budget is funded by 2024 Series A (RIIB) at \$50.0 million, Project Fund – Pay-go Capital at \$14.1 million, 2022 Series A (WIFIA 3) Loan at \$9.1 million, the 2020 Series B (WIFIA 1) loan at \$8.4 million, and the Project Fund – Operating Capital OCP at \$5.9 million. The following chart illustrates the capital funding sources by type.



The largest category of capital budget expense in FY 2024 is for the CIP, which is \$226.8 million or 97.2% of the total capital budget funds. The OCP is \$5.9 million or 2.5% of the capital budget expense followed by \$0.6 million for Cost of Issuance/Other at 0.3%. The following chart illustrates the capital funding uses by type.



The Fiscal Year 2024 Operating Capital Budget totals \$5.9 million, which is \$2.1 million higher than the prior year. The following table shows the FY 2024 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, six-year plan for FY 2024-2029 and FY 2024 budget detail.

FY 2024 Operating Capital Program by Division

Division Cost Center	Fiscal Year 2024	Fiscal Years 2025-2029
Administration		
Administration	\$ -	\$ 470,000
Information Technology	250,000	1,125,000
<i>Subtotal</i>	250,000	1,595,000
Construction & Engineering		
Construction Services	120,000	110,000
Engineering	320,000	317,000
<i>Subtotal</i>	440,000	427,000
Finance		
Finance	75,000	-
Accounting	500,000	-
Customer Care	288,000	322,000
<i>Subtotal</i>	863,000	322,000
Operations & Maintenance Services		
Interceptor Maintenance	370,000	2,000,500
Operations & Maintenance Services	80,000	75,000
Field's Point	1,980,000	6,792,000
Bucklin Point	1,283,000	3,010,000
<i>Subtotal</i>	3,713,000	11,877,500
Environmental Science & Compliance		
Pretreatment	-	135,000
Laboratory	403,000	2,683,000
Environmental Monitoring	204,000	716,000
<i>Subtotal</i>	607,000	3,534,000
Total	\$ 5,873,000	\$ 17,755,500

The table on the following page shows the CIP by functional area. The table shows that the Fiscal Year 2024 programmed CIP expense totals \$226.8 million, which is \$7.0 million higher than the prior year. In addition, NBC has programmed capital improvements of \$454.4 million over FY 2025-2029.



**Photo: CSO Phase III A Facilities
Pawtucket Tunnel**

The majority of these costs relate to the CSO Phase III A Facilities, at \$184.7 million or 81% of the total programmed expense in FY 2024. The largest CSO Phase III A Facilities Project is the design-build of the Pawtucket Tunnel and Pump Station (30801), with programmed expense of \$118.1 million in FY 2024 along with \$50.3 million in FY 2025-2029.

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

Capital Improvement Program FY 2024 and FY 2025-2029

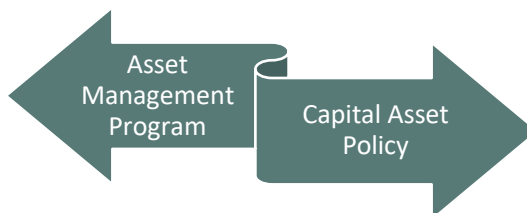
(In Thousands)

Project Number	Project Name	Fiscal Year 2024	Fiscal Years 2025-2029
Wastewater Treatment Facility Improvements			
20000	WWTF Improvements	\$ -	\$ 1,000
20700	Long-Range Biosolids Disposal	5,241	6,183
20801	Data Communications Ethernet Upgrade	1,960	855
24000	NBC Facility Electrical Improvements	540	15
81800	BPWWTF Sludge Digestion Facility Improvements	1,820	6,123
91000	Office & Building	1,635	235
	<i>Subtotal</i>	11,195	14,410
Bucklin Point Resiliency Improvements			
81000	BPWWTF UV Disinfection Improvements	10,591	12,131
81600	BPWWTF Improvements	532	6,706
81700	BPWWTF Operations & Maintenance Buildings	5,656	175
	<i>Subtotal</i>	16,779	19,012
Field's Point Resiliency Improvements			
20300	FPWWTF Improvements	1,684	21,029
20400	FPWWTF Ernest Street Pump Station Improvements	4,078	32,764
20500	FPWWTF Maintenance & Storage Buildings	813	23,921
20600	NBC Solar Carport	1,228	-
20800	Cybersecurity Improvements	64	-
40101	FPWWTF Electrical Improvements	551	9,125
71000	Lincoln Septage Receiving Station Replacement	742	7,197
	<i>Subtotal</i>	9,159	94,035
Infrastructure Management			
1140600	RIPDES Compliance Improvements	401	-
1140900	Water Quality Model Validation and Enhancement	46	118
30700	NBC System-wide Facilities Planning	56	1,000
40200	NBC System-wide Inflow Reduction	240	1,340
40300	Municipal Lateral Sewer Acquisition Impact	-	610
40550	RIPDES Flow Monitoring System Implementation	1,103	-
	<i>Subtotal</i>	1,845	3,067
CSO Phase III Facilities			
30800	CSO Phase III A Facilities - Design & Construction Program Management	13,804	37,222
30801	CSO Phase III A Facilities - Pawtucket Tunnel & Pump Station	118,087	50,302
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	12,310	137,109
30803	CSO Phase III A Facilities - Outfall 205	5,213	1,315
30804	CSO Phase III A Facilities - Outfall 210, 213, 214	5,551	30,245
30805	CSO Phase III A Facilities - Outfall 217	2,264	-
30807	CSO Phase III A Facilities - Regulator Modifications	713	-
30809	CSO Phase III A - GSI Projects	656	-
30810	CSO Phase III A Facilities - BPWWTF Clarifiers & Flow Splitters	26,105	27,806
30830	CSO Phase III B Facilities	-	5,423
	<i>Subtotal</i>	184,702	289,422
Sewer System Improvements			
12400	Interceptor Maintenance Building	-	425
30500	NBC Interceptor Easements Restoration, Various Locations	434	967
30610	NBC System-wide Regulator Modifications	676	2,730
70900	Omega Pump Station Improvements	535	8,214
72000	Reservoir Ave Pump Station Improvements	37	8,719
	<i>Subtotal</i>	1,681	21,054
Interceptor Cleaning & Restoration			
30400M	Interceptor Inspection and Cleaning	28	2,500
30481M	Completion of Baseline Siphon Inspections and Cleanings	472	-
	<i>Subtotal</i>	500	2,500
Interceptor Restoration & Construction			
30400C	Interceptor Restoration and Construction	218	5,045
30315	Woonasquatucket CSO OF 046 Improvements	651	3,187
30421	Louisquisset Pike Interceptor Improvements	-	2,768
30468	Improvements to Interceptors FY 2022	92	-
	<i>Subtotal</i>	961	11,000
Total		\$ 226,823	\$ 454,500

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 79 assets that are programmed for acquisition in FY 2024 at a total cost of approximately \$5.9 million. NBC has also programmed asset purchases in FY 2025 through FY 2029 of approximately \$17.8 million for a total of \$23.7 million over the six-year period reflected in the Program. As is shown in the following table, most of the asset purchases, \$15.6 million or 66%, are for items required to support the wastewater treatment and collection functions in the Operations and Maintenance Division.

**FY 2024 – 2029
Operating Capital Program**

Division	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2024-2029
Administration	\$ 250,000	\$ 220,000	\$ 350,000	\$ 215,000	\$ 515,000	\$ 295,000	\$ 1,845,000
Construction & Engineering	440,000	-	67,000	-	70,000	290,000	867,000
Finance	863,000	88,000	-	50,000	92,000	92,000	1,185,000
Operations & Maintenance	3,713,000	2,604,000	2,130,000	2,834,000	2,283,000	2,026,500	15,590,500
Environmental Science & Compliance	607,000	738,000	465,000	1,088,000	587,000	656,000	4,141,000
	\$5,873,000	\$3,650,000	\$3,012,000	\$4,187,000	\$3,547,000	\$3,359,500	\$23,628,500

Operating Capital Program Development

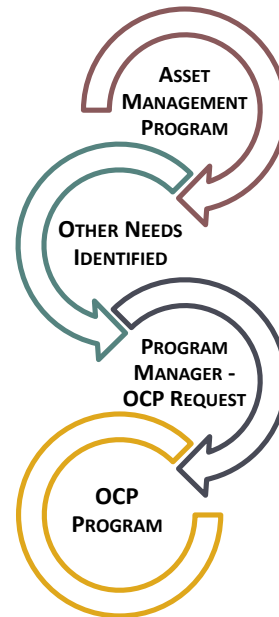
NBC is committed to making the investments needed to ensure continuous operation of its facilities, support services and core business functions. To achieve this goal, NBC adopted and implemented an Asset Management Program (AMP), which is the primary source used to identify operating capital needs. 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 to address specific needs such as refreshing employee workstations and laptops, enhancing networks and security, as well as the implementation of new or replacement software, and the enhancement of existing applications. 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.

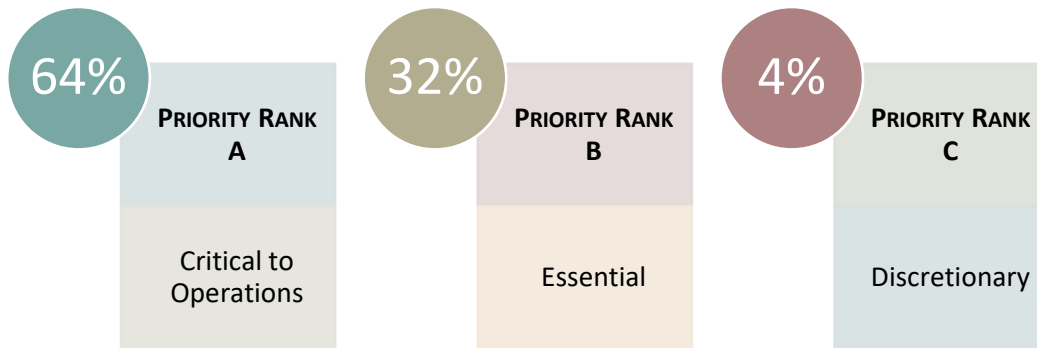
With respect to the upcoming budget year, as part of the annual budget process, each section submits detailed operating capital requests with supporting documentation for each asset. Each request is unique and includes the asset title, description, estimated cost, location, useful life, purchase justification, 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 the 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 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 64% of asset requests for FY 2024 are prioritized with an “A” ranking with a total cost of \$3.7 million.

In addition, 32% or \$1.9 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 the 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 building and plant equipment, which represents 4% of the total or \$240 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 2024 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 Controller 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 2022

- Budget Forms Available

NOVEMBER 2022

- FY 2024 – 2029 Operating Capital Submittals due to Finance
- Review submittals with respect to Asset Criteria and General Ledger (GL) account code

DECEMBER 2022

- 5-year OCP available for review and comments

JANUARY 2023

- Complete OCP Schedules
- Draft OCP Narrative

FEBRUARY 2023

- Finalize OCP Document

MARCH 2023

- Finance Committee and Board Review and Approval of OCP on March 7, 2023

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 expenditure does 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 79 budgeted capital assets in FY 2024, \$5.3 million or 90% are related to NBC's Core Business goals for infrastructure, applications, and compliance. In addition, \$529 thousand or 10% 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

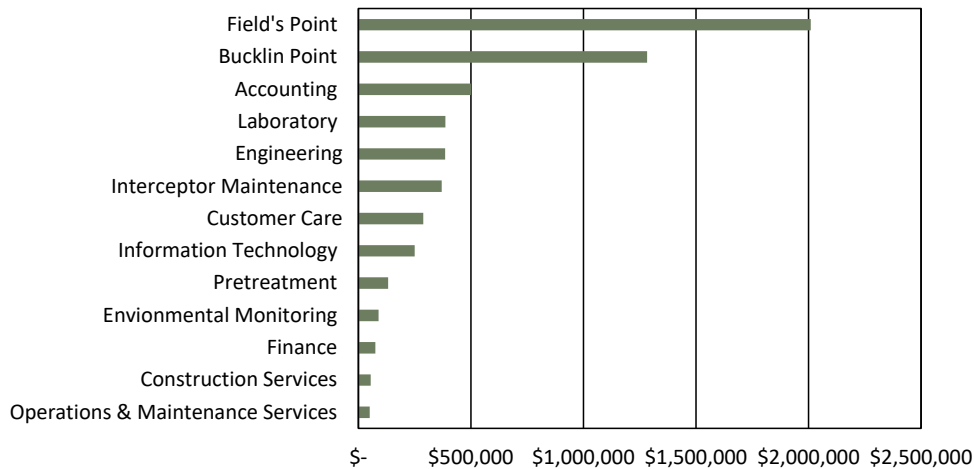
 Core Business: <i>Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.</i>		
Key Code	Percentage	Code Description
CB3	17%	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
CB4	73%	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	10%	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 following chart shows the majority of the FY 2024 OCP is related to the support of the wastewater treatment facilities (WWTF). This includes \$2.0 million at Field’s Point and \$1.3 million at Bucklin Point and is 56% of the total budgeted OCP. 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.

FY 2024 Operating Capital by Cost Center

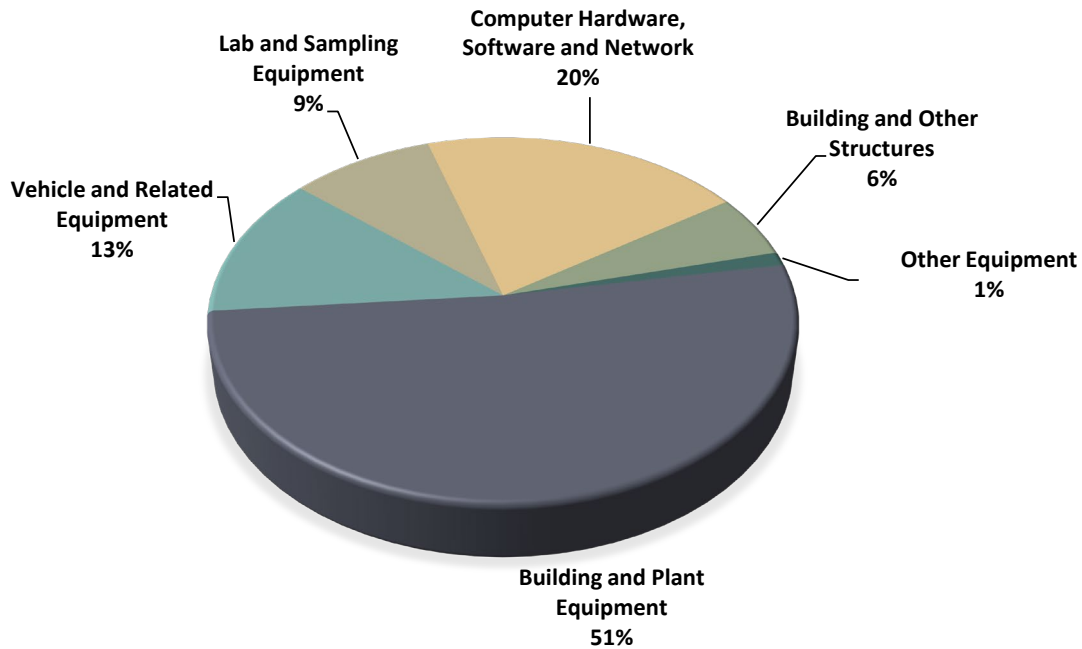


The Accounting OCP is 9% of the total or \$500 thousand and includes the cost of licensing and implementing cloud-based ERP software. The Laboratory section’s operating capital budget is 7% of the total or \$386 thousand and includes funding for the replacement of laboratory equipment. The Engineering section is 7% or \$320 thousand and includes \$250 thousand for the betterment of the wind turbine foundations. The Interceptor Maintenance section is \$320 thousand or 6% of the total and includes the replacement of vehicles essential to the maintenance of the interceptors. Lastly, the Information Technology (IT) section’s operating capital budget of \$250 thousand or 4% of the total, includes \$75 thousand for the annual PC Refresh Program and \$50 thousand for an Edge Switch Upgrade.

Fiscal Year 2024 Operating Capital Program by Type

The FY 2024 OCP identifies new and replacement asset purchases totaling approximately \$5.9 million. The largest asset category is Building and Plant Equipment at \$3.0 million or 51% of the total budget. Computer Hardware, Software and Network represents 20% or \$1.2 million. Vehicle and Related Equipment represents 13% or \$741 thousand. Lab and Sampling Equipment represents 9% or \$529 thousand. Other Equipment, in addition to Building and Other Structures comprise the remaining 7% of the FY 2024 asset acquisitions.

FY 2024 Operating Capital by Type



NBC's FY 2024 replacement and betterment investments are shown in the following table with 53% for Building and Plant Equipment. This includes items such as pumps, bar racks, tanks, and upgrades to the blower system master control panel and the wind turbines. Computer Hardware, Software and Network is 17% and Vehicle and Related Equipment is 13%. Laboratory and Sampling Equipment replacements are 10% of the total and include the replacement of analyzers for WWTFs sample testing to meet RIPDES permit requirements. The Robotic BOD Analyzer, at a cost of \$132 thousand is used to test for biochemical oxygen demand (BOD), respiration and toxicity in wastewater; while the Fresh Water Nutrient Analyzer, at a cost of \$131 thousand is used to test for nitrogen compounds.

Replacement and Betterment Assets	Total	% of Total
Building and Plant Equipment	\$ 2,945,000	53%
Computer Hardware, Software and Network	955,000	17%
Vehicle and Related Equipment	741,000	13%
Laboratory and Sampling Equipment	529,000	10%
Building and Other Structures	325,000	6%
Other	70,000	1%
Total	\$ 5,565,000	100%

NBC’s strategic goal of maximizing technology and maintaining capability is demonstrated through computer equipment purchases that are programmed in FY 2024. The two largest items are the replacement of the ERP at \$500,000 along with the migration of the Customer Service application to the cloud. Also included are hardware upgrades and software enhancements to existing business systems along with the annual PC refresh program.

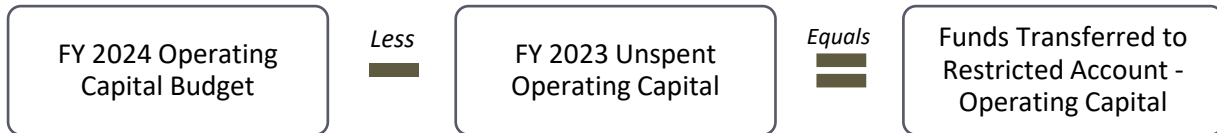
Computer Hardware, Software and Network	Total
ERP Replacement	500,000
Customer Service System Cloud Migration	250,000
Financial Budgeting Software	75,000
Annual PC Refresh Program	75,000
ABB Controller Panel Power Supply Upgrade	50,000
Network Edge Switch Upgrades	50,000
Database Enhancements	40,000
Laboratory Information Management System Enhancements	33,000
Programmable Logic Controller	30,000
Computer Room Enhancements	25,000
Conference Room Upgrades	25,000
Hansen Upgrades	25,000
Security Upgrades	10,000
Total	<u>\$1,188,000</u>

Lastly, NBC plans on purchasing new Computer Hardware, Software and Network and the Building and Plant Equipment asset categories. New computer hardware, software, and network enhancements are 76% of the programmed new assets, at a cost of \$233 thousand. This includes new budget software for Finance, and database enhancements in IT . This is followed by new Building and Plant Equipment at a cost of \$75 thousand and representing 24% of new assets

New Assets	Total	% of Total
Computer Hardware, Software and Network	233,000	76%
Building and Plant Equipment	75,000	24%
Total	<u>\$ 308,000</u>	<u>100%</u>

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 2024, NBC plans to fund the OCP with \$5.9 million from the Restricted Account – Operating Capital in the Project Fund. NBC has also programmed funding of \$5.0 million per year for FY 2025 through FY 2029, for the OCP from this same source.

OCP – SOURCES

Sources of Funds (Thousands)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2024-2029
Restricted Account-Operating Capital	\$ 5,873	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,873
Total	\$ 5,873	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,873

The FY 2024 programmed asset purchases total approximately \$5.9 million. In FY 2025 through FY 2029, NBC has programmed the acquisition of the assets identified in the OCP, as well as an additional placeholder amount. As a result, total programmed uses are a minimum of \$5.0 million per year. This ensures sufficient resources are available to operate and maintain NBC's facilities.

OCP - USES

Uses of Funds (Thousands)	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2024-2029
Operating Capital Program	\$ 5,873	\$ 3,650	\$ 3,012	\$ 4,187	\$ 3,547	\$ 3,360	\$ 23,629
Operating Capital Placeholder	-	1,350	1,988	813	1,453	1,641	7,245
Total	\$ 5,873	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,873

Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total Cost
ADMINISTRATION								
Administration								
Replacement	Office Furniture/Alteration	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000
New	Office Construction/Alteration	-	50,000	50,000	55,000	55,000	60,000	270,000
<i>Subtotal Administration</i>		-	50,000	50,000	55,000	255,000	60,000	470,000
Information Technology								
Replacement	Annual PC Refresh Program Replacement	75,000	75,000	75,000	75,000	75,000	75,000	450,000
Replacement	Network Edge Switch Upgrades	50,000	-	50,000	-	50,000	-	150,000
New	Database Enhancements	40,000	-	40,000	-	40,000	-	120,000
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	-	50,000	-	50,000	150,000
New	Hansen Upgrades	25,000	-	25,000	-	25,000	-	75,000
New	Security Upgrades	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Replacement	Large Form Scanner/Printer	-	35,000	-	-	35,000	-	70,000
New	Triennial Security Assessment	-	-	75,000	-	-	75,000	150,000
<i>Subtotal Information Technology</i>		250,000	170,000	300,000	160,000	260,000	235,000	1,375,000
CONSTRUCTION and ENGINEERING								
Construction Services								
Replacement	Vehicle 357	55,000	-	-	-	-	-	55,000
Replacement	Vehicle 343	45,000	-	-	-	-	-	45,000
Replacement	Plotter	20,000	-	-	-	-	-	20,000
Replacement	Vehicle 337	-	-	35,000	-	-	-	35,000
Replacement	Vehicle 311	-	-	-	-	35,000	-	35,000
Replacement	Vehicle 296	-	-	-	-	-	40,000	40,000
<i>Subtotal Construction Services</i>		120,000	-	35,000	-	35,000	40,000	230,000
Engineering								
Betterment	Wind Turbine Foundation	250,000	-	-	-	-	250,000	500,000
Replacement	GPS Rover	45,000	-	-	-	-	-	45,000
Replacement	Survey Equipment	25,000	-	-	-	-	-	25,000
Replacement	Vehicle 326	-	-	32,000	-	-	-	32,000
Replacement	Vehicle 312	-	-	-	-	35,000	-	35,000
<i>Subtotal Engineering</i>		320,000	-	32,000	-	35,000	250,000	637,000
FINANCE								
Finance								
New	Financial Budgeting Software	75,000	-	-	-	-	-	75,000
<i>Subtotal Finance</i>		75,000	-	-	-	-	-	75,000
Accounting								
Replacement	ERP Replacement	500,000	-	-	-	-	-	500,000
<i>Subtotal Finance</i>		500,000	-	-	-	-	-	500,000
Customer Care								
Replacement	Customer Service System Cloud Migration	250,000	50,000	-	50,000	-	50,000	400,000
Replacement	Office Furniture and Reconfiguration	-	-	-	-	50,000	-	50,000
Replacement	Vehicle 335	38,000	-	-	-	-	-	38,000
Replacement	Vehicle 316	-	38,000	-	-	-	-	38,000
Replacement	Vehicle 297	-	-	-	-	42,000	-	42,000
Replacement	Vehicle 289	-	-	-	-	-	42,000	42,000
<i>Subtotal Customer Care</i>		288,000	88,000	-	50,000	92,000	92,000	610,000
OPERATIONS and MAINTENANCE								
Interceptor Maintenance								
Replacement	Vehicle 455	165,000	-	-	-	-	-	165,000
Replacement	Vehicle 338 w/Snow Plow and Sander	125,000	-	-	-	-	-	125,000
Replacement	Transfer Switch for IM Building	45,000	-	-	-	-	-	45,000
Replacement	Manhole Frames and Covers	30,000	-	-	-	-	-	30,000
Replacement	Knox Box Replacements	5,000	-	-	-	-	-	5,000
Replacement	Vehicle 472	-	175,000	-	-	-	-	175,000
Replacement	Vehicle 334	-	65,000	-	-	-	-	65,000
Replacement	Vehicle 334	-	8,000	-	-	-	-	8,000
Replacement	Vehicle 398	-	5,000	-	-	-	-	5,000
Replacement	Vehicle 376	-	-	185,000	-	-	-	185,000
Replacement	Vehicle 322	-	-	125,000	-	-	-	125,000
Replacement	Vehicle 354	-	-	15,000	-	-	-	15,000
Replacement	Pneumatic Pipe Plugs w/ Lift Line and Filler Hoses	-	-	7,000	-	-	-	7,000
Replacement	Vehicle 329	-	-	-	600,000	-	-	600,000
Replacement	Vehicle 363	-	-	-	285,000	-	-	285,000
Replacement	Vehicle 471B	-	-	-	75,000	-	-	75,000
Replacement	Vehicle 373	-	-	-	30,000	-	-	30,000
Replacement	Vehicle 459	-	-	-	16,000	-	-	16,000
Replacement	Vehicle 308	-	-	-	-	165,000	-	165,000

Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total Cost
Replacement	Vehicle 307	-	-	-	-	42,000	-	42,000
Replacement	Vehicle 284	-	-	-	-	22,000	-	22,000
Replacement	Gate Controller Replacement	-	-	-	-	12,000	-	12,000
Replacement	Gas Powered Hydraulic Unit 860A	-	-	-	-	10,000	-	10,000
Replacement	Vehicle 444	-	-	-	-	-	55,000	55,000
Replacement	Mini Loader EIM007B	-	-	-	-	-	40,000	40,000
Replacement	Vehicle 298	-	-	-	-	-	12,000	12,000
Replacement	Gate Winder 829A	-	-	-	-	-	10,000	10,000
Replacement	Bobcat Backhoe Attachment EV471BBKHOE	-	-	-	-	-	10,000	10,000
Replacement	Vehicle 346	-	-	-	-	-	9,500	9,500
Replacement	Pressure Washer 656A	-	-	-	-	-	8,000	8,000
Replacement	Vehicle 291	-	-	-	-	-	7,500	7,500
Replacement	Equipment 430A	-	-	-	-	-	4,500	4,500
Replacement	Bobcat Bucket Attachment EV471BBUCKET	-	-	-	-	-	2,000	2,000
<i>Subtotal Interceptor Maintenance</i>		370,000	253,000	332,000	1,006,000	251,000	158,500	2,370,500
Operations and Maintenance Services								
Replacement	Field's Point ABB Power Supply Upgrade	50,000	-	-	-	-	-	50,000
Replacement	Siemens PLC Upgrade	30,000	-	-	-	-	-	30,000
Replacement	Vehicle 336	-	35,000	-	-	-	-	35,000
Replacement	Vehicle 301	-	-	-	-	-	40,000	40,000
<i>Subtotal Operations and Maintenance Services</i>		80,000	35,000	-	-	-	40,000	155,000
Field's Point								
Replacement	IFAS Mixers	300,000	-	-	-	-	-	300,000
Replacement	Hydroflow Screen	200,000	-	-	-	-	-	200,000
Replacement	Flow Meters	200,000	-	-	-	-	-	200,000
Replacement	Bar Racks	160,000	165,000	165,000	170,000	170,000	175,000	1,005,000
Replacement	Tunnel Pump Cartridges	150,000	-	-	-	-	-	150,000
Replacement	Grit Tank Unit	115,000	115,000	120,000	120,000	125,000	130,000	725,000
Betterment	Hypochlorite Tank Relining	110,000	-	-	-	-	-	110,000
Replacement	VFD Cells	100,000	-	-	-	-	-	100,000
Replacement	Blower Motor	80,000	-	-	-	-	-	80,000
New	Godwin Pump	75,000	-	-	-	-	-	75,000
Replacement	Vehicle 389	65,000	-	-	-	-	-	65,000
Replacement	Vehicle 360	65,000	-	-	-	-	-	65,000
Replacement	Hydraulic Actuator	50,000	-	-	-	-	-	50,000
Replacement	Vehicle 406	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 446	45,000	-	-	-	-	-	45,000
Replacement	Sludge Pump w/Motor	40,000	-	-	-	35,000	35,000	110,000
Replacement	Relays	40,000	-	-	-	-	-	40,000
Replacement	Sludge Grinder Cartridges	35,000	20,000	-	-	-	-	55,000
Replacement	Uninterruptable Power Supply - Pretreatment Building	35,000	-	-	-	-	-	35,000
Replacement	Equipment 0040	30,000	-	-	-	-	-	30,000
Replacement	Mag Flow Meter	20,000	-	-	20,000	-	-	40,000
Replacement	Influent Cylinders	20,000	-	-	-	-	-	20,000
Replacement	Dehumidifiers 101 and 102	-	200,000	-	-	-	-	200,000
Replacement	40 MGD Sewage Pump Cartridge	-	175,000	-	-	-	-	175,000
Replacement	Vehicle 353	-	155,000	-	-	-	-	155,000
Replacement	Hypo Storage Tanks	-	75,000	75,000	80,000	80,000	-	310,000
Replacement	Sewage Pump Motor	-	75,000	-	75,000	-	-	150,000
Replacement	Vehicle 464	-	55,000	-	-	-	-	55,000
Replacement	Sewage Pump and Motor	-	40,000	-	-	-	-	40,000
Replacement	Vehicle 352	-	40,000	-	-	-	-	40,000
Replacement	Screw Pump Motor	-	38,000	25,000	-	-	-	63,000
Replacement	200 HP Motor for Pump	-	35,000	35,000	-	-	-	70,000
Replacement	Dezurik Valves	-	35,000	-	35,000	-	40,000	110,000
Replacement	Grit Pump w/Motor	-	35,000	-	35,000	-	35,000	105,000
Replacement	Hydraulic Power System	-	35,000	-	-	-	-	35,000
Replacement	Tunnel -1 Crance Laser Distance/Power Rails/Shoes Rebuild	-	35,000	-	-	-	-	35,000
Replacement	Vehicle 345	-	35,000	-	-	-	-	35,000
Replacement	Equipment 0050	-	35,000	-	-	-	-	35,000
Replacement	MCC Room UPS	-	30,000	-	-	-	-	30,000
Replacement	Equipment 109A	-	30,000	-	-	-	-	30,000
Replacement	Sluice Gate Actuators	-	30,000	-	-	-	-	30,000
Replacement	Sludge Grinder	-	25,000	25,000	25,000	30,000	-	105,000
Replacement	Water Champ	-	25,000	25,000	25,000	-	-	75,000
Replacement	Equipment 0070	-	22,000	-	-	-	-	22,000
Replacement	Froth Spray Pump and Motor	-	20,000	-	-	40,000	-	60,000
Replacement	Fire Alarm Panel	-	20,000	-	-	-	-	20,000
Replacement	Actuator for Butterfly Valve	-	20,000	-	-	-	-	20,000
Replacement	Fybroc Sump Pump	-	20,000	-	-	-	-	20,000
Replacement	Hypo Pump and Motor	-	20,000	-	-	-	-	20,000

Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total Cost
Replacement	Gearbox, stem and piston	-	20,000	-	-	-	-	20,000
Replacement	Dilution Flow Meter	-	15,000	-	-	-	-	15,000
Replacement	Computer Air Handling Unit	-	15,000	-	-	-	-	15,000
Replacement	Copier Machine	-	15,000	-	-	-	-	15,000
Replacement	Variable Frequency Drive	-	15,000	-	-	-	-	15,000
Replacement	Tank Level Indicator	-	10,000	-	-	-	-	10,000
Replacement	Equipment 0025	-	10,000	-	-	-	-	10,000
Replacement	Fluke Process Meter	-	9,000	-	-	-	-	9,000
Replacement	Flow Meter	-	8,000	-	-	-	-	8,000
Replacement	LEL Gas Meter	-	6,000	-	-	-	-	6,000
Replacement	Sewage Pump	-	-	250,000	-	250,000	-	500,000
Replacement	20 MGD Sewage Pump Cartridge	-	-	130,000	-	-	-	130,000
Replacement	Caustic Storage Tank	-	-	75,000	80,000	85,000	-	240,000
Replacement	300 HP Motor for Pump	-	-	55,000	55,000	-	-	110,000
Replacement	Vehicle 332	-	-	50,000	-	-	-	50,000
Replacement	Flow Meter Venturi	-	-	40,000	-	-	-	40,000
Replacement	Gearboxes for Sluice Gates	-	-	40,000	-	-	-	40,000
Replacement	Scum Dewatering Pump	-	-	36,000	-	-	-	36,000
Replacement	Plant Water Pump and Motor	-	-	35,000	35,000	-	-	70,000
Replacement	Vehicle 333	-	-	35,000	-	-	-	35,000
Replacement	Equipment 0024	-	-	25,000	-	-	-	25,000
Replacement	Metering Pumps	-	-	25,000	-	-	-	25,000
Replacement	Dewatering Pump Motor	-	-	19,000	-	-	-	19,000
Replacement	Sodium Bisulfite Analyzer - Built by Gary	-	-	15,000	-	-	-	15,000
Replacement	Dewatering Pump	-	-	12,000	-	-	-	12,000
Replacement	LEL Gas Meter	-	-	10,000	-	-	-	10,000
Replacement	Effluent Bisulfite Analyzer	-	-	9,000	-	-	-	9,000
Replacement	G1-G7 Gearbox, Stem and Electric actuators	-	-	-	205,000	-	-	205,000
Replacement	Cameras and Server	-	-	-	75,000	-	-	75,000
Replacement	Equipment 0059	-	-	-	55,000	-	-	55,000
Replacement	Sewage Pump Cone Valve Actuator	-	-	-	50,000	-	-	50,000
Replacement	ABB Process Control Unit (PCU)	-	-	-	50,000	-	-	50,000
Replacement	Butterfly Valve	-	-	-	40,000	-	-	40,000
Replacement	Water Champ	-	-	-	35,000	-	-	35,000
Replacement	GT Flow Meter Assembly	-	-	-	30,000	-	-	30,000
Replacement	Flow Meters	-	-	-	28,000	-	-	28,000
Replacement	Exhaust Fans	-	-	-	25,000	-	-	25,000
Replacement	Scum Pump w/ motor	-	-	-	20,000	-	25,000	45,000
Replacement	Serp. Conveyor Pans	-	-	-	20,000	-	-	20,000
Replacement	Sump Pump	-	-	-	15,000	-	-	15,000
Replacement	Scum Tank Skimmer	-	-	-	15,000	-	-	15,000
Replacement	AC Unit in MCC Room	-	-	-	15,000	-	-	15,000
Replacement	Air Handling Unit, MCC Room	-	-	-	15,000	-	-	15,000
Replacement	66" Screw Pump	-	-	-	-	85,000	-	85,000
Replacement	Caustic Metering Pumps	-	-	-	-	45,000	-	45,000
Replacement	Underflow Valve Actuators	-	-	-	-	45,000	-	45,000
Replacement	Vehicle 315	-	-	-	-	40,000	-	40,000
Replacement	Air Handling Unit	-	-	-	-	35,000	-	35,000
Replacement	Stainless Steel Tank	-	-	-	-	30,000	-	30,000
Replacement	Equipment FP0026B	-	-	-	-	25,000	-	25,000
Replacement	Equipment FP0028B	-	-	-	-	25,000	-	25,000
Replacement	Equipment FP0071	-	-	-	-	25,000	-	25,000
Replacement	Equipment FP0072	-	-	-	-	25,000	-	25,000
Replacement	Equipment 109CWA	-	-	-	-	25,000	-	25,000
Replacement	VFD Grit Pump #1, 2, 3	-	-	-	-	15,000	45,000	60,000
Replacement	OandM Support Bldg. Copy Machine	-	-	-	-	10,000	-	10,000
Replacement	Maintenance Bldg. Copy Machine	-	-	-	-	10,000	-	10,000
Replacement	OPS 20' Storage Trailer #10	-	-	-	-	10,000	-	10,000
Replacement	Vehicle 317	-	-	-	-	-	80,000	80,000
Replacement	Serp. Conveyor Gearbox motor/parts	-	-	-	-	-	70,000	70,000
Replacement	Vehicle 314	-	-	-	-	-	70,000	70,000
Replacement	Vehicle 319	-	-	-	-	-	70,000	70,000
Replacement	Dewatering Pumps	-	-	-	-	-	50,000	50,000
Replacement	Flexim Flow Meters	-	-	-	-	-	40,000	40,000
Replacement	Utility Terrain Vehicle FP0015B	-	-	-	-	-	25,000	25,000
Replacement	Utility Terrain Vehicle FP0020B	-	-	-	-	-	25,000	25,000
Replacement	Mag Flow Meter	-	-	-	-	-	20,000	20,000
Replacement	OPS 40' Wet Weather Storage Trailer	-	-	-	-	-	15,000	15,000
Replacement	Grit Influent Ammonia Meter	-	-	-	-	-	15,000	15,000
<i>Subtotal Field's Point</i>		1,980,000	1,783,000	1,331,000	1,448,000	1,265,000	965,000	8,772,000

Bucklin Point

Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total Cost
Replacement	George Panel	400,000	-	-	-	-	-	400,000
Replacement	Krohne Meter	100,000	-	-	-	-	-	100,000
Replacement	Bar Rack 2	90,000	90,000	90,000	95,000	100,000	-	465,000
Replacement	Sludge Pump 1 w/Grinder Seepex	85,000	-	-	70,000	-	-	155,000
Replacement	Booster Pump 1 Methane Gas Spencer	65,000	-	-	90,000	-	-	155,000
Replacement	Hypo Pumps	55,000	-	-	-	-	-	55,000
Replacement	Sewage Pump	50,000	-	-	-	-	-	50,000
Replacement	Air Filter Box	45,000	-	45,000	-	45,000	-	135,000
Replacement	Muffin Monster Cutter Assembly	40,000	-	-	-	-	-	40,000
Betterment	Roots blower motor rebuild	35,000	-	-	-	-	-	35,000
Replacement	Disolved Oxy. Valve Limitorque. Tanks	35,000	-	-	-	-	-	35,000
Replacement	Grit Pump 1	30,000	-	-	-	-	35,000	65,000
Replacement	Equipment 0065A	30,000	-	-	-	-	-	30,000
Replacement	Disinfection Control System-4 VFDs	30,000	-	-	-	-	-	30,000
Replacement	Screen and Grit Building Universal Power Supply	30,000	-	-	-	-	-	30,000
Replacement	Bar Rack Screening Conveyor	25,000	-	-	-	-	-	25,000
Replacement	Flushing Water Pump #3 W/Aes Seal	25,000	-	-	-	-	-	25,000
Replacement	Confined Space Safety Equipment	25,000	-	-	-	-	-	25,000
Replacement	BVI Flume Meter	25,000	-	-	-	-	-	25,000
Replacement	Equipment 0065	20,000	-	-	-	-	-	20,000
Replacement	30 Yard Container	18,000	-	-	-	-	-	18,000
Replacement	UPS Battery Backup	15,000	-	-	-	-	-	15,000
Replacement	Equipment 104A	10,000	-	-	-	-	-	10,000
Replacement	Screw Pump	-	75,000	-	-	-	-	75,000
Replacement	Booster Pump - Methane Gas Spencer	-	65,000	-	-	-	-	65,000
Replacement	Vehicle 330	-	45,000	-	-	-	-	45,000
Replacement	Scum Pump Grinder and Mixer	-	35,000	35,000	-	-	-	70,000
Replacement	Vortex Collector Motor and Gearbox	-	35,000	-	-	-	-	35,000
Replacement	Scum Pump	-	30,000	-	30,000	-	35,000	95,000
Replacement	Vehicle 351	-	30,000	-	-	-	-	30,000
Replacement	Flow Meter	-	26,000	-	-	-	-	26,000
Replacement	Harmonic Turbo Blowers	-	24,000	-	-	-	-	24,000
Replacement	Sump Pumps	-	20,000	-	-	-	-	20,000
Replacement	Limortorq Actuators and Gearbox	-	15,000	-	-	-	-	15,000
Replacement	Siemens Control Panel and Power Monitoring System	-	14,000	-	-	-	-	14,000
Replacement	Voltage Regulator	-	12,000	-	-	-	-	12,000
Replacement	Portable Pipe Bender 910A	-	10,000	-	-	-	-	10,000
Replacement	Snow Blower 0102A	-	7,000	-	-	-	-	7,000
Replacement	Vehicle 368	-	-	85,000	-	-	-	85,000
Replacement	Ultraviolet Disinfection Lamp Monitoring Probe	-	-	50,000	-	-	-	50,000
Replacement	Vehicle 344	-	-	35,000	-	-	-	35,000
Replacement	Hypo Pump	-	-	30,000	-	-	-	30,000
Replacement	Aeration Tank Diffusers	-	-	16,000	-	-	-	16,000
Replacement	Actuator Valves	-	-	15,000	-	-	-	15,000
Replacement	Bisulfite Tanks	-	-	14,000	-	-	-	14,000
Replacement	TSS Meter	-	-	10,000	-	-	-	10,000
Replacement	Meter and 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	Muffin Monster Cutting Assembly, Motor and SS Box	-	-	-	50,000	-	-	50,000
Replacement	Vehicle 331	-	-	-	45,000	-	-	45,000
Replacement	DO Sensors	-	-	-	-	120,000	-	120,000
Replacement	Mixer 1, Digest. 1	-	-	-	-	60,000	-	60,000
Replacement	Mixer 2, Digest. 1	-	-	-	-	60,000	-	60,000
Replacement	Mixer 3, Digest. 1	-	-	-	-	60,000	-	60,000
Replacement	Mixer 1, Digest. 3	-	-	-	-	60,000	-	60,000
Replacement	Mixer 2, Digest. 3	-	-	-	-	60,000	-	60,000
Replacement	Mixer 3, Digest. 3	-	-	-	-	60,000	-	60,000
Replacement	Scum Pump	-	-	-	-	50,000	-	50,000
Replacement	RAS Pump	-	-	-	-	40,000	-	40,000
Replacement	Scum Pump	-	-	-	-	30,000	-	30,000
Replacement	Mixer	-	-	-	-	22,000	-	22,000
Replacement	Effluent Pump	-	-	-	-	-	150,000	150,000
Replacement	Blower	-	-	-	-	-	140,000	140,000
Replacement	VFD Effluent Pumps	-	-	-	-	-	90,000	90,000
Replacement	RAS Sludge Pump	-	-	-	-	-	60,000	60,000
Replacement	Waste Pump	-	-	-	-	-	60,000	60,000
Replacement	Mixer w/Motor	-	-	-	-	-	45,000	45,000
Replacement	Poly Emulsion Pump	-	-	-	-	-	45,000	45,000
Replacement	Actuators for Sluice Gates	-	-	-	-	-	40,000	40,000

Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total Cost
Replacement	RAS Sludge Pump	-	-	-	-	-	40,000	40,000
Replacement	Vehicle 30	-	-	-	-	-	40,000	40,000
Replacement	Sludge Feed Pump	-	-	-	-	-	25,000	25,000
Replacement	Carbon Feed Tubing Pumps	-	-	-	-	-	25,000	25,000
Replacement	Hyperbolic Mixers	-	-	-	-	-	18,000	18,000
Replacement	Carbon Recirculation Pump	-	-	-	-	-	15,000	15,000
<i>Subtotal Bucklin Point</i>		<u>1,283,000</u>	<u>533,000</u>	<u>467,000</u>	<u>380,000</u>	<u>767,000</u>	<u>863,000</u>	<u>4,293,000</u>
ENVIRONMENTAL SCIENCE and COMPLIANCE								
Pretreatment								
Replacement	Vehicle 371	-	45,000	-	-	-	-	45,000
Replacement	Vehicle 342	-	-	-	45,000	-	-	45,000
Replacement	Vehicle 325	-	-	-	-	-	45,000	45,000
<i>Subtotal Pretreatment</i>		<u>-</u>	<u>45,000</u>	<u>-</u>	<u>45,000</u>	<u>-</u>	<u>45,000</u>	<u>135,000</u>
Laboratory								
Replacement	Robotic BOD Analyzer	132,000	-	-	-	-	146,000	278,000
Replacement	Fresh Water Nutrient Analyzer	131,000	-	-	-	-	145,000	276,000
Replacement	Oil and Grease Extractor	80,000	-	-	-	-	85,000	165,000
New	LIMS Enhancement	33,000	50,000	-	50,000	-	50,000	183,000
Replacement	Laboratory Refrigerators	27,000	-	-	-	-	29,000	56,000
Replacement	Gas Chromatography Analyzer	-	182,000	-	-	-	-	182,000
Replacement	Water purification system	-	132,000	-	-	-	-	132,000
Replacement	Auto-Titration System	-	129,000	-	-	-	-	129,000
Replacement	Total Organic Carbon Analyzer (TOC)	-	63,000	-	-	-	-	63,000
Replacement	Lab Dishwashers	-	-	77,000	-	-	-	77,000
Replacement	Biological Media Dispenser	-	-	54,000	-	-	-	54,000
Replacement	Autoclave (1)	-	-	54,000	-	-	-	54,000
Replacement	Autoclave (2)	-	-	54,000	-	-	-	54,000
Replacement	Mercury Analyzer	-	-	33,000	-	-	-	33,000
Replacement	Microbiology Microscope	-	-	30,000	-	-	-	30,000
Replacement	Analytical Balances	-	-	26,000	-	-	-	26,000
Replacement	Laboratory Refrigerators	-	-	18,000	-	18,000	-	36,000
Replacement	Liquid Chromatograph-MS (LC-MS) System	-	-	-	623,000	-	-	623,000
Replacement	ICP-Mass Spectrometer Analyzer	-	-	-	227,000	-	-	227,000
Replacement	Salt Water Nutrient Analyzer	-	-	-	-	155,000	-	155,000
Replacement	ICP-OES Industrial Metals Analyzer	-	-	-	-	133,000	-	133,000
Replacement	Cyanide Analyzer	-	-	-	-	120,000	-	120,000
<i>Subtotal Laboratory</i>		<u>403,000</u>	<u>556,000</u>	<u>346,000</u>	<u>900,000</u>	<u>426,000</u>	<u>455,000</u>	<u>3,086,000</u>
Environmental Monitoring								
Replacement	Bullock's Reach Buoy	59,000	-	-	-	-	-	59,000
Replacement	Fixed Site Sondes and Associated Equipment	56,000	56,000	60,000	60,000	60,000	65,000	357,000
Replacement	Vehicle 349	45,000	-	-	-	-	-	45,000
Replacement	Fixed Site Probes, Handheld Meter, and Related Equipment	32,000	34,000	34,000	34,000	36,000	38,000	208,000
Replacement	Refrigerated Autosampler	12,000	-	-	-	-	-	12,000
Replacement	Vehicle 340	-	47,000	-	-	-	-	47,000
Replacement	Refrigerated Autosampler	-	-	13,000	-	-	-	13,000
Replacement	Boat Trailer	-	-	12,000	-	-	-	12,000
Replacement	Vehicle 324	-	-	-	49,000	-	-	49,000
Replacement	Vehicle 309	-	-	-	-	51,000	-	51,000
Replacement	Refrigerated Autosampler	-	-	-	-	14,000	-	14,000
Replacement	Vehicle 300	-	-	-	-	-	53,000	53,000
<i>Subtotal Environmental Monitoring</i>		<u>204,000</u>	<u>137,000</u>	<u>119,000</u>	<u>143,000</u>	<u>161,000</u>	<u>156,000</u>	<u>920,000</u>
Total		<u>\$ 5,873,000</u>	<u>\$ 3,650,000</u>	<u>\$ 3,012,000</u>	<u>\$ 4,187,000</u>	<u>\$ 3,547,000</u>	<u>\$ 3,359,500</u>	<u>\$ 23,628,500</u>

FY 2024 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Approved Budget
ADMINISTRATION						
Information Technology						
R	B	16555	OC24-033-001	Annual PC Refresh Program Replacement	Replace NBC personnel computers over 5 years	\$ 75,000
R	B	16555	OC24-033-002	Edge Switch Upgrades	Upgrade Edge switches as new technology become available	50,000
N	B	16550	OC24-033-003	Oracle ERP/Database Enhancements	New enhancements to Oracle to meet the changing needs of NBC	40,000
N	C	16550	OC24-033-004	Conference Room Upgrades	Update technology to ensure user friendly	25,000
N	C	16550	OC24-033-005	Computer Room Enhancements	New hardware for computer room to ensure reliability and efficiency	25,000
N	C	16550	OC24-033-006	Hansen Upgrades	New enhancements to Hansen to meet the changing needs of NBC	25,000
N	A	16550	OC24-033-007	Security Upgrades	Ensure compliance with insurance security requirements	10,000
<i>Subtotal Information Technology</i>						250,000
Subtotal Administration						250,000
CONSTRUCTION and ENGINEERING						
Construction Services						
R	B	16515	OC24-022-001	Vehicle 357	Transport personnel to construction sites	55,000
R	B	16515	OC24-022-002	Vehicle 343	Replacement of V 343	45,000
R	B	16525	OC24-022-003	Plotter	Plot construction plans	20,000
<i>Subtotal Construction Services</i>						120,000
Engineering						
R	A	16515	OC24-025-001	Wind Turbine Foundation	Upgrades to foundation of wind turbines due to design defect	250,000
R	B	16595	OC24-025-002	GPS Rover	Locate, measure and incorporate NBC assets into various platforms	45,000
R	B	16595	OC24-025-003	Survey Equipment	Field surveying	25,000
<i>Subtotal Engineering</i>						320,000
Subtotal Construction and Engineering						440,000
FINANCE						
Finance						
N	C	16550	OC24-031-001	Financial Reporting Enhancements	Enhancements to financial reporting software	75,000
<i>Subtotal Finance</i>						75,000
Accounting						
R	B	16555	OC24-032-001	ERP Replacement	Replace hosted ERP with Cloud based ERP	500,000
<i>Subtotal Finance</i>						500,000
Customer Care						
R	A	16555	OC24-034-001	CIS Enhancements	Upgrade Customer Care to V5/Beta; Cloud and Customer Portal to Cloud	250,000
R	B	16515	OC24-034-002	Vehicle 335	Customer site visits	38,000
<i>Subtotal Customer Care</i>						288,000
Subtotal Finance						863,000
OPERATIONS AND MAINTENANCE						
Interceptor Maintenance						
R	A	16515	OC24-043-001	Vehicle 455	Daily field work, construction projects, snow plowing/sanding	165,000
R	A	16515	OC24-043-002	Vehicle 338 w/Snow Plow and Sander	Daily field work, construction projects, snow plowing/sanding	125,000
R	A	16615	OC24-043-003	Transfer Switch for IM Building	Connect backup power to IM Building during power outages	45,000
R	A	16615	OC24-043-004	Manhole Frames and Covers	New lighter manhole covers which are easier to life	30,000
R	A	16525	OC24-043-005	Knox Box Replacements	Emergency key access for NBC properties	5,000
<i>Subtotal Interceptor Maintenance</i>						370,000
Operations and Maintenance Services						
R	A	16555	OC24-044-001	Field's Point ABB Power Supply Upgrade	Improve system reliability	50,000
R	A	16555	OC24-044-002	Siemens PLC Upgrade	Improve system reliability	30,000
<i>Subtotal Operations and Maintenance Services</i>						80,000
Field's Point						
R	B	16525	OC24-046-001	IFAS Mixers	Assist the biological nutrient reduction of our return activated sludge effluent	300,000
R	A	16525	OC24-046-002	Hydroflow Screen	Removes fine particulates in order to meet BNR requirements	200,000
R	A	16525	OC24-046-003	Flow Meters	Measures flow entering the tunnel, gate, and screening structures	200,000
R	A	16525	OC24-046-004	Bar Racks	Removes large amounts from influent to protect downstream equipment	160,000
R	A	16525	OC24-046-005	Tunnel Pump Cartridges	Pumps wastewater from the tunnel into the treatment facility	150,000
R	A	16525	OC24-046-006	Grit Tank Unit	Removes grit influent to protect downstream equipment	115,000
R	A	16525	OC24-046-007	Hypochlorite Tank Relining	Stores hypochlorite	110,000
R	A	16525	OC24-046-008	VFD Cells	For Ernest Stree Pump Station	100,000
R	B	16525	OC24-046-009	Blower Motor	For Field's Point Blower Building 2	80,000
N	B	16520	OC24-046-010	Godwin Pump	Dewater clarifier tanks and channels when traditional pumping in unavailable	75,000
R	A	16515	OC24-046-011	Vehicle 389	Instrumentation van	65,000
R	A	16515	OC24-046-012	Vehicle 360	Preventative maintenance van	65,000
R	A	16525	OC24-046-013	Hydraulic Actuator	Remove old electro-mechanical actuator and replace with hydraulic technology	50,000
R	A	16515	OC24-046-014	Vehicle 406	Used by Maintenance personnel	45,000
R	A	16515	OC24-046-015	Vehicle 446	Used by Operations personnel	45,000
R	B	16525	OC24-046-016	Sludge Pump w/Motor	Pumps sludge into tanks	40,000
R	A	16525	OC24-046-017	Relays	Replace obsolete relays to ensure reliability	40,000
R	B	16525	OC24-046-018	Sludge Grinder Cartridges	Macerates large chunks of sludge found in waste stream	35,000
R	A	16525	OC24-046-019	UPS	Ensure Reliability	35,000
R	A	16525	OC24-046-020	Equipment 0040	Used by Operations personnel	30,000
R	B	16525	OC24-046-021	Mag Flow Meter	Measures the influent flow into the Primary Clarifier Tanks	20,000
R	A	16525	OC24-046-022	Influent Cylinders	Raises and lowers sluice gates at the Ernest St Pump Station Wet Well	20,000
<i>Subtotal Field's Point</i>						1,980,000
Bucklin Point						
R	A	16525	OC24-047-001	George Panel	Controls panels for blowers	400,000
R	A	16525	OC24-047-002	Krohne Meter	Measures flow of wastewater through the plant	100,000
R	A	16525	OC24-047-003	Bar Rack 2	Removes large items from influent	90,000
R	A	16525	OC24-047-004	Sludge Pump 1 w/Grinder Seepex	Pumps sludge and grinds large objects	85,000
R	C	16525	OC24-047-005	Booster Pump 1 Methane Gas Spencer	Transfers methane gas to boilers	65,000
R	A	16525	OC24-047-006	Hypo Pumps	Supplies sodium hypochlorite to effluent	55,000
R	A	16525	OC24-047-007	Sewage Pump	Pumps raw sewage from pump station to plant	50,000
R	A	16525	OC24-047-008	Air Filter Box	Filters air blown into aeration	45,000
R	B	16525	OC24-047-009	Muffin Monster Cutter Assembly	Grinds large objects	40,000
R	A	16525	OC24-047-010	Roots blower motor rebuild	Provides aeration to promote aerobic digestion	35,000
R	B	16525	OC24-047-011	Disolved Oxy. Valve Limitorque. Tanks	Actuators at aeration tanks	35,000
R	A	16525	OC24-047-012	Grit Pump 1	Removes grit from influent	30,000

FY 2024 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Approved Budget
R	A	16515	OC24-047-013	Equipment 0065A	Transport personnel within the plant	30,000
R	A	16525	OC24-047-014	Disinfection Control System-4 VFDs	Controls disinfection at wet weather	30,000
R	A	16525	OC24-047-015	SandG UPS	Implementation of new technology	30,000
R	B	16525	OC24-047-016	Bar Rack Screening Conveyor	Moves large solids from bar rack	25,000
R	C	16525	OC24-047-017	Flushing Water Pump #3 W/Aes Seal	Supplies water to site and building	25,000
R	B	16525	OC24-047-018	Confined Space Safety Equipment	Assist workers in entry to or exit and rescue from confined spaces	25,000
R	A	16525	OC24-047-019	BVI Flume Meter	Flow meter, measures wastewater flow through E.P.I Parshall Flume.	25,000
R	B	16525	OC24-047-020	Equipment 0065	Mower to cut grass at facility	20,000
R	B	16515	OC24-047-021	30 Yard Container	Used for scrap metal, wood, etc. Fits on V353 Dump Truck	18,000
R	A	16525	OC24-047-022	UPS Battery Backup	Backup power for Digester Control Building - Electrical Room	15,000
R	B	16525	OC24-047-023	Equipment 104A	Measures flow of water	10,000
<i>Subtotal Bucklin Point</i>						1,283,000
<i>Subtotal Operations and Maintenance</i>						3,713,000
ENVIRONMENTAL SCIENCE and COMPLIANCE						
Laboratory						
R	A	16575	OC24-053-001	Robotic BOD Analyzer	Tests for BOD in Field's Point, Bucklin Point and SIU industrial samples	132,000
R	B	16575	OC24-053-002	Fresh Water Nutrient Analyzer	Tests for nitrogen compounds in Field's Point, Bucklin Point and SIU industrial samples	131,000
R	B	16575	OC24-053-003	Oil and Grease Extractor	Tests for oil and grease in Field's Point, Bucklin Point and SIU industrial samples	80,000
N	B	16550	OC24-053-004	LIMS Enhancement	Inventories permit samples according to regulations	33,000
R	B	16575	OC24-053-005	Laboratory Refrigerators	Stores permit samples according to regulations	27,000
<i>Subtotal Laboratory</i>						403,000
Environmental Monitoring						
R	A	16575	OC24-055-001	Bullock's Reach Buoy	Real-time water quality monitoring of NBC's receiving waters	59,000
R	A	16575	OC24-055-002	Fixed Site Sondes and Associated Equipment	Used to conduct real-time water quality monitoring of NBC's receiving waters	56,000
R	A	16515	OC24-055-003	Vehicle 349	Used to collect samples at NBC's plans and throughout its collection system	45,000
N	A	16575	OC24-055-004	Fixed Site Probes, Handheld Meter, and Related Equipment	Used to conduct real-time water quality monitoring of NBC's receiving waters	32,000
R	A	16575	OC24-055-005	Refrigerated Autosampler	Used to conduct water quality monitoring of NBC's combined stormwater	12,000
<i>Subtotal Environmental Monitoring</i>						204,000
<i>Subtotal Environmental Science and Compliance</i>						607,000
Total Operating Capital FY 2024						\$ 5,873,000


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.	OC24-033-001		
Asset Title:	Annual PC Refresh Program Repl.	Cost Center:	Information Technology
Asset Location:	All NBC Locations	Amount:	\$ 75,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Replacing existing aged computers over the 5-year refresh cycle.		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Useful life:	3 Years
Original date in service:	2018	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-033-002		
Asset Title:	Network Edge Switch Upgrades	Cost Center:	Information Technology
Asset Location:	All NBC Locations	Amount:	\$ 50,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Upgrade Edge Switches as new technology become available.		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Useful life:	3 Years
Original date in service:	2018	Original estimated useful life:	3 Years



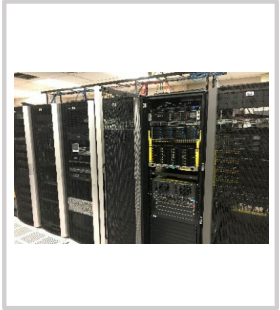
Asset Allocation No.	OC24-033-003		
Asset Title:	Database Enhancements	Cost Center:	Information Technology
Asset Location:	Corporate Office Building	Amount:	\$ 40,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	New enhancements 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:	5 Years




Asset Allocation No.	OC24-033-004		
Asset Title:	Conference Room Upgrades	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:	Update technology to ensure user friendly.		
Budget Account:	16550 Computer Equipment		
Type:	NEW	Useful life:	3 Years
Original date in service:	N/A	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-033-005				
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:	New hardware for computer room to ensure reliability and efficiency.				
Budget Account:	16550 Computer Equipment				
Type:	NEW	Useful life:	3 Years		
Original date in service:	N/A	Original estimated useful life:	3 Years		



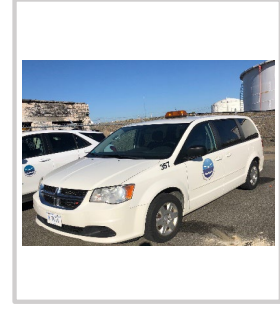
Asset Allocation No.	OC24-033-006				
Asset Title:	Hansen Upgrades	Cost Center:	Information Technology		
Asset Location:	Corporate Office Building	Amount:	\$ 25,000	Priority Ranking:	C
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other		
Asset Description:	New enhancements to the Hansen system; new purchases 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:	5 Years		



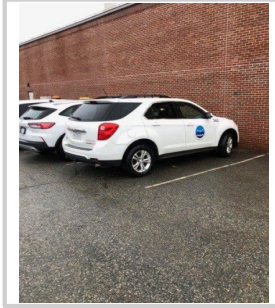
Asset Allocation No.	OC24-033-007				
Asset Title:	Security Upgrades	Cost Center:	Information Technology		
Asset Location:	Corporate Office Building	Amount:	\$ 10,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other		
Asset Description:	Ensure compliance 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:	3 Years		




Asset Allocation No.	OC24-022-001				
Asset Title:	Vehicle 357	Cost Center:	Construction Services		
Asset Location:	Field's Point	Amount:	\$ 55,000	Priority Ranking:	B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other		
Asset Description:	Transport 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:	10 Years		




Asset Allocation No.	OC24-022-002		
Asset Title:	Vehicle 343	Cost Center:	Construction Services
Asset Location:	Field's Point	Amount:	\$ 45,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Replacement of V 343.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	10 Years
Original date in service:	2015	Original estimated useful life:	10 Years



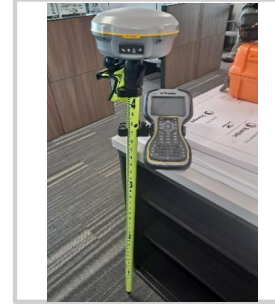
Asset Allocation No.	OC24-022-003		
Asset Title:	Plotter	Cost Center:	Construction Services
Asset Location:	Bucklin Point	Amount:	\$ 20,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Plot construction plans.		
Budget Account:	16586 Office Furniture & Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2008	Original estimated useful life:	15 Years



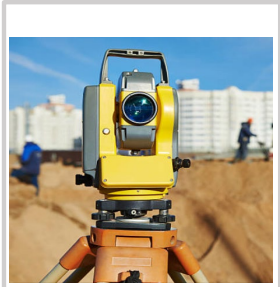
Asset Allocation No.	OC24-025-001		
Asset Title:	Wind Turbine Foundation	Cost Center:	Engineering
Asset Location:	Coventry	Amount:	\$250,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Rehabilitation of wind turbine foundations due to design defect.		
Budget Account:	16615 Building & Other Structures Replacement		
Type:	BETTERMENT	Useful life:	10 Years
Original date in service:	N/A	Original estimated useful life:	20 Years



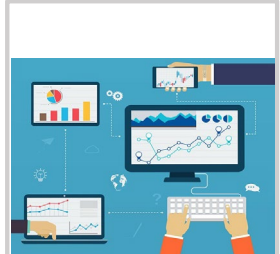
Asset Allocation No.	OC24-025-002		
Asset Title:	GPS Rover	Cost Center:	Engineering
Asset Location:	Corporate Office Building	Amount:	\$ 45,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Locate, measure and incorporate NBC assets into various platforms.		
Budget Account:	16595 Other Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2011	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-025-003		
Asset Title:	Survey Equipment	Cost Center:	Engineering
Asset Location:	Corporate Office Building	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:	To 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:	5 Years




Asset Allocation No.	OC24-031-001		
Asset Title:	Financial Budgeting Software	Cost Center:	Finance
Asset Location:	Corporate Office Building 2nd Floor	Amount:	\$ 75,000 Priority Ranking: C
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Financial Reporting enhancements.		
Budget Account:	16550 Computer Equipment		
Type:	NEW	Useful life:	3 Years
Original date in service:	N/A	Original estimated useful life:	5 Years



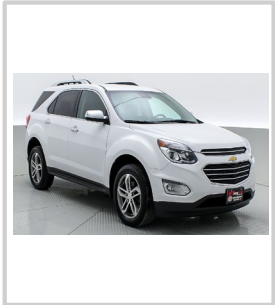
Asset Allocation No.	OC24-032-001		
Asset Title:	ERP Replacement	Cost Center:	Accounting
Asset Location:	Corporate Office Building	Amount:	\$500,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Replace hosted ERP with Cloud based ERP		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2002	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-034-001		
Asset Title:	CS System Cloud Migration	Cost Center:	Customer Care
Asset Location:	Corporate Office Building	Amount:	\$250,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	CIS Enhancements to upgrade Customer Care to V5/Beta; Cloud and Customer Portal to the Cloud		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2019	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-034-002		
Asset Title:	Vehicle 335	Cost Center:	Customer Care
Asset Location:	Customer site visits	Amount:	\$ 38,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Customer site visits.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2016	Original estimated useful life:	9 Years




Asset Allocation No.	OC24-043-001		
Asset Title:	Vehicle 455 Syd Dump Truck	Cost Center:	Interceptor Maintenance
Asset Location:	Interceptor Maintenance Dept. Fleet	Amount:	\$165,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Daily field work, construction projects, snow plowing/sanding.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2009	Original estimated useful life:	10 Years



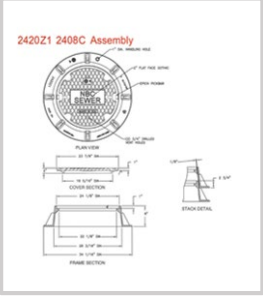
Asset Allocation No.	OC24-043-002		
Asset Title:	Vehicle 338 w/Snow Plow and Sander	Cost Center:	Interceptor Maintenance
Asset Location:	Interceptor Maintenance Dept. Fleet	Amount:	\$125,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Daily field work, construction projects, snow plowing/sanding.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2015	Original estimated useful life:	8 Years




Asset Allocation No.	OC24-043-003		
Asset Title:	Electrical Generator Transfer Switch	Cost Center:	Interceptor Maintenance
Asset Location:	Interceptor Maintenance Building	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Connect backup power to IM Building during power outages.		
Budget Account:	16615 Building & Other Structures Replacement		
Type:	NEW	Useful life:	50 Years
Original date in service:	N/A	Original estimated useful life:	30 Years




Asset Allocation No.	OC24-043-004		
Asset Title:	Manhole Frames and Covers	Cost Center:	Interceptor Maintenance
Asset Location:	Interceptor Maintenance Dept.	Amount:	\$ 30,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	New lighter manhole covers which are easier to lift.		
Budget Account:	16615 Building & Other Structures Replacement		
Type:	REPLACEMENT	Useful life:	50 Years
Original date in service:	N/A	Original estimated useful life:	20 Years




Asset Allocation No.	OC24-043-005		
Asset Title:	Knox Box Replacements	Cost Center:	Interceptor Maintenance
Asset Location:	Various FP/BP Pump Stations	Amount:	\$ 5,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Emergency key access for NBC properties.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	N/A	Original estimated useful life:	30 Years



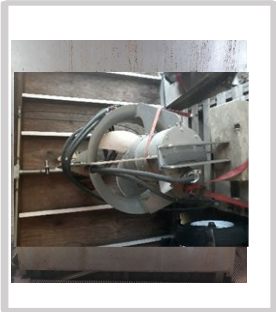
Asset Allocation No.	OC24-044-001		
Asset Title:	Field's Point ABB Power Supply Upgrade	Cost Center:	Operations & Maintenance Services
Asset Location:	FP Wet Weather Facilities and Grit Generator Power	Amount:	\$ 50,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Improve system reliability.		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	1997	Original estimated useful life:	20 Years



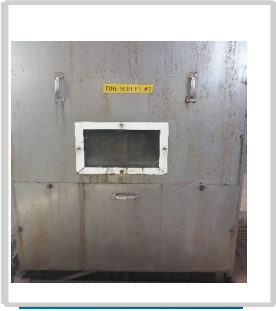
Asset Allocation No.	OC24-044-002		
Asset Title:	Siemens PLC Upgrade	Cost Center:	Operations & Maintenance Services
Asset Location:	Throughout the BP Facility	Amount:	\$ 30,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Improve system reliability.		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2005	Original estimated useful life:	15 Years




Asset Allocation No.	OC24-046-001		
Asset Title:	IFAS Mixers	Cost Center:	Field's Point
Asset Location:	IFAS Tanks 1 through 10	Amount:	\$300,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Assist the biological nutrient reduction of our return activated sludge effluent.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2007	Original estimated useful life:	10 Years



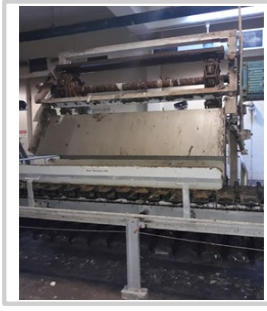
Asset Allocation No.	OC24-046-002		
Asset Title:	Hydroflow Screen	Cost Center:	Field's Point
Asset Location:	Screening and Caustic Building	Amount:	\$200,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Removes fine particulates in order to meet BNR requirements.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	15 Years
Original date in service:	2012	Original estimated useful life:	12 Years



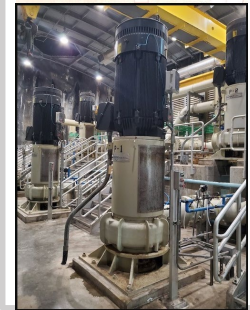
Asset Allocation No.	OC24-046-003		
Asset Title:	Flow Meters	Cost Center:	Field's Point
Asset Location:	G1-G8 - Gate & Screenings Structures	Amount:	\$200,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Measures flow entering the tunnel, gate, and screening structures.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2007	Original estimated useful life:	15 Years




Asset Allocation No.	OC24-046-004		
Asset Title:	Bar Racks	Cost Center:	Field's Point
Asset Location:	Ernest ST. Pump Station - Influent Pumping	Amount:	\$160,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Removes large amounts from influent to protect downstream equipment.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2016	Original estimated useful life:	6 Years



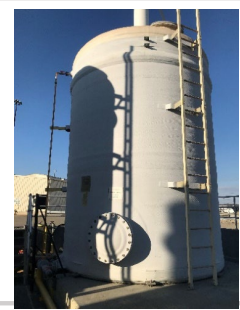
Asset Allocation No.	OC24-046-005		
Asset Title:	Tunnel Pump Cartridges	Cost Center:	Field's Point
Asset Location:	Tunnel Pump Station	Amount:	\$150,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Pumps wastewater from the tunnel into the treatment facility.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2007	Original estimated useful life:	15 Years




Asset Allocation No.	OC24-046-006		
Asset Title:	Grit Tank Unit	Cost Center:	Field's Point
Asset Location:	Grit Building - Preliminary Treatment	Amount:	\$115,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Grit unit at the Preliminary Treatment building will be replaced due to worn equipment. Removes grit influent to protect downstream equipment.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2017	Original estimated useful life:	5 Years



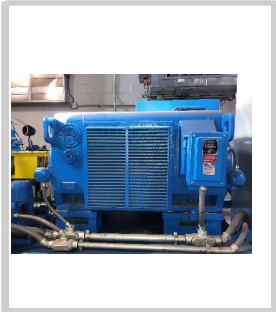
Asset Allocation No.	OC24-046-007		
Asset Title:	Hypochlorite Tank Relining	Cost Center:	Field's Point
Asset Location:	Field's Point Hypo Farm	Amount:	\$110,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Hypochlorite Tanks used to store chemicals.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Useful life:	5 Years
Original date in service:	1998	Original estimated useful life:	15 Years



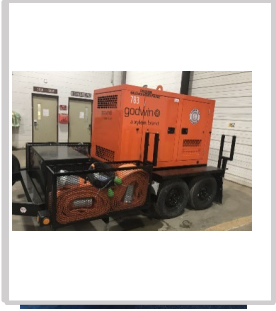
Asset Allocation No.	OC24-046-008		
Asset Title:	Variable Frequency Drive Cells	Cost Center:	Field's Point
Asset Location:	Ernest Stree Pump Station	Amount:	\$100,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	These parts are going to be installed in MV SIEMENS VFDs at ESPs.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2010	Original estimated useful life:	5 Years



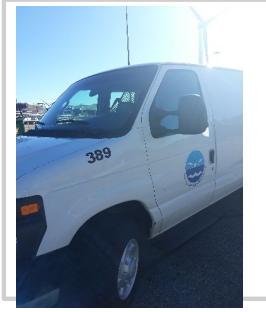
Asset Allocation No.	OC24-046-009		
Asset Title:	Blower Motor	Cost Center:	Field's Point
Asset Location:	Blower Building #2	Amount:	\$ 80,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	For Field's Point Blower Building 2		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	N/A	Original estimated useful life:	7 Years



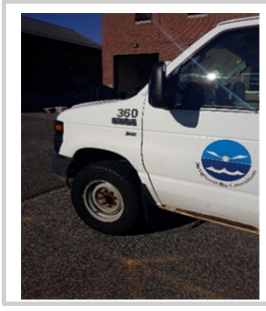
Asset Allocation No.	OC24-046-010		
Asset Title:	Godwin Pump	Cost Center:	Field's Point
Asset Location:	Fields Point Wastewater Treatment Facility	Amount:	\$ 75,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Dewater clarifier tanks and channels when traditional pumping is unavailable.		
Budget Account:	16520 Building and Plant Equipment		
Type:	NEW	Useful life:	7 Years
Original date in service:	N/A	Original estimated useful life:	20 Years



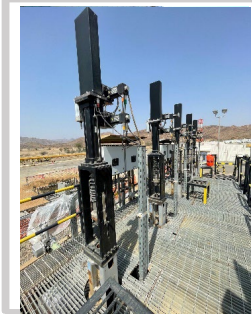
Asset Allocation No.	OC24-046-011		
Asset Title:	Vehicle 389	Cost Center:	Field's Point
Asset Location:	Field's Point	Amount:	\$ 65,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Instrumentation Van.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2008	Original estimated useful life:	10 Years



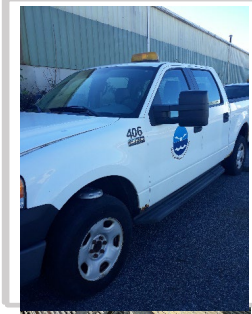
Asset Allocation No.	OC24-046-012		
Asset Title:	Vehicle 360	Cost Center:	Field's Point
Asset Location:	Field's Point	Amount:	\$ 65,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Preventative Maintenance Van.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2012	Original estimated useful life:	10 Years



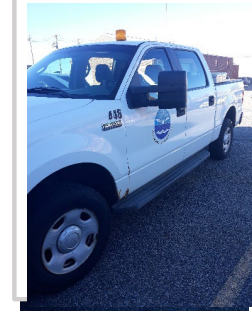
Asset Allocation No.	OC24-046-013		
Asset Title:	Hydraulic Actuator	Cost Center:	Field's Point
Asset Location:	G-5 Gate and Screening Structure	Amount:	\$ 50,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Remove old electro-mechanical actuator and replace with hydraulic technology. This site is prone to flooding and electrical failures. Hydraulic actuators are resilient to these failures.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2007	Original estimated useful life:	25 Years




Asset Allocation No.	OC24-046-014		
Asset Title:	Vehicle 406	Cost Center:	Field's Point
Asset Location:	Field's Point	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Maintenance Crew Car, Used by Operations personnel.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2008	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-046-015		
Asset Title:	Vehicle 446	Cost Center:	Field's Point
Asset Location:	Field's Point	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Used by Operations personnel.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2008	Original estimated useful life:	10 Years



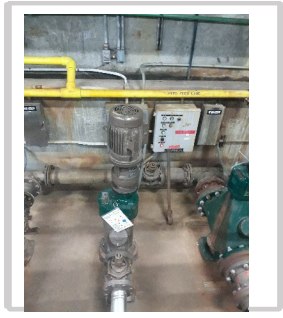
Asset Allocation No.	OC24-046-016		
Asset Title:	Sludge Pump w/Motor	Cost Center:	Field's Point
Asset Location:	Primary Sludge Pump St.	Amount:	\$ 40,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset 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:	15 Years



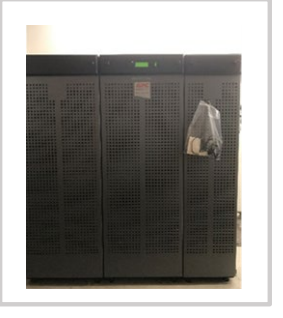
Asset Allocation No.	OC24-046-017		
Asset Title:	Relays for Main Switchgear	Cost Center:	Field's Point
Asset Location:	Wind Turbine Feeder-Field's Point	Amount:	\$ 40,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Replace obsolete relays to ensure reliability.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2009	Original estimated useful life:	10 Years



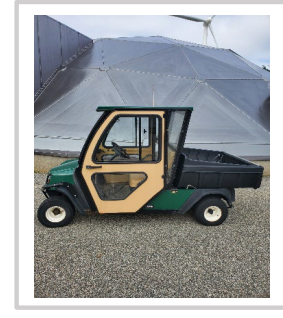
Asset Allocation No.	OC24-046-018		
Asset Title:	Sludge Grinder Cartridges	Cost Center:	Field's Point
Asset Location:	Gravity Thickener Pump St.	Amount:	\$ 35,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Macerates large chunks of sludge found in waste stream.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2010	Original estimated useful life:	11 Years



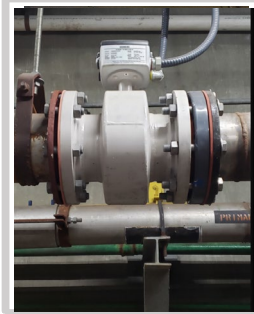
Asset Allocation No.	OC24-046-019		
Asset Title:	Uninterruptible Power Supply	Cost Center:	Field's Point
Asset Location:	FP Administration Building	Amount:	\$ 35,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Ensure reliability.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2014	Original estimated useful life:	20 Years



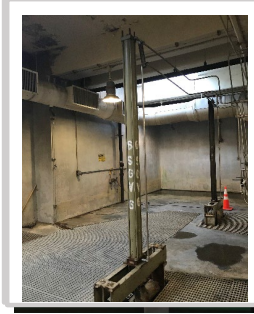
Asset Allocation No.	OC24-046-20		
Asset Title:	Equipment 0040	Cost Center:	Field's Point
Asset Location:	Field's Point	Amount:	\$ 30,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Used by Operations personnel.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2012	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-046-021		
Asset Title:	Magnetic Sludge Flow Meters	Cost Center:	Field's Point
Asset Location:	Primary Sludge Pumping Station, FPWWTF	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 the influent flow into the Primary Clarifier Tanks.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	1992	Original estimated useful life:	15 Years



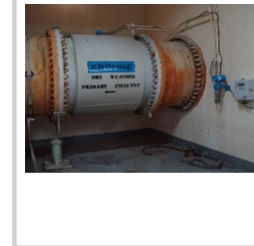
Asset Allocation No.	OC24-046-022		
Asset Title:	Influent Cylinders	Cost Center:	Field's Point
Asset Location:	ESPS	Amount:	\$ 20,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Raises and lowers sluice gates at the Ernest St Pump Station Wet Well.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	N/A	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-047-001		
Asset Title:	Master Control George Panel	Cost Center:	Bucklin Point
Asset Location:	Blower Building	Amount:	\$400,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Controls panels for blowers.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2014	Original estimated useful life:	10 Years



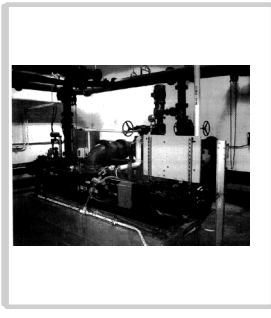
Asset Allocation No.	OC24-047-002		
Asset Title:	60" Krohne Meter	Cost Center:	Bucklin Point
Asset Location:	Bucklin Point	Amount:	\$100,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Measures flow of wastewater through the plant.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	20 Years
Original date in service:	2004	Original estimated useful life:	20 Years




Asset Allocation No.	OC24-047-003		
Asset Title:	Bar Rack	Cost Center:	Bucklin Point
Asset Location:	Screen & Grit Building	Amount:	\$ 90,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" 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:	2017	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-047-004		
Asset Title:	Sludge Pump w/Grinder Seepex	Cost Center:	Bucklin Point
Asset Location:	Dry Weather Primary Pump St	Amount:	\$ 85,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Pumps sludge and grinds large objects.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2017	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-047-005		
Asset Title:	Booster Pump Methane Gas	Cost Center:	Bucklin Point
Asset Location:	Digester Control Building	Amount:	\$ 65,000 Priority Ranking: C
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Transfers methane gas to boilers.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2015	Original estimated useful life:	10 Years



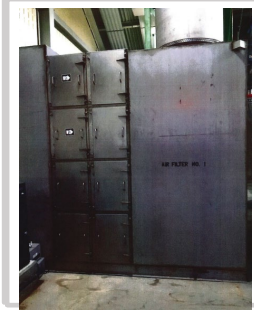
Asset Allocation No.	OC24-047-006		
Asset Title:	Hypochlorite Pumps	Cost Center:	Bucklin Point
Asset Location:	Wet Weather disinfection/Plant water Bldg.	Amount:	\$ 55,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Supplies sodium hypochlorite to effluent.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2017	Original estimated useful life:	8 Years



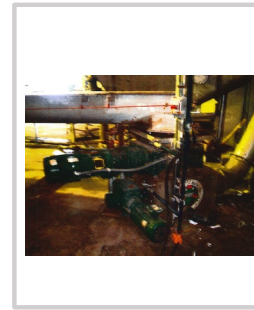
Asset Allocation No.	OC24-047-007		
Asset Title:	Sewage Pump	Cost Center:	Bucklin Point
Asset Location:	Saylesville Pump Station	Amount:	\$ 50,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Pumps raw sewage from pump station to plant.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2001	Original estimated useful life:	15 Years



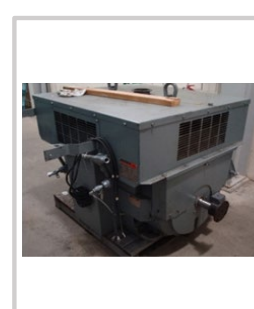
Asset Allocation No.	OC24-047-008		
Asset Title:	Air Filter Box	Cost Center:	Bucklin Point
Asset Location:	Blower Building	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Filters air blown into aeration.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2020	Original estimated useful life:	4 Years




Asset Allocation No.	OC24-047-009		
Asset Title:	Muffin Monster Cutter Assembly	Cost Center:	Bucklin Point
Asset Location:	Screenings & Grit/Bar Rack	Amount:	\$ 40,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Grinds large objects.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2017	Original estimated useful life:	10 Years



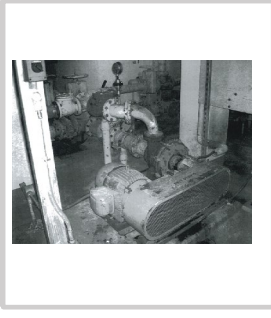
Asset Allocation No.	OC24-047-010		
Asset Title:	ROOTS BLOWER MOTOR REBUILD	Cost Center:	Bucklin Point
Asset Location:	BLOWER BLDG.	Amount:	\$ 35,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Provides aeration to promote aerobic digestion.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Useful life:	20 Years
Original date in service:	2004	Original estimated useful life:	20 Years




Asset Allocation No.	OC24-047-011		
Asset Title:	Disolved Oxy. Valve Limitorque. Tanks	Cost Center:	Bucklin Point
Asset Location:	Aeration tanks 1-4	Amount:	\$ 35,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Actuators at 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:	10 Years




Asset Allocation No.	OC24-047-012		
Asset Title:	Grit Pump	Cost Center:	Bucklin Point
Asset Location:	Scren & Grit Building	Amount:	\$ 30,000 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:	5 Years



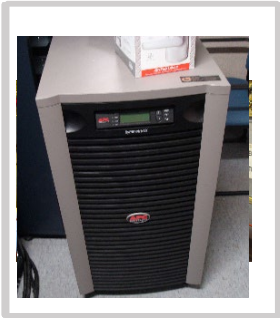
Asset Allocation No.	OC24-047-013		
Asset Title:	Bobcat Equipment 0065A	Cost Center:	Bucklin Point
Asset Location:	Maintenance	Amount:	\$ 30,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Transport personnel within the plant.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2014	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-047-014		
Asset Title:	Disinfection Control System-4 VFDs	Cost Center:	Bucklin Point
Asset Location:	Wet Weather Disinfection/Plant water Buildi	Amount:	\$ 30,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Controls disinfection at wet weather.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2003	Original estimated useful life:	20 Years



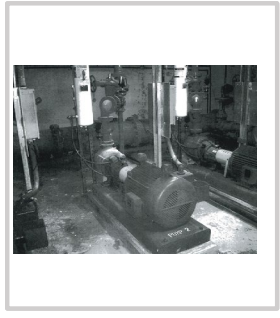
Asset Allocation No.	OC24-047-015		
Asset Title:	SCADA UPS	Cost Center:	Bucklin Point
Asset Location:	SCREEN AND GRIT BLDG.	Amount:	\$ 30,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Implementation of new technology.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2017	Original estimated useful life:	10 Years



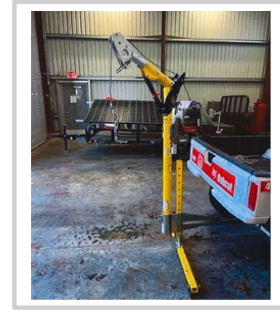
Asset Allocation No.	OC24-047-016		
Asset Title:	Bar Rack Screening Conveyor	Cost Center:	Bucklin Point
Asset Location:	SCREEN AND GRIT BLDG.	Amount:	\$ 25,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Moves large solids from bar rack.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	N/A	Original estimated useful life:	15 Years



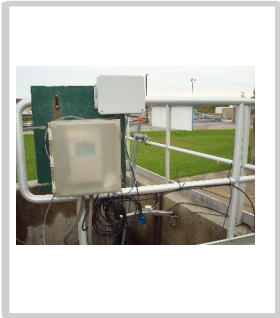
Asset Allocation No.	OC24-047-017		
Asset Title:	Flushing Water Pump W/Aes Seal	Cost Center:	Bucklin Point
Asset Location:	Wet Weather Disinfection/Plant water Buildi	Amount:	\$ 25,000 Priority Ranking: C
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Supplies water to site and building.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2003	Original estimated useful life:	15 Years




Asset Allocation No.	OC24-047-018		
Asset Title:	Confined Space Safety Equipment	Cost Center:	Bucklin Point
Asset Location:	Plant Equipment	Amount:	\$ 25,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Assist workers in entry to or exit, and rescue from confined spaces.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2013	Original estimated useful life:	10 Years



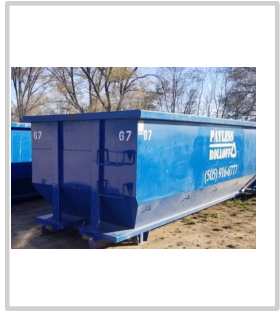
Asset Allocation No.	OC24-047-019		
Asset Title:	BVI Flume Meter	Cost Center:	Bucklin Point
Asset Location:	E.P.I PARSHALL FLUME	Amount:	\$ 25,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Flow meter, measures wastewater flow through E.P.I Parshall Flume.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2016	Original estimated useful life:	8 Years




Asset Allocation No.	OC24-047-020		
Asset Title:	Gravelly Zero Turn Mower	Cost Center:	Bucklin Point
Asset Location:	Grounds Maintenance	Amount:	\$ 20,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Mower to cut grass at facility.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	10 Years
Original date in service:	2013	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-047-021		
Asset Title:	30 Yard Container	Cost Center:	Bucklin Point
Asset Location:		Amount:	\$ 18,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Used for scrap metal, wood, etc. Fits on V353 Dump Truck.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	10 Years
Original date in service:	2005	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-047-022		
Asset Title:	UPS Battery Backup	Cost Center:	Bucklin Point
Asset Location:	Digester Control Building Electricity Room	Amount:	\$ 15,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Backup power for Digester Control Building - Electrical Room.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2014	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-047-023		
Asset Title:	Equipment 104A-Flexim Flow Meter	Cost Center:	Bucklin Point
Asset Location:	Plant Equipment	Amount:	\$ 10,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Measures flow of water.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Useful life:	7 Years
Original date in service:	2013	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-053-001		
Asset Title:	Robotic BOD Analyzer	Cost Center:	Laboratory
Asset Location:	WQSB first floor laboratory	Amount:	\$132,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Tests for BOD 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:	2019	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-053-002		
Asset Title:	Fresh Water Nutrient Analyzer	Cost Center:	Laboratory
Asset Location:	WQSB second floor Analytical laboratory	Amount:	\$131,000 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 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:	2017	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-053-003		
Asset Title:	Oil and Grease Extractor	Cost Center:	Laboratory
Asset Location:	WQSB first floor laboratory	Amount:	\$ 80,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Tests for oil and grease 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:	2017	Original estimated useful life:	5 Years




Asset Allocation No.	OC24-053-004		
Asset Title:	LIMS Enhancement	Cost Center:	Laboratory
Asset Location:	Water Quality Science Building	Amount:	\$ 33,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
Asset Description:	Inventories permit samples according to regulations.		
Budget Account:	16550 Computer Equipment		
Type:	NEW	Useful life:	3 Years
Original date in service:	2015	Original estimated useful life:	5 Years



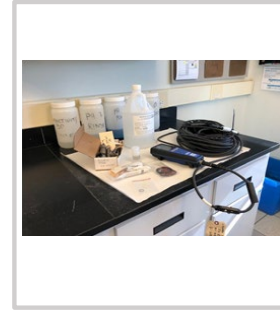
Asset Allocation No.	OC24-053-005		
Asset Title:	Laboratory Refrigerators	Cost Center:	Laboratory
Asset Location:	WQSB first floor sample refrigerator area	Amount:	\$ 27,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Stores permit samples according to regulations.		
Budget Account:	16575 Lab & Sampling Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2015	Original estimated useful life:	5 Years



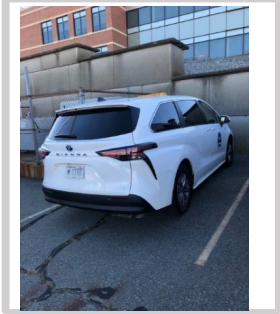
Asset Allocation No.	OC24-055-001		
Asset Title:	Bullock's Reach Buoy	Cost Center:	Environmental Monitoring
Asset Location:	Upper Narragansett Bay	Amount:	\$ 59,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Real-time water quality monitoring of NBC's receiving waters.		
Budget Account:	16575 Lab & Sampling Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2005	Original estimated useful life:	19 Years




Asset Allocation No.	OC24-055-002		
Asset Title:	Fixed Site Sondes and Associated Equi	Cost Center:	Environmental Monitoring
Asset Location:	Upper Narragansett Bay	Amount:	\$ 56,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Used to conduct real-time water quality monitoring of NBC's receiving waters.		
Budget Account:	16575 Lab & Sampling Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2014	Original estimated useful life:	10 Years




Asset Allocation No.	OC24-055-003		
Asset Title:	Vehicle 349	Cost Center:	Environmental Monitoring
Asset Location:		Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Used to collected samples at NBC's plans and throughout its collection system.		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2014	Original estimated useful life:	10 Years



Asset Allocation No.	OC24-055-004		
Asset Title:	Fixed Site Probes, Handheld 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:	Used to conduct real-time water quality monitoring of NBC's receiving waters.		
Budget Account:	16575 Lab & Sampling Equipment Replacement		
Type:	NEW	Useful life:	5 Years
Original date in service:	2018	Original estimated useful life:	5 Years



Asset Allocation No.	OC24-055-005		
Asset Title:	Refrigerated Autosampler	Cost Center:	Environmental Monitoring
Asset Location:	FP WWTF	Amount:	\$ 12,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Used to conduct water quality monitoring of NBC's combined stormwater		
Budget Account:	16575 Lab & Sampling Equipment Replacement		
Type:	REPLACEMENT	Useful life:	5 Years
Original date in service:	2004	Original estimated useful life:	20 Years



Capital Improvement Program

The Narragansett Bay Commission’s (NBC) Capital Improvement Program (CIP) identifies programmed capital investments necessary to comply with current and future regulatory requirements, take advantage of technological advancements, 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, rehabilitation, and replacement of existing infrastructure, together with energy efficiency and sustainability projects. The CIP shows programmed expenditures for the current budget year fiscal year (FY) 2024 as well as the following five years (FY 2025-2029).



Field's Point Aeration Tank

Capital Improvement Program Overview

The CIP identifies a total of 43 projects that are either in progress, to be initiated, or to be completed during FY 2024-2029 at an estimated cost of \$681.3 million. Of this total, 66% are programmed in the next two fiscal years, and 72% are for construction contracts and construction management. See the table below for the FY 2024-2029 CIP costs by category.

FY 2024-2029 CIP Costs by Category
(In Thousands)

Category	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2024 - 2029
Administrative	\$ 6,271	\$ 5,331	\$ 3,346	\$ 1,956	\$ 679	\$ 910	\$ 18,494
Land	50	1,020	-	768	-	-	1,838
A/E Professional	22,121	20,022	9,276	5,811	4,152	1,918	63,299
Construction	180,170	181,046	89,490	29,050	4,787	8,608	493,152
Contingency	5,355	8,645	25,186	30,953	11,444	294	81,877
Other	12,856	4,984	3,448	1,248	56	71	22,663
	\$ 226,823	\$ 221,048	\$ 130,747	\$ 69,786	\$ 21,119	\$ 11,801	\$ 681,323

Capital Improvement Program Development

NBC’s comprehensive capital improvement planning process takes into consideration the project’s relationship to the strategic plan, federal mandates, permit compliance, the replacement of infrastructure that is beyond its useful life, and project readiness in addition to 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. Project Managers also explain modifications from the prior year’s CIP and provide the overall project schedule. The CIP Review Committee examines 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. The Controller ensures asset criteria is met and approves the capitalization of assets including the determination of an asset’s useful life. The CIP calendar is shown below:

Capital Improvement Program Calendar

OCTOBER 2022

- Budget Forms Available

NOVEMBER 2022

- FY 2024-2029 CIP Workbooks with Cash Draws submittal by Project Managers
- Submittal review and identification of CIP operating impacts

DECEMBER 2022

- CIP Review Committee Meeting
- Completion of Project Detail Worksheets

JANUARY 2023

- Completion of CIP Analysis
- Draft CIP Narrative

FEBRUARY 2023

- Provision of long-term financial model inputs to the Municipal Advisor
- Development of capital budget financing plan

MARCH 2023

- Finance Committee and Board Review and Approval of CIP on March 7, 2023

Capital Project Budget Administration

Project Identification and Preliminary Funding

The Executive Director 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 for inclusion in the CIP and/or as stand-alone projects. Once a capital project is identified, the Project Manager works with Finance to determine the project name and number, establish a preliminary budget, and assign a funding source. The budget must be established in the project module of the Enterprise Resource Planning (ERP) system prior to the expenditure of funds on a capital project.

Capital Project Budgets, Budget Amendments and Funding

New CIP Projects

Once it is determined that a project will move forward, the Project Manager develops costs and schedules for each phase of the project. Project Managers must complete the “Initial Request for Capital Budget” form in the CIP workbook for all new projects. Finance then establishes preliminary capital budgets by “Task” in the ERP, which may or may not be funded depending on project readiness and Board approval. Tasks include labor, architect/engineering services, contracts, police detail, legal services, land, contingency, etc.

Existing CIP Projects

Project Managers update the capital budgets by Task in the CIP workbooks. Subsequent to Board approval of the CIP, Finance updates the capital budgets by Task to reflect the updated cash draws.

Board authorization is required to proceed and execute architectural, engineering and design contracts greater than \$20,000 and construction contracts. The authorizing resolution typically includes an allowance for

ancillary costs and the authority for the Executive Director and Chairman to execute construction/engineering contract change orders/amendments up to 5% of the contract amount. Once the Board authorizes the engagement of an outside vendor, the Project Manager submits a “Request for Capital Budget Change Form” to align the capital budget by Task with both the contract amount, ancillary costs, and labor. The Project Manager also submits a request for funding authorization. Finance adds the new Tasks to the initial capital project budget and assigns funding sources, enabling those costs to be chargeable to those funding sources.

Additional capital budget amendments by Task maybe authorized during the fiscal year to reflect change orders and Finance may also modify funding sources. Please refer to the Long-Term Financial Plan section of the Budget for information regarding the financing and funding sources of the CIP.

Capital budgets are monitored by project, Task, and funding source monthly. Updated draws are requested if variances are significant. NBC also holds monthly capital project meetings to discuss project status.

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 draws 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.



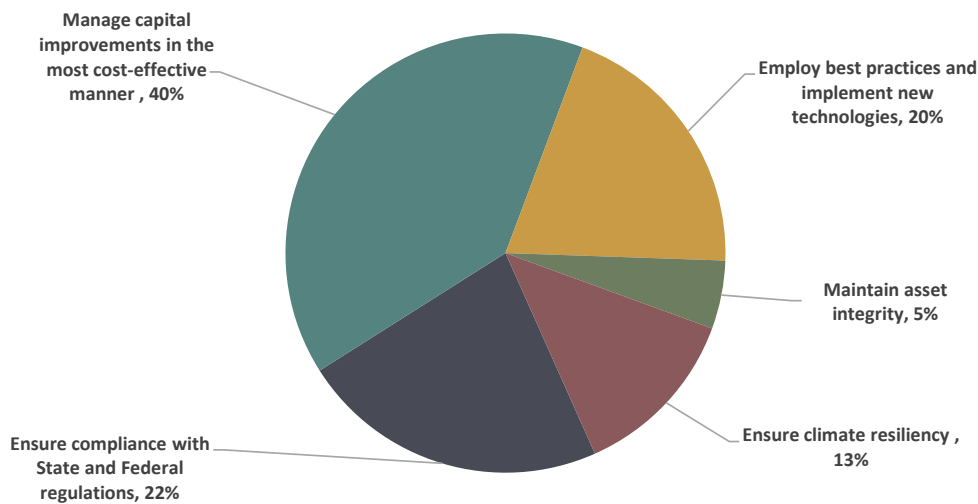
Capital Projects by Strategic Objective

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 evaluates 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 in the most cost-effective manner. Approximately 22% 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, 20% 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 5%.

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	22%	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	20%	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
CB4	5%	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.

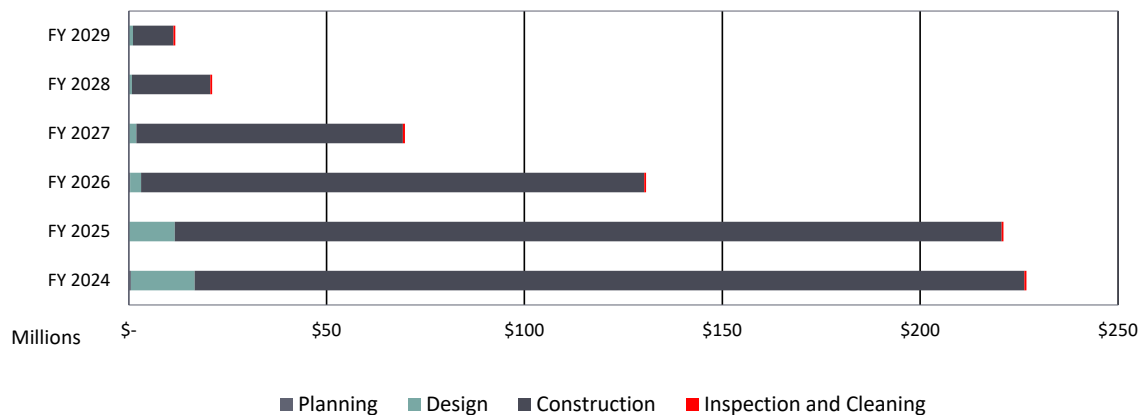
Core Business Goals



Capital Expenditures by Phase

NBC’s capital projects are generally comprised of planning, design, and construction. Planning includes feasibility studies and determination of the technology to be implemented. The design phase includes the development of plans and specifications and the acquisition of land, 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 94% of the programmed expenditures during Fiscal Years 2024 - 2029, relate to the construction phase at \$643.0 million.

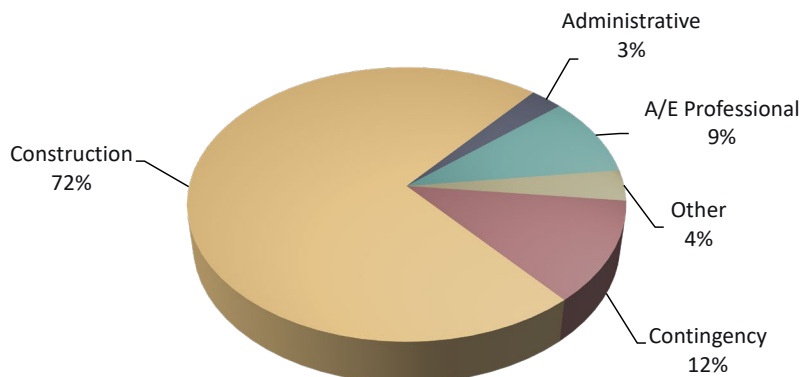
FY 2024-2029 Capital Expenditures by Phase
(In Millions)



Capital Expenditures by Cost Category

The CIP shows project costs are shown by categories including the Administrative cost category, which includes NBC’s project management costs as well as traffic control, legal services, and advertising expense. The Architectural/Engineering (A/E) Professional cost category includes 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 are \$493.2 million or approximately 72% of the total costs for FY 2024 - FY 2029. Contingency is \$81.9 million or 12% and A/E Professional services are \$63.3 million or 9% of the costs during this same period.

CIP Costs by Cost Category



Capital Expenditures by Functional Area

NBC groups capital projects into eight functional areas according to the scope of the capital project. The functional areas are identified in the following table.

Functional Area	Project Examples
Wastewater Treatment Facilities (WWTF)	WWTF Improvements, Sludge Digestion Facilities, and 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	Special Studies, Energy Sustainability, Flow Monitoring, RIPDES Compliance Improvements, and PFAS
CSO Phase III Facilities	CSO Phase III A, B, C, and D
Sewer System Improvements	Easement Restoration, Sewer System, and Pump Stations
Interceptor Inspection and Cleaning	Remote Television Inspections, Grit/Debris Removal, and Disposal
Interceptor Restoration and Construction	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	FY 2023-2028	FY 2024-2029	Change	% Change
CSO Phase III Facilities	\$ 577,224	\$ 474,125	\$ (103,099)	(18%)
Field's Point Resiliency	97,387	103,195	5,808	6%
Bucklin Point Resiliency	41,617	35,791	(5,826)	(14%)
Sewer System Improvements	22,231	22,735	504	2%
Wastewater Treatment Facility	17,895	25,606	7,711	43%
Interceptor Restoration and Construction	17,525	11,961	(5,564)	(32%)
Infrastructure Management	5,039	4,912	(127)	(3%)
Interceptor Inspection and Cleaning	3,008	3,000	(8)	(0%)
Total	\$ 781,926	\$ 681,323	\$ (100,603)	(13%)

On a year-over-year basis, the most significant percentage change from the prior year is a 43% increase for the Wastewater Treatment Facility functional area. The increase in this functional area is a result of adding two new projects, the Data Communication Ethernet Upgrade Project (20801) at \$2.8 million and the Office and Building Improvements Project (91000) at \$1.9 million. The increase in Wastewater Treatment Facility functional area is also attributed to updated cost estimates. There was a \$2.9 million increase for BPWWTF Sludge Digestion Facility Improvements Project (81800) and a \$1.3 million increase for Long-Range Biosolids Disposal Project (20700).

The most significant percentage decrease from last year's CIP is a 32% decrease for the Interceptor Restoration and Construction functional area. The decrease in this functional area is attributable to a combination of projects in this functional area being completed, and other projects being delayed in starting. Scheduling changes for the Louisquisset Pike Interceptor Improvements Project (30421) resulted in most of the project

expenses falling outside of the CIP and reducing the total value for the Interceptor Restoration and Construction functional area.

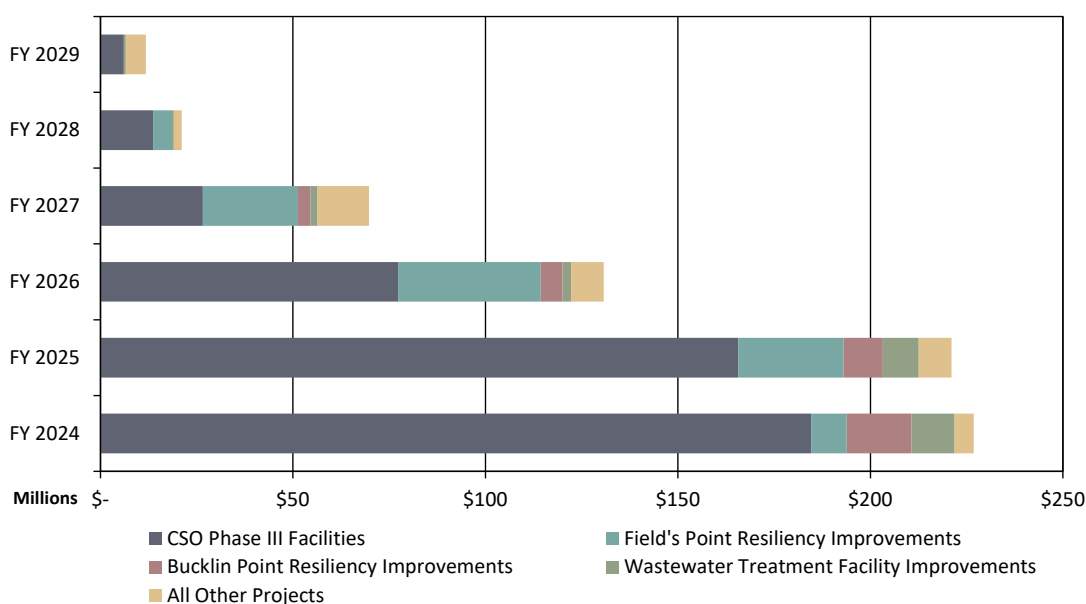
In terms of dollars, the CSO Phase III A Facilities shows the most significant change, a decrease of \$103.1 million. This decrease is due to progress made on the construction of the Pawtucket Tunnel and Pump Station Project (30801) which will be 66% complete in FY 2023.

Significant Capital Improvement Projects

The most significant project included in this year’s CIP is the CSO Phase III Facilities at \$474.1 million or 70% of programmed costs for FY 2024 - FY 2029. This is followed by Field’s Point Resiliency Improvements projects at \$103.2 million or 15%, Bucklin Point Resiliency Improvements projects totaling \$35.8 million or 5%, and Wastewater Treatment Facility Improvements projects at \$25.6 million or 4%. The following table and graph show the programmed expenditures for the major projects included in FY 2024 - FY 2029. A discussion of the major capital projects is on the following pages.

Largest Capital Projects		
Project	Total Costs FY 2024 - 2029	% of Total
CSO Phase III Facilities	\$ 474,125	70%
Field's Point Resiliency Improvements	103,195	15%
Bucklin Point Resiliency Improvements	35,791	5%
Wastewater Treatment Facility Improvements	25,606	4%
All Other Projects	42,608	6%
Total	\$ 681,323	100%

FY 2024-2029 Expenditures by Major Project
(In Millions)



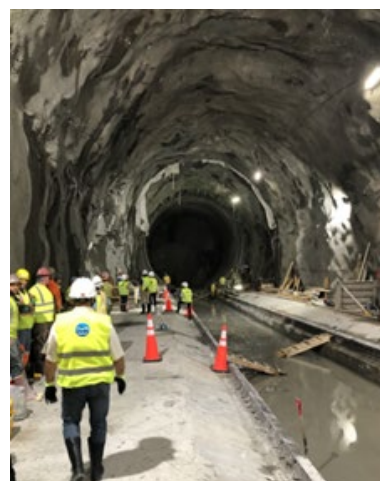
Comprehensive Combined Sewer Overflow (CSO) Program

NBC is under a Consent Agreement with RIDEM to implement a federally mandated CSO abatement Program that will address NBC’s 65 CSOs in both the Field’s Point and Bucklin Point service areas. NBC is in the third, and final phase of the program and executed the Consent Agreement with RIDEM on January 11, 2019. The Phase III CSO Program consists of four phases to be completed by FY 2042. The program 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 estimate, which includes “other” costs (NBC labor, traffic control, etc.), for the four phases of the CSO Phase III Facilities is \$1.4 billion. Project costs for Phase III A and Phase III B projects are based on a combination of bids received and estimates provided by engineering design professionals for contracts that have not gone out to bid.

The costs for Phase III C and Phase III D projects are derived from original estimates received in 2018. The costs for these phases have been escalated to 2023 costs by 18% based on the National Construction Cost Index (CCI) increase for this period. Beyond 2023, these projects are forecasted to increase by 3% annually to account for inflation through midpoint of design and construction.

A description of the facilities, estimated cost, start and completion dates for each of the four phases are as follows.



CSO Tunnel Construction

CSO Phase III Program (In Millions)

Phase	Scope	Amount *	Start	Completion
Phase III A	Design and construction of a 11,600 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.	\$893.2	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.	\$45.5	1/1/2029	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.	\$290.4	6/1/2032	12/1/2038
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.	\$160.7	1/1/2036	12/1/2041
Total		\$ 1,389.8		

* Excludes costs incurred prior to FY 2020

CSO Phase III A Facilities

The CSO Phase III A Facilities consist of eleven construction projects in addition to the Design and Construction Program Management Project (30800). The programmed cost for the CSO Phase III A Facilities is \$468.7 million during FY 2024 - FY 2029, an increase of \$71.5 million or 8.7% over last year's CIP. The increase reflects the financial impact of supply chain issues, labor shortages and increases in fuel, labor, and equipment costs. In particular, the estimates for two projects not yet under construction, the Tunnel Pump Station Fit-out Project (30802) and the Outfall 210, 213, and 214 Project (30804) increased by \$44.4 million and \$7.6 million, respectively. In addition, the bid for the BPWWTF Clarifiers and Flow Splitters Project (30810) was \$10.7 million higher than the estimate.



CSO Phase III A Pawtucket Tunnel Pump Station Site

The largest project is the Pawtucket Tunnel and Pump Station Project (30801) at an estimated cost of \$498.6 million. Project 30801 includes construction of a 11,600 foot deep rock tunnel in Pawtucket along with a tunnel pump station to convey the flow to the Bucklin Point WWTF. Due to the technical complexity of this project, NBC is using a design-build approach. The Pawtucket Tunnel and Pump Station Project is 66% complete with a completion date of March 2025.

The following table shows the CSO Phase III A projects, their estimated cost, construction start and end dates, as well as the percentage complete.

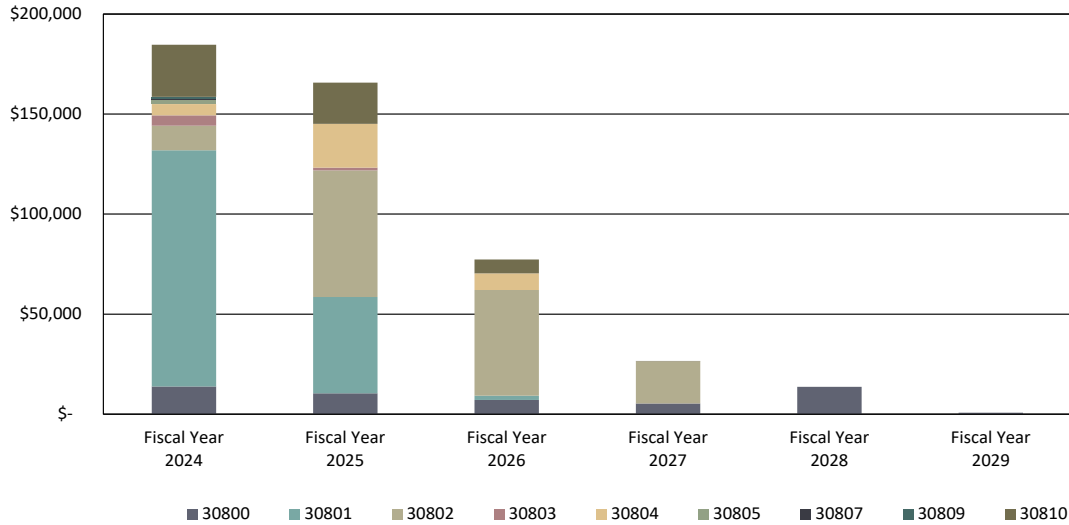
CSO Phase III A Facilities Costs, Schedule and Percent Complete (In Millions)

Project Number	Project Name	Estimated Cost *	Construction Start Date	Construction End Date	% Complete
30800	CSO Phase III A Facilities - Design and Construction Program Management	\$ 107.9	N/A	N/A	
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station	498.6	Dec-20	Mar-25	66%
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	149.4	Jan-24	Feb-27	0%
30803	CSO Phase III A Facilities - OF 205	7.3	Mar-23	Dec-24	11%
30804	CSO Phase III A Facilities - OF 210, 213, 214	35.8	Jan-24	Dec-25	0%
30805	CSO Phase III A Facilities - OF 217	16.2	Dec-21	Jul-23	86%
30807	CSO Phase III A Facilities - Regulator Modifications	7.6	Apr-21	Aug-23	91%
30808	CSO Phase III A Facilities - GSI Demonstration	1.8	Sep-19	Feb-21	100%
30809	CSO Phase III A Facilities - GSI Projects	9.4	Nov-19	Apr-23	93%
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	57.8	Jul-22	Oct-25	7%
30811	CSO Phase III A Facilities - High Street Demo	0.2	Nov-18	Dec-19	100%
30813	CSO Phase III A Facilities - Site Demolition	1.1	May-20	Nov-20	100%
Total		\$ 893.2			

*Excludes costs incurred prior to FY 2020

The following graph shows that the CSO Phase III A Facilities cost is projected to be \$184.7 million in FY 2024. Costs are expected to decrease to \$165.7 million in FY 2025. The estimated costs continue to decrease to \$77.3 million in FY 2026, \$26.6 million in FY 2027, \$13.7 million in FY 2028, and \$700 thousand in FY 2029.

CSO Phase III A Facilities Estimated Cost by Fiscal Year
(In Thousands)



CSO Phase III B Facilities

This year’s CIP is the first year that includes programmed construction costs of the CSO Phase III B Facilities Project (30830), estimated to start in January 2029. Design of the CSO Phase III B Facilities was completed as part of the CSO Phase III A design. CSO Phase III B includes construction of a gate and screening structure, interceptor relief, and consolidation conduit. These structures are designed to convey flow to the tunnel built in Phase III A. The total project construction cost estimate is \$45.5 million, with \$5.4 million programmed in FY 2029.

CSO Phase III B Facilities Costs, Schedule and Percent Complete

CSO Phase III B Facilities (In Thousands)						
Project Number	Major Project	FY 2024 - 2029 CIP	Percent Complete	Construction Start	Construction End	
30830	CSO Phase III B Facilities	\$ 5,423	0%	Jan-29	Jun-31	
Total		\$ 5,423				

Field’s Point Resiliency Improvements (FP Resiliency Improvements)

NBC has identified the seven projects shown in the following table that address resiliency concerns at Field’s Point. The estimated costs for these projects over the FY 2024-2029 window are \$103.2 million.

Field's Point Resiliency Improvements (In Thousands)				
Project Number	Major Project		FY 2024 - 2029 CIP	Percent Complete
20400	FPWWTF Ernest Street Pump Station Improvements		\$ 36,843	3%
20500	FPWWTF Maintenance and Storage Buildings		24,733	9%
20300	FPWWTF Improvements		22,712	12%
40101	FPWWTF Electrical Improvements		9,675	0%
71000	Lincoln Septage Receiving Station Replacement		7,940	8%
20600	NBC Solar Carport		1,228	3%
20800	Cybersecurity Improvements		64	95%
Total			\$ 103,194	

The FPWWTF Ernest Street Pump Station Improvements Project (20400), at an estimated cost of \$36.8 million, includes improvements to NBC’s largest pump station located adjacent to Field’s Point. Improvements include replacement of large diameter valves, gates, actuators, flow meters, pumps, Variable Frequency Drive units (VFDs), instrumentation and control units, influent screening, motor control centers, motor protectors, electrical power systems and a new standby power generator. In addition, the project includes modifications to the building’s roofing system, air handling units and other infrastructure.



FPWWTF Ernest Street Pump Station

The FPWWTF Maintenance and Storage Buildings Project (20500), at an estimated cost of \$24.7 million, replaces the maintenance building and the Interceptor Maintenance (IM) storage building.

The FPWWTF Improvements Project (20300) focuses on several improvements and upgrades to the Field’s Point WWTF. The most significant items are the disinfection system, a new transformer, replacement of the water automatic strainer system, plant water pumping system modifications, the odor control unit at the Gravity Thickener Building, and construction of three new VFDs for the return activated sludge pumps.

The FPWWTF Electrical Improvements Project (40101), at an estimated cost of \$9.7 million, involves the evaluation and installation of standby power capabilities for critical facilities at the FPWWTF to maintain uninterrupted operation of treatment processes.

Also included as part of FP Resiliency Improvements 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 \$7.9 million, will operate automatically and provide preliminary treatment and testing of septage prior to discharge into the collection system.

The NBC Solar Carport Project (20600), estimated to cost \$1.2 million, is for the construction of a solar carport on the Field’s Point campus. This project is eligible for \$206 thousand in grant funding through the Rhode Island Renewable Energy Fund (REF) Commercial-Scale Program. Lastly, the Cybersecurity Improvements Project (20800), at an estimated cost of \$64 thousand, is scheduled to be completed in FY 2024. Project 20800 addresses cybersecurity risks to ensure NBC’s ability to continuously operate and maintain its facilities.

Sewer System Improvements

Included in the Sewer System functional area are projects related to the collection system. The CIP includes five projects at an estimated cost of \$22.7 million between FY 2024 and FY 2029.



Reservoir Avenue Pump Station

The Reservoir Avenue Pump Station Improvements Project (72000) at \$8.8 million and the Omega Pump Station Improvements Project (70900) at \$8.7 million are similar in scope. Both involve 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 of \$3.4 million is to address hydraulic capacity limitations in NBC's collection system and eliminate surcharges. The CIP continues to support NBC's Easement Management program with the NBC Interceptor Easement Restoration Project (30500) at a cost of \$1.4 million.

Sewer System Improvements are shown in the following table.

Sewer System Improvements (In Thousands)				
Project Number	Major Project		FY 2024 - 2029 CIP	Percent Complete
72000	Reservoir Avenue Pump Station Improvements		\$ 8,755	0%
70900	Omega Pump Station Improvements		8,749	0%
30610	NBC System-wide Regulator Modifications		3,407	19%
30500	NBC Interceptor Easements Restoration, Various Locations		1,400	2%
12400	Interceptor Maintenance Building		425	0%
Total			\$ 22,735	

Bucklin Point Resiliency Improvements (BP Resiliency Improvements)

BP Resiliency Improvements was identified as part of NBC's resiliency planning process and consists of three separate projects. The following table shows the BP Resiliency Improvements estimated costs by project. The costs in FY 2024 through FY 2029 are \$35.8 million, with an additional \$40.8 million in costs prior to FY 2024, for a total estimated cost of \$76.6 million.

Bucklin Point Resiliency Improvements (In Thousands)				
Project Number	Major Project		FY 2024 - 2029 CIP	Percent Complete
81000	BPWWTF UV Disinfection Improvements		\$ 22,722	8%
81600	BPWWTF Improvements		7,238	44%
81700	BPWWTF Operations and Maintenance Buildings		5,831	85%
Total			\$ 35,791	

The BPWWTF Ultraviolet (UV) Disinfection Improvements Project (81000) includes the construction of a new UV disinfection building and replacement of the UV disinfection equipment with more energy efficient technology. 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, isolation gates, and improvements to primary clarifiers.



New BPWWTF Operations and Maintenance Buildings

The BPWWTF Operations and Maintenance Buildings Project (81700) consists of both a new operations building and a new maintenance building to replace infrastructure that is 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 elevated, 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.

Wastewater Treatment Facility (WWTF) Improvements

This year’s CIP includes \$25.6 million for projects related to NBC’s Wastewater Treatment Facilities. In particular, the Long-Range Biosolids Disposal Project (20700) at an estimated cost of \$11.4 million involves the evaluation, planning and development of a long-term biosolids management solution for biosolids in anticipation of the expiration of NBC’s current contract in FY 2026. The BPWWTF Sludge Digestion Facility Improvements Project (81800) at a cost of \$7.9 million involves upgrades to the sludge digester complex including improvements to the primary and secondary digesters, piping systems, valves, equipment, and related infrastructure that are required to address operational needs.



Field’s Point Primary Sludge Pump Station

The following table shows the WWTF functional area projects and estimated costs for FY 2024-2029.

WWTF Improvements				
(In Thousands)				
Project Number	Major Project	FY 2024 - 2029 CIP	Percent Complete	
20700	Long-Range Biosolids Disposal	\$ 11,424	3%	
81800	BPWWTF Sludge Digestion Facility Improvements	7,943	13%	
20801	Data Communications Ethernet Upgrade	2,814	17%	
91000	Office and Building Improvements	1,870	2%	
20000	WWTF Improvements	1,000	0%	
24000	NBC Facility Electrical Improvements	555	3%	
Total		\$ 25,606		

A new project this year, the Data Communications Ethernet Upgrade Project (20801) at a cost of \$2.8 million will integrate various new hardware, software, and other ancillary support services to implement an Ethernet based hybrid data control system to ensure system viability.

The Office and Building Improvements Project (91000), at an estimated cost of \$1.9 million, includes office renovations and reconfigurations to address office space constraints and other improvements to accommodate organizational changes. This project also includes the replacement of two roof-top air conditioning units and the Primary Sludge Pump Station roof.

Infrastructure Management

The Infrastructure Management functional area includes several smaller studies and projects. The largest of which is the NBC System-wide Inflow Reduction Project (40200) at an estimated cost of \$1.6 million. This project involves the development and implementation of an inflow reduction program to remove stormwater from sanitary sewers in NBC's service area. The RIPDES Flow Monitoring System Implementation Project (40550), at a projected cost of \$1.1 million, involves the replacement of existing flow monitoring equipment located throughout NBC's collection system in order to accurately measure flows and monitor flow conditions in accordance with NBC's RIPDES permit. The NBC System-wide Facilities Planning Project (30700), at \$1.1 million, involves the evaluation of system capacity and infiltration/inflow into NBC's interceptors.

Infrastructure Management (In Thousands)				
Project Number	Major Project		FY 2024 - 2029 CIP	Percent Complete
40200	NBC System-wide Inflow Reduction		\$ 1,580	0%
40550	RIPDES Flow Monitoring System Implementation		1,103	33%
30700	NBC System-wide Facilities Planning		1,055	0%
40300	Municipal Lateral Sewer Acquisition Impact		610	0%
1140600	RIPDES Compliance Improvements - PFAS		401	64%
1140900	Water Quality Model Validation and Enhancement		163	0%
Total			\$ 4,912	

The Municipal Lateral Sewer Acquisition Impact Project (40300) involves evaluating the impact of NBC assuming ownership of lateral sewers that are currently owned by the municipalities in NBC's service area and would be required if legislation were passed in the future. The RIPDES Compliance Improvements - PFAS Project (1140600) includes wastewater treatment and collection system analysis that may be required to comply with new permit limits and mandates such as the evaluation and study of Pre- and Polyfluoroalkyl Substances (PFAS). The cost for these projects is \$4.9 million.

Interceptor Cleaning, Restoration and Construction

The CIP includes several collection system infrastructure projects which total \$15 million. The largest project in this functional area is for the Woonasquatucket CSO OF 046 Improvements Project (30315) at an estimated cost of \$3.8 million. This project is for construction of facilities that may be required to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.

The CIP also includes annual programmed allocations of \$1.5 million for the Interceptor Restoration and Construction Project (30400C) and \$500 thousand for the Interceptor Inspection and Cleaning Project (30400M) 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) amount to \$7.8 million. The cost for these projects is \$15 million.

Interceptor Cleaning, Restoration and Construction (In Thousands)				
Project Number	Major Project		FY 2024 - 2029 CIP	Percent Complete
30400C	Interceptor Restoration and Construction		\$ 5,263	0%
30315	Woonasquatucket CSO OF 046 Improvements		3,838	4%
30421	Louisquisset Pike Interceptor Improvements		2,768	0%
30400M	Interceptor Inspection and Cleaning		2,528	0%
30481M	Completion of Baseline Siphon Inspections and Cleanings		472	0%
30468	Improvements to Interceptors FY 2022		92	95%
Total			\$ 14,961	

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 2023, NBC completed three capital projects at a cost of \$6.8 million as shown in the following table.

Completed Projects (In Thousands)		
Project Number	Project Name	Cost
20200	2019 WWTF Improvements	\$ 5,840
30480M	Baseline Siphon Inspections and Cleanings	506
40400	FPWWTF Plan Update	406
Total		\$ 6,752

The largest project completed last year was the 2019 WWTF Improvements Project (20200). This project included improvements and upgrades to the Field's Point WWTF and the Ernest Street Pump Station including the rehabilitation of various isolation gates and actuators, air handling units, biological removal system switchgear, and fire alarm systems. Other improvements included modifications to the aeration tanks, screw lift pumping station/blower building and other locations. This project also addressed enhancements to the CSO tunnel odor control facility at the upper end of tunnel receiving shaft.

Project 30480M, Baseline Siphon Inspections and Cleanings, completed baseline cleaning and inspection services of inverted NBC siphons at a cost of \$0.5 million.

Also completed in FY 2023 was the FPWWTF Facilities Plan Update Project (40400) to determine maximum nitrogen and biochemical oxygen demand loads and identify other operational considerations that may be required to meet RIPDES permit limits.

New Projects

This year’s CIP includes three new capital projects totaling \$14.0 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
72000	Reservoir Ave Pump Station Improvements	\$ 8,755
20801	Data Communications Ethernet Upgrade	3,384
91000	Office & Building Upgrades	1,900
Estimated Total		\$ 14,039

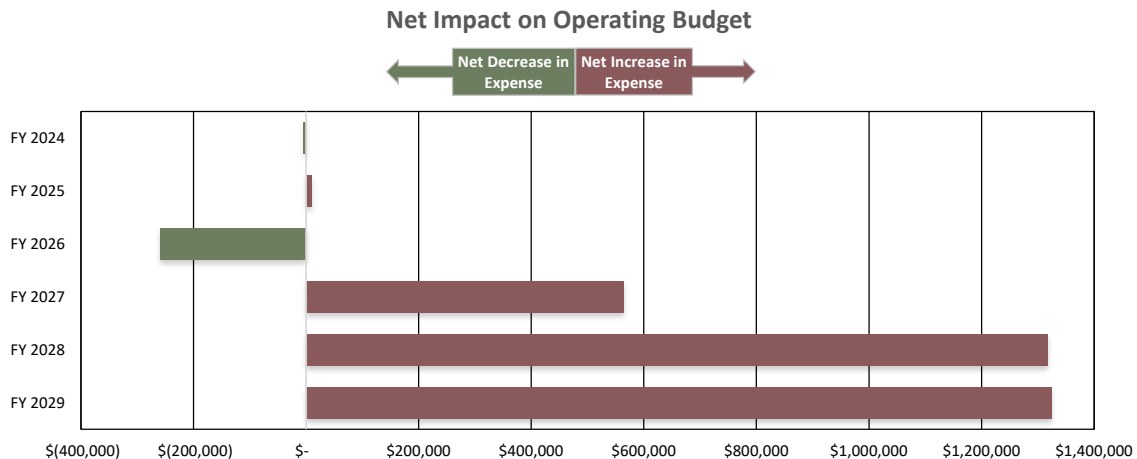
Impact of Capital Investments on Operating Budget

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 projects 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 reduced expense. 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
Reduced Expense	A reduction in operating expense resulting from no longer operating facilities, reduced energy consumption, and/or the purchase of electricity	Shown as a reduction in Operating Expense
Increased Expense	An increase in operating expense resulting from new facilities becoming operational	Shown as an increase in Operating Expense
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 2024-2029 Revenue and Expense Impacts

In FY 2029, the estimated impact as a result of these projects is increased annual revenue of \$5,101, expense reduction of \$818,698 and an increase in expense of \$2,147,202. The overall operating budget impact in FY 2029 results in an increased funding requirement of \$1,323,403. The following chart shows the projected impact of completed CIP projects on the annual operating budget. Projected increased revenue and reduced expense exceed increased expenses in FY 2024 and FY 2026. FY 2025 reflects an increase in net expenses as a result of the operating costs associated with the new facilities that will be completed in FY 2025. The impact to the operating budget becomes increasingly significant beginning in FY 2027 as a result of the CSO Phase III A Facilities projects being complete. Projects with revenue, savings or expense impacts are discussed in the following section.



The following table summarizes the projected impact of new capital projects scheduled to become operational in FY 2024-2029. 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 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Projected Annual Operating Revenue Impact						
Increased Revenue						
20600 NBC Solar Carport	\$ 425	\$ 5,101	\$ 5,101	\$ 5,101	\$ 5,101	\$ 5,101
Net Increase (Decrease) in Revenue	\$ 425	\$ 5,101	\$ 5,101	\$ 5,101	\$ 5,101	\$ 5,101
Projected Annual Operating Expense Impact						
Reduced Expense						
20300 FPWWTF Improvements	\$ -	\$ -	\$ -	\$ -	\$ (75,000)	\$ (75,000)
20600 NBC Solar Carport	(4,628)	(55,531)	(55,531)	(55,531)	(55,531)	(55,531)
71000 Lincoln Septage Section	-	-	(8,333)	(20,000)	(20,000)	(20,000)
81000 BPWWTF UV Disinfection Improvements	-	-	(298,498)	(447,747)	(447,747)	(447,747)
81800 BPWWTF Sludge Digestion Facility Improvements	-	-	-	(183,684)	(220,420)	(220,420)
Reduced Expense	\$ (4,628)	\$ (55,531)	\$ (362,362)	\$ (706,962)	\$ (818,698)	\$ (818,698)
Increased Expense						
20500 FPWWTF Maintenance and Storage Buildings	\$ -	\$ -	\$ 17,679	\$ 70,715	\$ 70,715	\$ 70,715
20600 NBC Solar Carport	249	2,990	2,990	2,990	2,990	2,990
30802 CSO Phase III A Facilities	-	-	-	1,103,635	1,965,591	1,965,591
40101 FPWWTF Electrical Improvements	-	-	-	-	555	3,330
81000 BPWWTF UV Disinfection Improvements	-	-	20,354	30,531	30,531	30,531
81600 BPWWTF Improvements	-	-	-	833	3,330	3,330
81700 BPWWTF Operations and Maintenance Buildings	-	70,715	70,715	70,715	70,715	70,715
Increased Expense	\$ 249	\$ 73,705	\$ 111,738	\$ 1,279,420	\$ 2,144,427	\$ 2,147,202
Net (Decrease) Increase in Expense	\$ (4,378)	\$ 18,174	\$ (250,624)	\$ 572,458	\$ 1,325,729	\$ 1,328,504
Net Impact on Operating Budget	\$ (4,803)	\$ 13,074	\$ (255,725)	\$ 567,357	\$ 1,320,628	\$ 1,323,403

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 \$55,531 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 2024.

NBC Solar Carport			
	Reduced Expense	Increased Expense	Increased Revenue
RECs Solar	\$ -	\$ -	\$ 5,101
Electricity	55,531	-	-
Maintenance	-	2,990	-
Total	\$ 55,531	\$ 2,990	\$ 5,101

BPWWTF UV Disinfection Improvements

The BPWWTF UV Disinfection Improvements Project (81000) involves replacement of the UV disinfection system with 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 \$447,747 annually. The increased expense associated with the new building is \$30,531 annually for utilities and maintenance costs. Completion of this project is scheduled for FY 2026.

BPWWTF UV Disinfection Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ 432,747	\$ 8,650	\$	-
Natural Gas	-	12,281		-
Maintenance	15,000	9,600		-
Total	\$ 447,747	\$ 30,531	\$	-

Interceptor Maintenance Building

The Interceptor Maintenance Building Project (12400) is scheduled for completion in FY 2034. 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 \$138,889 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				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 43,866	\$	-
Natural Gas	-	49,898		-
Water	-	13,088		-
Maintenance	-	32,036		-
Total	\$ -	\$ 138,889	\$	-

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 2026 and are estimated to result in an increased expense of \$70,715 for utilities.

FPWWTF Maintenance & Storage Buildings				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 31,333	\$	-
Natural Gas	-	35,641		-
Water	-	3,742		-
Total	\$ -	\$ 70,715	\$	-

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 \$70,715 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				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 31,333	\$ -	-
Natural Gas	-	35,641	-	-
Water	-	3,742	-	-
Total	\$ -	\$ 70,715	\$ -	-

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				
	Reduced Expense	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				
	Reduced Expense	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,330	\$ -	-
Total	\$ -	\$ 3,330	\$ -	-

BPWWTF Sludge Digestion Facility Improvements

The BPWWTF Sludge Digestion Facility Improvements Project (81800) addresses operational needs at the Bucklin Point sludge digestion facilities. 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 reduced expenses of \$220,420 per year.

BPWWTF Sludge Digestion Facility Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Natural Gas	\$ 220,420	\$ -	\$ -	-
Total	\$ 220,420	\$ -	\$ -	-

CSO Phase III A Facilities

CSO Phase III A operating impacts are estimated to commence in FY 2027. An increased expense of \$2.0 million includes electricity to pump flow and provide dehumidification in the tunnel pump station, natural gas for heating, screening, 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				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 1,450,080	\$ -	-
Natural Gas	-	62,783	-	-
Screening & Grit	-	123,004	-	-
Biosolids	-	269,688	-	-
Water	-	1,292	-	-
Chemicals	-	19,712	-	-
Maintenance	-	29,033	-	-
Personnel	-	10,000	-	-
Total	\$ -	\$ 1,965,591	\$ -	-

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 sodium hypochlorite disinfection system. This project is projected to reduce the amount of chemicals required, resulting in reduced operating expense of \$75,000 per year.

FPWWTF Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Chemicals	\$ 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 reduced personnel expense.

Lincoln Septage Station Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Personnel	\$ 20,000	\$ -	\$ -	-
Total	\$ 20,000	\$ -	\$ -	-

Incentives and Reimbursements

It is anticipated that NBC will receive approximately \$3.7 million in energy efficiency incentives. For completion of the BPWWTF Sludge Digestion Facility Improvements, the Department of Energy will award a \$2.9 million grant. The BPWWTF UV Disinfection Improvements Project is expected to be eligible for a rebate from Rhode Island Energy for \$389,358. A \$206,600 grant will be received from the Rhode Island Renewable Energy Fund for the Solar Carport Project. Completion of BPWWTF Biogas Reuse Project will result in a \$200,000 grant from the Department of Energy. Incentive and reimbursement 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.

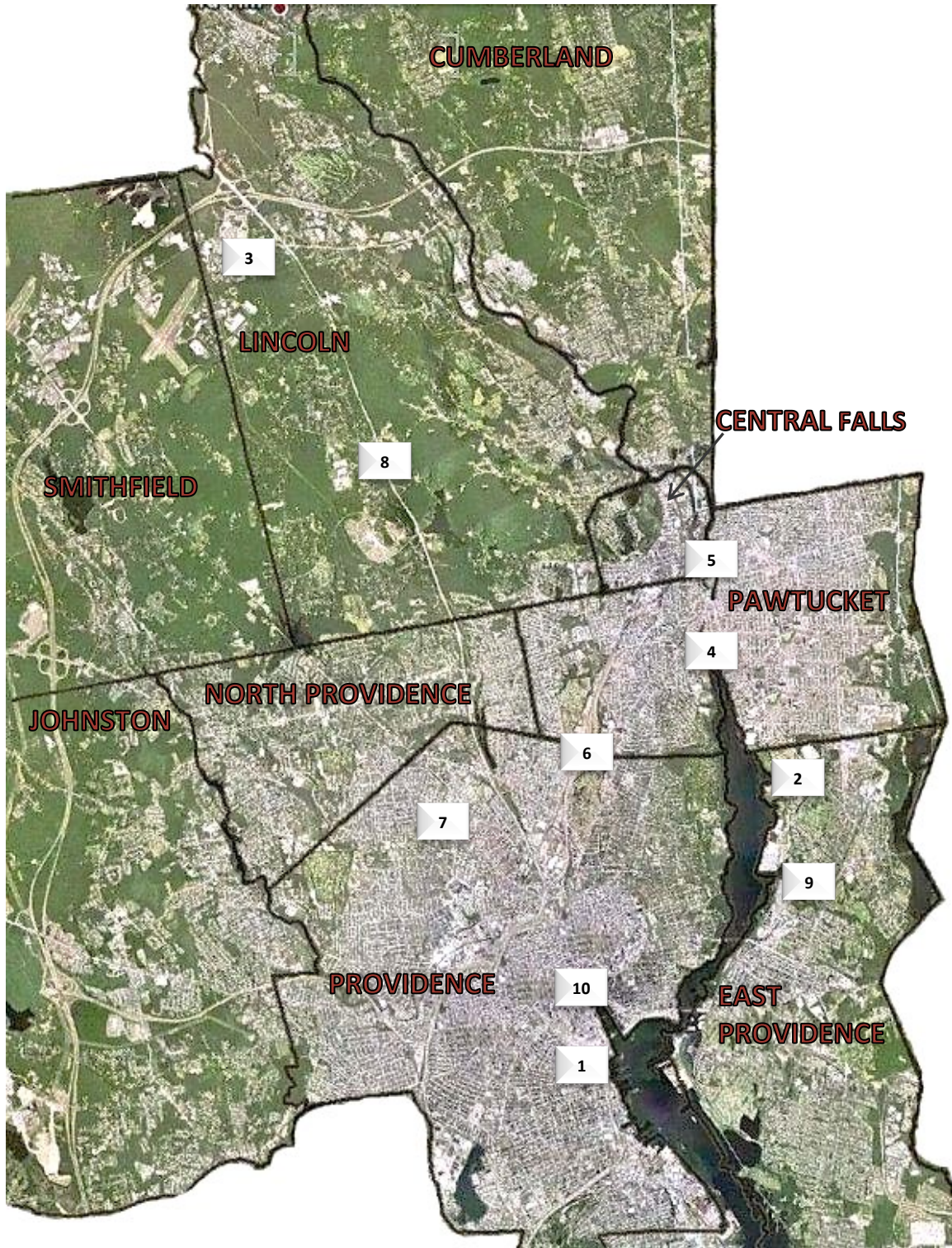
Capital Investment Incentives				
Contract	Project	Source	FY of Award	Amount
81800C	BPWWTF Sludge Digestion Facility Improvements	US Department of Energy - Grant	FY 2027	\$2,900,000
81000C	BPWWTF UV Disinfection Improvements	Rhode Island Energy - Rebate	FY 2027	389,358
20600C	NBC Solar Carport	RI Renewable Energy Fund (REF) - Grant	FY 2024	206,600
12000C	BPWWTF Biogas Reuse	Regional Greenhouse Gas Initiative - Grant	FY 2027	200,000
				<u>\$3,695,958</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	20801 Data Communications Ethernet Upgrade
1, 2	24000	NBC Facility Electrical Improvements
	2	81800 BPWWTF Sludge Digestion Facility Improvements
	1	91000 Office and Building Improvements
Bucklin Point Resiliency		
	2	81000 BPWWTF UV Disinfection Improvements
	2	81600 BPWWTF Improvements
	2	81700 BPWWTF Operations and Maintenance Buildings
Field's Point Resiliency		
	1	20300 FPWWTF Improvements
	1	20400 FPWWTF Ernest Street Pump Station Improvements
	1	20500 FPWWTF Maintenance and 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 - PFAS
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	40550	RIPDES Flow Monitoring System Implementation
CSO Phase III Facilities		
	4	30800 CSO Phase III A Facilities - Design and Construction Program Management
	4	30801 CSO Phase III A Facilities - Pawtucket Tunnel and 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 and 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
	6	72000 Reservoir Avenue Pump Station Improvements
Interceptor Cleaning and Restoration		
SW	30400M	CSO Interceptor Inspection and Cleaning Projects
SW	30481M	Completion of Baseline Siphon Inspections and Cleanings
Interceptor Restoration and Construction		
SW	30400C	Interceptor Restoration and Construction
	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 2024	Fiscal Year 2024	Fiscal Years 2024 - 2029	Post-Fiscal Year 2029	Total Estimated Project Cost
Wastewater Treatment Facility Improvements							
20000	WWTF Improvements	B	\$ -	\$ -	\$ 1,000	\$ 500	\$ 1,500
20700	Long-Range Biosolids Disposal	A	368	5,241	11,424	-	11,793
20801	Data Communications Ethernet Upgrade	A	570	1,960	2,814	-	3,384
24000	NBC Facility Electrical Improvements	B	14	540	555	-	569
81800	BPWWTF Sludge Digestion Facility Improvements	A	1,157	1,820	7,943	-	9,100
91000	Office and Building Improvements	A	30	1,635	1,870	-	1,900
	<i>Subtotal</i>		<u>2,140</u>	<u>11,195</u>	<u>25,606</u>	<u>500</u>	<u>28,245</u>
Bucklin Point Resiliency Improvements							
81000	BPWWTF UV Disinfection Improvements	A	2,035	10,591	22,722	-	24,757
81600	BPWWTF Improvements	A	5,784	532	7,238	-	13,022
81700	BPWWTF Operations and Maintenance Buildings	A	32,991	5,656	5,831	-	38,822
	<i>Subtotal</i>		<u>40,811</u>	<u>16,779</u>	<u>35,791</u>	<u>-</u>	<u>76,601</u>
Field's Point Resiliency Improvements							
20300	FPWWTF Improvements	A	2,994	1,684	22,712	-	25,706
20400	FPWWTF Ernest Street Pump Station Improvements	A	1,172	4,078	36,843	-	38,015
20500	FPWWTF Maintenance and Storage Buildings	A	2,546	813	24,733	-	27,279
20600	NBC Solar Carport	A	43	1,228	1,228	-	1,270
20800	Cybersecurity Improvements	A	1,247	64	64	-	1,311
40101	FPWWTF Facility Electrical Improvements	A	9	551	9,675	-	9,684
71000	Lincoln Septage Receiving Station Replacement	A	696	742	7,940	-	8,636
	<i>Subtotal</i>		<u>8,706</u>	<u>9,159</u>	<u>103,195</u>	<u>-</u>	<u>111,900</u>
Infrastructure Management							
1140600	RIPDES Compliance Improvements - PFAS	C	714	401	401	-	1,115
1140900	Water Quality Model Validation and Enhancement	C	-	46	163	-	163
30700	NBC System-wide Facilities Planning	D	-	56	1,055	-	1,055
40200	NBC System-wide Inflow Reduction	D	-	240	1,580	-	1,580
40300	Municipal Lateral Sewer Acquisition Impact	D	-	-	610	-	610
40550	RIPDES Flow Monitoring System Implementation	A	547	1,103	1,103	-	1,650
	<i>Subtotal</i>		<u>1,261</u>	<u>1,845</u>	<u>4,912</u>	<u>-</u>	<u>6,173</u>
CSO Phase III Facilities							
30800	CSO Phase III A Facilities - Design and Construction Program Management	A	56,908	13,804	51,026	-	107,934
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station	A	330,236	118,087	168,389	-	498,625
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	A	27	12,310	149,419	-	149,446
30803	CSO Phase III A Facilities - OF 205	A	777	5,213	6,528	-	7,306
30804	CSO Phase III A Facilities - OF 210, 213, 214	A	-	5,551	35,796	-	35,796
30805	CSO Phase III A Facilities - OF 217	A	13,963	2,264	2,264	-	16,226
30807	CSO Phase III A Facilities - Regulator Modifications	A	6,896	713	713	-	7,609
30809	CSO Phase III A - GSI Projects	A	8,775	656	656	-	9,430
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	A	3,849	26,105	53,912	-	57,761
	<i>CSO Phase III A Facilities Subtotal</i>		<u>421,431</u>	<u>184,702</u>	<u>468,701</u>	<u>-</u>	<u>890,133</u>
30830	CSO Phase III B Facilities	A	-	-	5,423	40,082	45,505
30850	CSO Phase III C Facilities	A	-	-	-	290,393	290,393
30870	CSO Phase III D Facilities	A	-	-	-	160,674	160,674
	<i>CSO Phase III B, C and D Facilities Subtotal</i>		<u>-</u>	<u>-</u>	<u>5,423</u>	<u>491,148</u>	<u>496,571</u>
	<i>Subtotal</i>		<u>421,431</u>	<u>184,702</u>	<u>474,125</u>	<u>491,148</u>	<u>1,386,704</u>
Sewer System Improvements							
12400	Interceptor Maintenance Building	C	-	-	425	17,616	18,040
30500	NBC Interceptor Easements Restoration, Various Locations	B	28	434	1,400	-	1,428
30610	NBC System-wide Regulator Modifications	A	803	676	3,407	-	4,209
70900	Omega Pump Station Improvements	B	10	535	8,749	-	8,758
72000	Reservoir Avenue Pump Station Improvements	B	-	37	8,755	-	8,755
	<i>Subtotal</i>		<u>840</u>	<u>1,681</u>	<u>22,735</u>	<u>17,616</u>	<u>41,191</u>
Interceptor Cleaning and Restoration							
30400M	CSO Interceptor Inspection and Cleaning Projects	B	-	28	2,528	500	3,028
30481M	Completion of Baseline Siphon Inspections and Cleanings	C	-	472	472	-	472
	<i>Subtotal</i>		<u>-</u>	<u>500</u>	<u>3,000</u>	<u>500</u>	<u>3,500</u>
Interceptor Restoration and Construction							
30400C	Interceptor Restoration and Construction	B	-	218	5,263	1,500	6,763
30315	Woonasquatucket CSO OF 046 Improvements	B	142	651	3,838	-	3,981
30421	Louisquisset Pike Interceptor Improvements	D	-	-	2,768	3,693	6,461
30468	Improvements to Interceptors FY 2022	B	1,940	92	92	-	2,032
	<i>Subtotal</i>		<u>2,083</u>	<u>961</u>	<u>11,961</u>	<u>5,193</u>	<u>19,236</u>
Total			\$ 477,271	\$ 226,823	\$ 681,323	\$ 514,957	\$ 1,673,551

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 and 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 an annual allocation for facility improvements at NBC's WWTF's to comply with current and future regulatory requirements and ensure uninterrupted wastewater treatment processing. 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 are given a unique project number.

CIP Window Summary

	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 1,500

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64	\$ 64	\$ 64	\$ 191
A/E Professional	-	-	-	-	-	284	284	284	852
Construction	-	-	-	-	-	79	79	79	238
Contingency	-	-	-	-	-	58	58	58	175
Other	-	-	-	-	-	15	15	15	44
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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	March-25	45 Months	\$11,793
Construction	N/A	N/A	N/A	N/A
Total Project	July-21	March-25	45 Months	\$11,793



Photo: Sludge Dewatering and Handling Facility

This project involves the evaluation, planning and development of a reliable long-term solution for the disposal of biosolids at the NBC's Field's Point and Bucklin Point WWTFs. This involves exploring the requirements and relative benefits of various alternatives and management practices. The study will evaluate the relative benefits of continuing with similar disposal practices on a long-term basis, as well as more capital-intensive options such as constructing new biosolids processing facilities.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 368	\$ 5,241	\$ 6,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,793

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 118	\$ 241	\$ 173	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 532
Land	-	-	1,000	-	-	-	-	-	1,000
A/E Professional	200	5,000	5,000	-	-	-	-	-	10,201
Other	50	-	10	-	-	-	-	-	60
Total	\$ 368	\$ 5,241	\$ 6,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,793

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

20801

Data Communications Ethernet Upgrade

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: 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-22	September-23	9 Months	\$365
Construction	April-22	December-24	33 Months	3,019
Total Project	April-22	December-24	33 Months	\$3,384



Photo: Ethernet Integrated Communication Network

The Field's Point WWTF uses multiple treatment technologies and complex process systems which are monitored and controlled by a computerized control system. There are reliability and performance challenges with the current control system's data communication network due to mixed model communication units and system components. This project involves implementation of an Ethernet based hybrid data control system upgrade. The project will integrate new hardware, software and other ancillary support services to upgrade the existing control system through use of Ethernet distributed control systems loop improvements.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 570	\$ 1,960	\$ 855	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,384

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 37	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52
Land	-	-	-	-	-	-	-	-	-
A/E Professional	145	105	-	-	-	-	-	-	250
Other	63	-	-	-	-	-	-	-	63
Total	\$ 245	\$ 120	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 365

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 47	\$ 55	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131
A/E Professional	-	120	47	-	-	-	-	-	167
Construction	278	1,650	425	-	-	-	-	-	2,353
Contingency	-	-	338	-	-	-	-	-	338
Other	-	15	15	-	-	-	-	-	30
Total	\$ 325	\$ 1,840	\$ 855	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,019

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	November-21	August-24	34 Months	\$569
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	November-21	August-24	34 Months	\$569



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 NBC's service area.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 14	\$ 540	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 569

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 14	\$ 84	\$ 10	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107
A/E Professional	-	276	5	-	-	-	-	-	281
Other	-	181	-	-	-	-	-	-	181
Total	\$ 14	\$ 540	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 569

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	February-22	August-24	30 Months	\$1,098
Construction	April-23	September-26	41 Months	8,002
Total Project	February-22	September-26	55 Months	\$9,100



Photo: Secondary Digester

This project involves miscellaneous improvements and upgrades to the treatment plant's digester complex to address aging infrastructure concerns. These improvements include the 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
	\$ 1,157	\$ 1,820	\$ 2,025	\$ 2,229	\$ 1,869	\$ -	\$ -	\$ -	\$ 9,100

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114
Land	-	-	-	-	-	-	-	-	-
A/E Professional	777	-	-	-	-	-	-	-	777
Other	207	-	-	-	-	-	-	-	207
Total	\$ 1,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,098

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 40	\$ 165	\$ 180	\$ 180	\$ 45	\$ -	\$ -	\$ -	\$ 609
A/E Professional	20	86	78	83	26	-	-	-	293
Construction	-	1,288	1,495	1,495	223	-	-	-	4,500
Contingency	-	-	-	198	1,575	-	-	-	1,773
Other	-	282	272	272	-	-	-	-	827
Total	\$ 60	\$ 1,820	\$ 2,025	\$ 2,229	\$ 1,869	\$ -	\$ -	\$ -	\$ 8,002

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	183,684	220,420	220,420
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ 183,684	\$ 220,420	\$ 220,420

91000

Office and Building Improvements

Project Manager:
Contractor(s):

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	February-22	August-24	30 Months	N/A
Construction	April-23	September-26	41 Months	\$1,900
Total Project	February-22	September-26	55 Months	\$1,900



Photo: Carrier Rooftop Air Conditioner

This project includes office renovations and reconfigurations to accommodate organizational changes and enhance productivity. This project also includes the replacement of two roof-top air conditioning units and the roof of the Field's Point Primary Sludge Pumping Station.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 30	\$ 1,635	\$ 235	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,900

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 5	\$ 60	\$ 15			\$ -	\$ -	\$ -	\$ 80
A/E Professional	25	75	-			-	-	-	100
Construction	-	1,500	220			-	-	-	1,720
Contingency	-	-	-			-	-	-	-
Other	-	-	-			-	-	-	-
Total	\$ 30	\$ 1,635	\$ 235	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,900

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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	N/A
Construction	March-22	October-25	43 Months	\$24,757
Total Project	April-17	October-25	102 Months	\$24,757



Photo: Bucklin Point UV Disinfection System

This project involves the evaluation and replacement of the current Ultraviolet (UV) Disinfection system at the Bucklin Point WWTF with newer, more efficient technology. It also includes the design and construction of a new building to contain the UV system. The current UV equipment is nearing the end of its useful life and high intensity lamps are expensive and less efficient than newer technologies.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 2,035	\$ 10,591	\$ 8,968	\$ 3,052	\$ 111	\$ -	\$ -	\$ -	\$ 24,757

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 349	\$ 111	\$ 120	\$ 35	\$ 5	\$ -	\$ -	\$ -	\$ 620
A/E Professional	140	240	263	45	-	-	-	-	688
Construction	1,547	10,200	8,550	847	106	-	-	-	21,250
Contingency	-	-	-	2,125	-	-	-	-	2,125
Other	-	40	35	-	-	-	-	-	75
Total	\$ 2,035	\$ 10,591	\$ 8,968	\$ 3,052	\$ 111	\$ -	\$ -	\$ -	\$ 24,757

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	298,498	447,747	447,747	447,747
Increased Expense	-	-	20,354	30,531	30,531	30,531
Net Impact on Operating Budget	\$ -	\$ -	\$ 278,144	\$ 417,216	\$ 417,216	\$ 417,216

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	June-24	60 Months	\$1,210
Construction	October-19	April-27	90 Months	11,812
Total Project	June-19	April-27	94 Months	\$13,022



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 5,784	\$ 532	\$ 1,016	\$ 2,569	\$ 3,121	\$ -	\$ -	\$ -	\$ 13,022

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 127	\$ 77	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212
Land	-	-	-	-	-	-	-	-	-
A/E Professional	520	379	-	-	-	-	-	-	899
Other	22	77	-	-	-	-	-	-	99
Total	\$ 669	\$ 532	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,210

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 28	\$ -	\$ 134	\$ 180	\$ 145	\$ -	\$ -	\$ -	\$ 486
A/E Professional	-	-	112	63	128	-	-	-	302
Construction	5,068	-	706	2,265	1,340	-	-	-	9,378
Contingency	-	-	-	45	1,509	-	-	-	1,554
Other	19	-	57	16	-	-	-	-	93
Total	\$ 5,115	\$ -	\$ 1,008	\$ 2,569	\$ 3,121	\$ -	\$ -	\$ -	\$ 11,812

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	833	3,330	3,330
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ 833	\$ 3,330	\$ 3,330

81700

BPWWTF Operations and Maintenance Buildings

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	N/A
Construction	October-20	July-24	44 Months	\$38,822
Total Project	May-19	July-24	62 Months	\$38,822



Photo: Operations and 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 32,991	\$ 5,656	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,822

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional		-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 998	\$ 195.9	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,199
A/E Professional	1	0	-	-	-	-	-	-	1
Construction	31,917	2,937.4	170	-	-	-	-	-	35,024
Contingency	-	2,507.2	-	-	-	-	-	-	2,507
Other	76	15.0	-	-	-	-	-	-	91
Total	\$ 32,991	\$ 5,656	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,822

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	70,715	70,715	70,715	70,715	70,715
Net Impact on Operating Budget	\$ -	\$ 70,715	\$ 70,715	\$ 70,715	\$ 70,715	\$ 70,715



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	March-21	March-24	36 Months	\$3,151
Construction	March-24	July-27	41 Months	22,555
Total Project	March-21	July-27	77 Months	\$25,706



Photo: Primary Sludge 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 Variable Frequency Drives; an OSHA safety required handrail installation at the Blower/Screw Lift Building and the Primary Sludge Pump Station; replacement of the HVAC unit at the Gravity Thickener Pump Station, modifications to the retaining wall systems, and other improvements.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 2,994	\$ 1,684	\$ 2,739	\$ 6,188	\$ 12,075	\$ 27	\$ -	\$ -	\$ 25,706

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 210	\$ 59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 268
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,265	1,083	-	-	-	-	-	-	2,348
Other	65	470	-	-	-	-	-	-	535
Total	\$ 1,539	\$ 1,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,151

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 20	\$ 43	\$ 264	\$ 360	\$ 303	\$ 7	\$ -	\$ -	\$ 995
A/E Professional	-	30	308	285	565	21	-	-	1,209
Construction	1,434	-	2,125	5,500	6,146	-	-	-	15,205
Contingency	-	-	-	-	5,062	-	-	-	5,062
Other	-	-	43	43	-	-	-	-	85
Total	\$ 1,454	\$ 73	\$ 2,739	\$ 6,188	\$ 12,075	\$ 27	\$ -	\$ -	\$ 22,555

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	75,000	75,000
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ (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	November-21	August-24	34 Months	N/A
Design	July-21	April-26	57 Months	\$4,525
Construction	March-23	September-27	54 Months	33,489
Total Project	July-21	September-27	75 Months	\$38,015



Photo: Ernest Street Pump Station

This project involves improvements and upgrades to the 200 MGD Ernest Street Pump Station related to the pumping 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; and a 1,750 kVA standby power generator system.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 1,172	\$ 4,078	\$ 7,708	\$ 14,268	\$ 10,789	\$ -	\$ -	\$ -	\$ 38,015

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 184	\$ 78	\$ 78	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ 405
Land	-	-	-	-	-	-	-	-	-
A/E Professional	786	1,037	855	559	-	-	-	-	3,237
Other	117	70	-	697	-	-	-	-	884
Total	\$ 1,086	\$ 1,185	\$ 933	\$ 1,321	\$ -	\$ -	\$ -	\$ -	\$ 4,525

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 38	\$ 221	\$ 360	\$ 308	\$ 156	\$ -	\$ -	\$ -	\$ 1,082
A/E Professional	35	351	300	340	320	-	-	-	1,346
Construction	-	2,265	5,815	9,520	3,400	-	-	-	21,000
Contingency	-	-	-	2,759	6,893	-	-	-	9,652
Other	13	58	300	20	20	-	-	-	410
Total	\$ 86	\$ 2,894	\$ 6,775	\$ 12,947	\$ 10,789	\$ -	\$ -	\$ -	\$ 33,489

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

20500

FPWWTF Maintenance and 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	February-22	January-24	23 Months	\$3,240
Construction	April-23	April-26	37 Months	24,039
Total Project	February-22	April-26	51 Months	\$27,279



Photo: Existing FPWWTF Maintenance Building

This project involves the planning, design and construction of a new Maintenance Building, an Interceptor Maintenance (IM) Storage Building and related support facilities at the Field's Point campus to support NBC's long-range planning goals to address resiliency and aging infrastructure concerns.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 2,546	\$ 813	\$ 10,884	\$ 13,037	\$ -	\$ -	\$ -	\$ -	\$ 27,279

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 211	\$ 71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 282
Land	1,000	-	-	-	-	-	-	-	1,000
A/E Professional	1,153	418	-	-	-	-	-	-	1,570
Other	153	236	-	-	-	-	-	-	388
Total	\$ 2,516	\$ 724	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,240

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 30	\$ 69	\$ 320	\$ 135	\$ -	\$ -	\$ -	\$ -	\$ 553
A/E Professional	-	20	713	145	-	-	-	-	878
Construction	-	-	9,700	3,800	-	-	-	-	13,500
Contingency	-	-	-	8,907	-	-	-	-	8,907
Other	-	-	152	50	-	-	-	-	202
Total	\$ 30	\$ 89	\$ 10,884	\$ 13,037	\$ -	\$ -	\$ -	\$ -	\$ 24,039

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	17,679	70,715	70,715	70,715
Net Impact on Operating Budget	\$ -	\$ -	\$ 17,679	\$ 70,715	\$ 70,715	\$ 70,715

20600

NBC Solar Carport

Project Manager: Jim Kelly
 Contractor(s): Various

Location: WQSB
 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	March-23	May-23	2 Months	N/A
Construction	July-23	April-25	21 Months	\$1,270
Total Project	March-23	April-25	25 Months	\$1,270



Photo: Solar Carport

This project involves the design and installation of a solar carport on the Field's Point campus and will serve as an additional renewable energy source to help NBC achieve its goal of 100% renewable energy resources. The solar carport will also protect vehicles and staff from ice shed from the wind turbines. This project may be eligible for up to \$206,600 in grant funding through the Rhode Island Renewable Energy Fund (REF) Commercial-Scale Program.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 43	\$ 1,228	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,270

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 23	\$ 63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85
A/E Professional	20	65	-	-	-	-	-	-	85
Construction	-	1,000	-	-	-	-	-	-	1,000
Contingency	-	100	-	-	-	-	-	-	100
Other	-	-	-	-	-	-	-	-	-
Total	\$ 43	\$ 1,228	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,270

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ 425	\$ 5,101	\$ 5,101	\$ 5,101	\$ 5,101	\$ 5,101
Reduced Expense	4,628	55,531	55,531	55,531	55,531	55,531
Increased Expense	249	2,990	2,990	2,990	2,990	2,990
Net Impact on Operating Budget	\$ (4,804)	\$ (57,642)	\$ (57,642)	\$ (57,642)	\$ (57,642)	\$ (57,642)

20800

Cybersecurity Improvements

Project Manager: Brendon McLean
 Contractor(s): Various

Location: COB
 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-21	June-24	35 Months	\$1,311
Total Project	July-21	June-24	35 Months	\$1,311



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 and ensure NBC's ability to continuously operate and maintain its facilities.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 1,247	\$ 64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,311

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,247	43	-	-	-	-	-	-	1,289
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 1,247	\$ 64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,311

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

40101

FPWWTF Electrical Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): Various

Location: Providence, RI
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	May-23	December-24	20 Months	\$1,161
Construction	January-25	May-28	41 Months	8,523
Total Project	May-23	May-28	61 Months	\$9,684



Photo: Field's Point Screw and Blower Generator

This project involves the evaluation and installation of standby power capabilities for critical facilities at the Field's Point WWTf in order to maintain uninterrupted operation of treatment processes.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 9	\$ 551	\$ 658	\$ 1,757	\$ 1,833	\$ 4,877	\$ -	\$ -	\$ 9,684

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 9	\$ 86	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	420	310	-	-	-	-	-	730
Other	-	45	242	-	-	-	-	-	287
Total	\$ 9	\$ 551	\$ 602	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,161

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ 35	\$ 122	\$ 78	\$ 122	\$ -	\$ -	\$ 356
A/E Professional	-	-	22	175	130	109	-	-	435
Construction	-	-	-	1,430	1,575	3,295	-	-	6,300
Contingency	-	-	-	-	-	1,347	-	-	1,347
Other	-	-	-	30	50	5	-	-	85
Total	\$ -	\$ -	\$ 56	\$ 1,757	\$ 1,833	\$ 4,877	\$ -	\$ -	\$ 8,523

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	1,943	3,330	3,330	3,330	3,330
Net Impact on Operating Budget	\$ -	\$ 1,943	\$ 3,330	\$ 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	February-22	December-23	22 Months	\$1,063
Construction	October-23	January-26	28 Months	7,573
Total Project	February-22	January-26	47 Months	\$8,636



Photo: Lincoln Septage Receiving Station

The 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 addition, the new facility will contain an Odor Control System to mitigate and manage fugitive emissions and odors.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 696	\$ 742	\$ 5,382	\$ 1,816	\$ -	\$ -	\$ -	\$ -	\$ 8,636

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 96	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126
Land	-	-	-	-	-	-	-	-	-
A/E Professional	522	223	-	-	-	-	-	-	745
Other	78	114	-	-	-	-	-	-	192
Total	\$ 696	\$ 367	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,063

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 98	\$ 183	\$ 104	\$ -	\$ -	\$ -	\$ -	\$ 384
A/E Professional	-	43	221	62	-	-	-	-	325
Construction	-	200	4,150	650	-	-	-	-	5,000
Contingency	-	-	799	1,000	-	-	-	-	1,799
Other	-	35	30	-	-	-	-	-	65
Total	\$ -	\$ 376	\$ 5,382	\$ 1,816	\$ -	\$ -	\$ -	\$ -	\$ 7,573

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	8,333	20,000	20,000	20,000
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ 8,333	\$ 20,000	\$ 20,000	\$ 20,000



1140600

RIPDES Compliance Improvements - PFAS

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	June-24	76 Months	\$1,115
Construction	N/A	N/A	N/A	N/A
Total Project	March-18	June-24	76 Months	\$1,115



Photo: Aerial of the FPWWTF and the Providence River

This project includes improvements to the wastewater treatment and collections systems that may be required to comply with new permit limits, regulations and mandates. Specific improvements shall be identified through a Metals Translator Study, a Technically Based Local Limits Evaluation Study, a Compounds or Emerging Concerns Study, a Per- and Polyfluoroalkyl Substances (PFAS) Study, an Upper Bay Dissolved Oxygen Evaluation, a Climate Resiliency Plan, a site specific study and other similar evaluations and research programs.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 714	\$ 401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,115

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 474	\$ 218	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 692
Land	-	-	-	-	-	-	-	-	-
A/E Professional	223	41	-	-	-	-	-	-	264
Other	17	142	-	-	-	-	-	-	159
Total	\$ 714	\$ 401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,115

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1140900

Water Quality Model Validation and Enhancement

Project Manager: Walter Palm
 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-23	September-27	50 Months	\$163
Construction	N/A	N/A	N/A	N/A
Total Project	July-23	September-27	50 Months	\$163

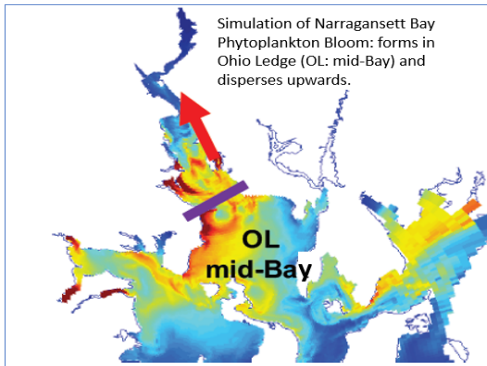


Photo: The ROMS model shows how algal blooms form and move through the Bay.

The Regional Ocean Modeling System (ROMS) tracks water circulation and pollutant transport. The ROMS model determines how nitrogen loads and environmental factors affect the biology and quality of the NBC's receiving waters. The purpose of this project is 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 provide NBC with the tools necessary to critically review proposed new regulatory requirements and prevent unnecessary capital expenditures.

CIP Window Summary

	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
	\$ -	\$ 46	\$ 33	\$ 33	\$ 34	\$ 18	\$ -	\$ -	\$ 163

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 6	\$ 3	\$ 3	\$ 4	\$ 3	\$ -	\$ -	\$ 18
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	15	30	30	30	15	-	-	120
Other	-	25	-	-	-	-	-	-	25
Total	\$ -	\$ 46	\$ 33	\$ 33	\$ 34	\$ 18	\$ -	\$ -	\$ 163

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30700

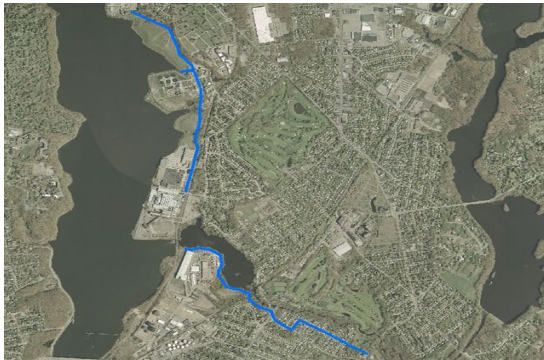
NBC System-wide Facilities Planning

Project Manager: David Bowen, P.E.
 Contractor(s): N/A

Location: NBC Service Area
 Project Priority: D

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	January-24	November-25	23 Months	\$1,055
Construction	N/A	N/A	N/A	N/A
Total Project	January-24	November-25	23 Months	\$1,055



This project consists of planning activities to determine if there is adequate system capacity for the next twenty years and if there is any excess infiltration/inflow in NBC's interceptors. As the evaluations begin for specific cities and towns in NBC's service area, each will be given a unique project number.

Photo: Proposed area for the East Providence Capacity Analysis

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ 56	\$ 785	\$ 215	\$ -	\$ -	\$ -	\$ -	\$ 1,055

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 36	\$ 100	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ 176
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	20	243	78	-	-	-	-	340
Other	-	-	443	97	-	-	-	-	540
Total	\$ -	\$ 56	\$ 785	\$ 215	\$ -	\$ -	\$ -	\$ -	\$ 1,055

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	October-22	August-25	34 Months	\$705
Construction	March-24	November-25	20 Months	875
Total Project	March-24	November-25	20 Months	\$1,580



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ 240	\$ 706	\$ 538	\$ 96	\$ -	\$ -	\$ -	\$ 1,580

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 49	\$ 68	\$ 60	\$ 9	\$ -	\$ -	\$ -	\$ 186
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	120	126	131	10	-	-	-	386
Other	-	-	33	24	77	-	-	-	133
Total	\$ -	\$ 169	\$ 226	\$ 214	\$ 96	\$ -	\$ -	\$ -	\$ 705

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 58	\$ 87	\$ 36	\$ -	\$ -	\$ -	\$ -	\$ 180
A/E Professional	-	14	66	28	-	-	-	-	107
Construction	-	-	298	108	-	-	-	-	405
Contingency	-	-	-	123	-	-	-	-	123
Other	-	-	30	30	-	-	-	-	60
Total	\$ -	\$ 72	\$ 480	\$ 324	\$ -	\$ -	\$ -	\$ -	\$ 875

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	December-24	November-26	24 Months	\$610
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	December-24	November-26	24 Months	\$610



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ -	\$ 104	\$ 376	\$ 131	\$ -	\$ -	\$ -	\$ 610

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ 88	\$ 91	\$ 20	\$ -	\$ -	\$ -	\$ 198
A/E Professional	-	-	16	240	50	-	-	-	306
Other	-	-	-	45	61	-	-	-	106
Total	\$ -	\$ -	\$ 104	\$ 376	\$ 131	\$ -	\$ -	\$ -	\$ 610

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	February-23	June-24	16 Months	\$1,650
Total Project	February-23	June-24	16 Months	\$1,650



Photo: Flow Monitor

This project involves the replacement of existing flow monitoring equipment. In addition, the project will address capacity restriction points located throughout NBC's collection system through the purchase and installation of equipment to accurately monitor flow conditions and measurements in accordance with the RIPDES permit. ☐

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 547	\$ 1,103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,650

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 75	\$ 65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	472	1,038	-	-	-	-	-	-	1,510
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 547	\$ 1,103	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,650

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30800

CSO Phase III A Facilities - Design and 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	January-20	June-29	114 Months	\$52,976
Construction	March-21	February-28	84 Months	54,958
Total Project	January-20	June-29	114 Months	\$107,934



Photo: Proposed alignment for the Pawtucket CSO Tunnel

This project includes the design of the CSO Phase III A Facilities along with construction management services for the Phase III A construction contracts. Design of the CSO Phase III B Facilities is also included in this project.

CIP Window Summary

	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
	\$ 56,908	\$ 13,804	\$ 10,441	\$ 7,060	\$ 5,353	\$ 13,683	\$ 685	\$ -	\$ 107,934

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 4,796	\$ 665	\$ 241	\$ 240	\$ 240	\$ 180	\$ 114	\$ -	\$ 6,476
Land	8,732	-	-	-	768	-	-	-	9,500
A/E Professional	29,277	1,200	1,200	700	600	600	571	-	34,148
Other	616	2,070	60	60	45	-	-	-	2,851
Total	\$ 43,422	\$ 3,935	\$ 1,501	\$ 1,000	\$ 1,653	\$ 780	\$ 685	\$ -	\$ 52,976

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	13,306	9,629	8,700	5,900	3,700	3,100	-	-	44,335
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	9,803	-	-	9,803
Other	180	240	240	160	-	-	-	-	820
Total	\$ 13,486	\$ 9,869	\$ 8,940	\$ 6,060	\$ 3,700	\$ 12,903	\$ -	\$ -	\$ 54,958

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30801

CSO Phase III A Facilities - Pawtucket Tunnel and 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	March-25	51 Months	\$498,625
Total Project	December-20	March-25	51 Months	\$498,625



Photo: Pawtucket Tunnel Site

This project includes the construction of a 11,600 foot 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 330,236	\$ 118,087	\$ 48,145	\$ 2,156	\$ -	\$ -	\$ -	\$ -	\$ 498,625

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 1,506	\$ 1,050	\$ 870	\$ 20	\$ -	\$ -	\$ -	\$ -	\$ 3,446
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	320,776	111,977	40,338	2,136	-	-	-	-	475,228
Contingency	-	-	6,884	-	-	-	-	-	6,884
Other	7,954	5,060	53	-	-	-	-	-	13,067
Total	\$ 330,236	\$ 118,087	\$ 48,145	\$ 2,156	\$ -	\$ -	\$ -	\$ -	\$ 498,625

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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	37 Months	\$149,446
Total Project	January-24	February-27	37 Months	\$149,446



Photo: CSO Tunnel Pump Station

This project includes construction of the CSO Tunnel Pump Station (TPS). The TPS will be constructed 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 OF 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 27	\$ 12,310	\$ 63,285	\$ 52,810	\$ 21,014	\$ -	\$ -	\$ -	\$ 149,446

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 27	\$ 560	\$ 685	\$ 610	\$ 311	\$ -	\$ -	\$ -	\$ 2,193
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	10,400	61,100	50,700	7,800	-	-	-	130,000
Contingency	-	-	-	-	12,005	-	-	-	12,005
Other	-	1,350	1,500	1,500	898	-	-	-	5,248
Total	\$ 27	\$ 12,310	\$ 63,285	\$ 52,810	\$ 21,014	\$ -	\$ -	\$ -	\$ 149,446

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	1,103,635	1,965,591	1,965,591
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ 1,103,635	\$ 1,965,591	\$ 1,965,591

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	March-23	December-24	21 Months	\$7,306
Total Project	March-23	December-24	21 Months	\$7,306



Photo: OF 205 Location

This project involves constructing near-surface facilities to direct flow from the existing CSO OF 205 pipe to a drop shaft for the CSO storage tunnel. Flow will be diverted from the CSO OF 205 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 777	\$ 5,213	\$ 1,315	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,306

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 25	\$ 74	\$ 32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 132
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	694	4,964	716	-	-	-	-	-	6,374
Contingency	-	-	500	-	-	-	-	-	500
Other	58	175	67	-	-	-	-	-	300
Total	\$ 777	\$ 5,213	\$ 1,315	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,306

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	January-24	December-25	24 Months	\$35,796
Total Project	January-24	December-25	24 Months	\$35,796



Photo: Outfall Locations

This project includes the construction of consolidation conduits to direct flow to the tunnel via Drop Shaft 213 from CSO OF 210, 211, 213, and 214. Wet weather flow will be diverted from the OF 210, 211, and 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ 5,551	\$ 21,900	\$ 8,345	\$ -	\$ -	\$ -	\$ -	\$ 35,796

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 159	\$ 317	\$ 158	\$ -	\$ -	\$ -	\$ -	\$ 634
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	5,100	21,000	3,900	-	-	-	-	30,000
Contingency	-	-	-	3,995	-	-	-	-	3,995
Other	-	292	583	292	-	-	-	-	1,167
Total	\$ -	\$ 5,551	\$ 21,900	\$ 8,345	\$ -	\$ -	\$ -	\$ -	\$ 35,796

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	July-23	19 Months	\$16,226
Total Project	December-21	July-23	19 Months	\$16,226



Photo: OF 217

This project includes the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 213 from CSO OF 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 13,962.60	\$ 2,264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,226

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 298	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 328
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	13,440	234	-	-	-	-	-	-	13,673
Contingency	-	2,000	-	-	-	-	-	-	2,000
Other	225	-	-	-	-	-	-	-	225
Total	\$ 13,963	\$ 2,264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,226

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-21	August-23	27 Months	\$7,609
Total Project	April-21	August-23	27 Months	\$7,609



Photo: Outfall Locations

This project includes modifications at regulators for CSO OF 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 6,896	\$ 713	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,609

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 503	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 588
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	3,393	628	-	-	-	-	-	-	4,020
Contingency	3,000	-	-	-	-	-	-	-	3,000
Other	-	-	-	-	-	-	-	-	-
Total	\$ 6,896	\$ 713	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,609

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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, Inc.

Location: Central Falls
 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	November-19	April-23	41 Months	\$9,430
Total Project	November-19	April-23	41 Months	\$9,430



Photo: Example of Green Stormwater Infrastructure

This project entails the construction of green stormwater infrastructure (GSI) in the city of Central Falls. GSI will be constructed in the CSO OF 101 and OF 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 8,775	\$ 656	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,430

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 365	\$ 79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 444
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	8,653	24	-	-	-	-	-	-	8,677
Contingency	500	500	-	-	-	-	-	-	1,000
Other	(743)	53	-	-	-	-	-	-	(691)
Total	\$ 8,775	\$ 656	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,430

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-22	October-25	40 Months	\$57,761
Total Project	July-22	October-25	40 Months	\$57,761



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 3,849	\$ 26,105	\$ 20,593	\$ 6,966	\$ 248	\$ -	\$ -	\$ -	\$ 57,761

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 161	\$ 731	\$ 244	\$ 30	\$ -	\$ -	\$ -	\$ -	\$ 1,167
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	3,609	23,800	19,950	1,977	248	-	-	-	49,584
Contingency	-	-	-	4,959	-	-	-	-	4,959
Other	79	1,574	399	-	-	-	-	-	2,052
Total	\$ 3,849	\$ 26,105	\$ 20,593	\$ 6,966	\$ 248	\$ -	\$ -	\$ -	\$ 57,761

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	January-29	June-31	30 Months	\$45,505
Total Project	January-29	June-31	30 Months	\$45,505



Photo: Proposed CSO Phase III B Facilities

CSO Phase III B Facilities include construction of the upper Blackstone Valley Interceptor (BVI) gate and screening structure, interceptor relief, and consolidation conduit. These interceptors will convey flow to the tunnel to be built as part of the CSO Phase III A Facilities. Design of this phase was completed as part of the CSO Phase III A Facilities project. 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,423	\$ 40,082	\$ 45,505

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141	\$ 1,020	\$ 1,161
A/E Professional	-	-	-	-	-	-	566	4,078	4,644
Construction	-	-	-	-	-	-	4,716	33,984	38,700
Contingency	-	-	-	-	-	-	-	1,000	1,000
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,423	\$ 40,082	\$ 45,505

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	\$37,764
Construction	April-34	June-37	39 Months	252,629
Total Project	May-32	June-37	62 Months	\$290,393



Photo: Proposed CSO Phase III C Facilities

CSO Phase III C Facilities involves the design and construction of a stub tunnel to convey flow from CSO OF 220 to the tunnel to be constructed as part of the CSO Phase III A Facilities. In addition, GSI facilities will be constructed to reduce storm water inflow to the combined sewers.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,393	\$ 290,393

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,581	\$ 1,581
Land	-	-	-	-	-	-	-	4,083	4,083
A/E Professional	-	-	-	-	-	-	-	30,904	30,904
Other	-	-	-	-	-	-	-	1,196	1,196
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,764	\$ 37,764

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,855	\$ 3,855
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	241,027	241,027
Contingency	-	-	-	-	-	-	-	5,997	5,997
Other	-	-	-	-	-	-	-	1,749	1,749
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 252,629	\$ 252,629

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	April-37	September-39	29 Months	\$23,524
Construction	August-39	December-41	28 Months	137,149
Total Project	April-37	December-41	57 Months	\$160,674



Photo: Proposed CSO Phase III D Facilities

The CSO Phase III D Facilities include the design and construction of an interceptor to store stormwater flow and later release the flow into the system as capacity allows. In addition, GSI facilities will be constructed to reduce stormwater inflow to the combined sewer system. Storm sewers will be constructed to separate stormwater flow from the combined sewer.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,674	\$ 160,674

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,981	\$ 1,981
Land	-	-	-	-	-	-	-	1,785	1,785
A/E Professional	-	-	-	-	-	-	-	19,455	19,455
Other	-	-	-	-	-	-	-	303	303
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,524	\$ 23,524

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,970	\$ 1,970
A/E Professional	-	-	-	-	-	-	-	-	\$ -
Construction	-	-	-	-	-	-	-	132,156	\$ 132,156
Contingency	-	-	-	-	-	-	-	2,574	\$ 2,574
Other	-	-	-	-	-	-	-	449	\$ 449
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 137,149	\$ 137,149

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	July-28	July-31	36 Months	\$1,651
Construction	July-30	August-33	37 Months	16,389
Total Project	July-28	August-33	61 Months	\$18,040



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 425	\$ 17,616	\$ 18,040

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 245	\$ 445
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	205	710	916
Other	-	-	-	-	-	-	20	271	291
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 425	\$ 1,226	\$ 1,651

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 519	\$ 519
A/E Professional	-	-	-	-	-	-	-	737	737
Construction	-	-	-	-	-	-	-	11,800	11,800
Contingency	-	-	-	-	-	-	-	3,134	3,134
Other	-	-	-	-	-	-	-	200	200
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,389	\$ 16,389

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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-11	July-24	155 Months	\$463
Construction	May-24	January-26	20 Months	965
Total Project	September-11	January-26	172 Months	\$1,428



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 28	\$ 434	\$ 597	\$ 369	\$ -	\$ -	\$ -	\$ -	\$ 1,428

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 8	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93
Land	-	50	-	-	-	-	-	-	50
A/E Professional	10	285	5	-	-	-	-	-	300
Other	10	10	-	-	-	-	-	-	20
Total	\$ 28	\$ 430	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 463

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 4	\$ 43	\$ 31	\$ -	\$ -	\$ -	\$ -	\$ 78
A/E Professional	-	-	29	23	-	-	-	-	53
Construction	-	-	500	150	-	-	-	-	650
Contingency	-	-	-	140	-	-	-	-	140
Other	-	-	20	25	-	-	-	-	45
Total	\$ -	\$ 4	\$ 592	\$ 369	\$ -	\$ -	\$ -	\$ -	\$ 965

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	February-22	September-23	19 Months	\$979
Construction	September-23	September-25	24 Months	3,230
Total Project	February-22	September-25	43 Months	\$4,209



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 803	\$ 676	\$ 1,683	\$ 1,047	\$ -	\$ -	\$ -	\$ -	\$ 4,209

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 111	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126
Land	75	-	-	-	-	-	-	-	75
A/E Professional	537	45	-	-	-	-	-	-	582
Other	80	116	-	-	-	-	-	-	196
Total	\$ 803	\$ 176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 979

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 95	\$ 214	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ 348
A/E Professional	-	40	83	8	-	-	-	-	130
Construction	-	350	1,350	300	-	-	-	-	2,000
Contingency	-	-	-	700	-	-	-	-	700
Other	-	15	37	-	-	-	-	-	52
Total	\$ -	\$ 500	\$ 1,683	\$ 1,047	\$ -	\$ -	\$ -	\$ -	\$ 3,230

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	October-24	71 Months	\$926
Construction	November-24	July-27	33 Months	7,832
Total Project	November-18	July-27	104 Months	\$8,758



Photo: Omega Pump Station

This project involves the evaluation, design and replacement of pumps, piping and valves at the Omega Pump Station, which was originally constructed in the 1950's. 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, 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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 10	\$ 535	\$ 691	\$ 1,960	\$ 5,557	\$ 7	\$ -	\$ -	\$ 8,758

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 10	\$ 90	\$ 41	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	385	245	-	-	-	-	-	630
Other	-	60	96	-	-	-	-	-	156
Total	\$ 10	\$ 535	\$ 382	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 926

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ 56	\$ 150	\$ 175	\$ 7	\$ -	\$ -	\$ 387
A/E Professional	-	-	39	135	115	-	-	-	288
Construction	-	-	200	1,650	3,400	-	-	-	5,250
Contingency	-	-	-	-	1,838	-	-	-	1,838
Other	-	-	15	25	30	-	-	-	70
Total	\$ -	\$ -	\$ 309	\$ 1,960	\$ 5,557	\$ 7	\$ -	\$ -	\$ 7,832

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

72000

Reservoir Avenue Pump Station Improvements

Project Manager: David Bowen, P.E.
 Contractor(s): TBD

Location: Reservoir Avenue Pump Station, 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	February-24	June-25	16 Months	\$923
Construction	November-24	July-27	33 Months	7,832
Total Project	February-24	July-27	42 Months	\$8,755



Photo: Reservoir Avenue Pump Station

This project involves the evaluation, design and upgrade of NBC's Reservoir Avenue Pump Station located at 360 Reservoir Avenue Providence Rhode Island. The Reservoir Avenue Pump Station conveys sewage to a gravity conduit in Rutherglen Avenue then to the Field's Point Wastewater Treatment Facility. The pump station was built in 1931, with the most recent comprehensive upgrade to the facility in the early 1990s. Facility upgrades are needed to ensure continued reliability of this aging infrastructure. The facility was listed on the National Register of Historic Places.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ 37	\$ 1,196	\$ 1,960	\$ 5,557	\$ 7	\$ -	\$ -	\$ 8,755

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 37	\$ 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 137
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	630	-	-	-	-	-	630
Other	-	-	156	-	-	-	-	-	156
Total	\$ -	\$ 37	\$ 887	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 923

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ 56	\$ 150	\$ 175	\$ 7	\$ -	\$ -	\$ 387
A/E Professional	-	-	39	135	115	-	-	-	288
Construction	-	-	200	1,650	3,400	-	-	-	5,250
Contingency	-	-	-	-	1,838	-	-	-	1,838
Other	-	-	15	25	30	-	-	-	70
Total	\$ -	\$ -	\$ 309	\$ 1,960	\$ 5,557	\$ 7	\$ -	\$ -	\$ 7,832

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	\$3,500
Total Project	January-00	January-00	0 Months	\$3,500



Photo: Interceptor Grit Removal

The 304 M project includes the inspection and cleaning of interceptors 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 are given a unique project number.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,500

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 486
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	399	399	399	399	399	399	399	2,791
Contingency	-	-	-	-	-	-	-	-	-
Other	-	32	32	32	32	32	32	32	223
Total	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,500

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



30400

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	\$6,763
Total Project	January-00	January-00	0 Months	\$6,763



Photo: Proposed portion of Lincoln Interceptor Replacement

Project 30400C consists of funding programmed for potential interceptor restoration and construction to address 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 are given a unique project number.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ 218	\$ -	\$ 545	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,763

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ 121	\$ -	\$ 111	\$ 222	\$ 222	\$ 222	\$ 222	\$ 1,120
A/E Professional	-	-	-	-	24	24	24	24	94
Construction	-	92	-	194	1,014	1,014	1,014	1,014	4,344
Contingency	-	-	-	235	235	235	235	235	1,177
Other	-	5	-	5	5	5	5	5	28
Total	\$ -	\$ 218	\$ -	\$ 545	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 6,763

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	July-23	June-26	35 Months	\$3,981
Total Project	July-23	June-26	35 Months	\$3,981



Photo: Site of Woonasquatucket CSO Interceptor

This project includes construction of facilities to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 142	\$ 651	\$ 2,233	\$ 955	\$ -	\$ -	\$ -	\$ -	\$ 3,981

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 29	\$ 43	\$ 56	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ 150
A/E Professional	105	360	342	113	-	-	-	-	921
Construction	15	-	1,640	820	-	-	-	-	2,475
Contingency	-	248	124	-	-	-	-	-	372
Other	(6)	-	70	-	-	-	-	-	64
Total	\$ 142	\$ 651	\$ 2,233	\$ 955	\$ -	\$ -	\$ -	\$ -	\$ 3,981

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
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	July-28	December-29	17 Months	\$6,461
Total Project	July-28	December-29	17 Months	\$6,461



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 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,768	\$ 3,693	\$ 6,461

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 41	\$ 141
A/E Professional	-	-	-	-	-	-	268	52	320
Construction	-	-	-	-	-	-	2,400	1,600	4,000
Contingency	-	-	-	-	-	-	-	1,400	1,400
Other	-	-	-	-	-	-	-	600	600
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,768	\$ 3,693	\$ 6,461

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30468

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	June-22	February-24	20 Months	\$2,032
Total Project	June-22	February-24	20 Months	\$2,032



Photo: Construction on the Moshassuck Valley Interceptor

This project includes the rehabilitation and improvement of various sewer pipes and manholes in the city of Providence, and the towns of North Providence and Johnston.

CIP Window Summary

Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
\$ 1,940	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,032

Projected Expenditures - Planning

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 24	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	Post FY 29	Total
Administrative	\$ 341	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	1,293	83	-	-	-	-	-	-	1,375
Contingency	300	-	-	-	-	-	-	-	300
Other	6	-	-	-	-	-	-	-	6
Total	\$ 1,940	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,032

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Long-Term Financial Plan

Proforma

NBC collaborates with its Municipal Advisor (MA) to update the debt issuance optimization model (model) and update the Long-Term Financial Plan (Plan). The model takes into consideration available capital funding, debt service, operating expense, and revenue. Model inputs such as CIP cash draws, market conditions, debt service coverage requirements, and funding options are used to optimize NBC’s financing strategy. Model outputs include six-year capital sources and uses, outstanding debt, and debt service. 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 2024 - 2029. 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 investments, and that additional debt will be issued to finance the CIP. The proforma revenue 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.

Proforma FY 2024 - 2029						
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Total Revenue	\$115,882,981	\$124,025,547	\$131,969,370	\$141,026,398	\$145,147,252	\$149,391,732
Expense	-	-	-	-	-	-
Operating Expense	55,894,707	57,030,776	57,902,229	59,888,368	61,827,958	63,040,777
Debt Service	47,861,015	52,638,143	59,253,713	64,910,424	66,655,436	69,080,764
Transfer to Project Fund	12,127,259	14,356,628	14,813,428	16,227,606	16,663,858	17,270,191
Total Expense and Transfer	\$115,882,981	\$124,025,547	\$131,969,370	\$141,026,398	\$145,147,252	\$149,391,732
Debt Service Coverage	1.25	1.27	1.25	1.25	1.25	1.25

Capital Sources and Uses FY 2024 - 2029						
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Capital Sources						
New SRF Bonds	\$ 50,000,000	\$138,972,493	\$106,810,143	\$ 60,732,123	\$ 10,016,197	\$ 138,269
2023 Series A	61,164,000	-	-	-	-	-
Project Fund - Pay-go	14,127,000	18,639,334	9,356,628	9,813,429	11,227,605	11,663,859
Project Fund - OCP	5,873,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Existing WIFIA	102,156,896	65,173,316	15,915,294	-	-	-
Total Capital Sources	\$233,320,896	\$227,785,143	\$137,082,065	\$ 75,545,552	\$ 26,243,802	\$ 16,802,128
Capital Uses						
CIP	\$226,822,896	\$221,047,987	\$130,746,938	\$ 69,786,400	\$ 21,118,600	\$ 11,800,400
OCP	5,873,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Other	625,000	1,737,156	1,335,127	759,152	125,202	1,728
Total Capital Uses	\$233,320,896	\$227,785,143	\$137,082,065	\$ 75,545,552	\$ 26,243,802	\$ 16,802,128

Revenue

User fees are the largest revenue source. Regarding the rate base, the model incorporates growth in the number of customers and no growth in consumption. The most significant change over the six-year period is the projected 33.0% increase in user fee revenue due to user fee rate increases. The model reflects the 8.4% across-the-board rate increase on July 1, 2023, and rate increases in each of the subsequent fiscal years. The projected annual increase in sewer user charges and average annual single-family home charges are shown in the table below.

Projected Increase in Sewer User Charges and Annual Fee						
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Percentage Increase User Fees	8.40%	9.60%	6.60%	7.06%	3.00%	3.00%
Average Annual Single-Family Home	\$ 562.78	\$ 616.81	\$ 657.52	\$ 703.93	\$ 725.05	\$ 746.80

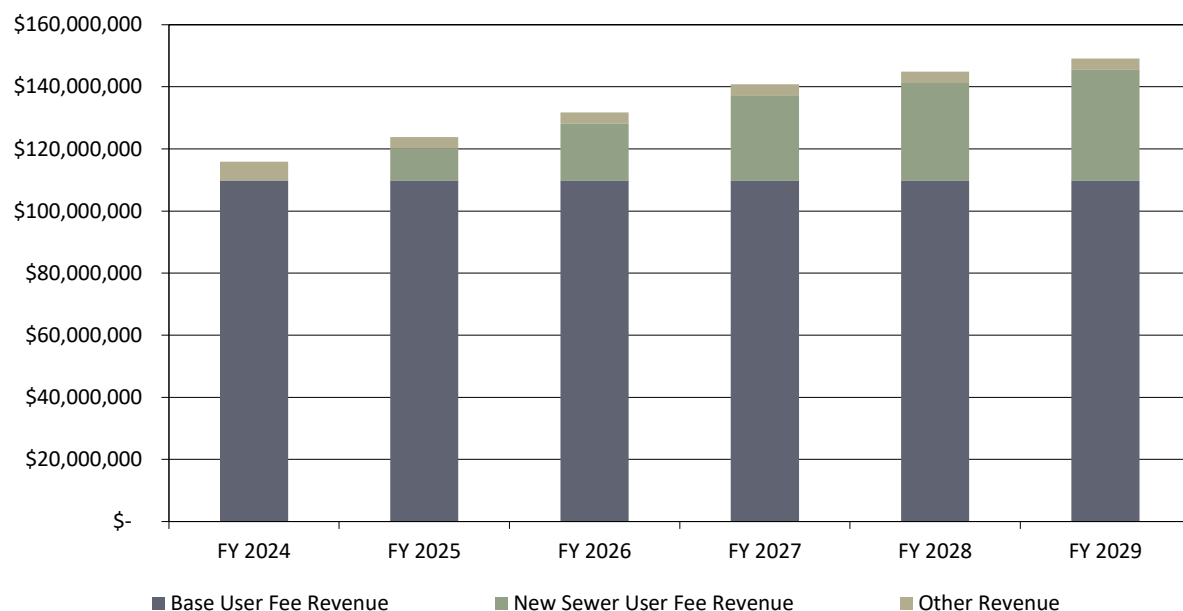
The revenue in FY 2024 – 2029 includes growth of 0.2% per year based on historical growth in flat fee revenue. The CIP projects are projected to generate additional revenue of \$5,101 beginning in FY 2025.

Projected Revenue

REVENUE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Base User Fee Revenue	\$109,818,394	\$109,818,394	\$109,818,394	\$109,818,394	\$109,818,394	\$109,818,394
User Fee Growth	-	219,637	240,722	256,610	274,724	282,965
CIP New Revenue	-	5,101	5,101	5,101	5,101	5,101
New Sewer User Fee Revenue	-	10,317,828	18,240,566	27,281,706	31,384,446	35,620,685
Total User Fee Revenue	109,818,394	120,360,960	128,304,783	137,361,811	141,482,665	145,727,145
Other Revenue	6,064,587	3,664,587	3,664,587	3,664,587	3,664,587	3,664,587
Total Other Revenue	6,064,587	3,664,587	3,664,587	3,664,587	3,664,587	3,664,587
Total Revenue	\$115,882,981	\$124,025,547	\$131,969,370	\$141,026,398	\$145,147,252	\$149,391,732

FY 2024 Other Revenue includes budgeted Revenue Fund Balance of \$2.4 million. Other Revenue is anticipated to be \$3.7 million in FY 2025 through FY 2029 and reflects higher investment earnings. The following chart shows the increase in projected revenue over the six-year period.

Projected Revenue



Expense

The largest increase in expense over the six-year period is a 44.3% increase in debt service. NBC's debt service is projected to increase \$21.2 million for the amortization of existing debt as well as new debt issuance required to support the capital program (see table below).

Projected Debt Issuance

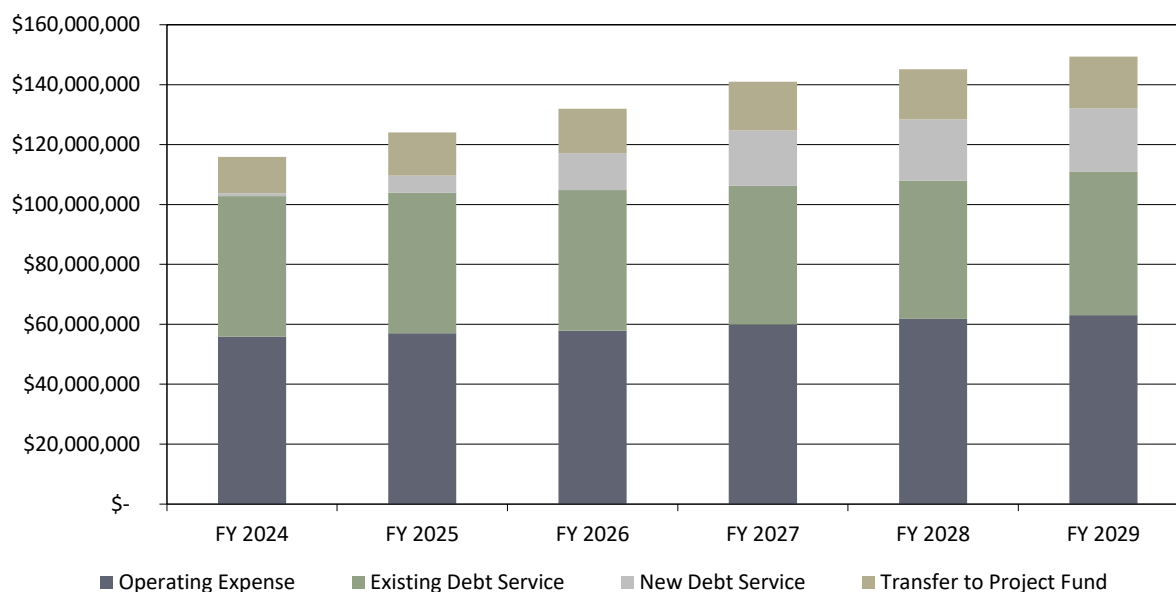
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
New Debt Issuance	\$ 50,000,000	\$138,972,493	\$106,810,143	\$ 60,732,123	\$ 10,016,197	\$ 138,269

Operating expense is projected to increase 10.4% over the six-year period including an increase of \$1.3 million in FY 2028 when the CSO Phase III A Facilities become fully operational. The net result is a projected 12.8% increase expense over the six-year period.

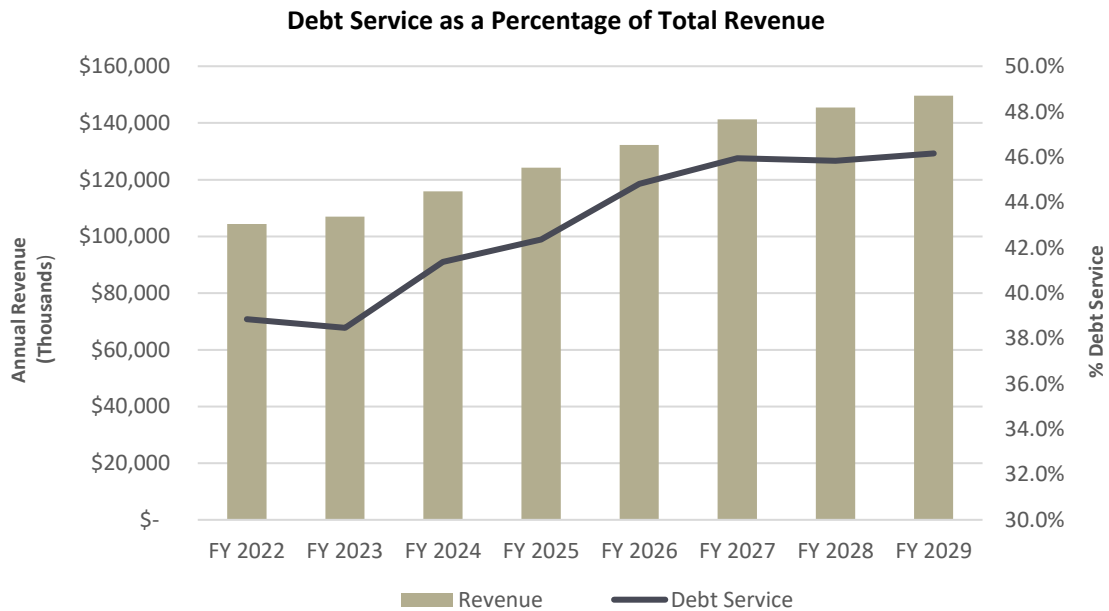
Projected Expense

EXPENSE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Base Operating Expense with CPI @ 2%	\$ 55,894,707	\$ 57,012,601	\$ 58,152,853	\$ 59,315,910	\$ 60,502,228	\$ 61,712,273
CIP Net Expense Impact	-	18,174	(250,624)	572,458	1,325,730	1,328,504
Total Operating Expense	55,894,707	57,030,775	57,902,229	59,888,368	61,827,958	63,040,777
Existing SRF Debt Service	33,171,999	32,978,331	29,296,969	27,522,328	25,765,552	27,719,941
New SRF Debt Service	1,000,000	5,779,450	12,312,405	18,557,714	20,527,326	21,094,681
Existing Revenue Bond Debt Service	13,689,017	13,880,363	17,644,339	18,830,382	20,362,558	20,266,142
WIFIA Debt Service	-	-	-	-	-	-
Total Debt Service	47,861,016	52,638,144	59,253,713	64,910,424	66,655,436	69,080,764
Transfer to Project Fund	12,127,258	14,356,628	14,813,428	16,227,606	16,663,858	17,270,191
Total Expense	115,882,981	124,025,547	131,969,370	141,026,398	145,147,252	149,391,732

Projected Expense

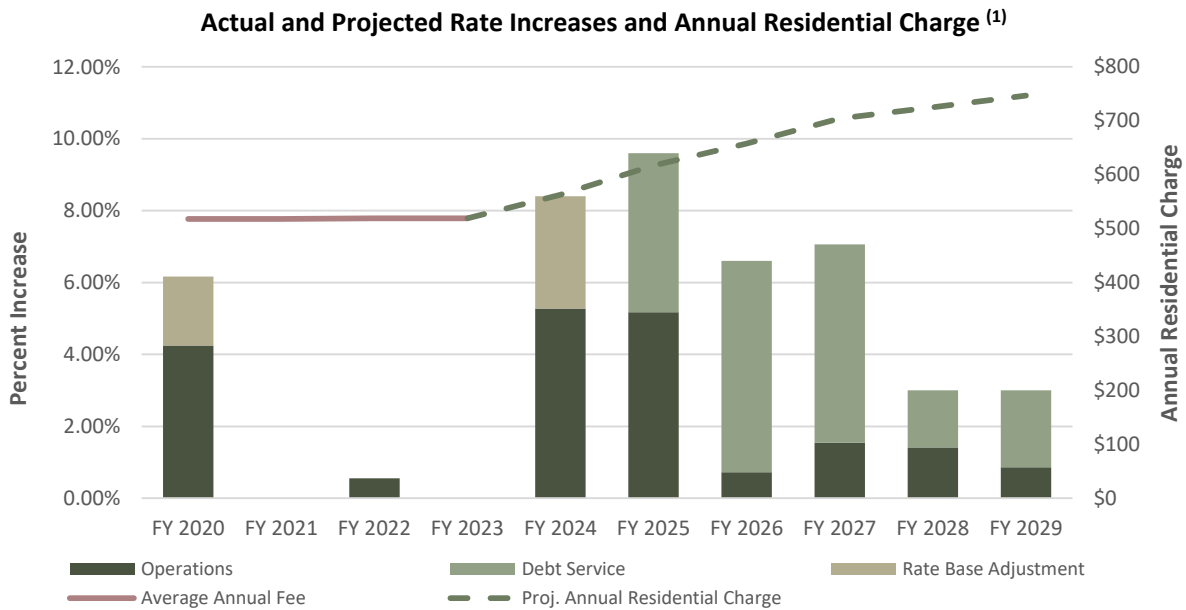


The chart below shows debt service as a percent of total revenue is projected to increase from 38.5% of total revenue in FY 2023 to 46.2% in FY 2029 as additional debt is issued.



Sewer User Fee Rate Projections

The following chart shows actual and projected rate increases along with the annual residential charge for FY 2020 through FY 2029. April 1, 2022, was the last rate increase, designed to recover electronic payment transaction fees. The chart shows an 8.4% rate increase in FY 2024 for operating expense and a rate base adjustment. Additional rate increases are projected in FY 2025 – FY 2029, primarily to fund debt service.



⁽¹⁾ For a Single-Family Home with usage of 150 gallons per day

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 operating expense and financing impacts. Financing costs are identified through the model and incorporated into the budget as debt service.

Capital Sources

NBC has identified eight sources of capital funding shown in the following table.

Capital Sources	Description
Project Fund – Pay-go Capital	Operating Capital Account - Restricted CIP and Grants and Project Reimbursements Account
Project Fund – Restricted OCP	Operating Capital Account – Restricted Operating Capital Program (OCP)
2023 Series A	\$100.0 million Loan through RIIB
2024 Series A	\$50.0 million Loan through RIIB
New RIIB Bonds	New Revenue Bond backed borrowings through RIIB
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)	\$55.9 million Loan from USEPA

The following table shows that the largest funding source during the period of FY 2024-2029 is \$427.8 million in RIIB Bonds followed by WIFIA loans of \$183.2 million. NBC also plans to use \$74.8 million of Project Fund – Pay-go Capital funds and \$30.9 million in Project Fund – Restricted OCP funds.

Sources of Funds

Sources of Funds	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 2024-2029
Project Fund							
Project Fund - Pay-go Capital	\$ 14,127,000	\$ 18,639,334	\$ 9,356,628	\$ 9,813,429	\$ 11,227,605	\$ 11,663,859	\$ 74,827,855
Project Fund - Restricted OCP	5,873,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,873,000
Subtotal Project Fund	20,000,000	23,639,334	14,356,628	14,813,429	16,227,605	16,663,859	105,700,855
RIIB Bonds							
2023 Series A	61,164,000	-	-	-	-	-	61,164,000
2024 Series A	50,000,000	-	-	-	-	-	50,000,000
New RIIB Bonds	-	138,972,493	106,810,143	60,732,123	10,016,197	138,269	316,669,225
Subtotal RIIB Bonds	111,164,000	138,972,493	106,810,143	60,732,123	10,016,197	138,269	427,833,225
WIFIA Loans							
2020 Series B - WIFIA 1	8,429,383	-	-	-	-	-	8,429,383
2020 Series C - WIFIA 2	84,568,313	37,803,216	-	-	-	-	122,371,529
2022 Series A - WIFIA 3	9,159,200	27,370,100	15,915,294	-	-	-	52,444,594
Subtotal WIFIA Loans	102,156,896	65,173,316	15,915,294	-	-	-	183,245,506
Total	\$ 233,320,896	\$ 227,785,143	\$ 137,082,065	\$ 75,545,552	\$ 26,243,802	\$ 16,802,128	\$ 716,779,586

A discussion of the capital sources, the projects that were funded from these sources in FY 2023 along with the programmed funding in the budget year are shown on the following pages. In addition, a table with the outstanding debt is included in each long-term debt section.

Project Fund

The Project Fund is a cash funding source. The Operating Capital Accounts in the Project Fund are funded through transfers from the Stabilization Account in the Debt Service Fund (budgeted as transfer to the Project Fund). Please see the Trust Indenture and Funds section of the Budget Policies and Process section for more information regarding the trust transfers.

The Operating Capital Account Restricted – OCP is the funding source for the OCP at \$5.9 million in FY 2024.

Project Fund – OCP

	FY 2023 Projected	FY 2024 Budget
Operating Capital Program	\$ 3,049,600	\$ 5,873,000

The other Operating Capital Account - Restricted CIP is used as pay-go CIP funding. Additional pay-go capital is available in the Grants and Project Reimbursements Account, which consists of federal or state grants, Sewer Tie-In Fees, capital incentives, and other items. The following table shows projected FY 2024 deposits of \$3.7 million into the Grants and Project Reimbursements Account in the Project Fund.

FY 2024 Budgeted Capital Investment Incentives

Project	Incentive Source	Amount
BPWWTF Sludge Digestion Facility Improvements	US Department of Energy	\$ 2,900,000
BPWWTF UV Disinfection Improvements	National Grid Rebate	389,358
NBC Solar Carport	RI Renewable Energy Fund Grant	206,600
BPWWTF Biogas Facility	Regional Greenhouse Gas Initiative	200,000
Total Incentives		\$ 3,695,958

NBC estimates \$25.8 million of Project Fund – Pay-go Capital will be spent in FY 2023. The following table shows that the majority, or \$14.6 million will be spent on the CSO Phase III A Facilities. Other projects with significant funding through Pay-go Capital in FY 2023 include the Bucklin Point Resiliency Improvements at \$5.3 million and Collection System Infrastructure at \$2.6 million. There is \$14.1 million of Pay-go Capital budgeted in FY 2024, with the majority for WWTF improvements at \$8.4 million.

Project Fund – Pay-go Capital CIP Expenditures

Major Project	FY 2023 Projected	FY 2024 Budget
WWTF Improvements	\$ 1,916,693	\$ 8,350,500
CSO Phase III A Facilities	14,615,320	1,447,087
Bucklin Point Resiliency Improvements	5,298,100	81,000
Field's Point Resiliency Improvements	560,881	-
Infrastructure Management	757,689	1,548,798
Collection System Infrastructure	2,602,840	2,699,615
Total Pay-go Capital	\$ 25,751,523	\$ 14,127,000

Long-Term Debt

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. NBC's debt financing is discussed in the following section.

Rhode Island Infrastructure Bank (RIIB)

RIIB provides subsidized loans to eligible borrowers with interest rates that are typically 1/3 of the market rate. In some instances, these loans include an additional subsidy through a principal forgiveness component. For a project to be eligible for RIIB funding, the project must be listed in the application, included on the RIDEM's Project Priority List, and have a Certificate of Approval (COA). 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. NBC spent the remaining loan balance of \$1.0 million on the CSO Phase III A Facilities in FY 2023. In FY 2023, NBC plans to borrow \$100.0 million from RIIB with \$3.6 million in principal forgiveness, the 2023 Series A. In

FY 2024, NBC plans to borrow \$50.0 million from RIIB, the 2024 Series A. Please see projected and budgeted expenditures of RIIB funding in the following table.

RIIB – CIP Expenditures			
Major Project	FY 2023 Projected	FY 2024 Budget	
2021 Series A			
CSO Phase III A Facilities	\$ 1,000,000	\$	-
Total 2021 Series A	1,000,000		-
2023 Series A			
CSO Phase III A Facilities	33,262,800	48,292,000	
Bucklin Point Resiliency Improvements	3,818,900	11,857,800	
Field's Point Resiliency Improvements	592,300	-	
Other	-	1,014,200	
Total 2023 Series A	\$ 37,674,000	61,164,000	
2024 Series A			
CSO Phase III A Facilities	-	41,965,400	
Bucklin Point Resiliency Improvements	-	3,825,900	
Field's Point Resiliency Improvements	-	-	
Other	-	4,208,700	
Total 2024 Series A	-	50,000,000	
Total RIIB	\$ 38,674,000	\$ 111,164,000	

As of June 30, 2023, NBC has outstanding RIIB debt of \$371.1 million. The following table shows RIIB loans by issue and indicates the interest rate and final maturity.

Outstanding RIIB Loans ⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾			
RIIB Bond Issue	Interest Rate (1)(2)(3)(4)	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	2.588%	14,153,908	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	1.803%	44,000,000	September 1, 2038
2023 Series A - \$100.0M	TBD	96,761,500	September 1, 2049
Total Outstanding RIIB Debt		\$ 371,125,653	

- (1) RIIB loans prior to 2021 include a 0.5% annual service fee
- (2) Initial interest rate – does not reflect refundings
- (3) Beginning with the 2021 Series A annual service fee reduced to 0.3%
- (4) 2023 Series A not executed at the time of budget publication

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 provides flexible loan structuring and an attractive low interest rate. The FY 2023 projected WIFIA expenditures and the FY 2024 budgeted expenditures are shown in the following table. The projected amount available to spend as of June 30, 2024, will be \$66.2 million from WIFIA funding.

WIFIA CIP Expenditures		
Major Project	FY 2023 Projected	FY 2024 Budget
2020 Series B WIFIA 1		
CSO Phase III A Facilities	\$ 95,939,969	\$ 8,429,383
Total 2020 Series B WIFIA 1	95,939,969	8,429,383
2020 Series C WIFIA 2		
CSO Phase III A Facilities	48,662,100	84,568,313
Bucklin Point Resiliency Improvements	18,110,647	-
Total 2020 Series C WIFIA 2	66,772,747	84,568,313
2022 Series A WIFIA 3		
Field's Point Resiliency Improvements	3,054,634	9,159,200
Total 2022 Series A WIFIA 3	3,054,634	9,159,200
Total WIFIA	\$ 165,767,350	\$ 102,156,896

WIFIA interest is incurred as the funds are drawn. Loan payments do not commence until five years after substantial project completion. This "capitalized interest" is added to the outstanding principal. NBC's financial statements reflect the outstanding debt based upon the actual draws. NBC submits payment requests to USEPA, and the funds are deposited into an account held by the Trustee. NBC provides direction to the Trustee to pay the vendors. The following table shows that as of June 30, 2024, NBC projects outstanding WIFIA debt of \$524.7 million.

	Projected WIFIA Outstanding Debt			Total
	Series 2020 B WIFIA 1 1.42%	Series 2020 C WIFIA 2 1.60%	Series 2022 A WIFIA 3 3.12%	
Original Borrowing	\$ 268,710,610	\$ 190,633,824	\$ -	\$ 459,344,434
Capitalized Interest	1,795,352	131,401	-	1,926,753
Outstanding Balance June 30, 2022	270,505,962	190,765,225	-	461,271,187
Original Borrowing			55,499,228	55,499,228
Projected Capitalized Interest FY 2023	3,514,896	437,639	21,896	3,974,431
Projected Outstanding Balance June 30, 2023	274,020,858	191,202,864	55,521,124	520,744,846
Projected Capitalized Interest FY 2024	3,514,896	437,639	32,844	3,985,379
Projected Outstanding Balance June 30, 2024	\$ 277,535,754	\$ 191,640,504	55,553,967	\$ 524,730,226
Projected Total Outstanding WIFIA (Original Capitalized Interest per USEPA schedule)	\$ 304,745,382	\$ 216,351,277	\$ 64,536,120	\$ 580,282,981
Final Maturity	September 1, 2046	September 1, 2059	September 1, 2061	

Revenue Bonds

The demand for RIIB loans has periodically exceeded the RIIB lending capacity and therefore NBC has issued revenue bonds to the extent that RIIB funds were not available. As of June 30, 2023, NBC has outstanding revenue bond debt of \$252.6 million.

Revenue Bond Issue	Interest Rate	Outstanding June 30, 2023	Final Maturity
2008 Series A - \$66.36M	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 Outstanding Revenue Bonds		\$ 252,630,000	

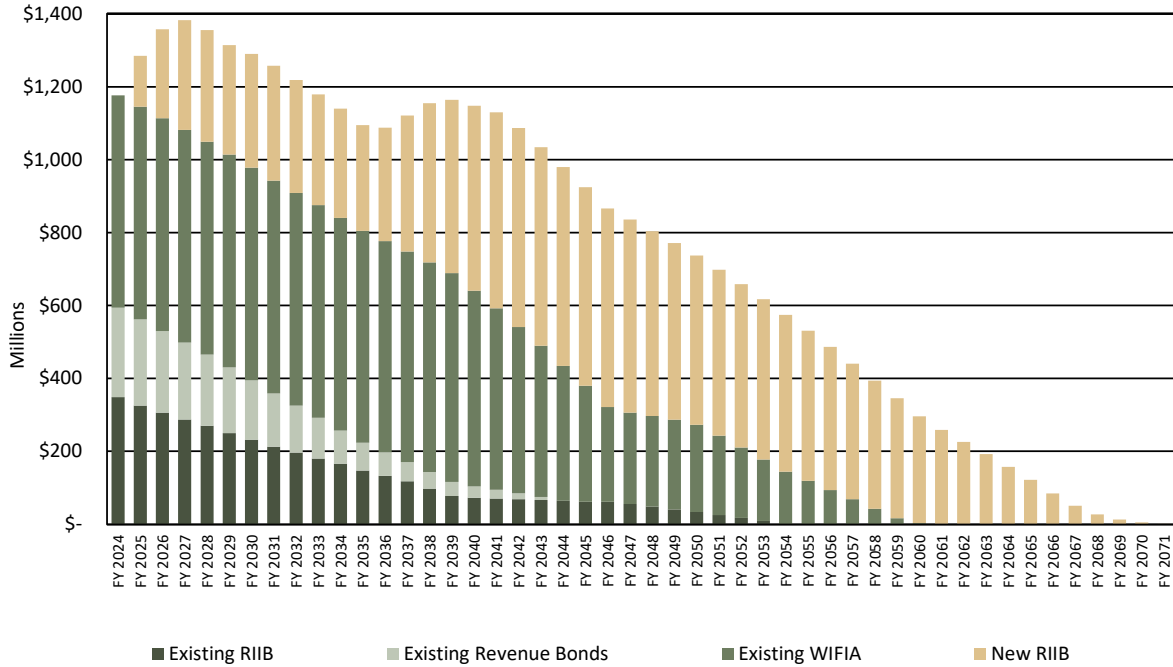
Outstanding Debt

The table below shows the changes in outstanding debt at fiscal year-end for fiscal years 2022, 2023 and 2024. The Additions/Principal Payments column reflects the net effect of principal payments, new borrowings, refundings, and capitalized interest. Outstanding debt is projected to increase \$127.7 from \$1,017.2 million as of June 30, 2022, to \$1,144.8 million as of June 30, 2023, reflecting the 2022 Series A WIFIA loan of \$55.5 million and the 2023 Series A RIIB loan of \$100.0 million. NBC is projecting an increase in outstanding debt as of June 30, 2024, of \$22.5 million for a total of \$1,167.3 million. Projected capitalized interest on the WIFIA loans is reflected as additional debt in both FY 2023 and FY 2024.

Outstanding Debt					
Issuance	Outstanding Debt as of June 30, 2022	Additions/ Principal Payments	Outstanding Debt as of June 30, 2023	Additions/ Principal Payments	Outstanding Debt as of June 30, 2024
RIIB Loans					
RIIB Loans	\$ 297,467,057	\$ 73,658,596	\$ 371,125,653	\$ 26,385,205	\$ 397,510,858
<i>Subtotal RIIB</i>	297,467,057	73,658,596	371,125,653	26,385,205	397,510,858
Revenue Bonds					
2008 Series A - \$56.465 M	56,465,000	(1,000,000)	55,465,000	(2,500,000)	52,965,000
2013 Series C - \$34.97 M	6,865,000	(1,915,000)	4,950,000	(2,785,000)	2,165,000
2015 Series A - \$40.085 M Refunding	3,215,000	-	3,215,000	-	3,215,000
2020 Series A - \$196.36 M Refunding	191,410,000	(2,410,000)	189,000,000	(2,445,000)	186,555,000
<i>Subtotal Revenue Bonds</i>	257,955,000	(5,325,000)	252,630,000	(7,730,000)	244,900,000
WIFIA					
2020 Series B - WIFIA 1	270,505,962	3,514,896	274,020,858	3,514,896	277,535,755
2020 Series C - WIFIA 2	190,765,225	437,639	191,202,864	437,639	191,640,504
2022 Series A - WIFIA 3	-	55,521,124	55,521,124	32,844	55,553,967
<i>Subtotal WIFIA</i>	461,271,187	59,473,659	520,744,846	3,985,379	524,730,226
Subtotal Bonds					
	\$ 1,016,693,244	\$ 127,807,256	\$ 1,144,500,500	\$ 22,640,584	\$ 1,167,141,084
Premiums					
2013 Series C	195,224	(89,988)	105,236	(89,988)	15,247
2015 Series A Refunding Bonds	262,804	(47,046)	215,758	(47,046)	168,712
Subtotal Premiums	\$ 458,029	\$ (137,034)	\$ 320,994	\$ (137,034)	\$ 183,960
Total Outstanding Debt					
	\$ 1,017,151,273	\$ 127,670,221	\$ 1,144,821,494	\$ 22,503,550	\$ 1,167,325,044

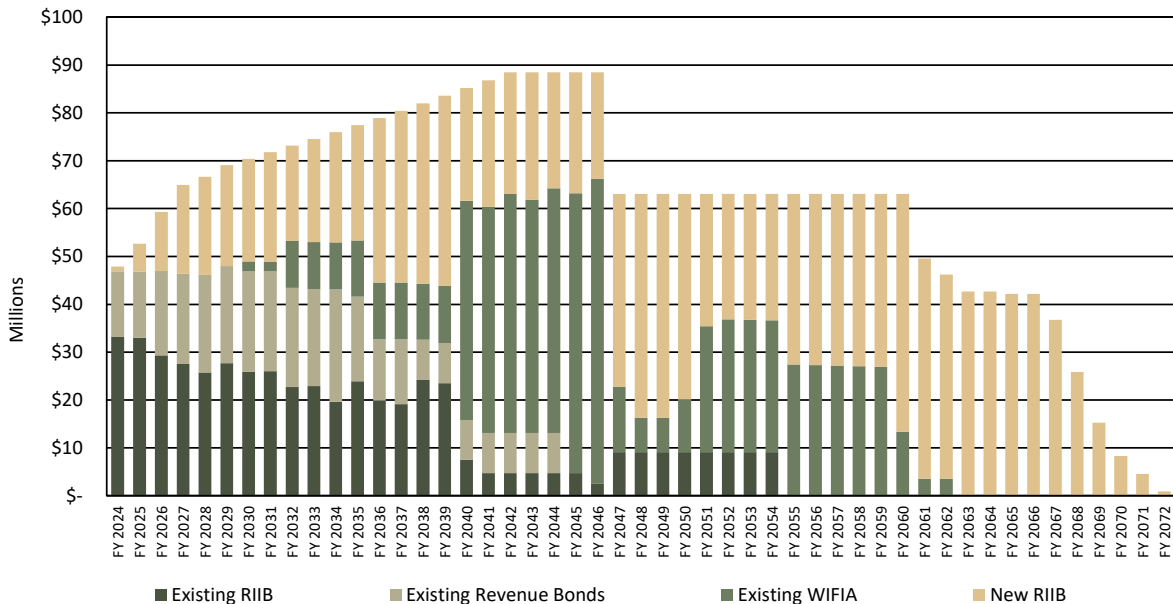
The following graph shows NBC's projected outstanding debt through maturity in FY 2070, incorporating existing debt service and the additional debt issuance required to finance the CIP. Outstanding debt is projected to peak at nearly \$1.4 billion in FY 2027. Please note that this graph is based upon 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.

Existing and Projected Outstanding Debt



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 to mitigate ratepayer impact.

Actual and Projected Debt Service Payments through Maturity



Annual Debt Service Payments

Fiscal Year June 30,	RIIB Loans		Revenue Bonds		WIFIA Loan	
	Principal	Interest	Principal	Interest	Principal	Interest
2024	\$ 23,614,795	\$ 6,250,528	\$ 7,730,000	\$ 5,959,017	\$ -	\$ -
2025	23,040,162	6,022,369	8,150,000	5,730,363	-	-
2026	19,854,786	5,526,383	12,140,000	5,504,339	-	-
2027	18,528,178	5,078,350	13,570,000	5,260,382	-	-
2028	17,223,611	4,626,141	15,355,000	5,007,558	-	-
2029	17,708,378	4,135,763	15,670,000	4,596,142	-	-
2030	18,451,326	3,633,488	16,710,000	4,258,490	-	2,044,938
2031	19,032,943	3,183,961	16,935,000	3,899,355	-	2,044,938
2032	16,059,092	2,791,769	17,190,000	3,526,780	-	9,833,943
2033	14,703,979	2,417,283	17,095,000	3,142,159	-	9,833,943
2034	9,698,904	2,086,891	20,750,000	2,706,252	-	9,833,943
2035	15,638,251	1,762,295	15,375,000	2,283,079	1,966,287	9,803,269
2036	9,282,625	1,467,320	10,915,000	1,967,085	2,031,829	9,740,898
2037	8,807,362	1,245,572	11,900,000	1,681,244	2,097,372	9,676,483
2038	14,135,346	967,981	6,950,000	1,438,692	2,097,372	9,611,045
2039	13,752,829	640,956	7,150,000	1,243,225	2,406,711	9,542,853
2040	4,559,086	411,607	7,360,000	1,031,597	36,510,179	9,244,259
2041	1,921,000	310,686	7,575,000	813,770	38,524,410	8,707,056
2042	1,986,000	245,343	7,805,000	589,453	41,814,883	8,117,148
2043	2,052,000	177,908	8,035,000	358,426	41,268,801	7,503,855
2044	2,121,000	108,325	8,270,000	120,618	44,257,440	6,872,663
2045	2,192,500	36,505	-	-	52,335,652	6,162,339
2046	-	-	-	-	58,364,561	5,352,611
2047	-	-	-	-	8,837,675	4,830,978
2048	-	-	-	-	2,490,630	4,703,623
2049	-	-	-	-	2,556,172	4,624,893
2050	-	-	-	-	6,472,768	4,513,310
2051	-	-	-	-	22,072,333	4,244,601
2052	-	-	-	-	23,933,591	3,835,209
2053	-	-	-	-	24,258,756	3,407,329
2054	-	-	-	-	24,562,285	2,973,424
2055	-	-	-	-	24,909,084	2,533,320
2056	-	-	-	-	25,234,249	2,086,844
2057	-	-	-	-	25,559,413	1,634,169
2058	-	-	-	-	25,906,213	1,175,122
2059	-	-	-	-	26,253,650	709,026
2060	-	-	-	-	13,035,224	344,405
2061	-	-	-	-	3,408,230	161,550
2062	-	-	-	-	3,473,773	54,191
Totals	\$ 274,364,153	\$ 53,127,421	\$ 252,630,000	\$ 61,118,026	\$ 586,639,544	\$ 175,758,175

Annual Debt Service Payments (Continued)

Fiscal Year June 30,	RIIB Loan FY 2023 Series A ⁽¹⁾		RIIB Loan FY 2024 Series A ⁽¹⁾		Total
	Principal	Interest	Principal	Interest	
2024	\$ -	\$ 2,915,834	\$ -	\$ -	\$ 46,470,174
2025	-	3,452,962	1,000,000	2,313,333	49,709,188
2026	-	3,452,962	1,170,000	1,936,600	49,585,070
2027	-	3,452,962	1,520,000	1,882,800	49,292,672
2028	-	3,452,962	1,580,000	1,820,800	49,066,072
2029	866,500	3,441,357	1,645,000	1,756,300	49,819,440
2030	1,000,000	3,416,193	1,710,000	1,689,200	52,913,635
2031	1,000,000	3,388,972	-	1,655,000	51,140,168
2032	-	3,375,312	-	1,655,000	54,431,896
2033	2,000,000	3,347,723	1,780,000	1,619,400	55,939,487
2034	4,000,000	3,264,554	1,850,000	1,546,800	55,737,343
2035	2,000,000	3,177,365	1,925,000	1,471,300	55,401,845
2036	8,985,000	3,000,140	2,000,000	1,392,800	50,782,698
2037	8,255,000	2,716,315	2,085,000	1,311,100	49,775,448
2038	11,200,000	2,385,337	2,165,000	1,226,100	52,176,874
2039	11,485,000	1,991,047	2,255,000	1,137,700	51,605,321
2040	-	1,789,525	2,345,000	1,045,700	64,296,952
2041	-	1,789,525	2,435,000	950,100	63,026,547
2042	-	1,789,525	2,535,000	850,700	65,733,052
2043	-	1,789,525	2,635,000	747,300	64,567,815
2044	-	1,789,525	1,780,000	659,000	65,978,571
2045	-	1,789,525	2,810,000	567,200	65,893,721
2046	-	1,789,525	2,925,000	511,000	68,942,697
2047	12,130,000	1,555,962	3,040,000	452,500	30,847,115
2048	12,625,000	1,077,613	3,165,000	333,200	24,395,066
2049	13,140,000	575,414	3,290,000	209,100	24,395,579
2050	8,075,000	159,001	355,000	80,000	19,655,079
2051	-	-	-	7,100	26,324,033
2052	-	-	-	-	27,768,800
2053	-	-	-	-	27,666,085
2054	-	-	-	-	27,535,709
2055	-	-	-	-	27,442,404
2056	-	-	-	-	27,321,093
2057	-	-	-	-	27,193,582
2058	-	-	-	-	27,081,335
2059	-	-	-	-	26,962,676
2060	-	-	-	-	13,379,629
2061	-	-	-	-	3,569,780
2062	-	-	-	-	3,527,964
Totals	\$ 96,761,500	\$ 66,126,662	\$ 50,000,000	\$ 30,827,133	\$ 1,647,352,615

⁽¹⁾ Preliminary schedule - will change based on final loan amount, interest rate, and draws

Outstanding Debt to Maturity

Fiscal Year June 30,	RIIB Loans	Revenue Bonds	WIFIA	New RIIB Loan 2023 Series A	New RIIB Loan 2024 Series A	Total
2024	250,749,358	\$ 244,900,000	\$ 586,639,544	\$ 96,761,500	\$ 50,000,000	\$ 1,229,050,402
2025	227,709,196	236,750,000	586,639,544	96,761,500	49,000,000	1,196,860,240
2026	207,854,410	224,610,000	586,639,544	96,761,500	47,830,000	1,163,695,454
2027	189,326,232	211,040,000	586,639,544	96,761,500	46,310,000	1,130,077,276
2028	172,102,621	195,685,000	586,639,544	96,761,500	44,730,000	1,095,918,664
2029	154,394,243	180,015,000	586,639,544	95,895,000	43,085,000	1,060,028,787
2030	135,942,917	163,305,000	586,639,544	94,895,000	41,375,000	1,022,157,460
2031	116,909,974	146,370,000	586,639,544	93,895,000	41,375,000	985,189,518
2032	100,850,882	129,180,000	586,639,544	93,895,000	41,375,000	951,940,425
2033	86,146,903	112,085,000	586,639,544	91,895,000	39,595,000	916,361,446
2034	76,447,999	91,335,000	586,639,544	87,895,000	37,745,000	880,062,543
2035	60,809,748	75,960,000	584,673,257	85,895,000	35,820,000	843,158,005
2036	51,527,122	65,045,000	582,641,428	76,910,000	33,820,000	809,943,550
2037	42,719,760	53,145,000	580,544,056	68,655,000	31,735,000	776,798,816
2038	28,584,414	46,195,000	578,446,683	57,455,000	29,570,000	740,251,098
2039	14,831,586	39,045,000	576,039,972	45,970,000	27,315,000	703,201,558
2040	10,272,500	31,685,000	539,529,793	45,970,000	24,970,000	652,427,293
2041	8,351,500	24,110,000	501,005,383	45,970,000	22,535,000	601,971,883
2042	6,365,500	16,305,000	459,190,499	45,970,000	20,000,000	547,830,999
2043	4,313,500	8,270,000	417,921,699	45,970,000	17,365,000	493,840,199
2044	2,192,500	-	373,664,259	45,970,000	15,585,000	437,411,759
2045	-	-	321,328,607	45,970,000	12,775,000	380,073,607
2046	-	-	262,964,046	45,970,000	9,850,000	318,784,046
2047	-	-	254,126,371	33,840,000	6,810,000	294,776,371
2048	-	-	251,635,741	21,215,000	3,645,000	276,495,741
2049	-	-	249,079,569	8,075,000	355,000	257,509,569
2050	-	-	242,606,801	-	-	242,606,801
2051	-	-	220,534,468	-	-	220,534,468
2052	-	-	196,600,877	-	-	196,600,877
2053	-	-	172,342,121	-	-	172,342,121
2054	-	-	147,779,836	-	-	147,779,836
2055	-	-	122,870,752	-	-	122,870,752
2056	-	-	97,636,503	-	-	97,636,503
2057	-	-	72,077,090	-	-	72,077,090
2058	-	-	46,170,877	-	-	46,170,877
2059	-	-	19,917,227	-	-	19,917,227
2060	-	-	6,882,003	-	-	6,882,003
2061	-	-	3,473,773	-	-	3,473,773
2062	-	-	-	-	-	-

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2023

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	
	Principal	Interest	Principal	Interest	Principal	Interest
Ending June 30,						
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						
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2046						
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2048						
2049						
2050						
Total	\$ 4,741,000		\$ 3,608,000		\$ 5,268,000	

Details

	March 1st	September 1st	March 1st	September 1st	March 1st	September 1st
Interest Payment Date(s)						
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, 2023

Fiscal Year	\$30,000,000 2006 Series A RIIB Loan Dated December 21, 2006		\$25,000,000- 2007 Series B RIIB Loan Dated December 13, 2007		\$55,000,000 - 2009 Series A* RIIB Loan Dated October 6, 2009 <small>*Principal Forgiveness: \$8,302,113.52</small>	
	Principal	Interest	Principal	Interest	Principal	Interest
Ending June 30,						
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						
2046						
2047						
2048						
2049						
2050						
Total	\$ 6,879,000		\$ 9,288,000		\$ 25,771,290	

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, 2023

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
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							
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2041							
2042							
2043							
2044							
2045							
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2047							
2048							
2049							
2050							
Total	\$	711,506		\$	9,374,000	\$	14,770,870

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, 2023

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
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							
2046							
2047							
2048							
2049							
2050							
Total	\$	14,153,908		\$	15,012,279	\$	29,550,000

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

	2012 Series A	2013 Series B	2014 Series A
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, 2023

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
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							
2045							
2046							
2047							
2048							
2049							
2050							
Total	\$	30,510,543		\$	18,052,000	\$	29,673,257

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, 2023

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 *Principal Forgiveness: \$1,000,000.00		\$100,000,000 - 2023 Series A* RIIB Loan ⁽¹⁾ Dated TBD *Principal Forgiveness: \$3,238,500.00		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
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%	-	-	866,500	-
2030		488,000	1.080%	1,892,000	0.810%	1,000,000	-
2031		495,000	1.220%	2,053,333	0.890%	1,000,000	-
2032		504,000	1.340%	3,642,222	0.960%	-	-
2033		513,000	1.440%	3,872,000	1.160%	2,000,000	-
2034		523,000	1.510%	210,222	1.310%	4,000,000	-
2035		534,000	1.570%	7,484,889	1.430%	2,000,000	-
2036		545,000	1.620%	3,867,111	1.520%	8,985,000	-
2037		556,000	1.670%	3,241,333	1.600%	8,255,000	-
2038		568,000	1.720%	8,408,889	1.670%	11,200,000	-
2039		581,000	1.760%	9,328,000	1.730%	11,485,000	-
2040		595,000	1.810%				
2041							
2042							
2043							
2044							
2045							
2046							
2047						12,130,000	
2048						12,625,000	
2049						13,140,000	
2050						8,075,000	
Total		\$ 8,687,000		\$ 44,000,000		\$ 96,761,500	

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	Taxable	Taxable/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	1.910%	1.803%	TBD ⁽¹⁾

¹ Loan not executed at time of publication

Non-callable

Callable

Outstanding Debt – Revenue Bonds

**Narragansett Bay Commission
Wastewater System Revenue Bonds
As of June 30, 2023**

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	Interest
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		\$ 55,465,000		\$ 4,950,000	

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	Direct Purchase	Negotiated
UW/Purchaser	JP Morgan	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, 2023**

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	
	Principal	Interest	Principal	Interest
Ending June 30,				
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		\$ 189,000,000	

Details

Interest Payment Date(s)	February 1st	August 1st	March 1st	September 1st
Principal Payment Date(s)	February 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	Refunding of Series 2013A, 2013C, 2014B, 2015A
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, 2023

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		\$55,499,228 - 2022 Series A NBC Wastewater System Revenue Bonds Dated July 25, 2022	
	Principal	Interest	Principal	Interest	Principal	Interest
Ending June 30,						
2024	-	-	-	-	-	-
2025	-	-	-	-	-	-
2026	-	-	-	-	-	-
2027	-	-	-	-	-	-
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
2030	-	-	-	-	-	-
2031	-	-	-	-	-	-
2032	-	-	-	-	-	-
2033	-	-	-	-	-	-
2034	-	-	-	-	-	-
2035	-	-	-	-	1,966,287	3.12%
2036	-	-	-	-	2,031,829	3.12%
2037	-	-	-	-	2,097,372	3.12%
2038	-	-	-	-	2,097,372	3.12%
2039	243,796	1.42%	-	-	2,162,915	3.12%
2040	36,051,379	1.42%	-	-	458,800	3.12%
2041	38,458,867	1.42%	-	-	65,543	3.12%
2042	39,586,425	1.42%	-	-	2,228,458	3.12%
2043	40,744,458	1.42%	-	-	524,343	3.12%
2044	41,963,439	1.42%	-	-	2,294,001	3.12%
2045	51,745,766	1.42%	-	-	589,886	3.12%
2046	55,250,338	1.42%	1,016,851	1.60%	2,097,372	3.12%
2047	700,914	1.42%	5,711,674	1.60%	2,425,087	3.12%
2048	-	-	-	-	2,490,630	3.12%
2049	-	-	-	-	2,556,172	3.12%
2050	-	-	3,851,053	1.60%	2,621,715	3.12%
2051	-	-	19,385,074	1.60%	2,687,258	3.12%
2052	-	-	21,180,790	1.60%	2,752,801	3.12%
2053	-	-	21,440,412	1.60%	2,818,344	3.12%
2054	-	-	21,678,398	1.60%	2,883,887	3.12%
2055	-	-	21,959,655	1.60%	2,949,430	3.12%
2056	-	-	22,219,276	1.60%	3,014,973	3.12%
2057	-	-	22,478,898	1.60%	3,080,516	3.12%
2058	-	-	22,760,154	1.60%	3,146,058	3.12%
2059	-	-	22,976,506	1.60%	3,277,144	3.12%
2060	-	-	9,692,537	1.60%	3,342,687	3.12%
2061	-	-	-	-	3,408,230	3.12%
2062	-	-	-	-	3,473,773	3.12%
Total	\$ 304,745,382		\$ 216,351,278		\$ 65,542,884	

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 Project	CSO Phase III and Bucklin Point Resiliency Project	Field's Point Resilience Project
True Interest Cost	1.42%	1.60%	3.12%

Non-callable

Callable



RESOLUTION 2023:05

**APPROVAL OF THE NARRAGANSETT BAY COMMISSION
 FISCAL YEAR 2024 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 2024 Capital Budget; and

WHEREAS, the Board has reviewed the Fiscal Year 2024 Annual Budget;

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2024 Annual Budget is hereby approved as follows:

Revenue and Source of Funds	
User Fees	\$ 109,818,394
Other	3,664,587
Revenue Fund Balance	2,400,000
Project Fund - Pay-go Capital	14,127,000
Project Fund - Restricted OCP	5,873,000
2023 Series A (RIIB)	61,164,000
2024 Series A (RIIB)	50,000,000
2020 Series B (WIFIA 1)	8,429,383
2020 Series C (WIFIA 2)	84,568,313
2022 Series A (WIFIA 3)	9,159,200
Total Revenue and Source of Funds	<u>\$ 349,203,877</u>
Expense and Use of Funds	
Operating Expense	\$ 55,894,707
Debt Service	47,958,246
Transfer to Project Fund	12,030,028
Operating Capital Program (OCP)	5,873,000
Capital Improvement Program (CIP)	226,822,896
Cost of Issuance/Other	625,000
Total Expense and Use of Funds	<u>\$ 349,203,877</u>

BE IT FURTHER RESOLVED; the FY 2024 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 \$103,852,953 for the period July 1, 2023 to June 30, 2024.
2. The number of Full-Time Equivalent positions (FTEs) included in the FY 2024 Budget is 309. 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 Chief Financial Officer (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 CFO 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: _____
Laurie Horridge,
Executive Director and Secretary

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
Administration			
EX001	EXECUTIVE DIRECTOR	1	Non-Union
EX002	DEPUTY 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
EX010	INFORMATION SECURITY MANAGER	1	Non-Union
EX011	ADMINISTRATIVE ASSISTANT	1	Non-Union
EX012	ASSISTANT ADMINISTRATIVE COORDINATOR	1	Non-Union
EX013	INFORMATION SECURITY ANALYST	1	Non-Union
EX014	GENERAL COUNSEL AND LEGISLATIVE LIAISON	1	Non-Union
EX015	GENERAL COUNSEL ASSISTANT	1	Non-Union
Subtotal Administration		12	
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
CG014	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	CLERK OF THE WORKS	1	Non-Union
Subtotal Construction Services		12	
Human Resources			
HR002	SENIOR HUMAN RESOURCES REPRESENTATIVE	1	Non-Union
HR003	HUMAN RESOURCES REPRESENTATIVE/BENEFITS COORD.	1	Non-Union
HR004	HUMAN RESOURCES CLERK	1	Union
HR005	HUMAN RESOURCES TRAINING FACILITATOR	1	Non-Union
HR007	LABOR RELATIONS REPRESENTATIVE	1	Non-Union
HR008	HUMAN RESOURCES MANAGER	1	Non-Union
HR009	HR TRAINING COORDINATOR	1	Non-Union
Subtotal Human Resources		7	
Legal			
LE001	LEGAL COUNSEL	1	Non-Union
LE003	CHIEF LEGAL COUNSEL	1	Non-Union
LE004	LEGAL COUNSEL	1	Non-Union
LE007	COLLECTIONS PARALEGAL	1	Non-Union
LE009	LEGAL ADMINISTRATIVE ASSISTANT	1	Non-Union
Subtotal Legal		5	

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/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
EC014	ENGINEERING TECHNICAL SPECIALIST	1	Non-Union
Subtotal Engineering		13	
Finance			
FI001	CHIEF FINANCIAL OFFICER	1	Non-Union
FI004	FINANCIAL ANALYST	1	Non-Union
FI012	FINANCIAL ANALYST	1	Non-Union
FI013	PRINCIPAL FINANCIAL ANALYST	1	Non-Union
FI014	FINANCIAL ANALYST	1	Non-Union
FI015	FINANCE ADMINISTRATOR	1	Non-Union
FI016	PROGRAM ADMINISTRATOR	1	Non-Union
FI017	SENIOR BUDGET ANALYST	1	Non-Union
FI018	PRINCIPAL BUDGET ANALYST	1	Non-Union
FI019	REVENUE ANALYST	1	Non-Union
FI020	FINANCIAL ANALYST	1	Non-Union
Subtotal Finance		11	
Accounting			
AC002	SENIOR FISCAL CLERK	1	Union
AC004	PAYROLL SUPERVISOR	1	Non-Union
AC005	ASSISTANT PAYROLL SUPERVISOR	1	Non-Union
AC006	CAPITAL PRINCIPAL ACCOUNTANT	1	Non-Union
AC007	PRINCIPAL ACCOUNTANT	1	Non-Union
AC008	SENIOR ACCOUNTANT	1	Non-Union
AC010	ACCOUNTING ASSISTANT	1	Non-Union
AC015	ASSISTANT CONTROLLER	1	Non-Union
AC016	ACCOUNTING ASSISTANT	1	Non-Union
AC017	CONTROLLER	1	Non-Union
Subtotal Accounting		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

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
IT013	HELPDESK TECHNICIAN II	1	Non-Union
IT014	SENIOR .NET DEVELOPER	1	Non-Union
IT015	HELPDESK 1	1	Non-Union
IT016	CREATIVE ADMINISTRATIVE ASSISTANT	1	Non-Union
IT017	FACILITIES SYSTEMS ADMINISTRATOR	1	Non-Union
IT020	CONTROL SYSTEMS ADMINISTRATOR	1	Non-Union
IT019	ASST. CONTROL SYSTEM ADMINISTRATOR	1	Non-Union
IT022	CONTROL SYSTEMS ASSOCIATE	1	Non-Union
IT021	CONTROL SYSTEMS ASSOCIATE	1	Non-Union
IT018	ASST. CONTROL SYSTEM ADMINISTRATOR	1	Non-Union
Subtotal Information Technology		17	
Customer Care			
CS001	CUSTOMER CARE MANAGER	1	Non-Union
CS003	CUSTOMER RESEARCH SUPERVISOR	1	Non-Union
CS005	ASSISTANT 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	CUSTOMER CARE REPRESENTATIVE FISCAL CLERK	1	Union
CS020	CUSTOMER CARE REPRESENTATIVE	1	Union
CS021	FISCAL SERVICES ANALYST	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	ASSISTANT 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	SENIOR BILLING ANALYST	1	Non-Union
CS038	ASSISTANT CUSTOMER CARE MANAGER	1	Non-Union
CS039	BILLING SUPERVISOR	1	Non-Union
CS041	BILLING ANALYST	1	Non-Union
Subtotal Customer Care		29	
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
Subtotal Purchasing		4	

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
<i>Interceptor Maintenance</i>			
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
IM019	IM OPERATOR II	1	Union
IM020	IM OPERATOR II	1	Union
IM021	IM OPERATOR III	1	Union
IM025	IM OPERATOR II	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
IM040	IM SENIOR INSPECTOR	1	Non-Union
<i>Subtotal Interceptor Maintenance</i>		21	
<i>Operations and Maintenance Services</i>			
EN001	DIRECTOR OF OPERATIONS AND MAINTENANCE	1	Non-Union
EN015	ASSET MANAGEMENT ADMINISTRATOR	1	Non-Union
EN019	TECHNICAL ADVISOR FOR OPERATIONS	1	Non-Union
EN020	PLANNING MANAGER	1	Non-Union
EN022	PERMITS COORDINATOR	1	Non-Union
EN023	SENIOR PERMITS COORDINATOR	1	Non-Union
<i>Subtotal Operations and Maintenance Services</i>		6	
<i>Field's Point</i>			
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
FP020	PROCESS MONITOR	1	Union
FP021	PROCESS MONITOR	1	Union
FP022	SENIOR PROCESS MONITOR	1	Union
FP023	PROCESS MONITOR	1	Union

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
FP024	PROCESS MONITOR	1	Union
FP025	OPERATOR II	1	Union
FP026	OPERATOR I	1	Union
FP027	FP OPERATOR I / HEO	1	Union
FP030	OPERATOR I	1	Union
FP032	OPERATOR I	1	Union
FP035	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	Union
FP046	INVENTORY CONTROL CLERK	1	Non-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 AND I TECHNICIAN (FP)	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	SENIOR ELECTRICIAN	1	Union
FP073	MAINTENANCE SUPERVISOR	1	Union
FP074	PROCESS MONITOR	1	Non-Union
FP076	PROCESS MONITOR	1	Union
FP077	UTILITY OPERATOR	1	Union
FP078	PROCESS MONITOR	1	Union
FP128	OPERATOR I	1	Union
FP129	OPERATOR I	1	Union
FP540	OPERATOR I	1	Union
FP541	MECHANIC I	1	Union
Subtotal Field's Point		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

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
BP022	ELECTRICIAN	1	Union
BP023	MAINTENANCE PLANNER/SCHEDULER (BP)	1	Union
BP024	MECHANIC I	1	Union
BP025	OPERATOR I	1	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 II	1	Union
BP039	ASSISTANT MAINTENANCE PLANNER /SCHEDULER (BP)	1	Union
BP040	ASSISTANT E AND I TECHNICIAN	1	Union
BP041	ASSISTANT OPERATIONS MANAGER - BP	1	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	Non-Union
BP048	MECHANIC II	1	Union
BP049	SENIOR E AND 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	Union
BP055	BP ASSET MANAGEMENT ASSISTANT	1	Non-Union
BP056	OPERATOR I	1	Union
BP057	OPERATOR I	1	Union
BP058	OPERATIONS SUPPORT SUPERVISOR	1	Non-Union
BP103	SENIOR PROCESS MONITOR	1	Non-Union
BP512	OPERATOR II	1	Union
BP519	OPERATOR II	1	Union
BP059	UTILITY OPERATOR	1	Union
Subtotal Bucklin Point		48	
Technical Analysis and Compliance			
PE001	DIRECTOR OF ENVIRONMENTAL SCIENCE AND COMPLIANCE	1	Non-Union
PE004	ENVIRONMENTAL COMPLIANCE TECHNICAL ASSISTANT	1	Non-Union
PE006	ENVIRONMENTAL SCIENTIST II	1	Non-Union
PE007	ENVIRONMENTAL SCIENCE TECHNICAL ADVISOR	1	Non-Union
PE009	ENVIRONMENTAL SUSTAINABILITY ENGINEER	1	Non-Union
PE010	SAFETY COMPLIANCE COORDINATOR	1	Non-Union
PE011	ENVIRONMENTAL SCIENTIST II	1	Non-Union
PE013	ENVIRONMENTAL SCIENTIST III	1	Non-Union
PE014	SUSTAINABILITY COORDINATOR	1	Non-Union
PE016	ENVIRONMENTAL ADMINISTRATOR	1	Non-Union
Subtotal Technical Analysis and Compliance		10	

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
<i>Pretreatment</i>			
PT001	PRETREATMENT MANAGER	1	Non-Union
PT002	ASST. PRETREATMENT MANAGER	1	Non-Union
PT003	PRETREATMENT INSPECTOR IV	1	Non-Union
PT004	PRETREATMENT INSPECTOR III	1	Non-Union
PT008	PRETREATMENT INSPECTOR III	1	Non-Union
PT009	PRETREATMENT INSPECTOR I	1	Non-Union
PT010	PRETREATMENT INSPECTOR I	1	Non-Union
PT011	PRETREATMENT INSPECTOR I	1	Non-Union
PT012	PRETREATMENT INSPECTOR I	1	Non-Union
PT013	PRETREATMENT INSPECTOR I	1	Non-Union
PT014	PRETREATMENT CLERK	1	Union
PT015	PRETREATMENT CLERK	1	Union
PT016	PRETREATMENT CLERK	1	Union
PT018	PRETREATMENT INSPECTOR II	1	Non-Union
<i>Subtotal Pretreatment</i>		14	
<i>Laboratory</i>			
LA001	LABORATORY MANAGER	1	Non-Union
LA002	ASST. LABORATORY MANAGER	1	Non-Union
LA003	ENVIRONMENTAL CHEMIST III	1	Non-Union
LA004	ENVIRONMENTAL CHEMIST III	1	Non-Union
LA005	BIOLOGIST II	1	Union
LA006	ENVIRONMENTAL CHEMIST II	1	Non-Union
LA007	LABORATORY SAMPLE COMPLIANCE COORDINATOR	1	Non-Union
LA008	CHEMIST	1	Union
LA009	CHEMIST	1	Union
LA011	ENVIRONMENTAL CHEMIST II	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
LA023	ENVIRONMENTAL CHEMIST 1	1	Non-Union
<i>Subtotal Laboratory</i>		20	
<i>Environmental Monitoring</i>			
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

Attachment 1
FY 2024 Budgeted Positions

Job Code	Title	FTE	Non-Union/Union
EM016	ENVIRONMENTAL MONITOR	1	Union
EM017	ENVIRONMENTAL MONITOR CLERK	1	Union
EM021	ENVIRONMENTAL MONITOR	1	Union
EM023	QUALITY ASSURANCE COORDINATOR	1	Non-Union
EM506	MONITORING FIELD SUPERVISOR	1	Non-Union
<i>Subtotal Environmental Monitoring</i>		15	
Total FTE's		309	

Glossary of Acronyms and Terms

A

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.

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.

AFL-CIO - American Federation of Labor - Congress of Industrial Organizations

AFSCME - American Federation of State, County and Municipal Employees

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.

AMP - Asset Management Program - A technical plan for managing infrastructure and other assets to provide continuous, effective service.

Asset Management System - The computer system that incorporates all the processes, tools, data, and policies needed to effectively manage assets.

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

ACFR - 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 NBC's Board of Commissioners.

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.

Arbitrage - The investment of tax-exempt bond proceeds in taxable obligations bearing interest at a much higher rate than the tax-exempt bonds.

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

B

Balanced Budget - A budget in which the total revenue and source of funds equals the total expense and use of funds.

Bioassay - A method for the quantification of the effects on a biological system by its exposure to a substance.

Biogas - A renewal energy source comprised from a mixture of different gases produced by the breakdown of organic matter in the absence of oxygen, produced from sewage.

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.

Bisulfite - Chemical used to adjust the alkalinity of wastewater.

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.

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.

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.

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 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.

BPWWTF - Bucklin Point Wastewater Treatment Facility - Bucklin Point facility used to treat wastewater, so that the release of effluent poses no adverse impact on public health or the ecology.

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.

BVDC - Blackstone Valley District Commission

BVI - Blackstone Valley Interceptor

C

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

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

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.

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.

CC - Cost Center - A department within an organization to which costs can be allocated for accounting purposes.

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.

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.

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

COB - NBC's Corporate Office Building located at 1 Service Road, Providence, RI 02905.

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.

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 Sewers (Sewage) - 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 on water usage.

Coventry Wind Turbine - One of three NBC owned 1.5 MW wind turbines 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.

CPI - Consumer Price Index - Measures changes in the price level of a market basket of consumer goods and services purchased by households.

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.

CROMERR - EPA's Cross-Media Electronic Reporting Rule - provides the legal framework for electronic reporting under EPA's regulatory programs.

CSO - Combined Sewer Overflows - Areas along Rhode Island rivers where combined sewers overflow during significant rain events.

Customer Care - The section in NBC that is responsible for the billing, collection, and payment processing of customer accounts in NBC's service area.

CY - Abbreviation for the Current Year

D

Debt Service - Principal and interest payments on bonds.

Debt Service Coverage - Calculated as Revenue less Operating Expense divided by Debt Service.

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.

Dissemination Agent - A private firm that assists NBC with fulfilling continuing disclosure requirements.

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

Diversion Structure - 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.

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 - Dry Ton - Unit of measure of biosolids production, a by-product of wastewater treatment.

E

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.

Effluent - The “cleaned” wastewater, or final liquid by-product of the wastewater treatment process, which flows out of a treatment facility.

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.

Enterococci - bacteria found in the intestinal tract of warm-blooded animals.

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.

ERP – Enterprise Resource Planning – is a software system that supports business functions including finance, human resources, purchasing, etc.

Expense - Costs incurred for goods and services received.

F

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.

Flat Fee Revenue - Revenue derived from fixed 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 or wastewater.

FPWWTF - Field's Point Wastewater Treatment Facility - Field's Point facility is used to treat wastewater, so that the release of effluent poses no adverse impact on public health or the ecology.

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

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.

Fund Balance (net position) - Total assets and deferred outflows less liabilities and deferred inflows.

FY - Fiscal Year - The twelve-month financial period used by NBC, that runs from July 1st through June 30th of the following calendar year. The year is represented by the end date.

G

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.

GASB 68 - Government Auditing Standards Board Statement 68 - Statement is to improve accounting and financial reporting for pensions. It also improves information provided by employers about financial support for pensions that is provided by other entities. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for pensions with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency.

GASB 75 - Government Auditing Standards Board Statement 75 - Statement is to improve accounting and financial reporting for postemployment benefits other than pensions (other postemployment benefits or OPEB). It also improves information provided by employers about financial support for OPEB that is provided by other entities. This Statement results from a comprehensive review of the effectiveness of existing standards of accounting and financial reporting for all postemployment benefits (pensions and OPEB) with regard to providing decision-useful information, supporting assessments of accountability and interperiod equity, and creating additional transparency.

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.

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.

Grant - Financial contributions received from the state or federal government.

Grit Tanks - 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.

GSI - Green Stormwater Infrastructure - Systems that are implemented to address areas impervious surfaces such as concrete, roofing materials, and sidewalks, etc.

H

HCF - Hundred Cubic Feet - Unit of liquid measure, used as the basis for billing consumption-based user fees.

HR - Human Resources - A section in 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.

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

I

IFAS - Integrated Fixed Film Activated Sludge - A process of adding media, usually plastic, to aeration tanks to increase surface area for bacterial growth.

IM - Interceptor Maintenance - The section is responsible for monitoring and maintaining NBC's infrastructure and collection system throughout the service area to ensure system capacity and proper sewage flow conditions.

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.

IT - Information Technology - The NBC section that is responsible for networks, communications, hardware, software, and databases.

K

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.

L

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

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.

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.

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

M

MA - Municipal Advisor - Outside firm that assists a bond issuer in determining the best type of financing, selection of other finance professionals, planning of the bond sale and successfully selling and closing the bond sale.

Mg/L - Milligrams per Liter

Mgd/MGD - Million Gallons per Day

ML – Milliliter - A metric unit of volume that is equal to one thousandth of a liter.

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.

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.

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.

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.

MWRA - Massachusetts Water Resource Authority

N

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.

Net Metering - A policy by which certain renewable energy electricity generators may deduct energy outflows from metered energy inflows.

Net Position (Fund Balance) - Total assets and deferred outflows less liabilities and deferred inflows.

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

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.

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

NMC - Net Metering Credit - A reduction in electricity expense due to renewable electricity energy produced off-site resulting in credits applied to utility invoices.

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

O

O and 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.

Objective - A more specific activity identified to achieve Strategic Plan Goals.

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.

Operating Reserve for Revenue Stability Fund - Reserve Fund established at a level of \$4,500,000 to support Operations and Maintenance expense if actual revenue is less than the PUC authorized levels.

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.

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.

P

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.

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

PFAS - Pre-and 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, scientific evidence shows that exposure can lead to adverse health effects in humans and animals.

PFMB - Rhode Island Public Finance Management Board

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.

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.

Policy - A definite course of action adopted after a review of information and directed at the realization of goals.

Polymer - A chemical used to coagulate suspended solids as part of the wastewater treatment process.

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).

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.

Performance 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.

PUC - Public Utilities Commission - In accordance with RIGL, this state agency regulates certain public utilities in the State of Rhode Island, including NBC.

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.

R

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.

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 Agency - This term refers to the major agencies which issue credit ratings on municipal bonds.

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).

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

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

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

Revenue - An increase in financial resources and included as income to NBC.

RGGI - Regional Greenhouse Gas Initiative - The first mandatory market-based program in the United States to reduce greenhouse gas emissions.

RICWA - Rhode Island Clean Water Association - A Rhode Island non-profit organization created to promote the advancement of knowledge concerning the collection, and treatment of wastewater.

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

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.

RIPDES Permit - Rhode Island Pollution Discharge Elimination System - A permit issued by the RIDEM which sets discharge limitation requirements for wastewater utilities.

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.

Rule 15c2-12 - Rhode Island U.S. Securities and Exchange Commission (SEC) Rule 15c2-12 - requires dealers, when underwriting certain types of municipal securities, to ensure that the state or local government issuing the bonds enters into an agreement to provide certain information to the Municipal Securities Rulemaking Board (MSRB) about the securities on an ongoing basis. These disclosures are made available to investors and the public on the MSRB's Electronic Municipal Market Access (EMMA[®]) website.

S

S&P Global Ratings - A public company in the financial information and analytics business that issues municipal bond issuer credit ratings.

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

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.

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.

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

SIUs - Significant Industrial Users - NBC's largest industrial customers.

Sludge - See Biosolids.

SMART - SMART Goals - is a framework for goal setting to ensure the best chance of success for achieving goals. (Specific. Measurable. Attainable. Results-oriented. Time-limited.)

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

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

Sodium Hypochlorite - A chemical compound used for water purification.

Sondes - A collection of instruments that are used to profile and monitor water conditions in wastewater effluents and receiving water.

SOP - Standard Operating Procedure - A 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.

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 the terms of the master or bond contract without providing for the issuance of additional bonds.

T

TAC - Technical Analysis and 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.

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.

Therm - A unit of measurement for natural gas used to monitor usage and determine usage related charges.

Trust Indenture - A contract between an issuer and a bond trustee for the benefit of bondholders.

TSS - Total Suspended Solids - The ratio of solid matter in the effluent in parts per million.

U

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

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.

V

VFD - Variable Frequency Drive - A device that adjusts the speed of a pump in response to the amount of flow entering the pump station.

W

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.

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.

Wind Turbine - A device that converts wind into electrical energy.

QWSB - 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.