

**NARRAGANSETT BAY COMMISSION  
RHODE ISLAND**

**FY 2025  
ANNUAL BUDGET**



**LAURIE HORRIDGE  
EXECUTIVE DIRECTOR**

**VINCENT J. MESOLELLA  
CHAIRMAN**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Narragansett Bay Commission  
Rhode Island**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morill*

Executive Director

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, 2023.

In order 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 determine its eligibility for another award.



*Providence River, Rhode Island  
Photo by Michelle McCabe*

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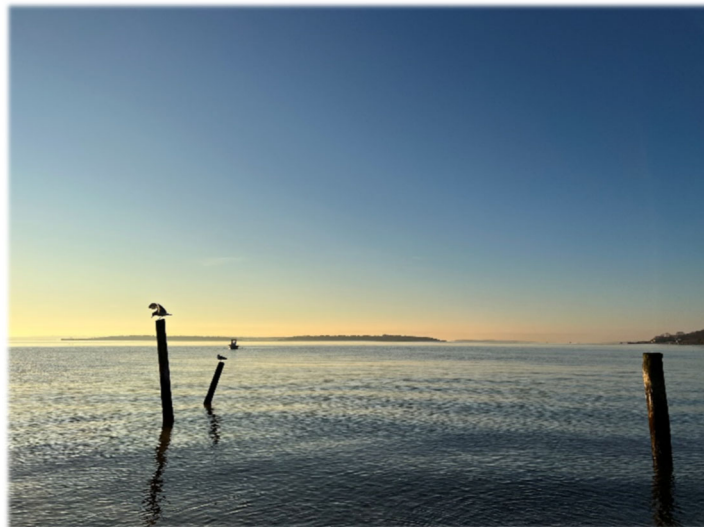
Narragansett Bay Commission (NBC) is governed by a Board of Commissioners (Board). The Board represents the municipalities in the service area, as well as ten gubernatorial appointments. Empowered with responsibilities ranging from ensuring that NBC operates a balanced budget to approving contracts for 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 Michelle McCabe***





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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.”*



*Sunrise Over Narragansett Bay  
Photo by Patricia Pinilla*

## Budget Overview

The Narragansett Bay Commission (NBC) is pleased to present its Fiscal Year (FY) 2025 Budget. This budget reflects NBC’s dedication to water quality improvement through continued investment in capital improvements, the effective operation of its wastewater treatment and collections system, and water quality monitoring efforts. This budget also demonstrates NBC’s commitment to providing excellent service at a reasonable cost to its ratepayers through the careful allocation of resources.

The FY 2025 Budget is \$315.2 million which is 9.7% lower than the prior year. This is driven by a \$34.7 million reduction in the Capital Budget while the Operating Budget is \$0.7 million higher than the prior year.

<b>FY 2025 Budget</b>				
<b>(In Millions)</b>				
	<b>FY 2024</b>	<b>FY 2025</b>	<b>Difference</b>	<b>% Change</b>
Operating Budget	\$ 115.9	\$ 116.5	\$ 0.7	0.6%
Capital Budget	233.3	198.7	(34.7)	(14.9%)
<b>Total</b>	<b>\$ 349.2</b>	<b>\$ 315.2</b>	<b>\$ (34.0)</b>	<b>(9.7%)</b>



## Fiscal Year 2025 Outlook

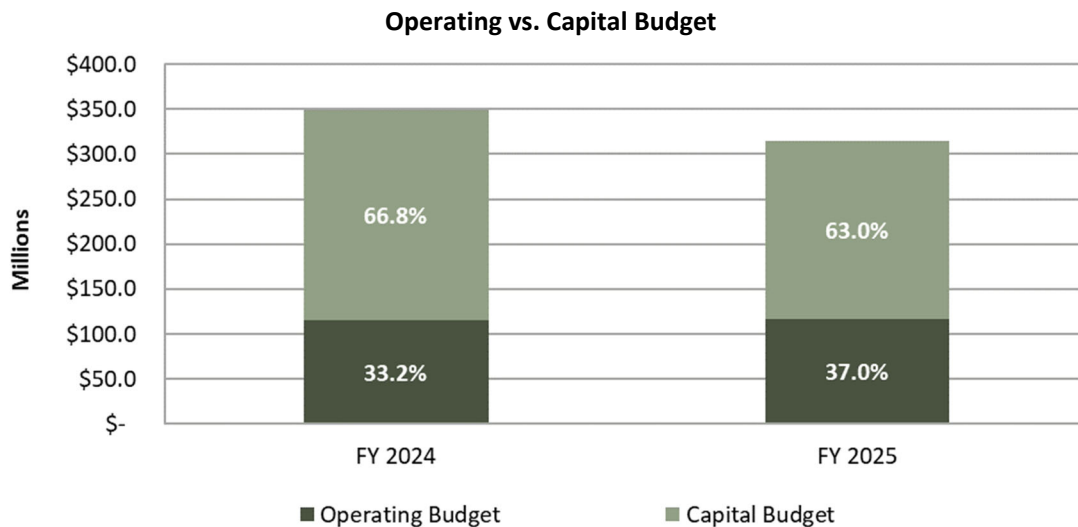
NBC's Budget is based on the Strategic Plan, which sets forth NBC's goals and priorities for the next ten years. This narrative serves to link the allocation of resources in the FY 2025 Budget to service level objectives and the Goals in the Strategic Plan listed below. A complete Strategic Plan overview is in the Budget Process and Policies section of the Budget.



### Core Business

NBC's Core Business Goal in FY 2025 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 following graph shows NBC's investment in capital improvements, with the FY 2025 Capital Budget comprising 63.0% of the FY 2025 Budget.

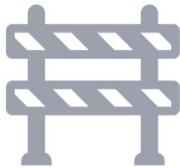




**Chairman Mesolella in Front of the Tunnel Boring Machine  
Subsequent to the Tunnel Breakthrough on February 15, 2024  
Photo by Peter Goldberg**

The decrease in the Capital Budget from the prior year is due to the progress made on the Capital Improvement Program (CIP) and the CSO Phase III A Facilities in particular. 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. Six are complete and five 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 \$881.1 million, with \$150.6 million programmed in FY 2025.

The centerpiece of the CSO Phase III A Facilities is the \$485.7 million Pawtucket Tunnel project which is 91% complete. On February 15, 2024, the Tunnel Boring Machine (TBM) completed the 2.2 mile long, year and a half mission to bore the tunnel from the tunnel pump station site adjacent to the Bucklin Point Wastewater Treatment Facilities to the receiving shaft located in Pawtucket. The tunnel is 125 feet below ground and 30 feet in diameter. The tunnel is designed to store 58.5 million gallons of combined sewage during wet weather events, until it can be pumped to Bucklin Point for treatment and discharge. The funding of this project, commensurate with mitigating ratepayer impact, is a priority.



FY 2025 programmed CIP funding also includes \$12.3 million for Wastewater Treatment Facility Improvements, \$11.3 million for the Bucklin Point Resiliency Improvements, \$10.9 million for the Field’s Point Resiliency Improvements, and \$7.3 million for other projects. The CIP shows additional planned expenditures during FY 2026 – 2030 of \$367.4 million for a total of \$559.8 million. The budget also includes funding for a new Environmental Engineer position to support NBC’s design and engineering functions. 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 2025	FY 2026 – FY 2030	Total
CSO Phase III Facilities	\$ 150.6	\$ 181.9	\$ 332.5
Field’s Point Resiliency Improvements	10.9	95.2	106.1
Wastewater Treatment Facility Improvements	12.3	46.3	58.6
Bucklin Point Resiliency Improvements	11.3	8.4	19.7
All Other Projects	7.3	35.6	42.9
<b>Total CIP</b>	<b>\$ 192.4</b>	<b>\$ 367.4</b>	<b>\$ 559.8</b>

NBC’s Core Business Goal includes compliance with the RIPDES permit effluent limitations and monitoring requirements. NBC’s FY 2025 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 2023 Actual	5.54	3.65	8.12	3.29	5.29	1.55	7.70	3.92

The FY 2025 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 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 2025 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 PFAS studies in anticipation of future RIPDES permit limits for these chemicals. The FY 2025 Budget also includes a focus on biosolids PFAS method development and funding for PFAS education as well as supplies to operate NBC's PFAS Analyzer.



The FY 2025 Budget includes the allocation of resources to support wastewater treatment and collection with a 9.8% increase in budgeted operating supplies and expenses. On a year-over-year basis, the expenses with the most significant changes relate to chemicals, insurance, and natural gas. The budget for chemicals is \$942 thousand higher than the prior year, due to higher bid prices and anticipated wet weather-related usage. Insurance and Workers' Compensation expense is \$540 thousand higher than the prior year due to increased premiums and the workers compensation experience modification. Natural gas is \$341 thousand or 48.7% higher, reflecting higher terms to operate the Biogas Engine on natural gas in FY 2025.

Resources are allocated in FY 2025 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 1.4% lower than the prior year due to projected Consumer Price Index (CPI) contract adjustments, which offsets a 2.4% increase in budgeted dry tons. In anticipation of the biosolids disposal contract's expiration in 2026, the Capital Budget includes \$19.1 million for Project 20700 Long-Range Biosolids Disposal with \$741 thousand programmed in FY 2025. This project involves development of a long-term solution for biosolids disposal along with design and construction of dewatering facilities at both Field's Point and Bucklin Point.



Core Business is also supported in the budget with the funding of four new positions to support operations and maintenance. These include a Maintenance Supervisor; Mechanic I, and an Inventory Control Clerk position at Bucklin Point as well as an Administrative Assistant to support the Director of Operations and Maintenance. Five electrician positions are unfunded in FY 2025 as it was determined to be in the best interest of NBC to have these services performed by outside contractors.

The FY 2025 Operating Capital Program (OCP) includes \$5.2 million for asset purchases, replacements, and betterments to support NBC’s core business goals. Approximately 67.8% of the OCP, or \$3.6 million is for the purchase of assets such as transformers, bar racks, pumps, valves, and vehicles for wastewater treatment and collections. The most significant investment at Field’s Point is \$0.3 million for the replacement of a solids disposal vehicle that is used for the transport of rags and grit. At Bucklin Point, \$0.1 million is budgeted for the rehabilitation of deteriorating exterior stairs around the facility.





**Solids Disposal Vehicle**

## Environmental Performance

The FY 2025 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 29.0 million kWh from sustainable energy investments, which is 75.6% of the FY 2025 budgeted electricity use. This is 1.7 million kWh or 5.4% less than the prior year due to reduced electricity production from sustainable sources in FY 2024.

NBC’s on-site sustainable resources are projected to generate 10.6 million kWh in FY 2025. In addition, the budget reflects Net Metering Credits (NMC) for off-site sustainable energy production of 18.4 million kWh, resulting in budgeted NMC of \$4.2 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 2025 Budget includes payment of 75% of the PPA generated NMC or \$2.1 million. The budget also includes Renewable Energy Credit (REC) revenue of \$0.9 million from NBC’s sustainable portfolio in FY 2025.

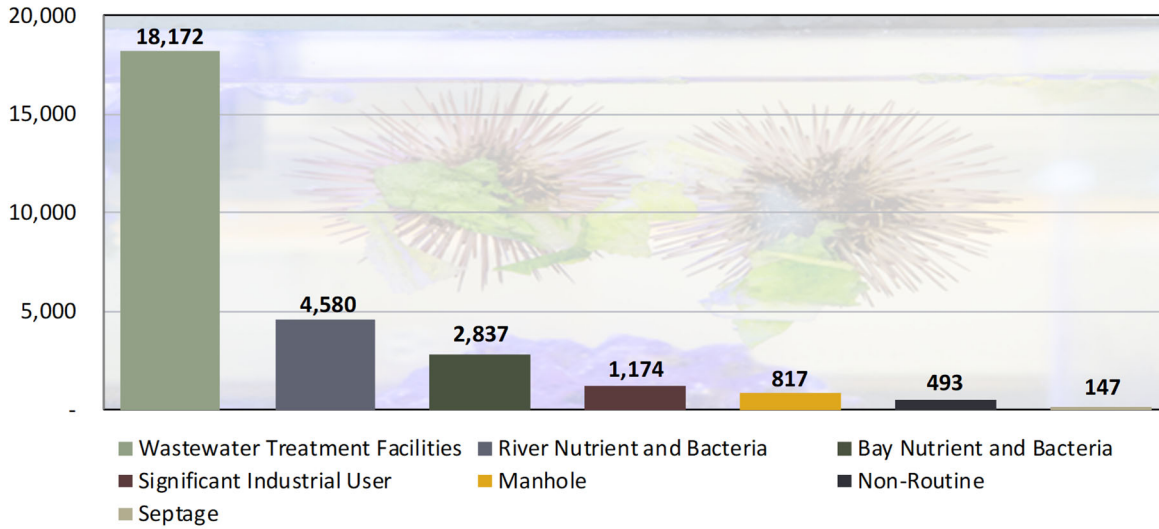
### FY 2025 Budgeted Electricity Generated from Sustainable Sources

 <i>On-site Sustainable kWh – 10.6 M</i>	 <i>Off-site Sustainable kWh – 18.4 M</i>
<ul style="list-style-type: none"> <li>• 7.0 M - Field's Point Wind Turbines</li> <li>• 3.6 M - Bucklin Point Biogas Facility</li> </ul>	<ul style="list-style-type: none"> <li>• 6.4 M - NBC Wind Turbines in Coventry</li> <li>• 12.0 M - Green PPA</li> </ul>
<b>Total Sustainable Production – 29.0 M kWh (75.6% of budgeted use)</b>	

NBC has also programmed \$1.3 million for the design and construction of a solar carport on the Field’s Point campus. NBC estimates that the project will generate REC revenue of \$7 thousand in FY 2025 along with electricity savings of \$42 thousand based on annual production of 0.2 million kWh. NBC has also programmed \$14.2 million, including \$7.5 million in FY 2025 for project 81800 Bucklin Point Wastewater Treatment Facility Sludge Digestion Facility Improvements, to address aging infrastructure and enhance the operation of the Bucklin Point Biogas Facility.



### Samples Collected by Type Calendar Year 2023



The FY 2025 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 \$0.4 million for the replacement of the Water Purification System, Auto-Titration System, and Total Organic Carbon System. 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 chart above, NBC collects approximately 28,220 samples for laboratory analysis each year. The FY 2025 Budget for lab supplies and lab chemicals and gases is \$47 thousand or 7.2% 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 2025 Operating Budget is \$0.7 million or 0.6% 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 expenses.

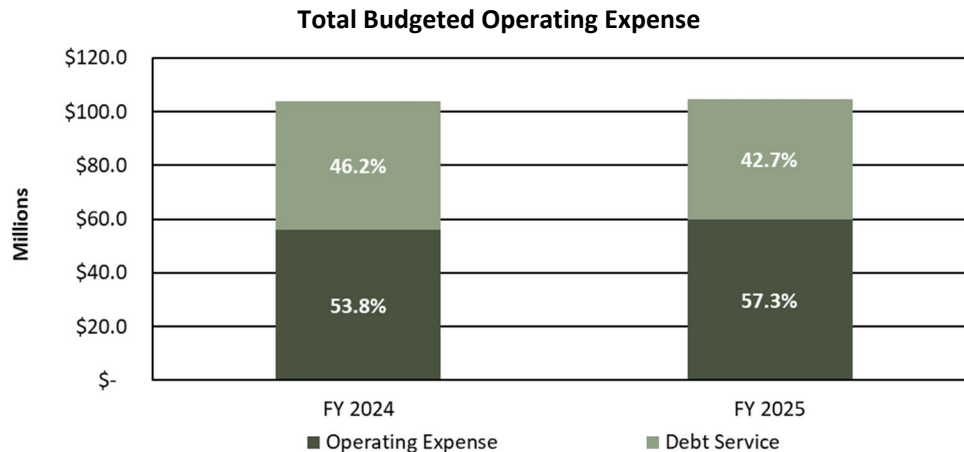
#### Operating Budget (In Millions)

	FY 2024	FY 2025	Difference	% Change
<b>Revenue</b>	\$ 115.9	\$ 116.5	\$0.7	0.6%
<b>Expense</b>				
Operating Expense	55.9	60.0	4.1	7.4%
Debt Service	48.0	44.6	(3.3)	(6.9%)
Transfer to Project Fund	12.0	11.9	(0.1)	(1.2%)
<b>Expense and Transfer to Project Fund</b>	<b>\$ 115.9</b>	<b>\$ 116.5</b>	<b>\$ 0.7</b>	<b>0.6%</b>

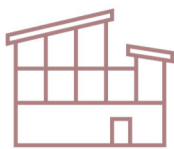
With respect to revenue, the FY 2025 budgeted revenue is \$0.7 million or 0.6% higher than the prior year. The increase is primarily due to a 2.56% increase in sewer user fees effective July 1, 2024. The rate increase was part of a two-phase user fee rate increase approved by the Rhode Island Public Utilities Commission (PUC) in July 2023. As part of that rate case, the PUC also authorized the establishment and funding of an Operation and Maintenance Reserve (OMR) Fund to mitigate the risks of NBC’s renewable energy program. There is \$0.5

million budgeted from the OMR Fund in the FY 2025 Budget. Financial Management goals are also supported through the inclusion of \$350 thousand for regulatory, management and audit services and legal services, to support the filing of a general rate application to ensure sufficient operating and capital funding.

The following chart shows the year-over-year change in the total Budgeted Operating Expense. Debt Service decreased from 46.2% to 42.7% of total Budgeted Expense while Operating Expense increased from 53.8% to 57.3% of total Budgeted Expense.



Operating Expense is \$60.0 million, which is 7.4% higher than the prior year. Operating Expense has four expense categories including Personnel, Operating Supplies and Expense, Professional Services, and Lease and Subscriptions Expense. Personnel Expense is 52.2% of total Operating Expense and is 4.9% higher on a year-to-year basis. The budget reflects funding for a net increase of 0.5 positions.



The FY 2025 Budget for Operating Supplies and Expense is \$25.5 million, which is 9.8% higher than the prior year. In addition to the large increases related to chemicals, insurance, and natural gas, this year’s budget includes \$0.5 million for contracted electrical services expense. Electricity and Biosolids both saw a decrease in the FY 2025 budget, primarily due to lower budgeted rates.

The FY 2025 Budget for Professional Services is \$0.1 million or 5.2% higher than the FY 2024 budget. This is driven by rate case related expense in addition to resources allocated for the update of NBC’s Strategic Plan. These increases are offset by projected savings from a transition to a new electronic customer payment transaction vendor.

Lease and Subscription Expense, formerly known as Lease Expense, increased by \$0.2 million or 199.1% due to the addition of subscriptions in accordance with GASB 96. As a result, subscription-based information technology arrangements (SBITAS) and other qualifying subscriptions were moved from Operating Supplies and Expense and into this new category for accounting purposes.

The FY 2025 Budget for Debt Service is \$3.3 million or 6.9% lower than the prior year due to lower principal payments, amortization schedules, and lower projected debt issuance in FY 2025. NBC also received more principal forgiveness and a lower interest rate on the 2023 Series A than was assumed in the prior year’s budget. The FY 2025 budgeted Transfer to Project Fund is \$0.1 million less than the prior year. Please refer to the Long-Term Financial Plan section for more information regarding 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 contracted 3% COLA and step increases for union employees and 4.81% merit increase for non-union employees.

The FY 2025 Budget supports 311 Full-Time Equivalents (FTEs), which is two more than the prior year. The budget also reflects an increase in the number of unfilled positions to 15.5 FTEs. The number of net budgeted FTEs is 295.5, which is 0.5 FTE's higher than the prior budget year as shown in the following table.

<b>Budgeted FTEs</b>			
	<b>FY 2024</b>	<b>FY 2025</b>	<b>Change</b>
<b>Total</b>	309.0	311.0	2.0
Less: Unfilled Positions	(14.0)	(15.5)	(1.5)
<b>Net FTEs</b>	295.0	295.5	0.5

NBC offers its employees comprehensive benefits. Budgeted healthcare premiums increased 6% from the prior year while employee premium co-payments remain unchanged. This year's budget funds the Workplace Wellness initiative that provides a financial incentive for employees who actively participate in wellness programs such as obtaining annual physical exams and participating in walking challenges.

The FY 2025 budget also includes funding for a new Safety Compliance Coordinator I position to support employee safety initiatives. Budgeted resources to support staffing include \$46 thousand for management training and \$131 thousand for educational supplies and expense.

## Customer Focus

The FY 2025 Budget reflects NBC's investment in the provision of excellent customer care. The OCP budget includes \$0.3 million for upgrades to the customer portal and migration to the cloud. The budget also supports NBC's new cloud-based customer care phone system with enhanced capability including call recording, texting, reporting, and call center management.

NBC's new electronic payment transaction vendor is expected to generate \$0.2 million in savings and streamline the customer experience for online payments. NBC plans to increase the number of payment methods accepted, allow for customer payments at retail establishments throughout the service area, and enable electronic payment of other permit and application fees.

Focus on the development of Customer Care staff continues in FY 2025 with \$13 thousand budgeted for employee training.

## Communication



In terms of communication, the FY 2025 Budget includes \$53 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 in the springtime.

Additionally, funding for NBC’s Watershed Explorers Summer Camp is included in the FY 2025 Budget. A group of students from the year-long NBC Watershed Explorers Program will spend the week learning about NBC’s wastewater treatment process and visiting NBC’s state of the art Water Quality Science Building, in addition to many other fun activities and learning experiences.

The Operating Capital Program includes \$50 thousand in FY 2025 for the Stormwater Education Resource Center which will be used to demonstrate natural methods for mitigating stormwater, enhancing NBC’s wastewater treatment plant tours and NBC’s Watershed Explorers Program.

## Organizational Performance

To optimize NBC’s performance, \$90 thousand is allocated in the FY 2025 budget to support updates to the Strategic Plan, which was last updated in 2018. The budget also reflects organizational changes including the transfer of electrical repair and maintenance duties to outside contractors.

## Fiscal Year 2024 in Review

NBC had numerous achievements in FY 2024. NBC’s cost centers reported 82 accomplishments with 46 or 56% focused on NBC’s Core Business Goal. In addition, 18% of the accomplishments related to the Financial Management Goal and 10% of the accomplishments related to the Customer Focus. The following table outlines the percentage of FY 2024 accomplishments by goal and Division.

**FY 2024 Major Accomplishments**

Strategic Plan Goals	Administration	Construction and Engineering	Finance	Operations and Maintenance	Environmental Science and Compliance	Total	Percent
Core Business	9	9	1	16	11	46	56%
Environmental Performance	-	-	-	1	3	4	5%
Financial Management	1	-	14	-	-	15	18%
Customer Focus	1	-	6	-	1	8	10%
Staffing	5	-	-	-	1	6	7%
Communication	-	-	-	1	1	2	3%
Organizational Performance	1	-	-	-	-	1	1%
<b>Total</b>	<b>17</b>	<b>9</b>	<b>21</b>	<b>18</b>	<b>17</b>	<b>82</b>	<b>100%</b>

In terms of national recognition, NBC received two National Environmental Achievement Awards (NEAA) from the National Association of Clean Water Agencies (NACWA). The NEAA Operations and Environmental Performance Award was received for NBC’s Integrated Fixed Film Activated Sludge (IFAS) Implementation, the largest application of IFAS Technology in the world. This system has helped NBC reduce effluent nitrogen levels by 83%, significantly improving water quality in the Upper Bay. NBC also received the NEAA Public Information and Education Award for the Watershed Explorers Summer camp. Additionally, in 2023, NBC won Peak Performance Awards from NACWA. Both Field’s Point and Bucklin Point were recognized with a Silver Award for fewer than five permit violations.



In recognition of its commitment to staff, NBC was awarded the 2023 Best Places to Work in Rhode Island Award for the thirteenth consecutive year from Providence Business News.



NBC also received the GFOA Distinguished Budget Presentation Award for the 22<sup>nd</sup> consecutive year for NBC's FY 2024 Budget. The FY 2024 Annual Budget received Special Recognition for the Performance Measure section. NBC's consistently sound financial performance is evident with 32 consecutive years of operating surpluses. NBC also received the GFOA Certificate of Excellence in Financial Reporting for the 21<sup>st</sup> consecutive year for its FY 2022 Annual Comprehensive Financial Report.

NBC's facilities continued to provide highly effective wastewater treatment, protecting Narragansett Bay from high loadings of conventional and other pollutants. From July 1, 2023, through February 29, 2024, Field's Point treated an average of 52.4 million gallons per day (MGD) and Bucklin Point treated an average of 26.3 MGD. In terms of effluent quality, cBOD averaged less than 4 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 managed record rainfall, processing over 16 inches of rain in a three-month span in the fall of 2023. Staff worked around the clock during these events, monitoring flows to the wastewater treatment facilities and the CSO tunnel and collecting necessary samples.



NBC's Interceptor Maintenance (IM) section inspected and cleaned 29,643 feet of NBC sewer lines. In addition, the IM section removed 16 tons of material from various CSOs, 98 tons of grit from 469 catch basins, and 126 tons of grit from interceptors. IM also completed Project 304.80M – Baseline Siphon Cleaning which included the inspection of 3,436 linear feet, and grit removal of 24 cubic yards.

In CY 2023, NBC conducted daily sampling at both the Field's Point and Bucklin Point treatment facilities to ensure compliance with the RIDPES permit requirements and federal mandates. Staff collected a total of 28,220 samples, with the majority or 64% related to WWTF monitoring. In addition, to assess water quality, 16% of the samples related to river nutrient and bacteria, while 10% of the samples collected were for bay nutrient and bacteria. The laboratory completed the analysis of 109,287 parameters including nutrient analysis of 10,744 samples and fecal coliform analysis of 3,343 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 continued intercalibrations and verification of results for the new PFAS analyzer to enable in-house PFAS analysis of wastewater samples.



***Inauguration of the Bucklin Point Operations Building  
Photo by Peter Goldberg***

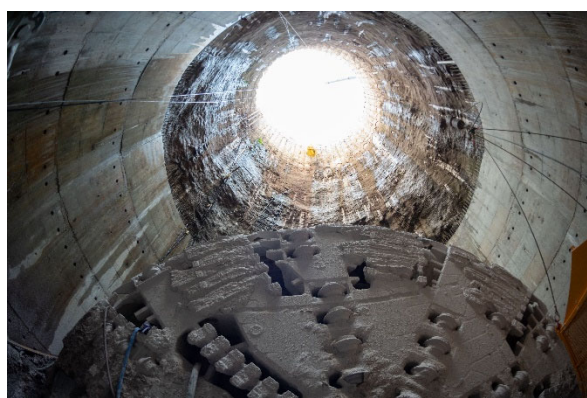
In FY 2024, NBC made significant progress on its capital program including the completion of three CSO Phase III A Facilities construction projects. NBC also completed Project 81700, Bucklin Point Wastewater Treatment Facility's Operations and Maintenance Buildings. The Operations Building contains additional office space, training and locker rooms, and supervisory control and data acquisition system (SCADA). The Maintenance Building supports the services necessary to ensure reliable operation and performance of critical infrastructure systems.

The Construction and Engineering staff focused on planning, design, and construction of projects in the CIP. NBC projects expenditures of \$225.9 million on capital projects in FY 2024 and completion of five capital projects at a cost of \$65.8 million (see table below).

### FY 2024 Completed Projects

(In Thousands)

Project Number	Project Name	Cost
81700	BPWWTF Operations and Maintenance Buildings	\$ 36,251
30805	CSO Phase III A Facilities – OF 217	13,086
30809	CSO Phase III A Facilities – GSI Projects	9,188
30807	CSO Phase III A Facilities – Regulator Modifications	5,749
20800	Cybersecurity Improvements	1,574
	<b>Total</b>	<b>\$ 65,848</b>



*View of CSO Phase III A Receiving Shaft and Tunnel Boring Machine  
Photo by Peter Goldberg*

Financing of the capital program continued to be a priority in FY 2024. NBC executed a \$75.0 million loan from the Rhode Island Infrastructure Bank (RIIB), the 2024 Series A. The loan included \$5.2 million of principal forgiveness, with \$1.0 million for green projects and \$4.2 million for Affordability. NBC also applied for a \$75.0 million loan from RIIB, anticipated to close in FY 2025, to fund the CIP. NBC’s application for general rate relief filed with the PUC, resulted in across-the-board rate increases of 6.54% effective August 1, 2023, and 2.56% effective July 1, 2024. The PUC also authorized the funding of a \$2.0 million OMR Fund to provide stability for NBC’s utility and renewable programs. This was effectuated through the Thirty-third Supplemental Indenture.

From a financial perspective, NBC anticipates that FY 2024 revenue will be \$1.4 million lower than the budget. User fee revenue is projected to be \$1.4 million lower based on the PUC’s decision to implement NBC’s requested rate increase over two years which resulted in the actual rate increase 22.1% lower than budgeted. In addition, user fee revenue is lower because the effective date was August 1, 2023, as opposed to July 1, 2023. Late fee revenue is projected \$0.2 million lower than budget due to lower receivables. Investment income is projected to be \$0.3 million higher due to higher interest rates and balances.

NBC’s FY 2024 Operating Expense is projected to be under budget. NBC projects personnel expense will be 1.6% or \$0.5 million below budget. This is primarily due to the number of unfilled positions during the year. Biosolids expense is projected to be \$0.5 or 7.7% below budget due to a lower than budgeted contracted CPI rate increase. Natural Gas is expected to be 42.4% or \$0.3 million below budget due to changes in operating plans for the biogas engine.

NBC projects unfavorable variances for Chemicals, Net Metering Credits, and Workers’ Compensation. Increased chemical use to address wet weather events, along with higher chemical costs, caused higher than budgeted chemical expense. Net Metering Credits are projected to fall short of the budget due to downtime for servicing, lower kWh production, and a lower than budgeted CO-6 net-metering credit rate established by the RIPUC. Workers’ Compensation insurance is expected to be 42.3% higher than the FY 2024 budget based on the renewal which reflects a higher experience modification.



In terms of public outreach, NBC's Watershed Explorers program was back in full force this year. The program encourages students and teachers to become stewards of the environment, focusing on their local watershed and other surrounding water bodies. The program serves second through sixth graders throughout the school year, providing learning activities and educational field trips to students within the service area.

NBC hosted its Annual Watershed Explorers Conference with twelve schools and over 800 students in attendance for this event. Students enjoyed fun-filled activities, presentations from various environmental organizations, and more. NBC also held its second summer camp for students in the service area. A group of students from the year-long NBC Watershed Explorers Program spent the week learning about NBC's wastewater treatment process and visiting NBC's state of the art Water Quality Science Building, in addition to many other fun activities and learning experiences.



*Watershed  
Explorers Conference*



NBC continues to utilize social media as an avenue of communication to the public. Informational campaigns such as how to properly dispose of pet waste and "World Toilet Day" awareness, along with updates on NBC happenings, were posted to NBC social media sites to help keep the public informed.

## Summary

When people use the term "breakthrough" it often functions as a metaphor: clearing a mental block, for instance, or changing a habit. For the Narragansett Bay Commission this year, we achieved a breakthrough in the truest sense of the word. This year, Chloe the Clean Water Cruncher, our CSO Phase III tunnel boring machine, completed her 2.2-mile journey underground and broke through 1.2 million tons of bedrock to complete the excavation of the clean water tunnel that is the centerpiece of this final phase of our CSO program.

Watching the breakthrough was thrilling, but like most significant milestones, it is a reminder that our work to protect and enhance the environment and public health must press forward. We must continue to work with our partners on the local, state, and federal levels to examine issues like forever chemicals, biosolids management, and cybersecurity.

I am confident that no group of people is more willing to undertake these challenges than the committed environmentalists on our staff and Board of Commissioners. Their scientific integrity and values-driven concern for our community fills me with great optimism for our shared clean water future.

A handwritten signature in black ink, appearing to read "Laurie Horridge". The signature is fluid and cursive, written over a white background.

Laurie Horridge  
Executive Director

# About Narragansett Bay Commission

## Importance of Narragansett Bay

Narragansett Bay is an estuary. Estuaries are semi-enclosed bodies of water where streams and rivers connect to the ocean. Plankton, microscopic aquatic creatures at the bottom of the food chain, thrive in the Bay's highly productive ecosystem and nourish increasingly complex organisms living in and on the bottom of the Bay, such as clams, quahogs, crabs, lobsters, snails, shrimps, and sponges. Numerous fish species migrate in and out of the Bay according to seasonal patterns and over 350 species of birds have been spotted in the surrounding Narragansett Bay area.

A wide variety of recreational activities are available in Narragansett Bay including swimming, kayaking, boating, sportfishing, and enjoying a day at the beach. In addition, commercial fishermen depend on the Bay for their livelihood. Their long tradition of nets and rakes has firmly established Rhode Island as a treasured seafood source.

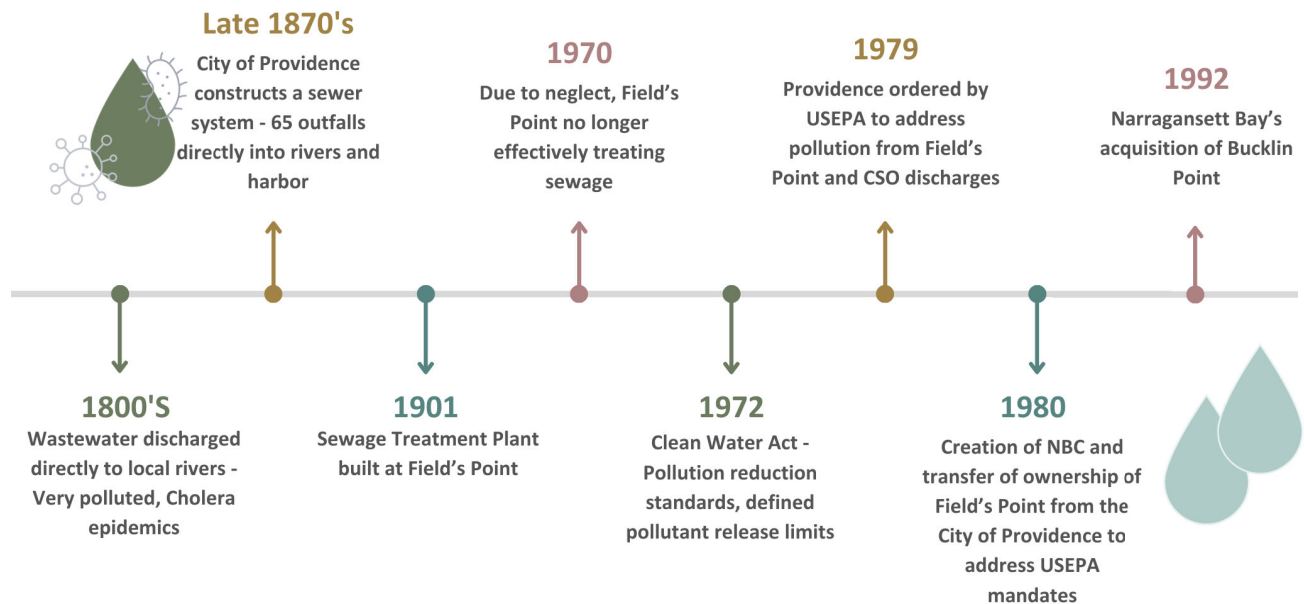
Narragansett Bay is the State of Rhode Island's greatest natural resource, providing both recreational enrichment and an influx of revenue that contributes to the fiscal well-being of Rhode Island. Narragansett Bay Commission serves to protect and enhance the water quality in Narragansett Bay through effective wastewater treatment and collection.



Summer Day at Coggeshall Cove  
Narragansett Bay

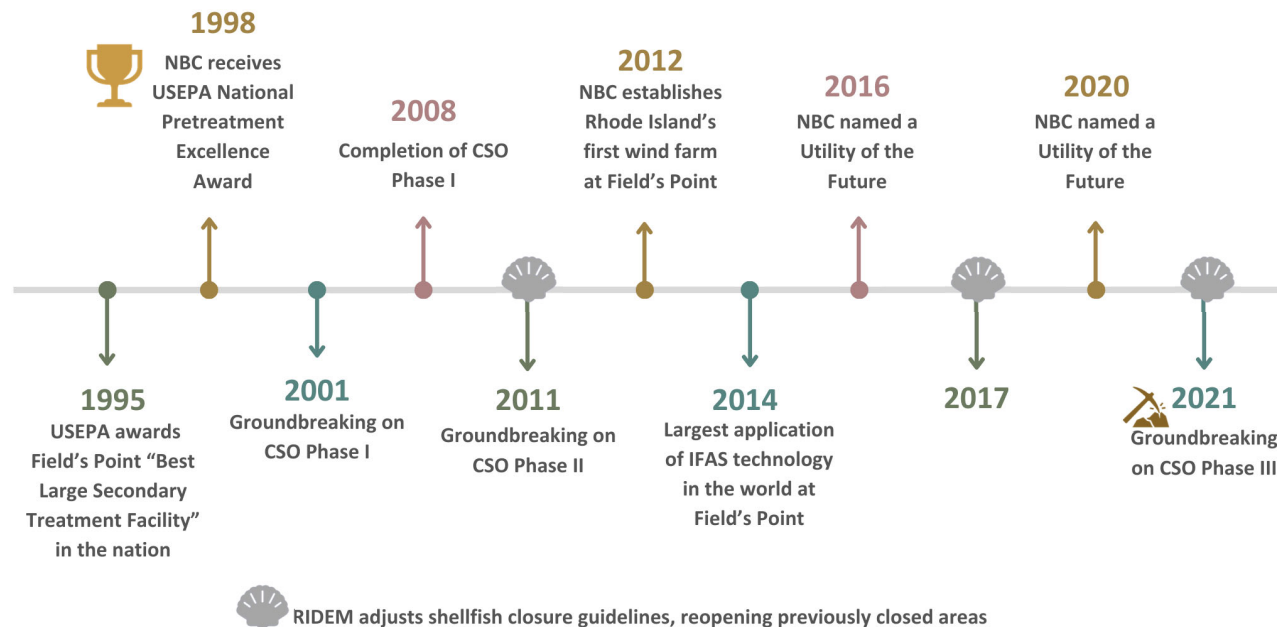
## History of Narragansett Bay Commission

As early as the middle 1800s, Providence city engineers recognized the importance of a system of sewage and stormwater collection to the public health of an expanding population. Borrowing technology from Europe, Rhode Island's first sewerage network was constructed to collect waste before it entered surrounding rivers. By 1900, Rhode Island had a major wastewater treatment facility at Field's Point in Providence.





In 1979, the Governor of Rhode Island’s Sewage Facilities Task Force (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.

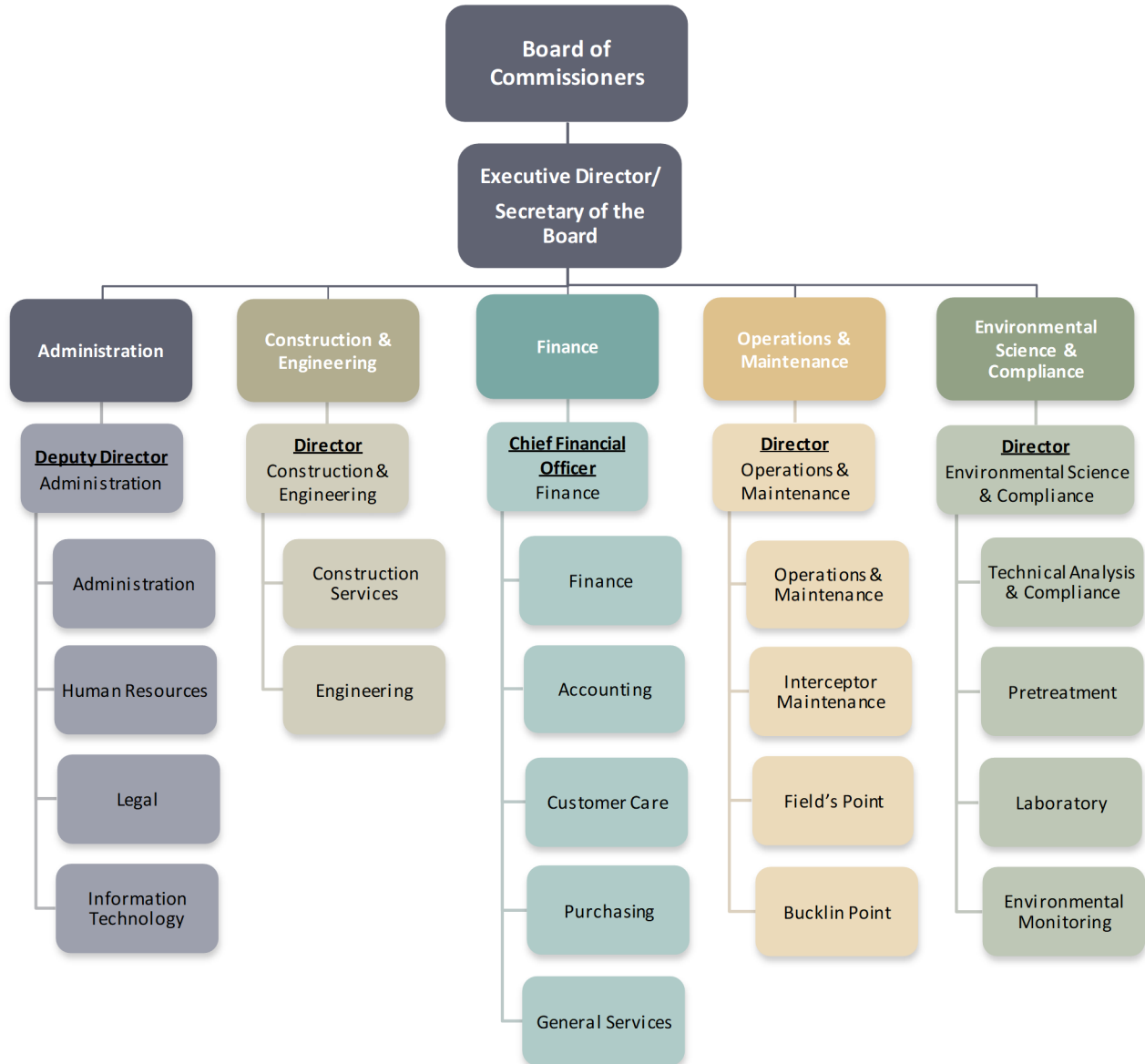
## The Commission

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

<b>ADMINISTRATION DIVISION</b>
Responsible for creating, planning, implementing, and integrating the strategic direction of the organization. Provide support function including human resources and information technology.
<b>Administration:</b> 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.
<b>Human Resources:</b> 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.
<b>Legal:</b> Provide legal advice to NBC staff regarding issues that may arise during NBC's business activities.
<b>Information Technology:</b> Maintain all aspects of NBC networks, security, telecommunications, hardware, software, and databases.
<b>CONSTRUCTION AND ENGINEERING DIVISION</b>
Responsible for the planning, design, and construction of capital improvement projects.
<b>Construction Services:</b> Manage the construction of NBC's capital improvement projects including bidding, contract award and resident engineering.
<b>Engineering:</b> Plan and design facilities necessary for the collection and treatment of wastewater and provide facilities and maintenance services for the NBC Campus.
<b>FINANCE DIVISION</b>
Responsible for finance, accounting, rate setting, debt issuance, customer service, purchasing, utilities and ensuring compliance with applicable state and federal laws, rules, and regulations.
<b>Finance:</b> Ensure overall sound financial management including the annual budget, operating budget, capital budget, debt management, rate setting, NBC retirement plans, cash management, and compliance.
<b>Accounting:</b> Maintain NBC financial records, issue monthly financial statements in accordance with GAAP, payroll, payment processing and IRS related reporting.
<b>Customer Care:</b> Provide accurate and timely billing and collection of approximately 85,800 accounts in the NBC service area and all other aspects of providing excellent customer service.
<b>Purchasing:</b> 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.
<b>General Services:</b> Responsible for overhead items such as funding of the Health Reimbursement Arrangement, unemployment, gas and electricity utilities, and debt service.
<b>OPERATIONS AND MAINTENANCE DIVISION</b>
Responsible for operating and maintaining NBC's infrastructure.
<b>Operations and Maintenance Services:</b> 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.
<b>Interceptor Maintenance:</b> Monitor and maintain NBC's infrastructure and collection system throughout the service area to ensure system capacity and proper sewage flow conditions.
<b>Field's Point:</b> Operate and maintain the Field's Point facilities to produce the highest quality effluent in the most efficient manner.
<b>Bucklin Point:</b> Operate and maintain the Bucklin Point facilities to produce the highest quality effluent in the most efficient manner.
<b>ENVIRONMENTAL SCIENCE AND COMPLIANCE DIVISION</b>
Responsible for ensuring agency compliance with state and federal regulations and permits, agency energy and environmental sustainability and water quality science.
<b>Technical Analysis and Compliance:</b> 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.
<b>Pretreatment:</b> Maintain the federally mandated pretreatment program to protect NBC's wastewater treatment plants and infrastructure from toxins and pollutants, ultimately protecting our receiving waters.
<b>Laboratory:</b> Ensure the production of high-quality analytical data using diagnostic measurements to comply with Federal and State regulations.
<b>Environmental Monitoring:</b> Monitor water quality throughout NBC's service area through sampling. Design and implement monitoring programs to respond to state and federal mandates, including RIPDES permit requirements.

## Governmental Regulation

NBC’s core business goal is to ensure compliance with state/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 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	September 29, 2023	AA/Stable	WIFIA I and II	N/A	N/A

A summary of the most important requirements is set forth on the following page. 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, 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.

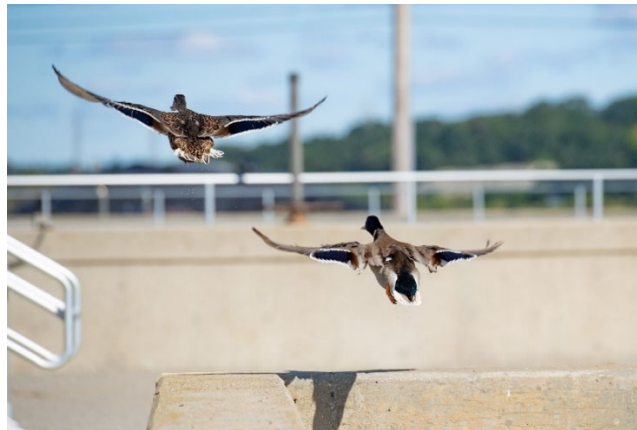
### **Rate Relief for Debt Service and Debt Service Coverage**

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. Due to the limited scope, the review process is expedited, and rate relief is typically 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.



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



#### ***Did you know?***

Narragansett Bay spans 196 square miles.  
([www.nbep.org](http://www.nbep.org))

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## NBC Sewer User Charges

The following tables detail NBC's rate history and FY 2025 user fees. For more information regarding future rate increases, please see the Long-Term Financial Plan section of the budget.

### NBC Rate Increase History

Type of Filing	Compliance	General	General	General	
Effective Date	1/1/2019	7/1/2019	5/1/2022	8/1/2023	7/1/2024
Purpose	Debt	O&M/ Rate Base	O&M	O&M/Rate Base and Multi-year Debt	
Revenue Increase	2.88%	5.88%	0.55%	5.96%	2.42%
User Rate Increase	2.98%	6.01%	0.56%	6.54%	2.56%
Average Annual Residential Fee (150 gpd)	\$491	\$516	\$519	\$553	\$567

### NBC User Fees Effective July 1, 2024

	Billing Unit	Charge
<b>Customer Charge – Fixed Fee</b>		
<b>Customer Class</b>		
<b>Residential</b>	Dwelling Unit	\$ 260.87
<b>Commercial and Industrial</b>	Meter Size	
	5/8"	\$ 618
	3/4"	928
	1"	1,546
	1 1/2"	3,093
	2"	4,949
	3"	9,279
	4"	15,466
	6"	30,931
	8"	49,489
	10"	\$ 71,142
<b>Customer Charge – Usage Based Fee</b>		
<b>Customer Class</b>		
<b>Residential</b>	HCF <sup>(1)</sup>	\$ 4.186
<b>Commercial</b>	HCF <sup>(1)</sup>	\$ 6.287
<b>Industrial</b>	HCF <sup>(1)</sup>	\$ 4.119



<sup>(1)</sup> HCF = Hundred Cubic Feet

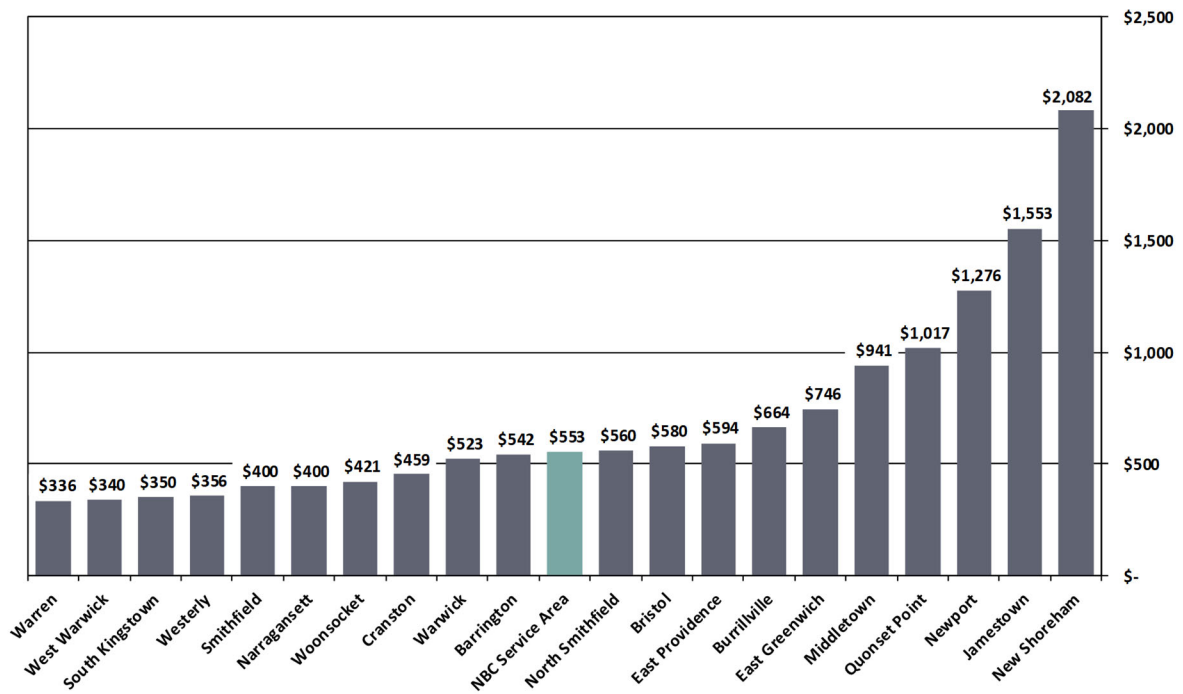


## Comparative Sewer User Charges

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 2023 residential rate is calculated based on consumption of 73.2 HCF, it is approximately 21.0% below the state average of \$700.

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
				<b>Average: \$</b>	<b>868</b>

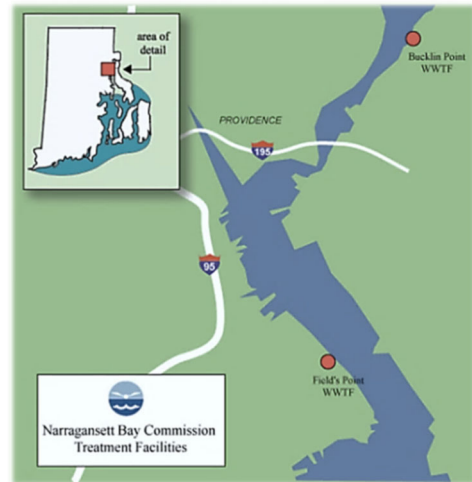
2023 Annual Rhode Island Residential Sewer Charges  
Annual Usage of 73.2 HCF



\* Newport includes stormwater fees

## 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

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.



*Aeration Tanks at Field's Point WWTF  
Photo by Peter Goldberg*

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 dichlorination 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 38 CSOs, 38 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.



#### ***Did you know?***

The deepest point of the bay is located near Newport, measuring 194 feet deep.  
([www.nbep.org](http://www.nbep.org))

## 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.

The Bucklin Point WWTF provides secondary treatment and nitrogen removal for flows of up to 46 MGD and primary treatment and disinfection for an additional 70 MGD. Total treatment capacity at Bucklin Point is 116 MGD. The final effluent is discharged into the Seekonk River.

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 27 CSOs in the Bucklin Point service area comply with federal and state discharge requirements. NBC also owns and maintains 30 miles of interceptors.

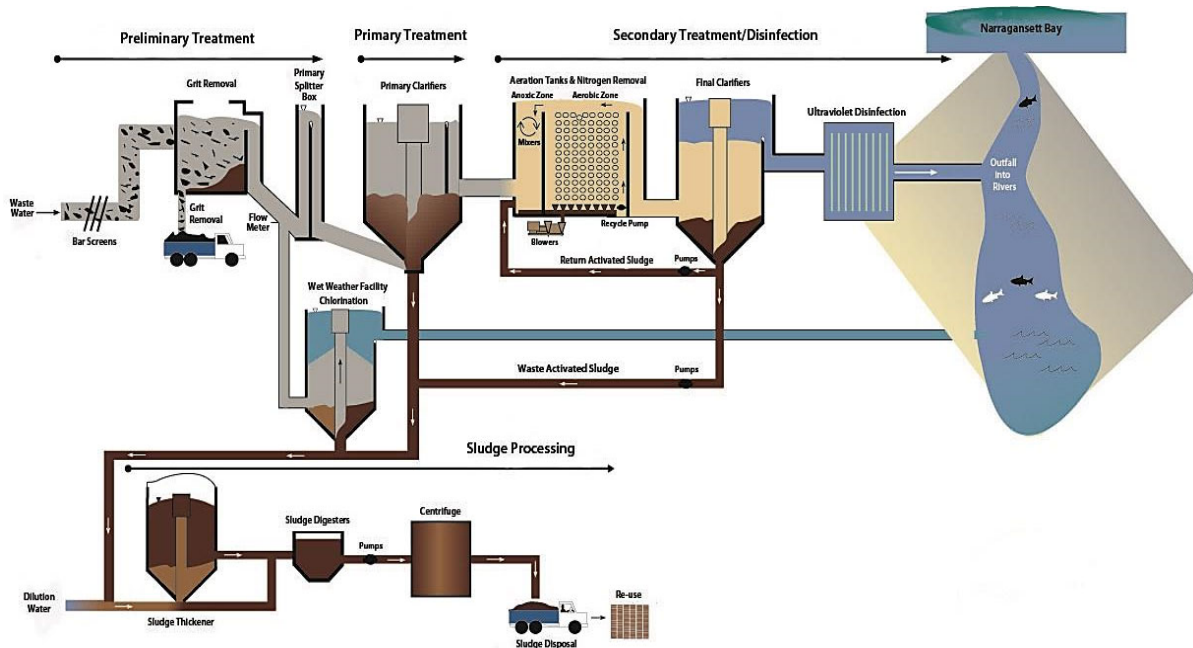


**Bucklin Point Wastewater Treatment Facility**  
Photo by Peter Goldberg

## 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 65 CSOs in both the Field’s Point and Bucklin Point service areas. The CSO Program will be completed in three phases.

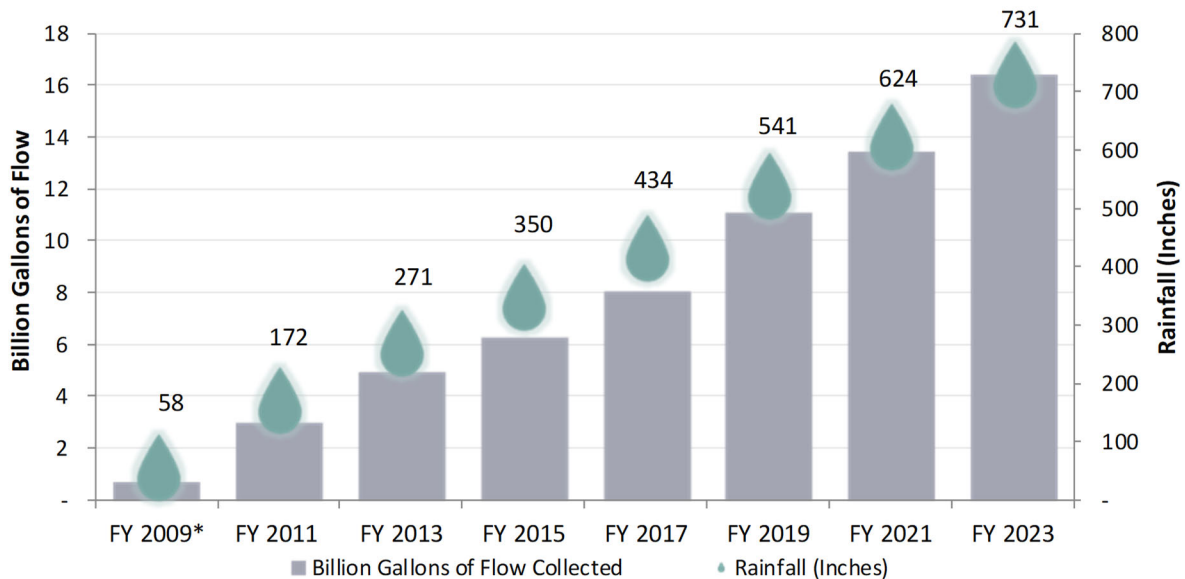
### CSO Phase I Facilities

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 Tunnel*

### CSO Phase I Facilities – Cumulative Collection of Flow

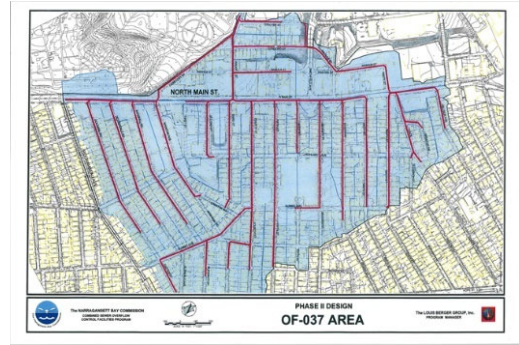


\*Facilities operational in November 2008



## 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 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 six are complete, and the remaining are in the design or construction phase. The estimated project cost, excluding costs incurred prior to FY 2020, is \$881.1 million. Phase III A facilities are scheduled to be operational by January 2028.

The Phase III B Facilities include near surface facilities to convey CSO flow to the tunnel, regulator modifications, sewer separation 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.



### **Did you know?**

Narragansett Bay is home to 563 miles of salty shoreline, including islands.  
([www.nbep.org](http://www.nbep.org))

## Energy Conservation and Sustainable Energy

NBC uses more than 35 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 is designed to convert 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 is to be used to support facility operations on-site and will require compliance with strict emission permit requirements. Supplemental natural gas shall be required to operate the facility until digester improvements are completed as part of Project 81800 – BPWWTF Sludge Digestion Facility Improvements. Operation of the facility will reduce electricity purchases at Bucklin Point but will not generate REC revenue.

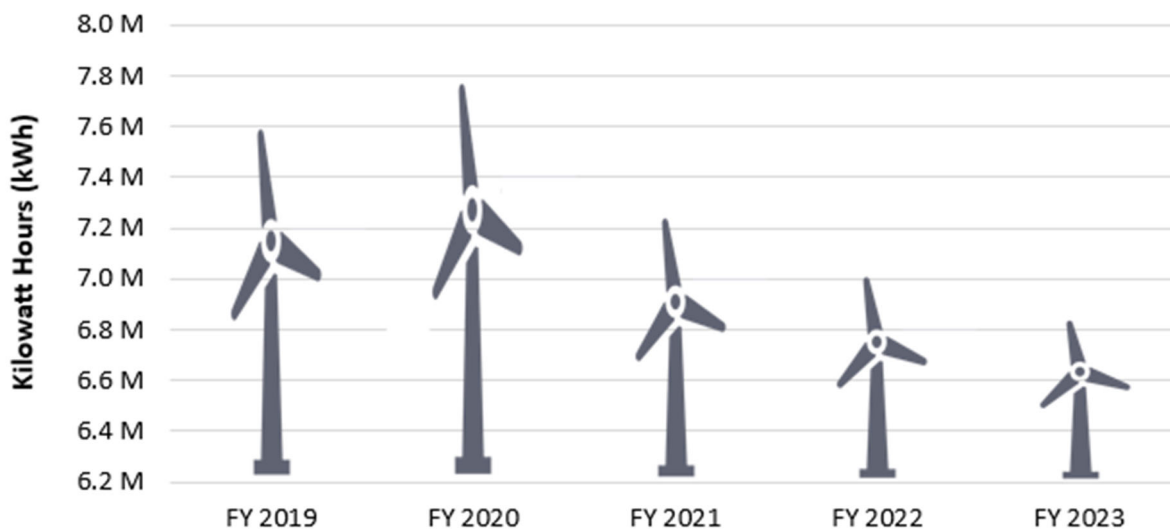


*Field's Point Turbine  
Photo by Peter Goldberg*

#### *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 2023, the wind turbines generated approximately 6.8 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 RECs which NBC sells.

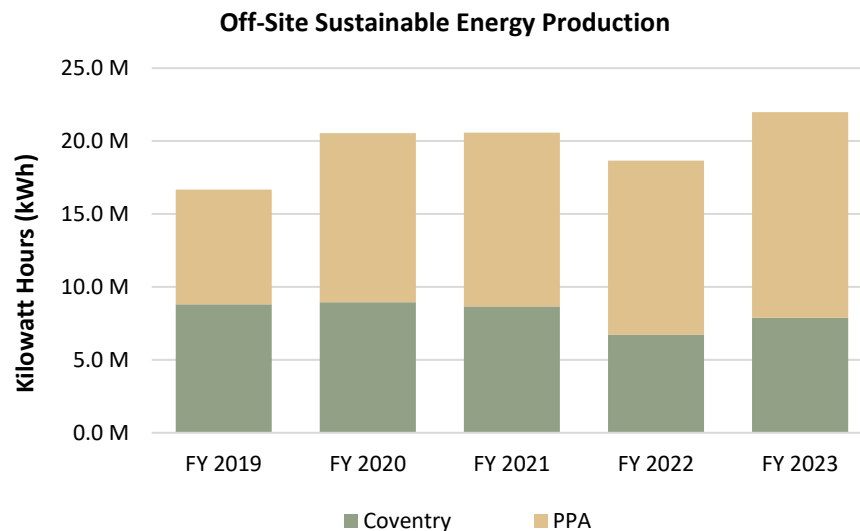
### *Power Purchase Agreement (PPA)*

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.



*NBC'S Solar PPA Facilities  
North Kingstown, RI*

In FY 2025, the Coventry turbines and the PPA's are anticipated to generate 6.4 million and 12.0 million kWh, respectively. Below is a graph showing prior five years of kWh production.



#### ***Did you know?***

Narragansett Bay's watershed spans 1,705 square miles.  
([www.nbep.org](http://www.nbep.org))

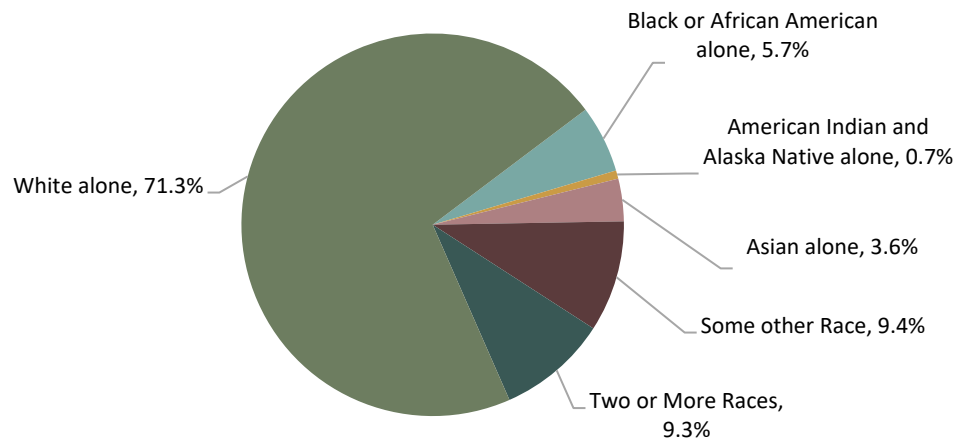
# Demographics

## Rhode Island Population

According to the 2020 U.S. Census, the total Rhode Island population is 1,097,379. NBC services approximately 395,000 people or 36.0% of Rhode Island’s population.

### Race and Ethnicity<sup>(1)</sup>

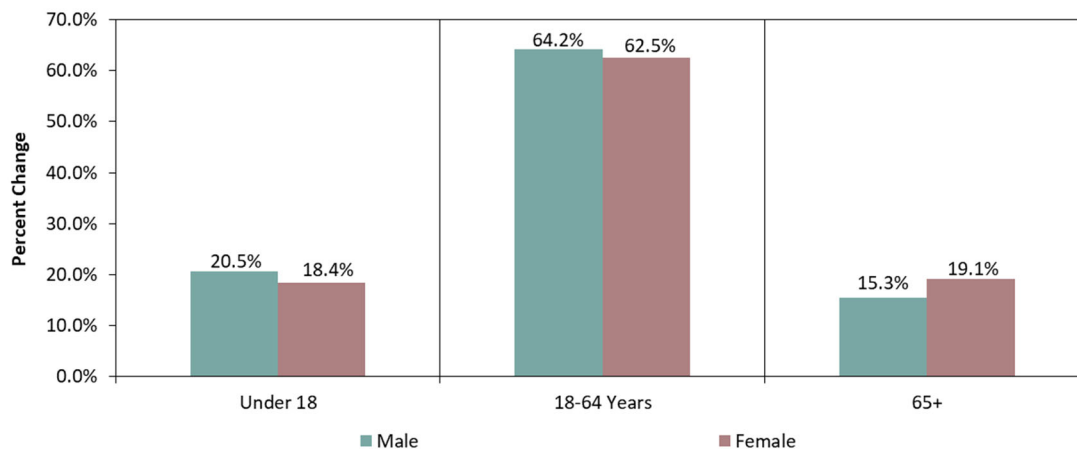
The following chart shows that 71.3% of the Rhode Island population identify as White, 9.4% as Some Other Race, and 9.3% as Two or More Races. Additionally, 5.7% identify as Black or African American alone, 3.6% as Asian alone, followed by 0.7%, as American Indian and Alaska Native alone.



(1) Based on 2020 U.S. Census

### Rhode Island Population Percent by Age Group and Gender 2020<sup>(2)</sup>

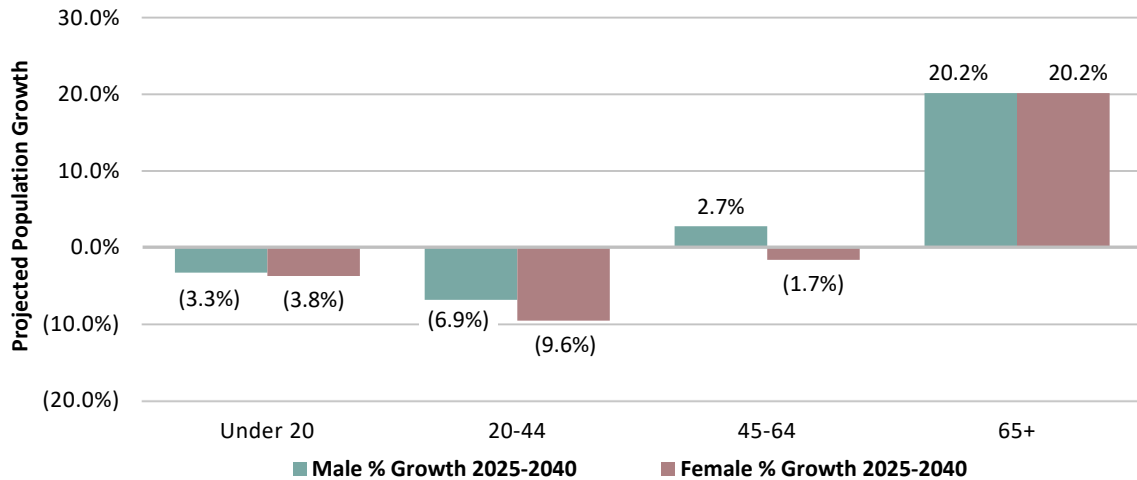
The graph below illustrates the 2020 Rhode Island population by age group and gender. The population is highest in the 18-64 age group for both males and females at 64.2% and 62.5%, respectively. The next highest populations are males in the under 18 age group at 20.5%, followed by females in the 65+ age group at 19.1%. The smallest population for males, is in the 65+ age group and for females, the under 18 age group.



(2) Based on 2020 American Community Survey

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

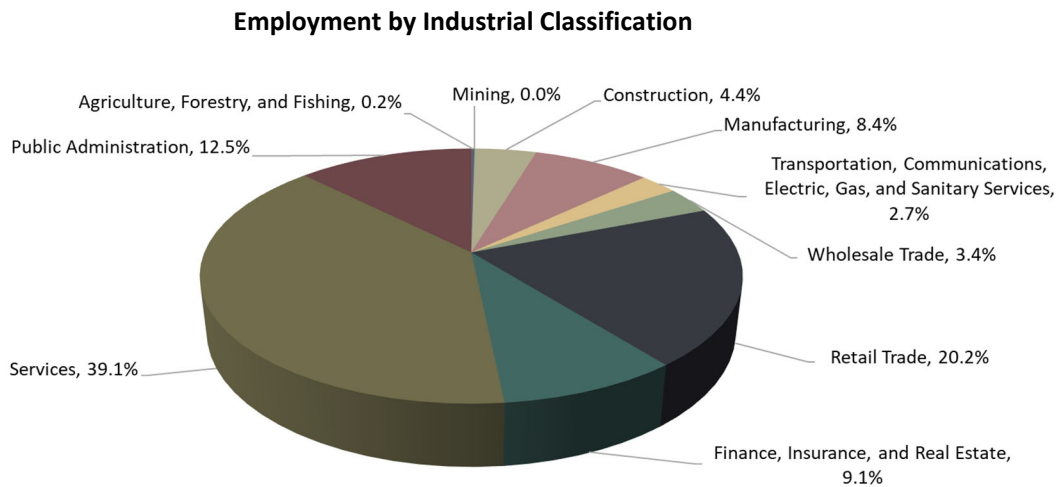
The graph below illustrates the projected population growth from 2025-2040 in Rhode Island by age group and gender. Aside from the 65+ age group, female population growth is projected to decrease through 2040. The male population for the under 20 and 20-44 groups is expected to decline, while the 45-64 and 65+ age groups are expected to increase through 2040. The most significant increase is in the 65+ age group at 20.2% growth in both male and female population.



\*Source: Rhode Island Statewide Planning- Population Projections

### Rhode Island Economy

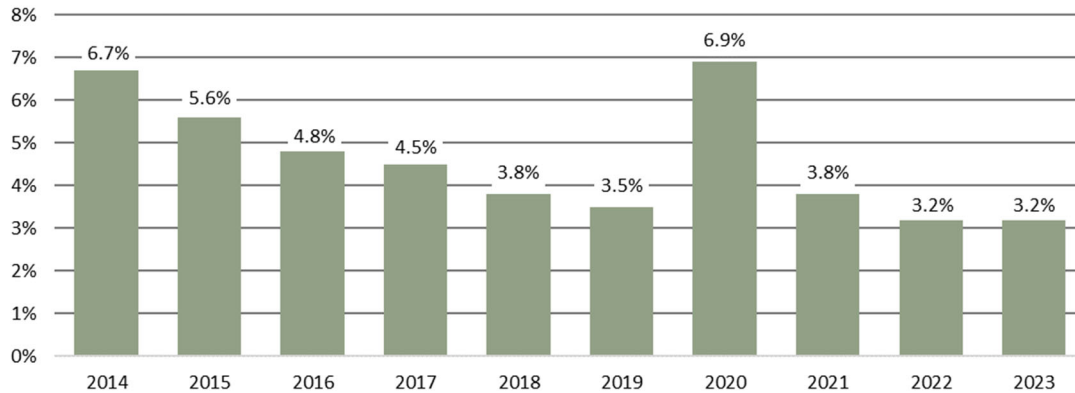
According to the Rhode Island Department of Labor and Training, a majority of the economic base of Rhode Island is the services industries at 39.1%, followed by retail trade at 20.2%. The chart below shows employment by industrial classification for the calendar year 2022.



\*Source: RI Department of Labor and Training Labor Market Information 2022

The graph below, compiled using data from the Bureau of Labor Statistics, shows historical unemployment figures over the past ten years for Rhode Island. The Rhode Island unemployment rate consistently decreased from 6.7% in 2014 to 3.5% in 2019. In 2020, the Rhode Island unemployment rate increased to 6.9%, 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 where it remained in 2023.

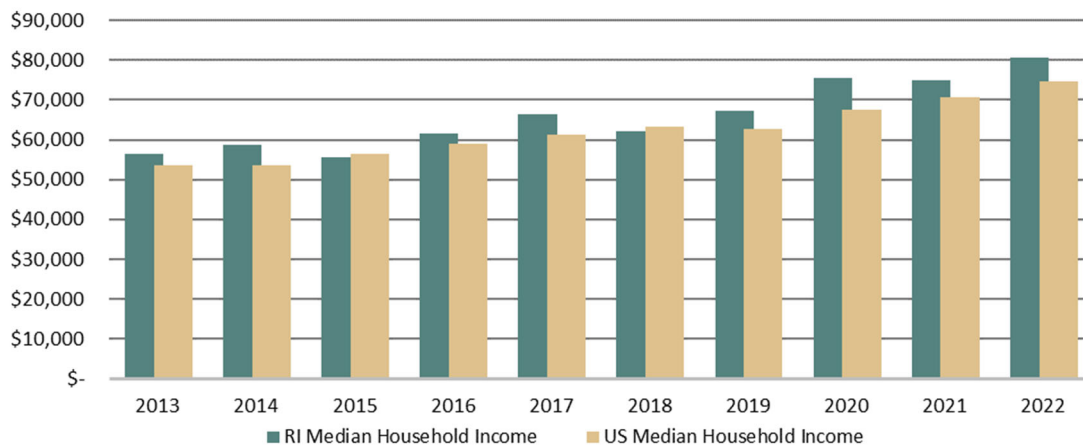
**Rhode Island Unemployment Rates**



\*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 2013-2022 compared to national statistics. The Rhode Island median household income increased by approximately 7.6%, or \$5,668 in 2022 CPI-U-RS (Consumer Price Index Research Series Using Current Methods) adjusted dollars, with median household income of \$80,650. 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**

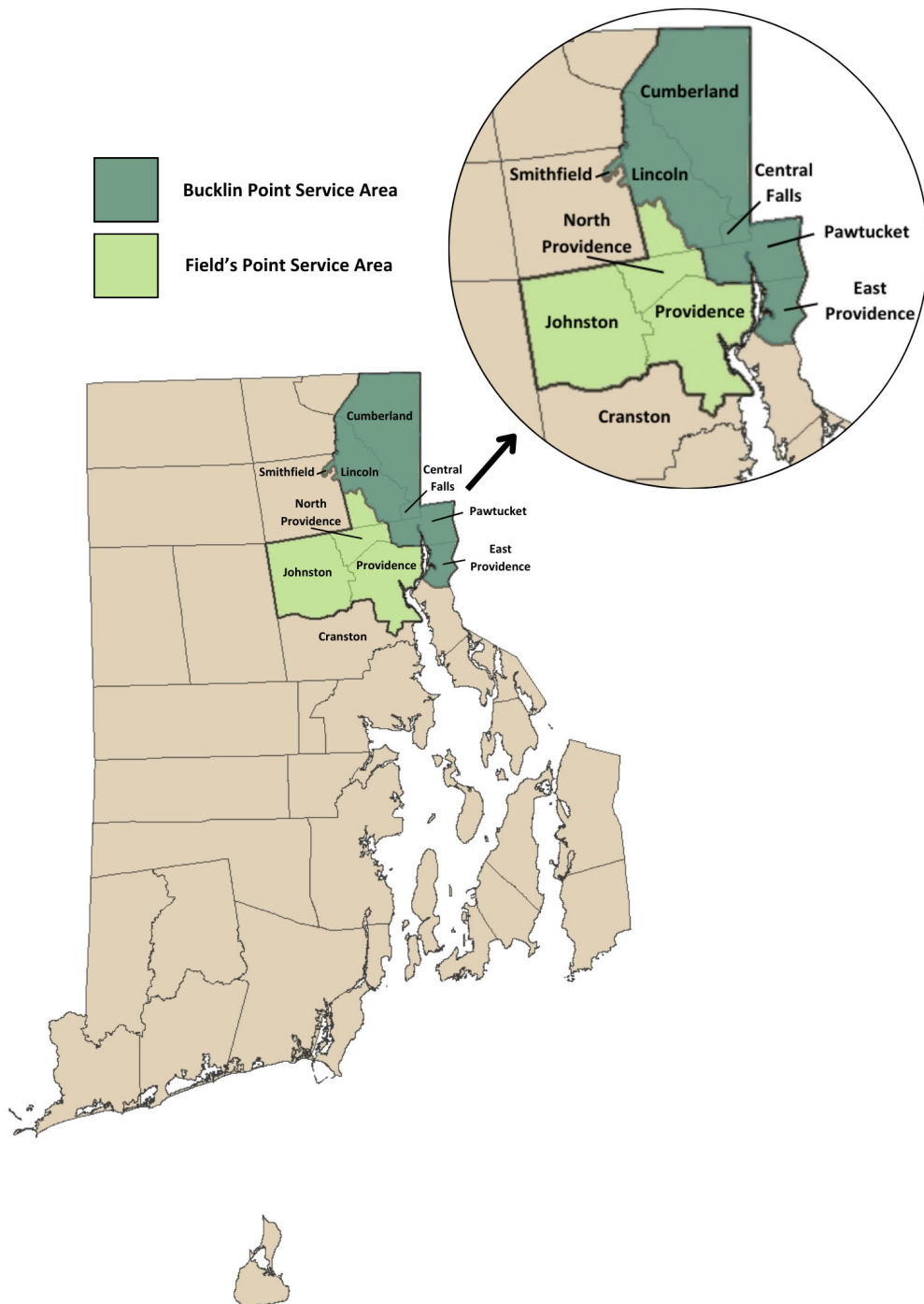


\*Source: United States Census Bureau – Historical Income: Households

## NBC Service Area

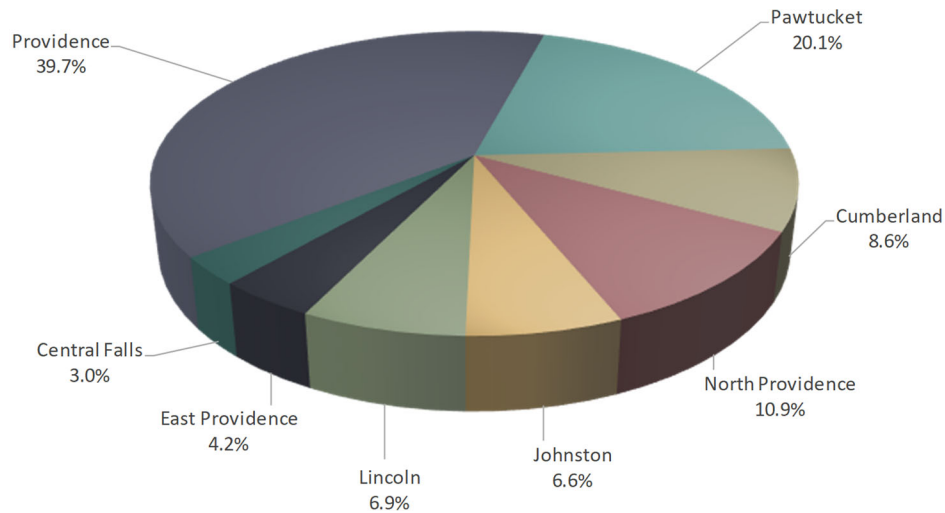
NBC provides reliable, cost-effective wastewater collection and treatment services to approximately 395,000 residents and approximately 7,655 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, the northern portion of East Providence, and small sections of Cranston and Smithfield.

The State of Rhode Island is 1,214.0 square miles and NBC's service area is 70.8 square miles or 5.8%. The map below shows NBC's service area.



NBC’s customer base consists of residential and non-residential customer classes, which include commercial and industrial users. Of the eight major communities serviced by NBC, 79.3% of the accounts are in Providence, Pawtucket, Cumberland, and North Providence. The following chart illustrates the distribution of accounts across the eight communities.

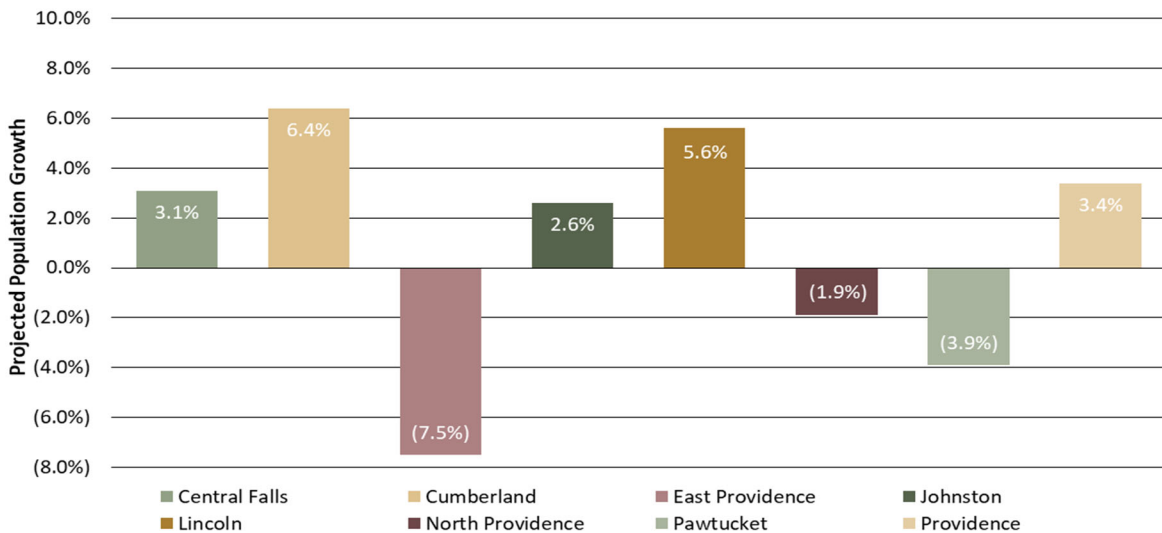
**Percentage of Accounts by Community**



**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 6.4% and 5.6% respectively. The populations of East Providence and Pawtucket are projected to decline by 7.5% and 3.9% respectively over the same period.

**Projected Population Growth by City/Town 2025-2040**



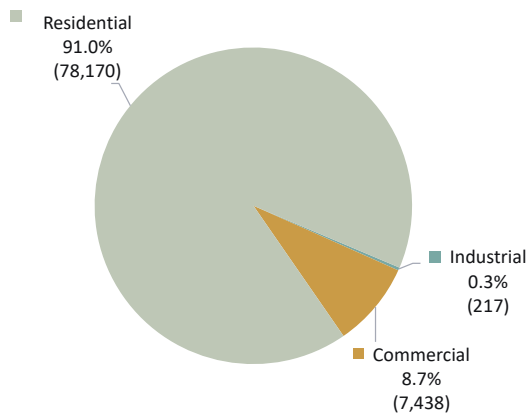
\*Source: Rhode Island Statewide Planning – Population Projections



## 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 78,170 residential accounts, which are 91.0% of the total accounts.

**Accounts by User Classification**

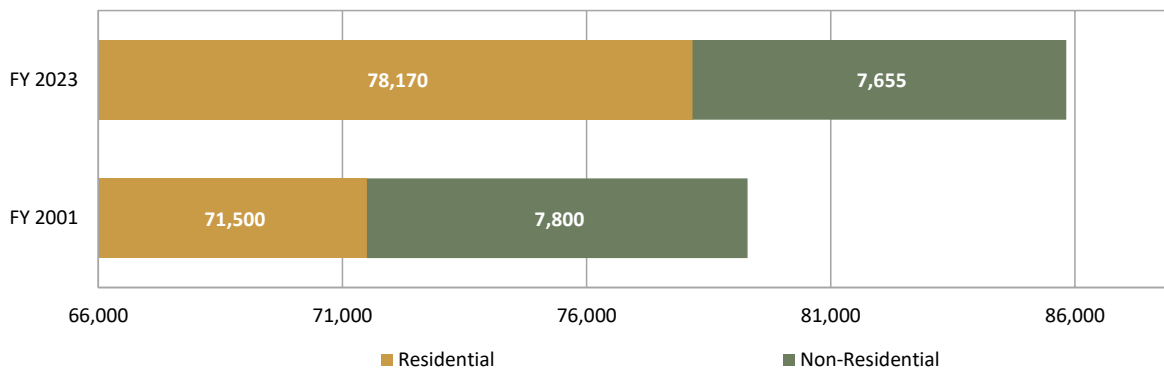


Non-residential accounts include commercial and industrial users. NBC classifies industrial properties as structures in which water is used for the production and/or manufacturing based operations including non-contact cooling water, and industrial laundries as defined by the USEPA. NBC has approximately 217 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 7,438 commercial accounts.

Over the last twenty-three years, there has been an 8.2% increase in the number of customer accounts. This is the net effect of a 1.9% decrease in the number of non-residential accounts from 7,800 to 7,655 and a 9.3% increase in the number of residential accounts from 71,500 to 78,170.











**Growth in Sewer User Accounts**



**Did you know?**

Narragansett Bay's watershed includes 3,578 miles of rivers and streams.  
([www.nbep.org](http://www.nbep.org))

The largest NBC customers are primarily service and education providers. The table below shows NBC’s ten largest customers based on FY 2023 billings.

Top Ten NBC Customers		
Customer	FY 2023 Billings	Percentage of Total Annual User Charges
 Rhode Island Hospital	\$ 1,676,180	1.62%
 Providence Housing Authority	1,600,691	1.55%
 Brown University	1,290,992	1.25%
 City of Providence	901,909	0.87%
 City of Pawtucket	809,506	0.78%
 Rhode Island Resource Recovery	691,038	0.67%
 Providence School Department	489,034	0.47%
 Providence College	477,741	0.46%
 State of Rhode Island	411,718	0.40%
 Johnson & Wales University	365,913	0.35%



***Osprey Nest at Bucklin Point  
Photo by Peter Goldberg***

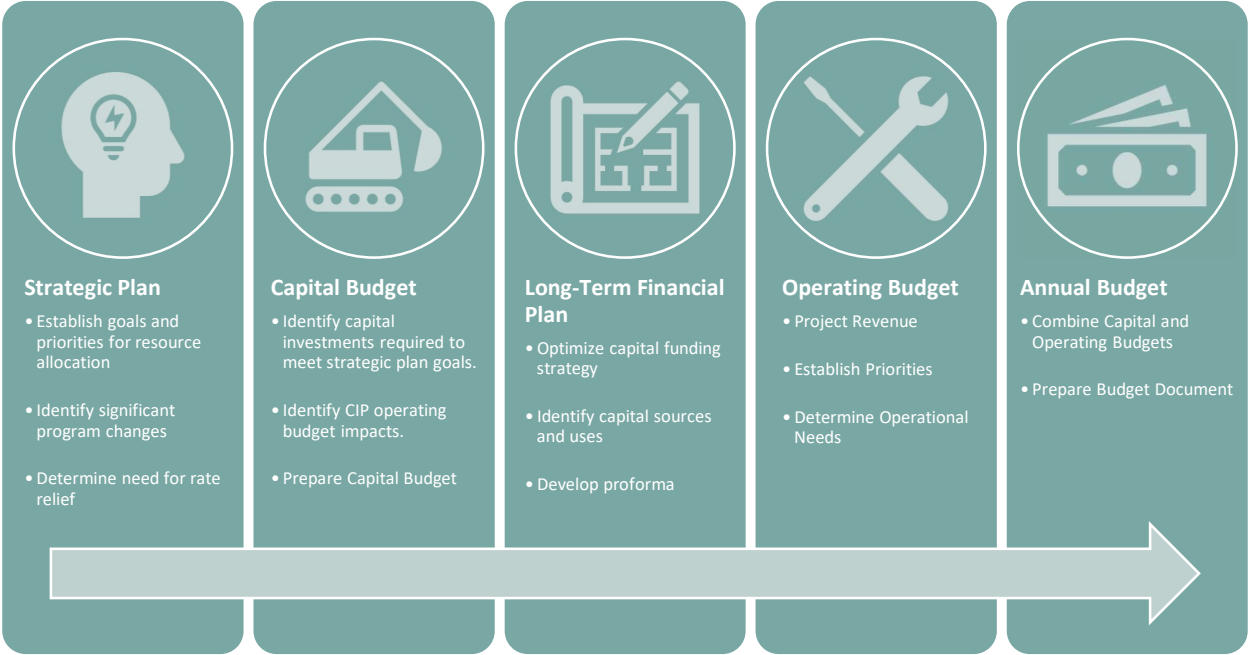
# Budget Process and Policies

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 Plan inputs and debt service is a Plan output. Both 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.

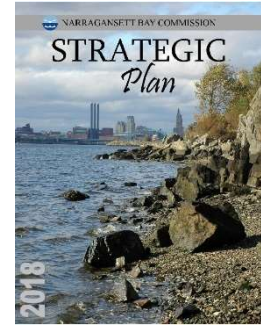
Prior to the development of budget figures, managers identify priorities. Resources are allocated in the budget to meet the needs and are constrained by the total resources available. This planning process results in a budget document with integrated performance data and a greater focus on resource allocation 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 2025 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:

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



**Catwalk over Secondary Treatment Final Clarifier Tank**  
**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. The Objectives have been assigned a *Key Code* to ensure that priorities, accomplishments, capital investments and performance measures identified 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

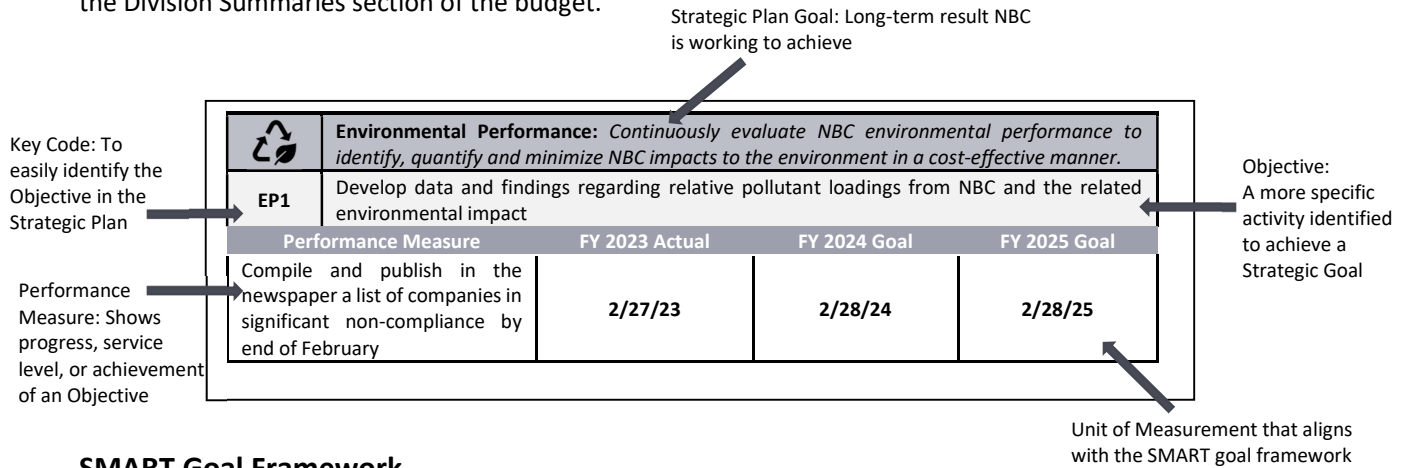
- C1** Strengthen and expand relationships with key stakeholders and ratepayers to ensure support of NBC's mission
- C2** Employ new technology to enhance communications with internal and external customers
- C3** Ensure updated information about NBC's programs and projects is accessible to the public

#### 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

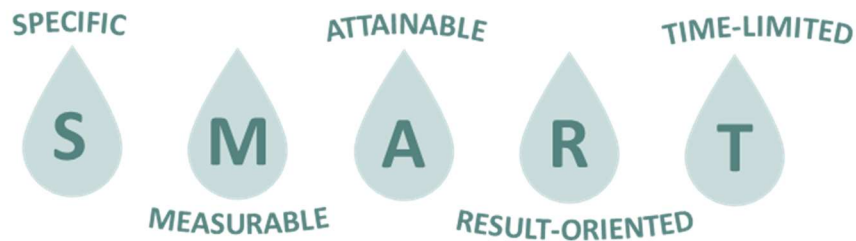
## Performance Measures

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.



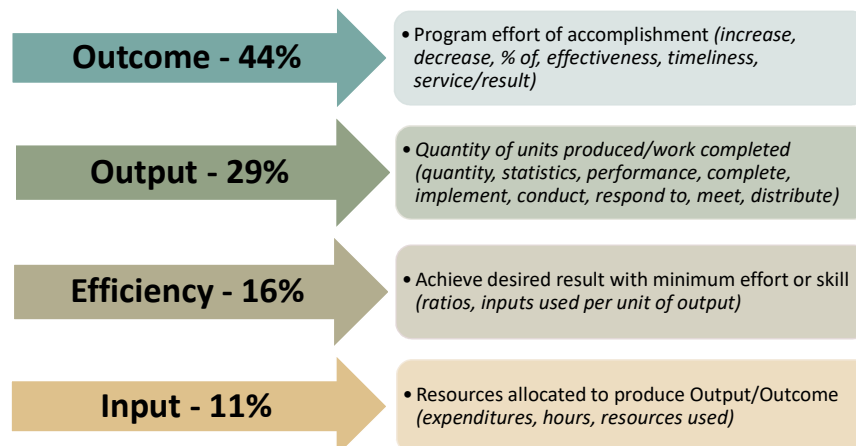
## SMART Goal Framework

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.”



NBC Performance Measures are categorized as Outcome, Output, Efficiency, and Input. Of the 160 Performance Measures included in the budget, the majority or 73% are Outcome and Output related and associated with result or quantifiable measures. The remaining 27% correlate to resources used or productivity and are either Efficiency or Input related.

## Performance Measure Types

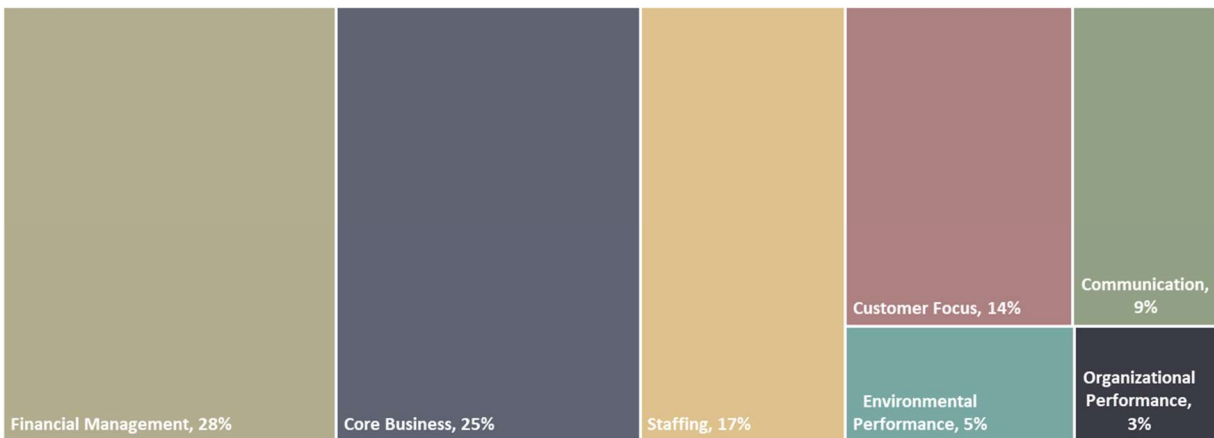




## Operating Budget and the Strategic Plan

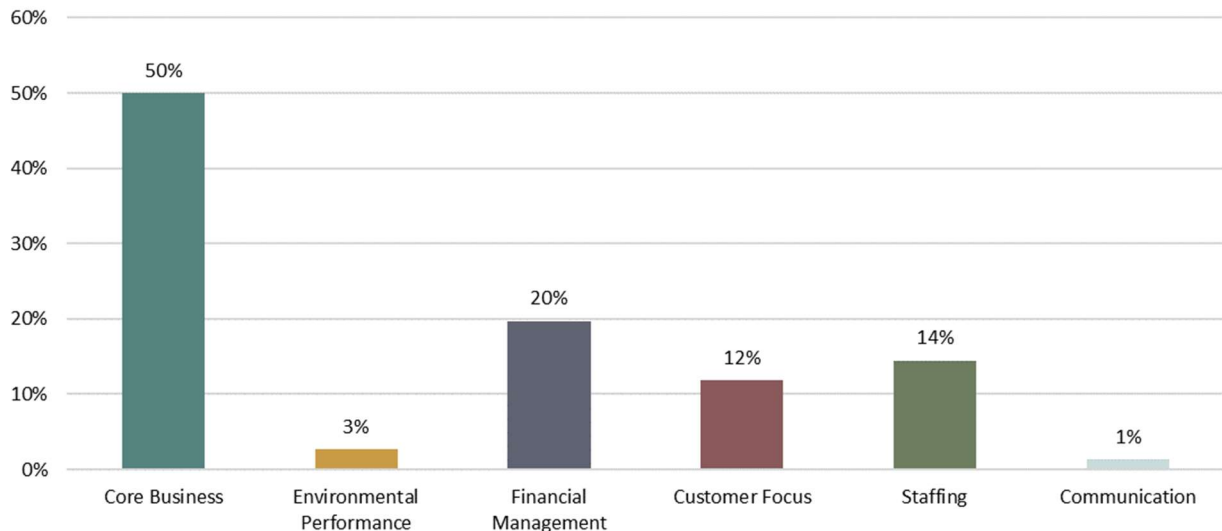
Finance and Cost Center Managers worked to identify and incorporate Performance Measures into their budgets. The Performance Measures are linked to an objective and indicate a clear pathway forward toward the Strategic Plan. Cost Center Managers determined that approximately 53% of the FY 2025 Performance Measures were aligned to Financial Management and Core Business goals. In addition, 17% of the Performance Measures relate to Staffing and 14% to Customer Focus. The remaining 17% 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 2025 Performance Measures by Strategic Plan Goal**



## Fiscal Year 2025 Priorities

As part of the budget process, each cost center included their top priorities for FY 2025. The chart below shows the percentage of NBC's priorities by Strategic Plan Goal. Of the 76 priorities for FY 2025 for NBC, 38 or 50% are categorized as Core Business followed by Financial Management at 20% or 15 priorities.

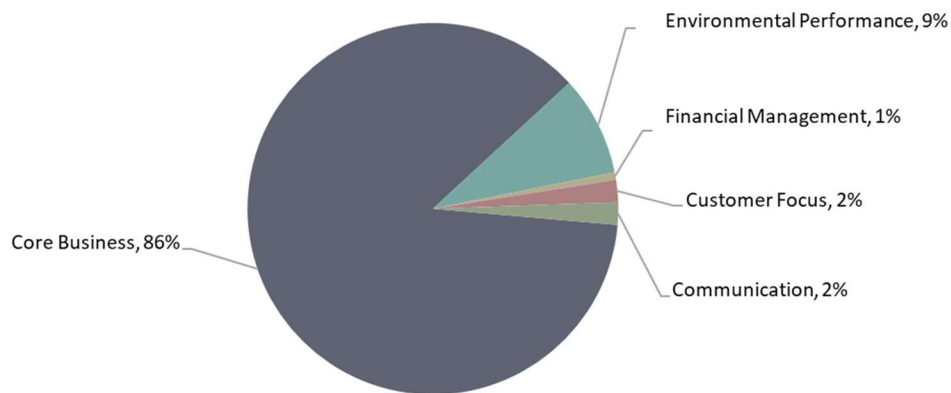


## Capital Budget and the Strategic Plan

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.

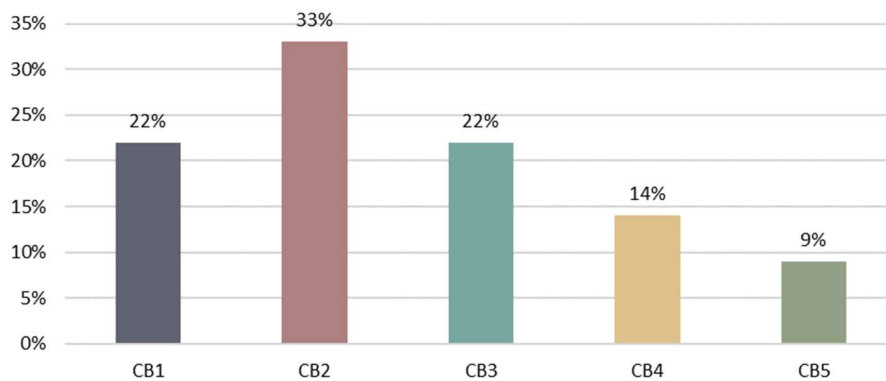
Approximately \$4.0 million or 86% of programmed OCP assets support NBC’s Core Business Strategic Plan Goal. These assets include infrastructure, applications, and compliance. In addition, \$710 thousand or 9% of assets align with NBC’s Environmental Performance Strategic Plan Goal and support sampling and laboratory analysis. The following table outlines the percentage of FY 2025 programmed capital assets by Strategic Plan Goal.

**Operating Capital Program Assets by Strategic Plan Goal**

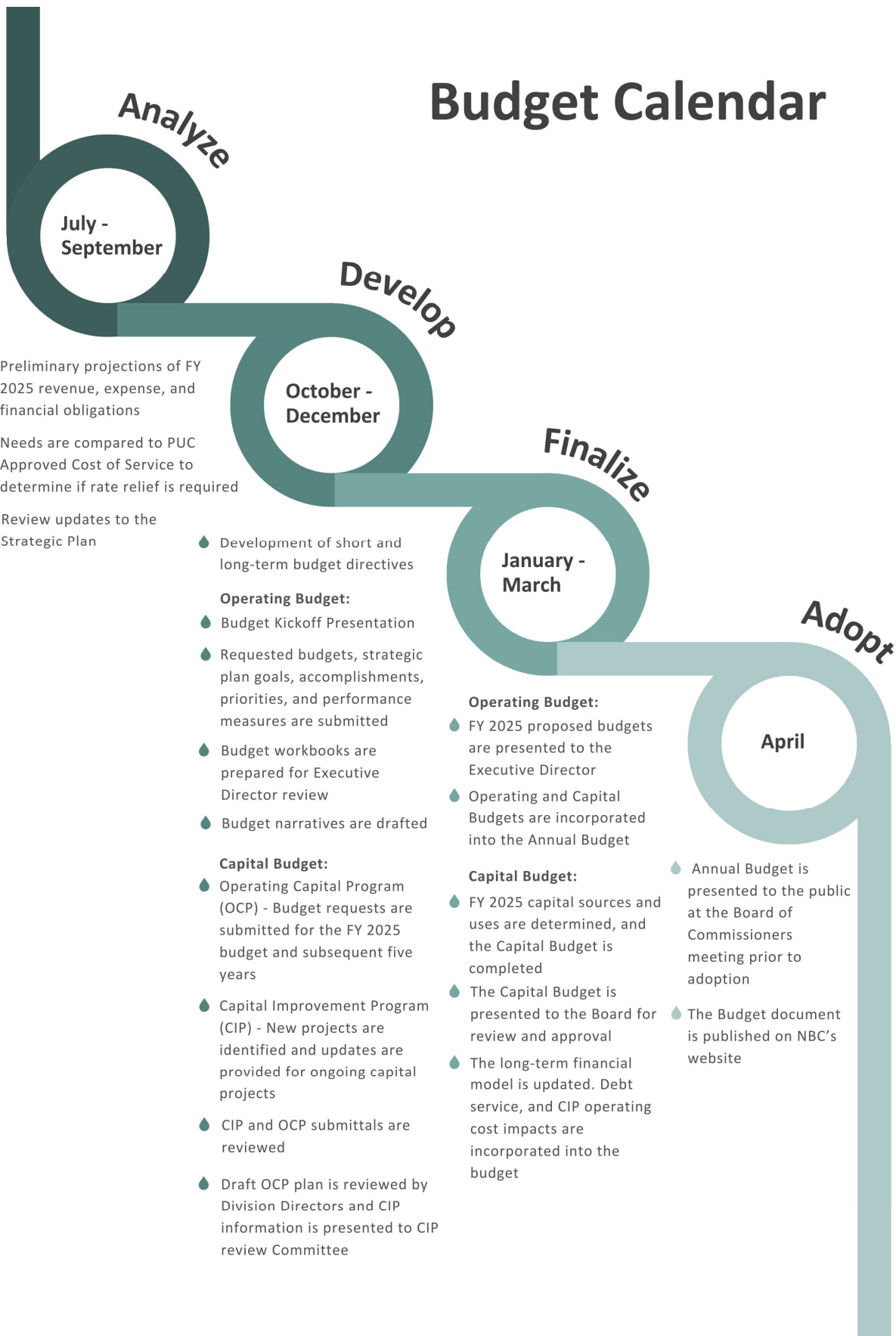


As part of the CIP development process, NBC identifies one or more Key Codes of the Core Business Strategic Plan Goal that a project will address. The highest percentage, or 33%, are aligned with Key Code CB2, to manage the planning, design, and construction of capital improvements. Approximately 22% 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, 22% 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 CB4 and CB5 which help to ensure continuous operation and the protection of assets through NBC’s asset management program as well as ensure climate resiliency of NBC’s existing and future facilities.

**CIP Projects Aligned to Strategic Plan Core Business Goal Key Code**



# Budget Calendar



## 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 Chairman and Executive Director may authorize Change Order Requests up to a maximum percentage of the total contract amount as set forth in the Authorizing Resolution. Board approval is required for Change Order Requests above that amount. In the case of an emergency or safety issue, the Chairman and Executive Director may exceed the limit without Board approval, and the Board must be notified.
- CIP budgets and actual expense are tracked by funding source on NBC's computerized financial system.

## Financial Policies and Procedures

### Basis of Budgeting and 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.

	<b>Basis of Accounting</b>	<b>Basis of Budget</b>
	<i>Full Accrual</i>	<i>Modified Accrual</i>
<b>Revenue Recognition</b>	When earned	When measurable and available
<b>Expense Recognition</b>	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 1<sup>st</sup> through the following June and is numbered with the calendar year in which it ends. The FY 2025 budget year begins July 1, 2024, and ends June 30, 2025. The prior fiscal year or FY 2024 is the 12-month period that ends June 30, 2024.

### 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 ensuring relevant information is available to management and the public.

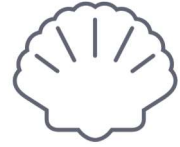


*Laboratory Analysis  
Photo by Peter Goldberg*

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

## Budget

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



1. Prepare its annual budget in accordance with the GFOA Distinguished Budget Presentation Award criteria, incorporating prior year GFOA reviewer comments.
2. NBC will budget annual debt service based on the known costs for all fixed rate transactions. For variable rate debt, NBC shall budget based on the fixed principal amortization amounts, an assumed interest rate based on a historical average or other method consistent with industry standards, plus remarketing 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.



*Debris removal in Screening & Grit  
Photo by Peter Goldberg*

An increase in the number of funded Full Time Equivalents (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 1/40<sup>th</sup> 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.



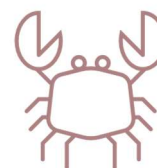
### ***Long-Term Debt Issuance***

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 Water Infrastructure Finance and Innovation Act (WIFIA) program, administered by the United States Environmental Protection Agency (USEPA)
  - 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 of 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.



***Sampling Performed by Environmental Monitors  
Photo by Peter Goldberg***

### ***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:

<b>Basis for Asset Valuation</b>	
<b>Purchased Assets</b>	Asset value shall be based on vendor invoice or other supporting documentation.
<b>Constructed Assets</b>	All direct costs (including labor) associated with the construction project shall be included in establishing the asset valuation.

<b>Criteria For Capital Assets</b>	
<b>New Purchases</b>	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.
<b>Replacements, Renovations, and Betterments</b>	Replacement, renovations, and/or betterments with costs equal to or greater than \$5,000, and equal to or greater than three-year 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.



*Seekonk River from Bucklin Point WWTF  
Photo by Peter Goldberg*

## Trust Indenture and Funds

A Trust Indenture is a contract between a bond issuer (NBC) and a Trustee to protect the bondholder’s interest. The purpose of a Trust Indenture is to prevent the deterioration of an 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 33 Supplemental Indentures, collectively referred to as the “Trust Indenture”.

Indenture Number	Date	Indenture Number	Date
1	April 15, 2004	18	June 6, 2013
2	December 30, 2004	19	December 12, 2013
3	August 4, 2005	20	March 6, 2014
4	December 15, 2005	21	October 28, 2014
5	December 21, 2006	22	May 5, 2015
6	February 8, 2007	23	July 30, 2015
7	October 15, 2007	24	June 2, 2016
8	December 12, 2007	25	April 4, 2019
9	July 1, 2008	26	August 27, 2019
10	November 1, 2008	27	March 19, 2020
11	October 6, 2009	28	October 26, 2020
12	February 12, 2010	29	October 26, 2020
13	June 24, 2010	30	November 16, 2021
14	March 29, 2011	31	July 25, 2022
15	June 28, 2012	32	June 13, 2023
16	November 28, 2012	33	September 26, 2023
17	March 21, 2013	34	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.

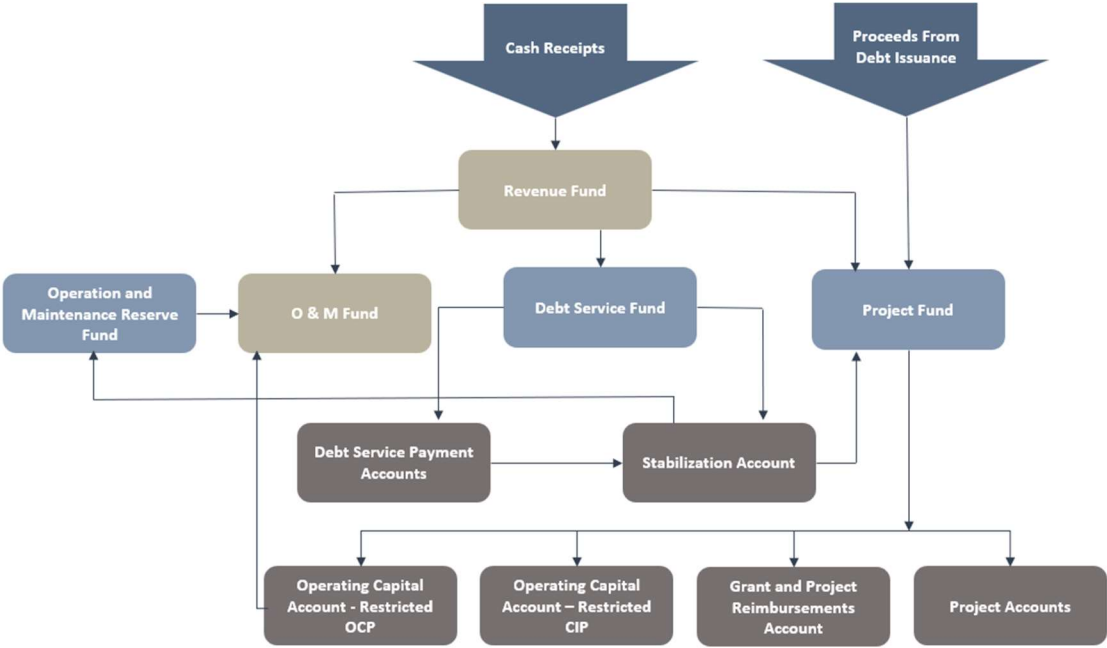
NBC FUNDS <sup>(1)</sup>		CUSTODY
<b>FUND - USE OF FUNDS and FUNDING STATUS</b>		
<b>Revenue Fund</b>		
The Revenue Fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts. These funds are transferred to the other funds monthly.		NBC
<b>Operation and Maintenance Fund</b>		
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
<b>Debt Service Fund</b>		
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
<b>Project Fund</b>		
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
<b>Operating Reserve for Revenue Stability Fund</b>		
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

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

NBC FUNDS <sup>(1)</sup> (continued)	
FUND - USE OF FUNDS and FUNDING STATUS	CUSTODY
<b>Renewal and Replacement Fund</b>	
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
<b>Operation and Maintenance Reserve Fund</b>	
The Operation and Maintenance Reserve Fund may be used to pay current operating expense related to electricity and renewable energy as set forth in PUC Docket 22-47-WW.	Trustee
<b>Redemption Fund</b>	
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
<b>Insurance Reserve Fund</b>	
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
<b>Unrestricted Fund</b>	
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

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

**Flow of Funds**



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

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



## Monthly Trust Transfers

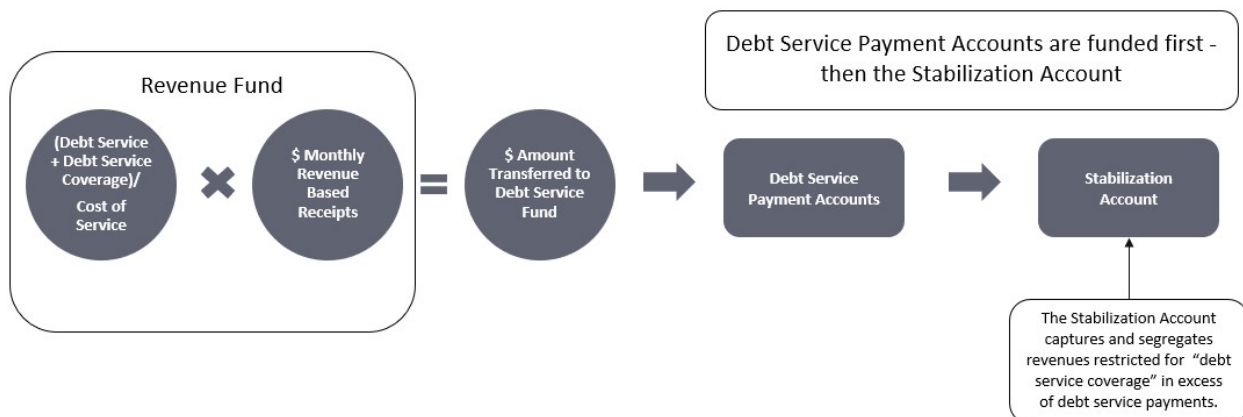
### Revenue Fund to Operation and Maintenance Fund

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 2025 multiplied by the percentage increase in the FY 2025 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	Amount
July 26, 2024	\$5,995,726
August 27, 2024	5,749,533
September 27, 2024	4,790,139
October 28, 2024	5,012,295
November 26, 2024	4,670,915
December 27, 2024	4,692,687
January 28, 2025	4,937,456
February 25, 2025	4,642,436
March 28, 2025	4,640,839
April 25, 2025	4,958,100
May 27, 2025	4,720,859
June 27, 2025	5,195,563
<b>Total</b>	<b>\$ 60,006,548</b>

### 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 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 1/6<sup>th</sup> of the interest which is paid every six months and 1/12<sup>th</sup> 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 2025 monthly transfers from the Revenue Fund to the Debt Service Payment Accounts in the Debt Service Fund.

FY 2025 Deposits into the Debt Service Payment Accounts <sup>1</sup>				
Date	Debt Service Payment Account		2008 A Debt Service Payment Account	
July 26, 2024	\$	3,078,365	\$	392,742
August 27, 2024		3,078,365		392,742
September 27, 2024		3,567,740		486,062
October 28, 2024		3,567,740		486,062
November 26, 2024		3,567,740		486,062
December 27, 2024		3,567,740		486,062
January 28, 2025		3,749,571		486,062
February 25, 2025		3,749,571		486,062
March 28, 2025		3,818,456		486,062
April 25, 2025		3,818,456		486,062
May 27, 2025		3,818,456		486,062
June 27, 2025		3,818,456		486,062
<b>Total</b>	<b>\$</b>	<b>43,200,656</b>	<b>\$</b>	<b>5,646,104</b>

<sup>1</sup> Deposits are offset by investment earnings. Actual deposits will be impacted by new debt issuance, as well as other factors.

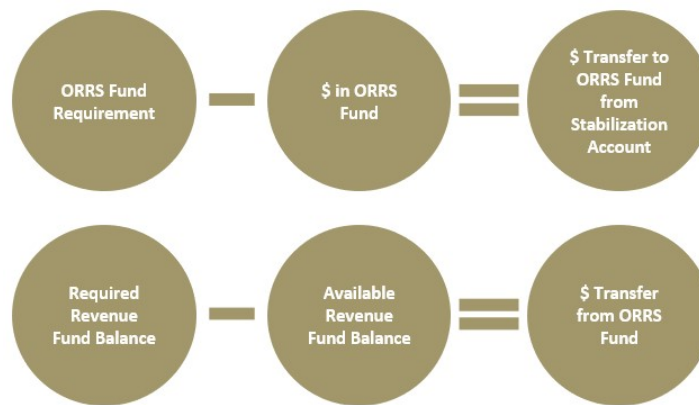
**Stabilization Account in the Debt Service Fund**

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. These funds are then used to pay for capital projects.



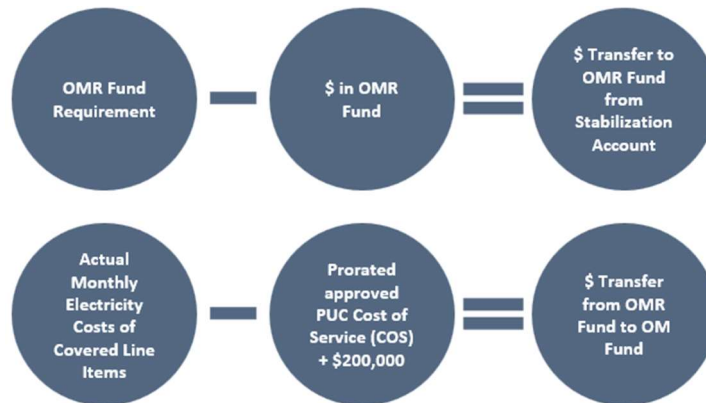
**Operating Reserve for Revenue Stability (ORRS) Fund – Section 510**

If funds are available in the Stabilization Account after making required deposits, funds may be transferred from the Stabilization Account in the Debt Service Fund and deposited into the ORRS Fund to replace any funds previously withdrawn and return the fund to the PUC approved levels. Funds may be withdrawn from the ORRS Fund for deposit in the Revenue Fund in the event that there are insufficient amounts in the Revenue Fund to make the required deposits. The PUC approved funding level of the ORRS Fund is \$4.5 million.



**Operation and Maintenance Reserve (OMR) Fund – Section 511**

If funds are available in the Stabilization Account after making required deposits, funds may be transferred from the Stabilization Account in the Project Fund and deposited into the OMR Fund to replace any funds previously withdrawn and return the funds to the PUC approved levels. Funds may be withdrawn from the OMR Fund for deposit in the Operation and Maintenance Fund as set forth in the direction of the PUC to ensure sufficient funding for NBC. The funding level of the OMR Fund is \$2.0 million.



## 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 expenses 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 Grants 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

### **Operation and Maintenance Fund to Revenue Fund – Section 505**

Excess funds in the Operation 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

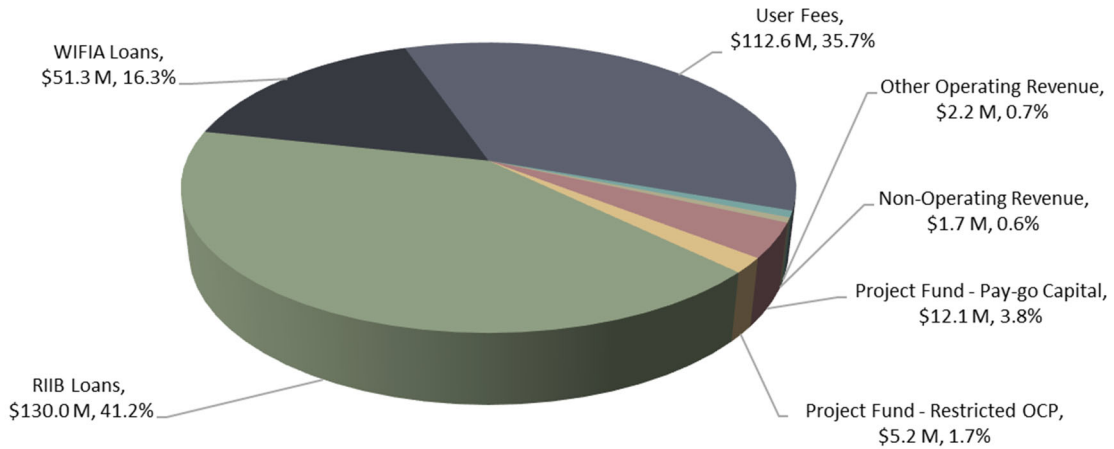
The FY 2025 Budget is \$315.2 million or \$34.0 million lower than the prior year. The most significant change is in the decrease in the Capital Budget related to the construction of the CSO Phase III A Facilities.

## Budget Summary

Revenue and Source of Funds	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>Operating Revenue</b>					
User Fees	\$ 103,521,291	\$ 109,818,394	\$ 112,559,300	\$ 2,740,906	2.5%
Pretreatment Application Fees	67,240	80,846	66,800	(14,046)	(17.4%)
Septage Income	350,208	361,899	358,300	(3,599)	(1.0%)
Connection/Capacity Fees	265,825	273,128	267,000	(6,128)	(2.2%)
Late Fees	664,805	672,000	455,800	(216,200)	(32.2%)
Customer Service Fees	152,250	159,772	181,200	21,428	13.4%
Renewable Energy Credits	627,936	879,140	884,350	5,210	0.6%
Stormwater Permit Application Fee	-	29,353	29,400	47	0.2%
<i>Total Operating Revenue</i>	105,649,555	112,274,532	114,802,150	2,527,618	2.3%
<b>Non Operating Revenue</b>					
Investment Income	584,880	996,000	1,075,000	79,000	7.9%
Miscellaneous Income	184,498	212,449	204,600	(7,849)	(3.7%)
Revenue Fund Balance	-	2,400,000	-	(2,400,000)	(100.0%)
OMR Fund Transfer	-	-	458,200	458,200	-
<i>Total Non-Operating Revenue</i>	769,378	3,608,449	1,737,800	(1,870,649)	(51.8%)
<b>Sources of Capital Funds</b>					
Project Fund - Pay-go Capital	19,994,966	14,127,000	12,123,500	(2,003,500)	(14.2%)
Project Fund - Restricted OCP	3,186,849	5,873,000	5,248,000	(625,000)	(10.6%)
2021 Series A (RIIB)	1,000,000	-	-	-	-
2023 Series A (RIIB)	1,028,100	61,164,000	6,628,000	(54,536,000)	(89.2%)
2024 Series A (RIIB)	-	50,000,000	63,911,700	13,911,700	27.8%
2025 Series A (RIIB)	-	-	59,415,200	59,415,200	-
2020 Series B (WIFIA 1)	104,369,352	8,429,383	-	(8,429,383)	(100.0%)
2020 Series C (WIFIA 2)	37,254,745	84,568,313	40,437,400	(44,130,913)	(52.2%)
2022 Series A (WIFIA 3)	2,372,218	9,159,200	10,878,014	1,718,814	18.8%
<i>Total Sources of Capital Funds</i>	169,206,229	233,320,896	198,641,814	(34,679,082)	(14.9%)
<b>Total Revenue and Source of Funds</b>	<b>\$ 275,625,162</b>	<b>\$ 349,203,877</b>	<b>\$ 315,181,764</b>	<b>\$ (34,022,113)</b>	<b>(9.7%)</b>
<b>Expense and Use of Funds</b>					
<b>Operating Expense</b>					
Personnel	\$ 26,937,113	\$ 29,837,558	\$ 31,304,710	1,467,152	4.9%
Operating Supplies/Expense	19,034,313	23,267,499	25,548,456	2,280,957	9.8%
Professional Services	2,180,239	2,676,250	2,814,150	137,900	5.2%
Lease/Subscriptions Expense	325,078	113,400	339,232	225,832	199.1%
<i>Total Operating Expense</i>	48,476,743	55,894,707	60,006,548	4,111,841	7.4%
<b>Debt Service</b>					
Principal	28,427,904	31,344,795	26,628,162	(4,716,633)	(15.0%)
Interest	12,351,133	16,613,451	18,017,664	1,404,213	8.5%
<i>Total Debt Service</i>	40,779,037	47,958,246	44,645,826	(3,312,420)	(6.9%)
<b>Transfer to Project Fund</b>					
<i>Total Transfer to Project Fund</i>	17,163,153	12,030,028	11,887,576	(142,452)	(1.2%)
<b>Uses of Capital Funds</b>					
Operating Capital Program (OCP)	3,186,849	5,873,000	5,248,000	(625,000)	(10.6%)
Capital Improvement Program (CIP)	164,819,929	226,822,896	192,418,814	(34,404,082)	(15.2%)
Cost of Issuance/Other	1,199,451	625,000	975,000	350,000	56.0%
<i>Total Uses of Capital Funds</i>	169,206,229	233,320,896	198,641,814	(34,679,082)	(14.9%)
<b>Total Expense and Use of Funds</b>	<b>\$ 275,625,162</b>	<b>\$ 349,203,877</b>	<b>\$ 315,181,764</b>	<b>\$ (34,022,113)</b>	<b>(9.7%)</b>

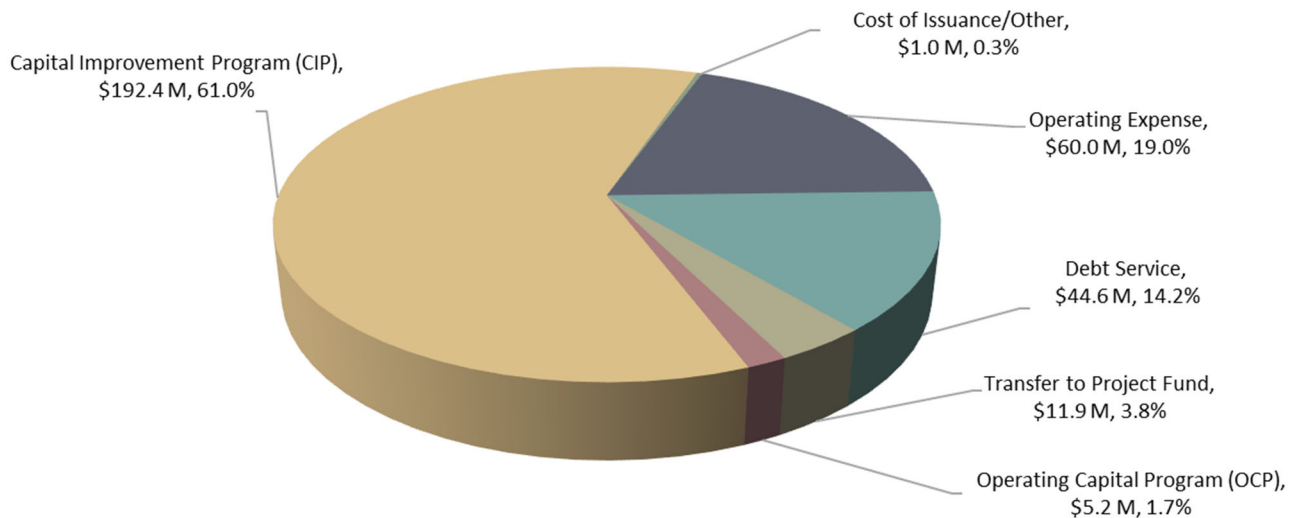
The following charts show FY 2025 budgeted revenue and source of funds. RIIB loan proceeds are the largest source of funds at \$130.0 million or 41.2% of the total. User fee revenue is the next largest source of funds at \$112.6 million or 35.7% of the total.

### Revenue and Source of Funds



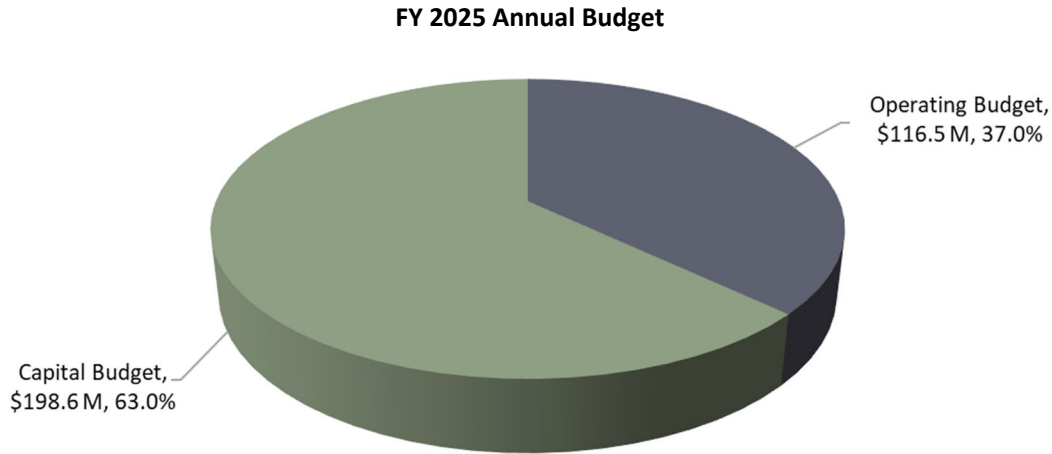
The graph below shows the FY 2025 budgeted expense and use of funds. The largest programmed line item is \$192.4 million or 61.0% for capital improvements. Operating expense consisting of personnel, operating supplies/expense, professional services, and lease/subscriptions expense is \$60.0 million or 19.0% of the total budgeted expense and use in FY 2025. FY 2025 budgeted debt service is \$44.6 million or 14.2%.

### Expense and Use of Funds



## FY 2025 Budget Overview

NBC's FY 2025 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. The chart below shows that \$198.6 million or 63.0% of the FY 2025 Budget is programmed for the Capital Budget.



### FY 2025 Operating Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Difference	Percent Change
<b>Revenue</b>					
Operating Revenue	\$105,649,555	\$112,274,532	\$114,802,150	\$ 2,527,618	2.3%
Non-Operating Revenue	769,378	3,608,449	1,737,800	(1,870,649)	(51.8%)
<i>Total Revenue</i>	<u>106,418,933</u>	<u>115,882,981</u>	<u>116,539,950</u>	<u>656,969</u>	<u>0.6%</u>
<b>Expense</b>					
Operating Expense	48,476,743	55,894,707	60,006,548	4,111,841	7.4%
Debt Service	40,779,037	47,958,246	44,645,826	(3,312,420)	(6.9%)
<i>Total Expense</i>	<u>89,255,780</u>	<u>103,852,953</u>	<u>104,652,374</u>	<u>799,421</u>	<u>0.8%</u>
<b>Transfer to Project Fund</b>	<u>17,163,153</u>	<u>12,030,028</u>	<u>11,887,576</u>	<u>(142,452)</u>	<u>(1.2%)</u>
<i>Total Expense and Transfer to Project Fund</i>	<u>\$106,418,933</u>	<u>\$115,882,981</u>	<u>\$116,539,950</u>	<u>\$ 656,969</u>	<u>0.6%</u>

### FY 2025 Capital Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Difference	Percent Change
<b>Sources</b>					
Project Fund - Restricted and Pay-go Capital	\$ 23,181,815	\$ 20,000,000	\$ 17,371,500	\$ (2,628,500)	(13.1%)
RIIB Bonds	2,028,100	111,164,000	129,954,900	18,790,900	16.9%
WIFIA	143,996,314	102,156,896	51,315,414	(50,841,482)	(49.8%)
<i>Total Sources of Capital Funds</i>	<u>169,206,229</u>	<u>233,320,896</u>	<u>198,641,814</u>	<u>(34,679,082)</u>	<u>(14.9%)</u>
<b>Uses</b>					
Operating Capital Program (OCP)	3,186,849	5,873,000	5,248,000	(625,000)	(10.6%)
Capital Improvement Program (CIP)	164,819,929	226,822,896	192,418,814	(34,404,082)	(15.2%)
Cost of Issuance/Other	1,199,451	625,000	975,000	350,000	56.0%
<i>Total Uses of Capital Funds</i>	<u>\$169,206,229</u>	<u>\$233,320,896</u>	<u>\$198,641,814</u>	<u>\$ (34,679,082)</u>	<u>(14.9%)</u>

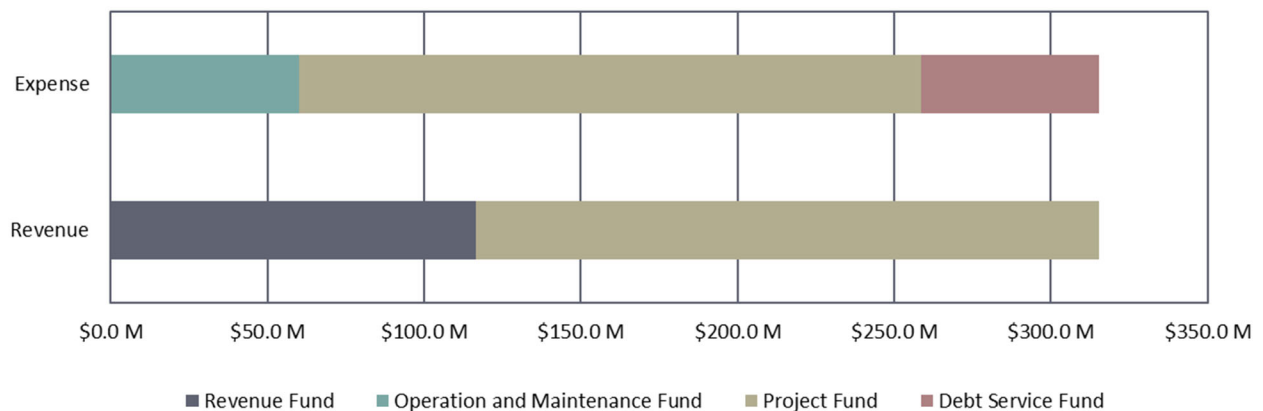


## FY 2025 Budget by Fund

In accordance with 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 2025 Budget by Fund. The amounts budgeted in the Project Fund reflect NBC's programmed CIP activity in FY 2025.

	Revenue Fund	Operation and Maintenance Fund	Project Fund	Debt Service Fund	Total
<b>Revenue and Sources of Funds</b>					
User Fees	\$ 112,559,300	\$ -	\$ -	\$ -	\$ 112,559,300
Other	2,242,850	-	-	-	2,242,850
Investment Income	1,075,000	-	-	-	1,075,000
Miscellaneous Income	204,600	-	-	-	204,600
Revenue Fund Balance	-	-	-	-	-
OMR Fund Transfer	458,200	-	-	-	458,200
Project Fund - Pay-go Capital	-	-	12,123,500	-	12,123,500
Project Fund - Restricted OCP	-	-	5,248,000	-	5,248,000
2023 Series A (RIIB)	-	-	6,628,000	-	6,628,000
2024 Series A (RIIB)	-	-	63,911,700	-	63,911,700
2025 Series A (RIIB)	-	-	59,415,200	-	59,415,200
2020 Series C (WIFIA 2)	-	-	40,437,400	-	40,437,400
2022 Series A (WIFIA 3)	-	-	10,878,014	-	10,878,014
<b>Total Revenue and Source of Funds</b>	<b>\$ 116,539,950</b>	<b>\$ -</b>	<b>\$ 198,641,814</b>	<b>\$ -</b>	<b>\$ 315,181,764</b>
<b>Expense and Use of Funds</b>					
Personnel	-	31,304,710	-	-	31,304,710
Operating Supplies/Expense	-	25,548,456	-	-	25,548,456
Professional Services	-	2,814,150	-	-	2,814,150
Lease/Subscriptions Expense	-	339,232	-	-	339,232
Debt Service	-	-	-	44,645,826	44,645,826
Transfer to Project Fund	-	-	-	11,887,576	11,887,576
Operating Capital Program (OCP)	-	-	5,248,000	-	5,248,000
Capital Improvement Program (CIP)	-	-	192,418,814	-	192,418,814
Cost of Issuance/Other	-	-	975,000	-	975,000
<b>Total Expense and Use of Funds</b>	<b>\$ -</b>	<b>\$ 60,006,548</b>	<b>\$ 198,641,814</b>	<b>\$ 56,533,402</b>	<b>\$ 315,181,764</b>

Revenue and Expense by Fund



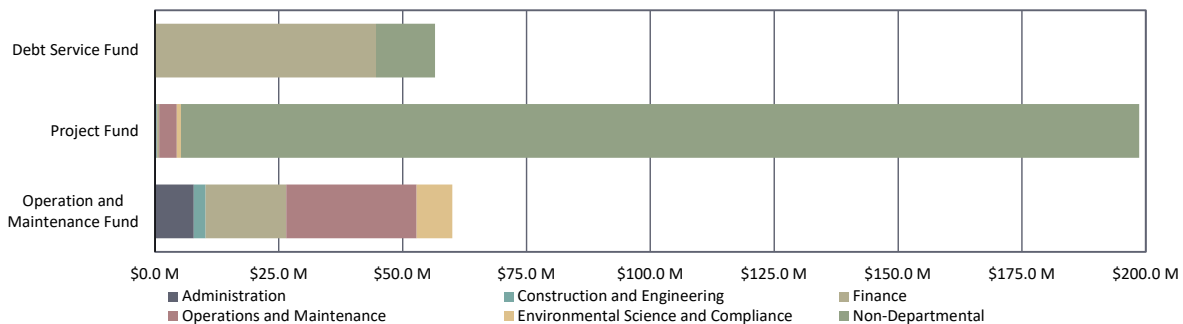
# FY 2025 Budget by Fund and Organization

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
<b>Administration</b>				
Administration	\$ 1,998,596	\$ 50,000	\$ -	\$ 2,048,596
Human Resources	946,695	-	-	946,695
Legal	626,819	-	-	626,819
IT	4,262,327	255,000	-	4,517,327
<i>Subtotal</i>	<i>7,834,437</i>	<i>305,000</i>	<i>-</i>	<i>8,139,437</i>
<b>Construction and Engineering</b>				
Construction	86,807	95,000	-	181,807
Engineering	2,304,420	60,000	-	2,364,420
<i>Subtotal</i>	<i>2,391,227</i>	<i>155,000</i>	<i>-</i>	<i>2,546,227</i>
<b>Finance</b>				
Finance	3,493,054	75,000	-	3,568,054
Accounting	1,000,228	-	-	1,000,228
Customer Care	3,625,304	340,000	-	3,965,304
Purchasing	402,490	-	-	402,490
General Services	7,780,205	-	44,645,826	52,426,031
<i>Subtotal</i>	<i>16,301,281</i>	<i>415,000</i>	<i>44,645,826</i>	<i>61,362,107</i>
<b>Operations and Maintenance</b>				
Interceptor Maintenance	2,308,924	215,000	-	2,523,924
Operations & Maintenance Services	887,896	-	-	887,896
Field's Point	14,441,681	1,952,000	-	16,393,681
Bucklin Point	8,647,836	1,391,000	-	10,038,836
<i>Subtotal</i>	<i>26,286,337</i>	<i>3,558,000</i>	<i>-</i>	<i>29,844,337</i>
<b>Environmental Science and Compliance</b>				
Technical Analysis and Compliance	1,367,340	10,000	-	1,377,340
Pretreatment	1,270,761	45,000	-	1,315,761
Laboratory	2,752,365	587,000	-	3,339,365
Environmental Monitoring	1,802,800	173,000	-	1,975,800
<i>Subtotal</i>	<i>7,193,266</i>	<i>815,000</i>	<i>-</i>	<i>8,008,266</i>
<b>Non-Departmental</b>				
Capital Improvement Program (CIP)	-	192,418,814	-	192,418,814
Transfer to Project Fund	-	-	11,887,576	11,887,576
Cost of Issuance/Other	-	975,000	-	975,000
<i>Subtotal</i>	<i>-</i>	<i>193,393,814</i>	<i>11,887,576</i>	<i>205,281,390</i>
<b>TOTAL</b>	<b>\$ 60,006,548</b>	<b>\$ 198,641,814</b>	<b>\$ 56,533,402</b>	<b>\$ 315,181,764</b>

## FY 2025 Expense and Use by Fund and Division



## FY 2025 Projected Net Position

Net position is defined as total assets and deferred outflows less liabilities and deferred inflows. The data in the FY 2025 Budget has been used to project net position by Fund for June 30, 2025.

### Projected Net Position

Fund	Net Position June 30, 2023	Net Change	Projected Net Position June 30, 2024	Net Change	Projected Net Position June 30, 2025
Revenue Fund	\$ 25,008,273	\$ 4,716,402	\$ 29,724,675	\$ -	\$ 29,724,675
Operation and Maintenance Fund	(6,080,315)	(786,342)	(6,866,657)	-	(6,866,657)
Debt Service Fund	33,159,158	6,958,095	40,117,253	(1,567,355)	38,549,898
Project Fund	583,639,197	17,211,486	600,850,683	23,346,141	624,196,824
Operating Reserve for Revenue Stability Fund	4,645,842	(145,842)	4,500,000	-	4,500,000
Renewal and Replacement Fund	-	-	-	-	-
Debt Service Reserve Fund	3,058,900	(3,058,900)	-	-	-
Operation and Maintenance Reserve Fund	-	2,000,000	2,000,000	-	2,000,000
Redemption Fund	-	-	-	-	-
Insurance Reserve Fund	-	-	-	-	-
Unrestricted Fund	-	-	-	-	-
Rebate Fund	-	-	-	-	-
<b>Net Position</b>	<b>\$ 643,431,055</b>	<b>\$ 26,894,899</b>	<b>\$ 670,325,954</b>	<b>\$ 21,778,786</b>	<b>\$ 692,104,739</b>

Significant changes in the net position are as follows:

**Revenue Fund:** The Revenue Fund net position is expected to increase by \$4.7 million or 18.9% from FY 2023 to FY 2024 due to a transfer from the OM Fund for the prior year surplus and effective cash collection activity in FY 2024. No change to the Revenue Fund net position is projected between FY 2024 and FY 2025 since the budget is balanced.

**Operation and Maintenance (OM) Fund:** The FY 2024 negative OM Fund net position reflects the net pension liability and OPEB liability recorded in accordance with GASB Statements 68 and 75. From FY 2023 to FY 2024 the OM Fund net position is projected to decrease by \$786 thousand based on the monthly OM transfers less average expense incurred in the first eight months of FY 2024. No change to the OM Fund net position is projected between FY 2024 and FY 2025 since the budget is balanced.

**Debt Service Fund:** The Debt Service Fund net position is projected to increase 21.0% in FY 2024 and decrease in FY 2025 by 3.9%. 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 debt service coverage in the stabilization account, less accrued interest.

**Project Fund:** FY 2024 Project Fund net position is projected to increase by 2.9% or \$17.2 million due to transfers from the Debt Service Fund. This is the net result of the outgoing transfer of prior year coverage to the Project Fund and payment of principal. In addition, on March 1, 2024, NBC redeemed the 2013 Series C and the 2003 bonds which factored into the FY 2024 \$17.2 million increase. The net position is projected to increase by 3.9% or \$23.3 million in FY 2025, based on average net change in the prior three years.

**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.

**Operation and Maintenance Reserve Fund:** The PUC maximum cash balance allowed in this fund is \$2.0 million. This fund is replenished by the stabilization account which is in the debt service fund on an as needed basis. The interest earnings on this fund are transferred to the Revenue Fund monthly.

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

**Debt Service Reserve (DSR) Fund:** NBC funded a DSR Fund with proceeds from the 2013 Series C Bonds. These bonds were redeemed on March 1, 2024, with funds available in the DSR Fund. The remaining balance was transferred to the debt service payment account in the Debt Service Fund. Therefore, the DSR Fund net position in FY 2024 and FY 2025 is projected to be zero.

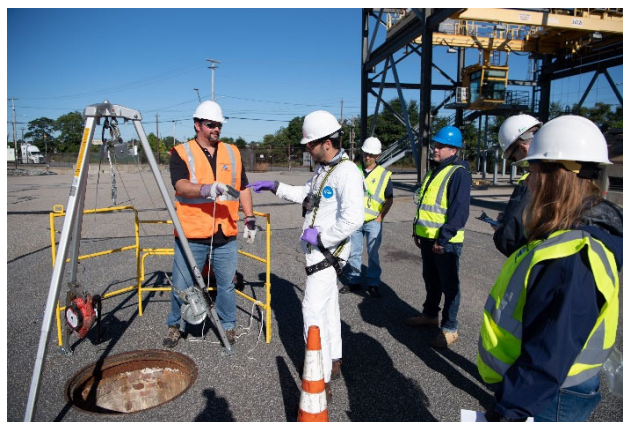
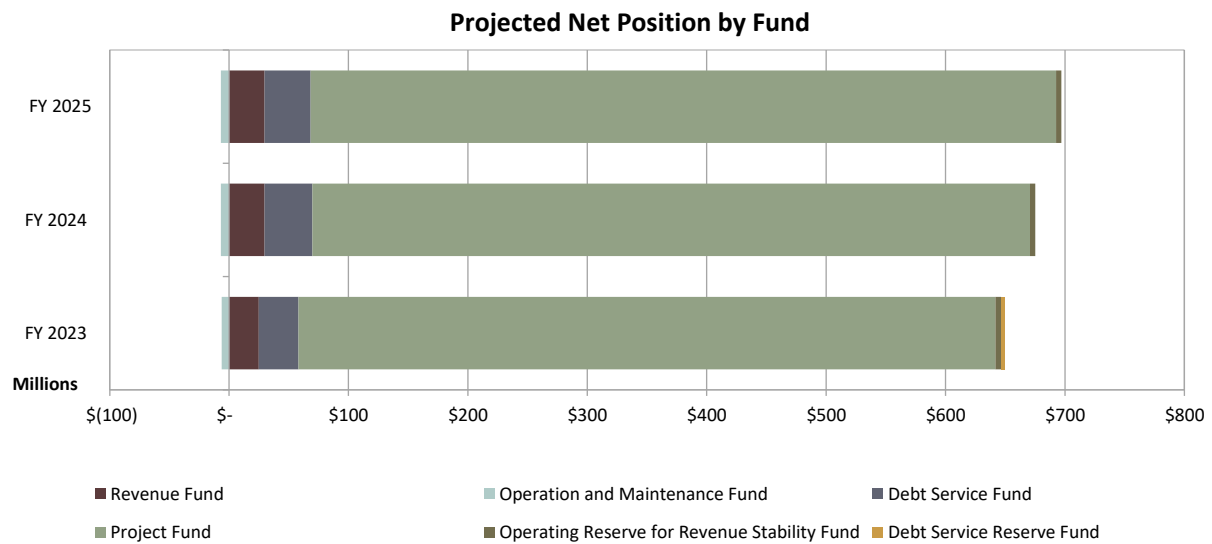
**Redemption Fund:** This fund has no assets or liabilities, and NBC does not plan on using this fund.

**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.

The year-end projected net position for FY 2023, FY 2024 and FY 2025 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 2025 Budget – Key Assumptions

The development of the FY 2025 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 – 2.56% across-the-board increase in sewer user fees effective July 1, 2024.
  - 123,013 dwelling units, modest change in non-residential meters by meter size
  - Total billable consumption of 13.0 million Hundred Cubic Feet (HCF)
- Investment income of \$1.1 million generated on balances in the Revenue, Operation and Maintenance, Operating Reserve for Revenue Stability, and Operation and Maintenance Reserve Funds.
- Miscellaneous revenue includes Renewable Energy Credit (REC) sales at an average rate of \$34.75/REC and assumes 25.4 million kWh of electricity production from renewable sources.
- An Operation and Maintenance Reserve (OMR) Fund in the amount of \$2.0 million was established through PUC Docket 22-47-WW to mitigate risks related to the sufficiency of the electricity and renewable energy accounts. NBC has budgeted a \$0.5 million transfer from the OMR Fund in FY 2025 which represents the difference between the PUC allowance in cost of service and the FY 2025 budgeted expense for these accounts.

Account	PUC Approved	FY 2025 Budget	Variance
54090 Electricity	\$ 5,860,372	\$ 5,365,549	\$ (494,823)
54091 NBC Net Metering Credit	(1,891,888)	(1,475,468)	416,420
54092 FP Turbines	268,490	334,809	66,319
54093 Coventry Wind	244,645	430,173	185,528
54095 Green PPA	2,478,150	2,069,665	(408,485)
54096 Green PPA Net Metering Credits	(3,304,199)	(2,759,553)	544,646
54097 Biogas	1,700	150,250	148,550
<b>Total</b>	<b>\$ 3,657,270</b>	<b>\$ 4,115,425</b>	<b>\$ 458,155</b>

- The FY 2025 Budget incorporates seven new and five eliminated FTEs. There are 15.5 FTEs assumed to be unfilled.

FY 2025 Budgeted FTEs	
FY 2024 FTEs	309.0
FY 2025 Net Increase FTEs	2.0
Total FTEs	311.0
<i>Less: Unfilled Positions</i>	(15.5)
<b>Net Budgeted FTEs</b>	<b>295.5</b>

- Contracted COLA of 3.0% and step increases for union employees in FY 2025 and 4.81% merit increases for non-union employees.
- NBC’s FY 2025 budgeted contribution rate to the Rhode Island State Retirement System on behalf of participating union employees of 29.54%.
- NBC’s contribution rate to the State Retirement Health Benefit for participating union employees of 3.94% in FY 2025.
- 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).
  - Vision insurance premiums are unchanged from FY 2024 and dental insurance premiums are based on the 2024 credited rate.
- Biosolids expense reflects a 5.2% average projected Consumer Price Index (CPI) adjustment to the contracted biosolids disposal rate. Budgeted dry ton production is based on an average percent change over the prior three years and is 239 dry tons or 2.4% higher than the prior year.
- Electricity expense is 16.6% lower than FY 2024 and is based on:

FY 2025 Budgeted Electricity		
Expense Factor	kWh	% Change from FY 2024
Electricity Use	38.4 million kWh	11.9%
Produced “behind-the-meter”	10.6 million kWh	20.7%
Electricity Purchases	27.8 million kWh	8.9%
Average Supply Rate	\$0.1072/kWh	(33.2%)
Average Composite Rate	\$0.1932/kWh	(23.4%)

- Net Metering Credits (NMC) kWh production is 3.5 million kWh or 15.9% lower than the prior year. The budgeted NMC rate is \$0.230115/kWh, which is 15.4% lower than the prior year.
- Natural gas usage is based on a 3-year average for all locations excluding the Biogas Facility which is based on engineering estimates. Total Therms budgeted is 54.3% higher than the prior year. The contracted natural gas supply rate is based on the contracted rate through May 2024, at \$0.5360/Therm.



- The FY 2025 budgeted chemical rates are based on FY 2024 bid pricing with the exception of Sodium Hypochlorite, Sodium Bisulfite and Soda Ash, which are projected to increase. FY 2025 budgeted rates are as follows:

FY 2025 Budgeted Chemical Prices		
Chemical	FY 2025	% Change from FY 2024
Sodium Hypochlorite	\$ 1.7589	10.0%
Sodium Bisulfite	2.0350	10.0%
Carbon Feed	3.390	-
Polymer-Liquid	19.62	-
Polymer-Powder	3.5838	-
Polymer-Manich	1.3880	-
Sodium Hydroxide	2.8100	-
Soda Ash	602.8	10.0%

## Budgeted Revenue

Account Number	Account	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
41000	RESIDENTIAL-FLAT FEE	\$ 29,175,087	\$ 31,764,160	\$ 32,195,000	\$ 430,840	1.4%
41100	RESIDENTIAL-CONSUMPTION	31,125,243	33,138,166	33,466,400	328,234	1.0%
41501	COMMERCIAL-FLAT FEE	14,668,952	15,886,088	16,138,200	252,112	1.6%
41502	INDUSTRIAL-FLAT FEE	720,625	784,876	790,200	5,324	0.7%
41510	COMMERCIAL-CONSUMPTION	25,751,986	26,108,458	27,647,500	1,539,042	5.9%
41511	INDUSTRIAL-CONSUMPTION	2,079,398	2,136,646	2,322,000	185,354	8.7%
42000	PRETREATMENT FEES	-	-	-	-	0.0%
42001	PRETREATMENT APPLICATION FEES	67,240	80,846	66,800	(14,046)	(17.4%)
42500	SEWER CONNECTION PERMIT FEES	52,805	52,611	47,500	(5,111)	(9.7%)
42595	CAPACITY CHARGE FEES	213,020	220,517	219,500	(1,017)	(0.5%)
42599	REAL ESTATE CLOSING	117,540	125,846	141,500	15,654	12.4%
42600	ABATEMENT APPLICATION FEE	5,705	5,160	2,700	(2,460)	(47.7%)
42602	RETURNED CHECK FEE REVENUE	29,005	28,766	37,000	8,234	28.6%
42501	STORMWATER PERMIT APPLICATION FEE	-	29,353	29,400	47	0.2%
42604	REC INCOME - FP TURBINES	168,364	222,103	244,800	22,697	10.2%
42605	REC INCOME - COVENTRY	158,217	239,066	222,820	(16,246)	(6.8%)
42606	REC INCOME - GREEN PPA	301,332	417,531	416,730	(801)	(0.2%)
42607	REC INCOME - BIOGAS ELECTRIC	23	440	-	(440)	(100.0%)
43500	SEPTAGE INCOME	350,208	361,899	358,300	(3,599)	(1.0%)
45500	LATE CHARGE PENALTY	664,805	672,000	455,800	(216,200)	(32.2%)
<b>TOTAL OPERATING REVENUE</b>		<b>\$ 105,649,555</b>	<b>\$ 112,274,532</b>	<b>\$ 114,802,150</b>	<b>\$ 2,527,618</b>	<b>2.3%</b>
45100	INTEREST INCOME REVENUE	222,389	252,000	500,000	248,000	98.4%
45200	INTEREST INCOME O AND M	362,491	444,000	250,000	(194,000)	(43.7%)
45309	INTEREST INCOME DSR	-	120,000	-	(120,000)	(100.0%)
45419	INTEREST INCOME ORRF	-	180,000	225,000	45,000	25.0%
45426	INTEREST INCOME OMR	-	-	100,000	100,000	0.0%
49000	DISCOUNTS EARNED	262	449	1,300	851	189.5%
49002	MISCELLANEOUS INCOME	172,236	200,000	191,300	(8,700)	(4.4%)
49003	RENTAL REVENUE	12,000	12,000	12,000	-	0.0%
49999	REVENUE FUND BALANCE	-	2,400,000	-	(2,400,000)	(100.0%)
TBD	OMR FUND TRANSFER	-	-	458,200	458,200	0.0%
<b>TOTAL NON OPERATING REVENUE</b>		<b>\$ 769,378</b>	<b>\$ 3,608,449</b>	<b>\$ 1,737,800</b>	<b>\$ (1,870,649)</b>	<b>(51.8%)</b>
<b>TOTAL REVENUE</b>		<b>\$ 106,418,933</b>	<b>\$ 115,882,981</b>	<b>\$ 116,539,950</b>	<b>\$ 656,969</b>	<b>0.6%</b>



**Investigation of Influent in Manhole**  
**Photo by Peter Goldberg**

## Budgeted Operating Expense

ACCOUNT NUMBER	ACCOUNT	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Difference	Percent Change
<b>PERSONNEL</b>						
52100	UNION REGULAR	\$ 6,333,565	\$ 6,742,538	\$ 6,853,170	\$ 110,632	1.6%
52150	UNION OVERTIME	674,456	691,175	727,341	36,166	5.2%
52300	NON-UNION REGULAR	12,427,018	14,703,874	15,707,693	1,003,819	6.8%
52350	NON-UNION OVERTIME	263,568	295,780	296,784	1,004	0.3%
52400	NON-UNION LIMITED	50,044	67,100	90,900	23,800	35.5%
52800	UNION PENSION	1,815,192	2,020,740	2,024,426	3,686	0.2%
52810	FICA	1,453,524	1,721,288	1,811,205	89,917	5.2%
52820	UNEMPLOYMENT	94,290	100,000	100,000	-	0.0%
52920	NON UNION PENSION	1,906,403	1,536,676	1,639,536	102,860	6.7%
52940	UNION RETIREMENT HEALTH	279,527	304,762	270,017	(34,745)	(11.4%)
52950	HEALTH INSURANCE	4,046,581	4,671,056	5,085,004	413,948	8.9%
52970	DENTAL INSURANCE	289,018	328,864	341,906	13,042	4.0%
52980	VISION INSURANCE	47,953	53,924	56,969	3,045	5.6%
52990	LTD INSURANCE	51,370	63,284	67,543	4,259	6.7%
<b>TOTAL PERSONNEL</b>		<b>29,732,506</b>	<b>33,301,061</b>	<b>35,072,494</b>	<b>1,771,433</b>	<b>5.3%</b>
59000	SALARY REIMBURSEMENT	(1,818,645)	(2,230,246)	(2,430,829)	(200,583)	9.0%
59001	FRINGE REIMBURSEMENT	(976,748)	(1,233,257)	(1,336,955)	(103,698)	8.4%
<b>NET PERSONNEL SERVICES</b>		<b>\$ 26,937,113</b>	<b>\$ 29,837,558</b>	<b>\$ 31,304,710</b>	<b>\$ 1,467,152</b>	<b>4.9%</b>
<b>OPERATING SUPPLIES/EXPENSES</b>						
52610	MEDICAL SVCS.	11,699	13,900	16,000	2,100	15.1%
53210	POSTAGE	406,235	485,400	486,100	700	0.1%
53240	DUES & SUBSCRIPTIONS	93,589	108,400	117,450	9,050	8.3%
53250	FREIGHT	36,800	54,700	55,600	900	1.6%
53310	PRINTING & BINDING	128,975	226,750	213,600	(13,150)	(5.8%)
53320	ADVERTISING	3,675	12,450	13,300	850	6.8%
53330	RENTAL- EQUIPMENT	13,047	43,200	49,000	5,800	13.4%
53340	RENTAL- CLOTHING	33,877	42,200	46,300	4,100	9.7%
53350	RENTAL-OUTSIDE PROPERTY	10,830	20,000	19,500	(500)	(2.5%)
53360	MISCELLANEOUS EXPENSE	8,403	7,000	10,000	3,000	42.9%
53370	PUBLIC OUTREACH ED.	42,957	51,000	53,000	2,000	3.9%
53410	LOCAL TRAVEL	3,308	6,350	9,600	3,250	51.2%
53420	LONG DISTANCE TRAVEL	67,374	122,000	158,890	36,890	30.2%
53470	BLDG. & GRND. MAINT.	375,522	323,788	397,775	73,987	22.9%
53480	BIOSOLID DISPOSAL	5,542,749	6,243,887	6,157,775	(86,112)	(1.4%)
53490	SCREENING & GRIT DISPOSAL	229,580	333,550	369,600	36,050	10.8%
53510	VEHICLE FUEL & MAINTENANCE	230,897	280,800	282,655	1,855	0.7%
53610	REPAIRS BUILDING & STRUCTURE	622,740	726,800	791,700	64,900	8.9%
53612	ELECTRICITY CONTRACTOR	-	-	505,000	505,000	0.0%
53615	REPAIRS PROCESS EQUIPMENT	750,291	687,675	719,350	31,675	4.6%
53620	REPAIR-HIGHWAY & WALKS	31,281	49,500	47,500	(2,000)	(4.0%)
53630	MAINTENANCE CONTRACTS	705,664	756,526	915,811	159,285	21.1%
53635	MAINT. CONTRACTS-OFFICE EQUIP.	131,766	282,289	262,000	(20,289)	(7.2%)
53640	SERVICE AGREEMENTS	199,476	154,218	166,775	12,557	8.1%
53645	SOFTWARE SUBSCRIPTIONS	203,379	394,800	329,328	(65,472)	(16.6%)
53646	COMP. HARDWARE, SOFTWARE & NET. MAINT.	817,566	1,172,177	1,025,855	(146,322)	(12.5%)
53650	HIGHWAY & LANDSCAPE	10,869	17,900	18,000	100	0.6%
53660	INSURANCE	1,012,306	1,150,242	1,510,334	360,092	31.3%
53680	WORK. COMP. INSURANCE	422,365	431,446	611,770	180,324	41.8%
54000	TELEPHONE	335,484	368,100	370,950	2,850	0.8%
54020	DIESEL FOR EQUIPMENT	40,259	42,000	65,000	23,000	54.8%
54060	NATURAL GAS	383,031	699,711	1,040,265	340,554	48.7%

### Budgeted Operating Expense (continued)

ACCOUNT NUMBER	ACCOUNT	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
54090	ELECTRICITY	5,387,982	6,433,893	5,365,549	(1,068,344)	(16.6%)
54091	NBC NET METERING CREDIT	(1,835,835)	(2,168,200)	(1,475,468)	692,732	(31.9%)
54092	FP TURBINES	268,656	570,103	334,809	(235,294)	(41.3%)
54093	COVENTRY WIND	219,981	325,600	430,173	104,573	32.1%
54095	GREEN PPA	2,294,881	2,840,045	2,069,665	(770,380)	(27.1%)
54096	GREEN PPA NET METERING CREDITS	(3,059,841)	(3,786,726)	(2,759,553)	1,027,173	(27.1%)
54097	BIOGAS	20,027	145,700	150,250	4,550	3.1%
54110	WATER	121,213	138,000	136,900	(1,100)	(0.8%)
54200	CLOTHING	45,722	70,200	68,200	(2,000)	(2.8%)
54332	CHLORINE/HYPOCHLORITE	508,039	578,549	1,389,493	810,944	140.2%
54333	CARBON FEED	109,857	106,335	133,258	26,923	25.3%
54335	POLYMER	98,674	182,778	105,975	(76,803)	(42.0%)
54336	SODIUM HYDROXIDE	-	60,639	97,653	37,014	61.0%
54337	SODIUM BISULFITE	309,011	396,877	540,091	143,214	36.1%
54338	SODA ASH	46,308	74,997	75,953	956	1.3%
54339	UV DISINFECTION	164,289	200,000	200,550	550	0.3%
54340	LAB SUPPLIES	337,278	385,100	411,500	26,400	6.9%
54345	LAB CHEMICALS & GASES	229,876	270,700	291,200	20,500	7.6%
54370	SUPPLIES BUILDING & MAINT.	473,916	618,800	632,750	13,950	2.3%
54410	EDUCATIONAL SUPP. & EXP.	67,244	104,600	131,060	26,460	25.3%
54420	COMPUTER SUPPLIES	94,581	108,000	101,000	(7,000)	(6.5%)
54430	OTHER OP. SUPPLIES & EXP.	12,891	30,600	18,100	(12,500)	(40.8%)
54440	SAFETY EQUIPMENT	87,125	109,750	108,215	(1,535)	(1.4%)
54500	OFFICE EXPENSE	126,444	162,400	155,350	(7,050)	(4.3%)
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>\$ 19,034,313</b>	<b>\$ 23,267,499</b>	<b>\$ 25,548,456</b>	<b>\$ 2,280,957</b>	<b>9.8%</b>
<b>PROFESSIONAL SERVICES</b>						
52600	REGULATORY EXPENSE	678,942	645,100	735,800	90,700	14.1%
52630	EDUCATIONAL PROFESSIONAL SERVICES	33,332	46,000	51,000	5,000	10.9%
52650	SECURITY SERVICES	20,377	40,500	36,200	(4,300)	(10.6%)
52660	LEGAL SERVICES	244,242	300,000	352,500	52,500	17.5%
52670	MGMT/AUDIT SERVICES	245,553	346,000	414,000	68,000	19.7%
52680	TEMPORARY/CLERICAL SERVICES	-	5,400	30,400	25,000	463.0%
52690	OTHER SERVICES	957,792	1,293,250	1,194,250	(99,000)	(7.7%)
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>\$ 2,180,239</b>	<b>\$ 2,676,250</b>	<b>\$ 2,814,150</b>	<b>\$ 137,900</b>	<b>5.2%</b>
<b>LEASE/SUBSCRIPTIONS EXPENSE</b>						
55000	LEASES PAID	104,916	105,310	105,710	400	0.4%
56000	SUBSCRIPTIONS PAID	211,678	-	220,547	220,547	0.0%
57950	INTEREST EXPENSE - LEASES	8,484	8,090	7,690	(400)	(4.9%)
57960	INTEREST EXPENSE - SUBSCRIPTIONS	-	-	5,285	5,285	0.0%
<b>TOTAL LEASE/SUBSCRIPTIONS EXPENSE</b>		<b>\$ 325,078</b>	<b>\$ 113,400</b>	<b>\$ 339,232</b>	<b>\$ 225,832</b>	<b>199.1%</b>
<b>TOTAL OPERATING EXPENSE</b>		<b>\$ 48,476,743</b>	<b>\$ 55,894,707</b>	<b>\$ 60,006,548</b>	<b>\$ 4,111,841</b>	<b>7.4%</b>
<b>DEBT SERVICE</b>						
57903	INTEREST EXPENSE-2015 SERIES A	128,600	128,600	128,600	-	0.0%
57905	INTEREST EXPENSE-2013 SERIES C	263,458	131,458	-	(131,458)	(100.0%)
57907	INTEREST EXPENSE-2008 SERIES A	1,273,965	1,222,440	1,146,107	(76,333)	(6.2%)
57912	INTEREST EXPENSE SRF	6,250,672	10,731,671	12,380,543	1,648,872	15.4%
57917	INTEREST EXPENSE-2020 SERIES A	4,434,438	4,399,282	4,362,414	(36,868)	(0.8%)
57918	REVENUE ANTICIPATION NOTES	-	-	-	-	0.0%
57920	PRINCIPAL PAID	28,427,904	31,344,795	26,628,162	(4,716,633)	(15.0%)
<b>TOTAL DEBT SERVICE</b>		<b>\$ 40,779,037</b>	<b>\$ 47,958,246</b>	<b>\$ 44,645,826</b>	<b>\$ (3,312,420)</b>	<b>(6.9%)</b>
<b>TRANSFER TO PROJECT FUND</b>						
TRANSFER TO PROJECT FUND		17,163,153	12,030,028	11,887,576	(142,452)	(1.2%)
<b>TOTAL TRANSFER TO PROJECT FUND</b>		<b>\$ 17,163,153</b>	<b>\$ 12,030,028</b>	<b>\$ 11,887,576</b>	<b>\$ (142,452)</b>	<b>(1.2%)</b>
<b>TOTAL EXPENSE AND TRANSFER TO PROJECT FUND</b>		<b>\$ 106,418,933</b>	<b>\$ 115,882,981</b>	<b>\$ 116,539,950</b>	<b>\$ 656,969</b>	<b>0.6%</b>

## Budgeted Capital Sources of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
11370/11380	PROJECT FUND - PAY-GO CAPITAL	\$ 19,994,966	\$ 14,127,000	\$ 12,123,500	\$ (2,003,500)	(14.2%)
11381	OPERATING CAPITAL - RESTRICTED CIP	3,186,849	5,873,000	5,248,000	(625,000)	(10.6%)
11494	RECEIVABLE - RIIB-PL22	1,000,000	-	-	-	0.0%
11495/11496	RECEIVABLE - RIIB-PL23	1,028,100	61,164,000	6,628,000	(54,536,000)	(89.2%)
TBD	RECEIVABLE - RIIB-PL24	-	50,000,000	63,911,700	13,911,700	27.8%
TBD	RECEIVABLE - RIIB-PL25	-	-	59,415,200	59,415,200	0.0%
11550	RECEIVABLE - WIFIA 1	104,369,352	8,429,383	-	(8,429,383)	(100.0%)
11552	RECEIVABLE - WIFIA 2	37,254,745	84,568,313	40,437,400	(44,130,913)	(52.2%)
11553	RECEIVABLE - WIFIA 3	2,372,218	9,159,200	10,878,014	1,718,814	18.8%
<b>TOTAL SOURCES OF FUNDS</b>		<b>\$ 169,206,229</b>	<b>\$ 233,320,896</b>	<b>\$ 198,641,814</b>	<b>\$ (34,679,082)</b>	<b>(14.9%)</b>

## Budgeted Capital Uses of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>OPERATING CAPITAL PROGRAM</b>						
16510	VEHICLE AND RELATED EQUIPMENT	\$ -	\$ -	\$ -	\$ -	0.0%
16515	VEHICLE AND RELATED EQUIPMENT REPLACEMENT	443,884	991,000	940,000	(51,000)	(5.1%)
16520	BUILDING & PLANT EQUIPMENT	68,738	75,000	40,000	(35,000)	(46.7%)
16525	BUILDING & PLANT EQUIPMENT REPLACEMENT	1,515,066	2,945,000	2,563,000	(382,000)	(13.0%)
16550	COMPUTER HARDWARE, SOFTWARE AND NETWORK	56,373	233,000	530,000	297,000	127.5%
16555	COMPUTER HARDWARE, SOFTWARE AND NETWORK REP.	187,166	955,000	125,000	(830,000)	(86.9%)
16570	LAB & SAMPLING EQUIPMENT	5,312	-	-	-	0.0%
16575	LAB & SAMPLING EQUIPMENT REPLACEMENT	474,131	529,000	660,000	131,000	24.8%
16580	OFFICE FURNITURE & EQUIPMENT	277,276	-	-	-	0.0%
16586	OFFICE FURNITURE & EQUIPMENT REPLACEMENT	11,839	-	25,000	25,000	0.0%
16595	OTHER EQUIPMENT REPLACEMENT	-	-	60,000	60,000	0.0%
16610	BUILDINGS & OTHER STRUCTURES	-	-	60,000	60,000	0.0%
16565	OTHER EQUIPMENT REPLACEMENT	-	70,000	-	(70,000)	(100.0%)
16615	BUILDINGS & OTHER STRUCTURES REPLACEMENT	147,064	75,000	245,000	170,000	226.7%
<b>TOTAL OPERATING CAPITAL PROGRAM</b>		<b>\$ 3,186,849</b>	<b>\$ 5,873,000</b>	<b>\$ 5,248,000</b>	<b>\$ (625,000)</b>	<b>(10.6%)</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>						
16700	WASTEWATER TREATMENT FACILITY IMPROVEMENTS	\$ 1,688,653	\$ 11,195,400	\$ 12,309,600	\$ 1,114,200	10.0%
16700	BUCKLIN POINT RESILIENCY	18,723,239	16,779,100	11,328,000	(5,451,100)	(32.5%)
16700	FIELD'S POINT RESILIENCY	3,919,441	9,159,200	10,878,014	1,718,814	18.8%
16700	INFRASTRUCTURE MANAGEMENT	120,934	1,845,298	2,140,400	295,102	16.0%
16700	CSO PHASE III A FACILITIES	138,670,904	184,702,400	150,609,500	(34,092,900)	(18.5%)
16700	SEWER SYSTEM IMPROVEMENTS	151,215	1,680,800	2,840,900	1,160,100	69.0%
16700	INTERCEPTOR CLEANING & RESTORATION	558,400	500,000	812,400	312,400	62.5%
16700	INTERCEPTOR RESTORATION & CONSTRUCTION	987,143	960,698	1,500,000	539,302	56.1%
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>		<b>\$ 164,819,929</b>	<b>\$ 226,822,896</b>	<b>\$ 192,418,814</b>	<b>\$ (34,404,082)</b>	<b>(15.2%)</b>
<b>COST OF ISSUANCE/OTHER</b>						
11277	COST OF ISSUANCE/OTHER	\$ 1,199,451	\$ 625,000	\$ 975,000	\$ 350,000	56.0%
<b>TOTAL COST OF ISSUANCE/OTHER</b>		<b>\$ 1,199,451</b>	<b>\$ 625,000</b>	<b>\$ 975,000</b>	<b>\$ 350,000</b>	<b>56.0%</b>
<b>TOTAL CAPITAL BUDGET</b>		<b>\$ 169,206,229</b>	<b>\$ 233,320,896</b>	<b>\$ 198,641,814</b>	<b>\$ (34,679,082)</b>	<b>(14.9%)</b>



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

# Operating Budget

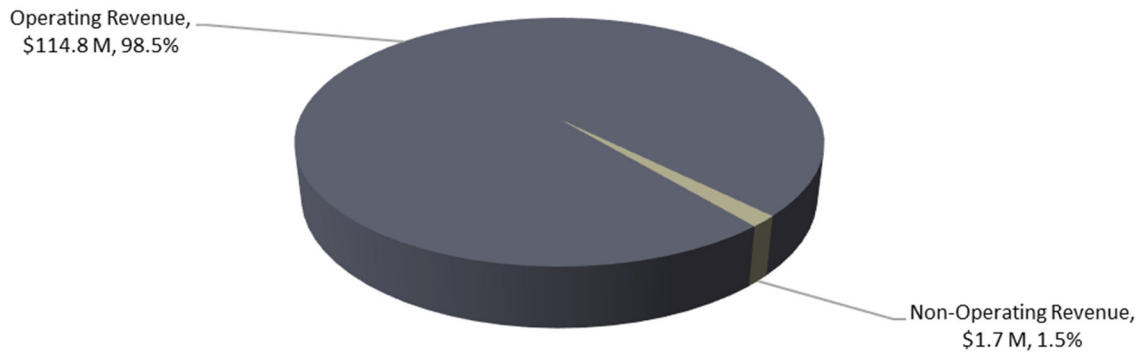
NBC's FY 2025 Operating Budget is \$116.5 million, which is an increase of \$657 thousand or 0.6% over the FY 2024 budget.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>Revenue</b>					
<b>Operating Revenue</b>					
User Fees	\$ 103,521,291	\$ 109,818,394	\$ 112,559,300	\$ 2,740,906	2.5%
Other	2,128,264	2,456,138	2,242,850	(213,288)	(8.7%)
<i>Total Operating Revenue</i>	105,649,555	112,274,532	114,802,150	2,527,618	2.3%
<b>Non-Operating Revenue:</b>					
Investment Income	584,880	996,000	1,075,000	79,000	7.9%
Miscellaneous Income	184,498	212,449	204,600	(7,849)	(3.7%)
Revenue Fund Balance	-	2,400,000	-	(2,400,000)	(100.0%)
OMR Fund Transfer	-	-	458,200	458,200	-
<i>Total Non-Operating Revenue</i>	769,378	3,608,449	1,737,800	(1,870,649)	(51.8%)
<b>Total Revenue</b>	<b>\$ 106,418,933</b>	<b>\$ 115,882,981</b>	<b>\$ 116,539,950</b>	<b>\$ 656,969</b>	<b>0.6%</b>
<b>Expense</b>					
<b>Operating Expense</b>					
Personnel	\$ 26,937,113	\$ 29,837,558	\$ 31,304,710	\$ 1,467,152	4.9%
Operating Supplies/Expense	19,034,313	23,267,499	25,548,456	2,280,957	9.8%
Professional Services	2,180,239	2,676,250	2,814,150	137,900	5.2%
Lease/Subscriptions Expense	325,078	113,400	339,232	225,832	199.1%
<i>Total Operating Expense</i>	48,476,743	55,894,707	60,006,548	4,111,841	7.4%
<b>Debt Service</b>					
Principal	28,427,904	31,344,795	26,628,162	(4,716,633)	(15.0%)
Interest	12,351,133	16,613,451	18,017,664	1,404,213	8.5%
<i>Total Debt Service</i>	40,779,037	47,958,246	44,645,826	(3,312,420)	(6.9%)
<b>Total Expense</b>	<b>\$ 89,255,780</b>	<b>\$ 103,852,953</b>	<b>\$ 104,652,374</b>	<b>\$ 799,421</b>	<b>0.8%</b>
<b>Transfer to Project Fund</b>	17,163,153	12,030,028	11,887,576	(142,452)	(1.2%)
<b>Expense and Transfer to Project Fund</b>	<b>\$ 106,418,933</b>	<b>\$ 115,882,981</b>	<b>\$ 116,539,950</b>	<b>\$ 656,969</b>	<b>0.6%</b>



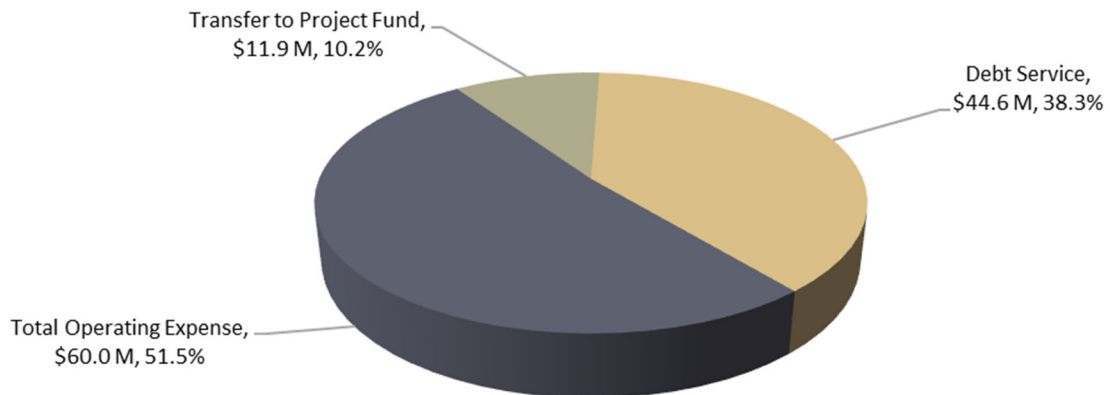
The FY 2025 budgeted revenue is \$116.5 million, which is \$657 thousand higher than last year's budget. Operating revenue is \$114.8 million which is \$2.5 million or 2.3% higher than the prior year. Non-operating revenue is \$1.7 million which is \$1.9 million lower than the prior year. The chart below illustrates the split of FY 2025 budgeted operating and non-operating revenue.

### Sources of Revenue



The largest budgeted use of revenue in FY 2025 is Operating Expense, at \$60.0 million which is 51.5% of total uses of revenue. Budgeted Debt Service expense is \$44.6 million or 38.3% of total expense. The budget also includes a Transfer to the Project Fund in the amount of \$11.9 million. The chart below illustrates FY 2025 budgeted uses of revenue.

### Uses of Revenue



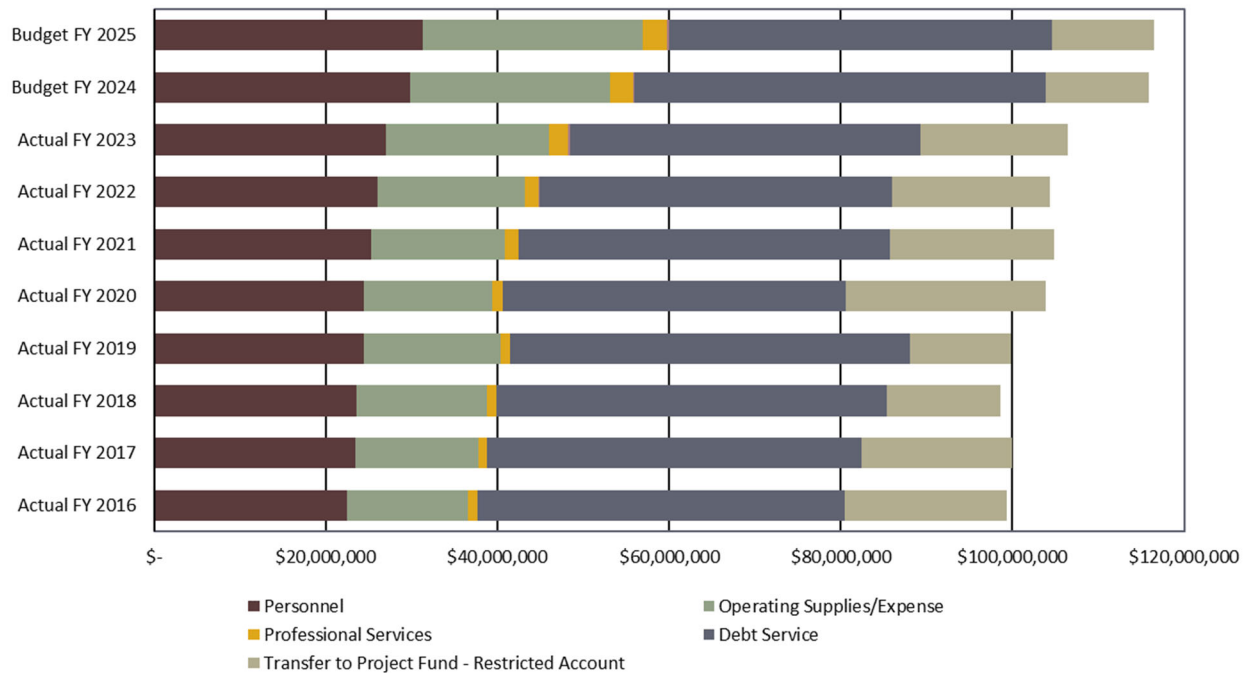
## Historical Overview

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

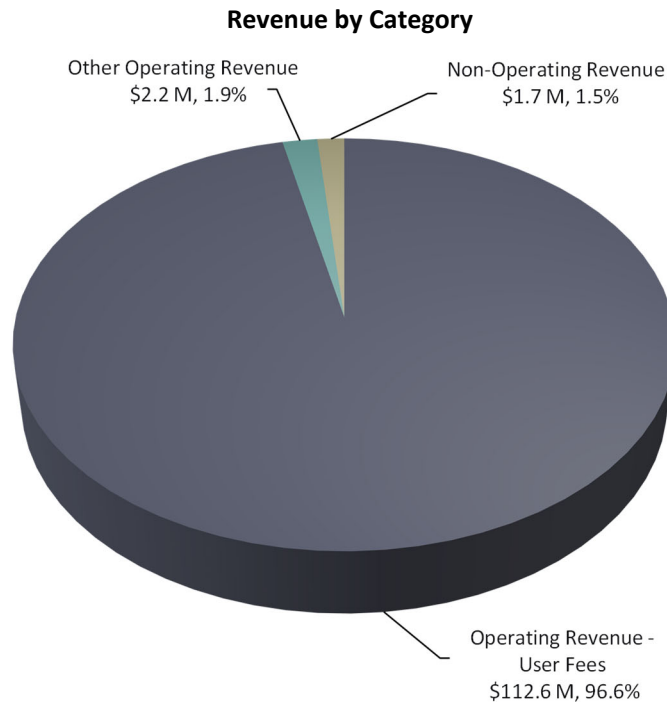


### Ten-Year Historical Expense Comparison



## Revenue Profile

FY 2025 budgeted revenue is \$116.5 million, an increase of \$0.7 million or 0.6% compared to FY 2024. Operating Revenue is \$114.8 million and Non-Operating Revenue is \$1.7 million.



Historical and budgeted revenue are shown in the table below.

Expense	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>Operating Revenue</b>					
User Fees	\$ 103,521,291	\$ 109,818,394	\$ 112,559,300	\$ 2,740,906	2.5%
Pretreatment Application Fees	67,240	80,846	66,800	(14,046)	(17.4%)
Septage Income	350,208	361,899	358,300	(3,599)	(1.0%)
Connection/Capacity Fees	265,825	273,128	267,000	(6,128)	(2.2%)
Late Fees	664,805	672,000	455,800	(216,200)	(32.2%)
Customer Service Fees	152,250	159,772	181,200	21,428	13.4%
Renewable Energy Credits	627,936	879,140	884,350	5,210	0.6%
Stormwater Permit Application Fee	-	29,353	29,400	47	0.2%
<b>Total Operating Revenue</b>	<b>\$ 105,649,555</b>	<b>\$ 112,274,532</b>	<b>\$ 114,802,150</b>	<b>\$ 2,527,618</b>	<b>2.3%</b>
<b>Non Operating Revenue</b>					
Investment Income	584,880	996,000	1,075,000	79,000	7.9%
Miscellaneous Income	184,498	212,449	204,600	(7,849)	(3.7%)
Revenue Fund Balance	-	2,400,000	-	(2,400,000)	(100.0%)
OMR Fund Transfer	-	-	458,200	458,200	100.0%
<b>Total Non-Operating Revenue</b>	<b>\$ 769,378</b>	<b>\$ 3,608,449</b>	<b>\$ 1,737,800</b>	<b>\$ (1,870,649)</b>	<b>(51.8%)</b>
<b>Total Revenue</b>	<b>\$ 106,418,933</b>	<b>\$ 115,882,981</b>	<b>\$ 116,539,950</b>	<b>\$ 656,969</b>	<b>0.6%</b>

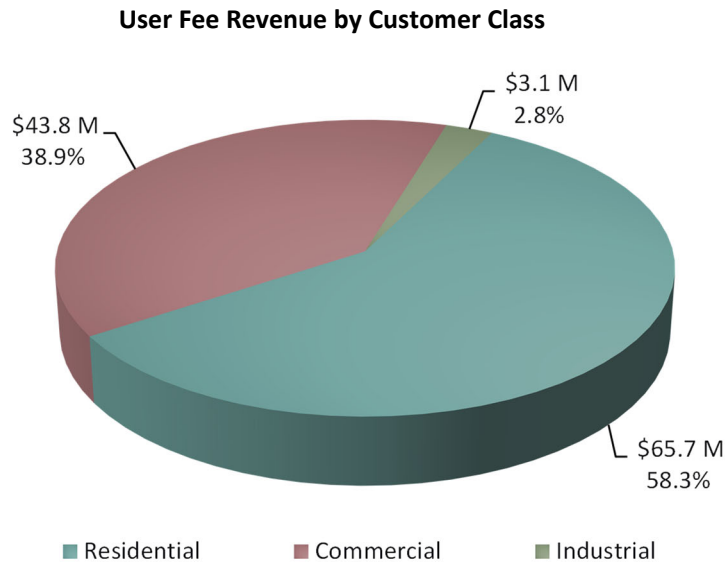
## Operating Revenue

### User Fee Revenue

FY 2025 budgeted User Fee revenue is \$112.6 million, a 2.5% increase over the prior year. This is primarily due to a 2.56% increase in sewer user fee rates effective July 1, 2024.

### User Fee Revenue by Customer Class

The majority of the FY 2025 budgeted user fee revenue, \$65.7 million or 58.3%, is from the residential customer class. This is an increase of 1.2% from the previous year. Non-residential customers account for \$46.9 million or 41.7% of total user fee revenue. Budgeted revenue from commercial customers is \$43.8 million, an increase of 4.3% from the prior year. Budgeted revenue from industrial customers is \$3.1 million, which is 6.5% more than the prior year. To learn more about NBC's customer base, please refer to the About NBC section of the budget.

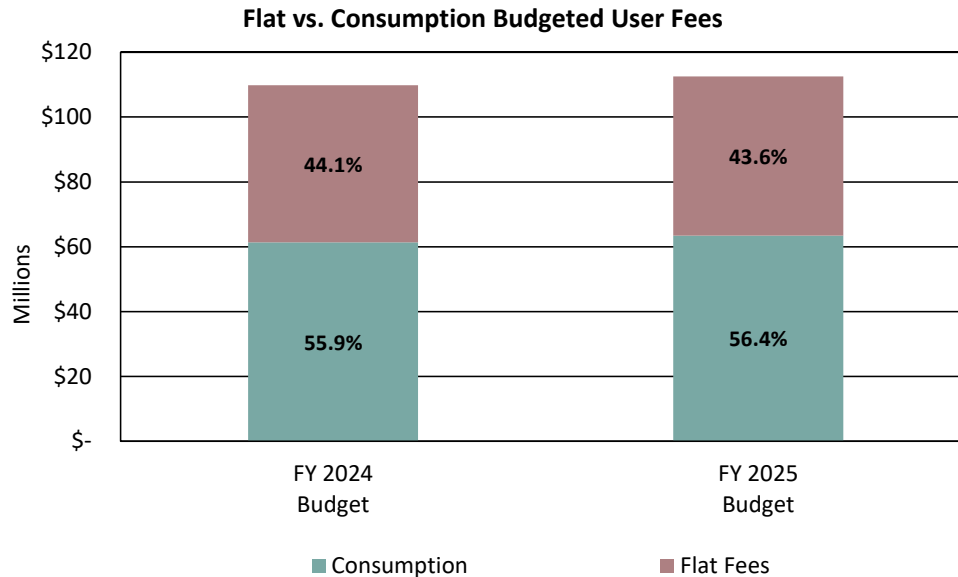


### Budgeted User Fee Revenue by Customer Class

Customer Class	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Residential	\$ 64,902,326	\$ 65,661,400	\$ 759,074	1.2%
Commercial	41,994,546	43,785,700	1,791,154	4.3%
Industrial	2,921,522	3,112,200	190,678	6.5%
<b>Total User Fees</b>	<b>\$ 109,818,394</b>	<b>\$ 112,559,300</b>	<b>\$ 2,740,906</b>	<b>2.5%</b>

## User Fee Revenue by Type

Customers are billed a customer charge which is a flat fee and a consumption charge which is based on water consumption. The following chart and table show a 0.5% shift in the percentage of budgeted user fee revenue from flat fees to consumption fees compared to the prior year. In FY 2025, 43.6% of budgeted user fee revenue is from flat fees and 56.4% is from consumption fees.



FY 2025 budgeted consumption fees are 3.3% or \$2.1 million higher, and budgeted flat fees are 1.4% or \$0.7 million, higher than the previous year.

Revenue Type	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Consumption Fees	\$ 61,383,270	\$ 63,435,900	\$ 2,052,630	3.3%
Flat Fees	48,435,124	49,123,400	688,276	1.4%
<b>Total User Fees</b>	<b>\$ 109,818,394</b>	<b>\$ 112,559,300</b>	<b>\$ 2,740,906</b>	<b>2.5%</b>

## Consumption Fees

Consumption Fees are based on billable water usage, with distinct consumption rates for each customer class. FY 2025 budgeted billable consumption is based on a four-year average (excluding FY 2021 due to COVID anomalies) and is 2.1% higher than the prior year. The largest percentage increase in billable consumption is for the industrial customer class at 7.8% while the largest quantitative increase is 211,487 Hundred Cubic Feet (HCF) for the commercial customer class.

**Billable Consumption (HCF)**

Customer Class	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Residential	7,979,687	7,994,772	15,085	0.2%
Commercial	4,185,893	4,397,380	211,487	5.1%
Industrial	522,839	563,659	40,820	7.8%
<b>Total Billable Consumption</b>	<b>12,688,419</b>	<b>12,955,811</b>	<b>267,392</b>	<b>2.1%</b>

Budgeted consumption fees reflect the 2.56% user fee rate increase effective July 1, 2024. The new rates, when applied to the projected billable units result in a \$2.1 million or 3.3% growth in budgeted consumption fees for FY 2025 compared to the previous year. Consumption fees are higher across all customer classes.

**Budgeted Consumption Fees**

Customer Class	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Residential	\$ 33,138,166	\$ 33,466,400	\$ 328,234	1.0%
Commercial	26,108,458	27,647,500	1,539,042	5.9%
Industrial	2,136,646	2,322,000	185,354	8.7%
<b>Total</b>	<b>\$ 61,383,270</b>	<b>\$ 63,435,900</b>	<b>\$ 2,052,630</b>	<b>3.3%</b>

**Flat Fees**

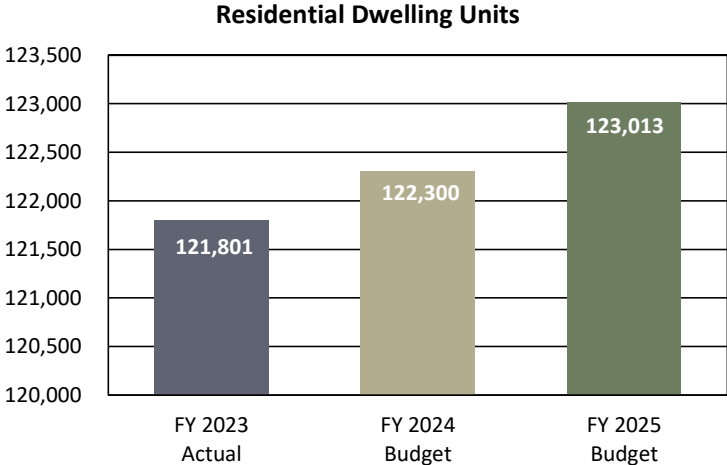
Flat fees are based on the number of dwelling units (DUs) for residential customers and billable meters by meter size for non-residential customers. Budgeted flat fees in FY 2025 are \$0.7 million or 1.4% higher than the prior year.

**Budgeted Flat Fees**

Customer Class	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Residential	\$ 31,764,160	\$ 32,195,000	\$ 430,840	1.4%
Commercial	15,886,088	16,138,200	252,112	1.6%
Industrial	784,876	790,200	5,324	0.7%
<b>Total</b>	<b>\$ 48,435,124</b>	<b>\$ 49,123,400</b>	<b>\$ 688,276</b>	<b>1.4%</b>



FY 2025 budgeted residential flat fees are based on the projected number of DUs multiplied by the rate per DU. FY 2025 budgeted DUs are based on the year-over-year increase from FY 2020 – FY 2023 added to the FY 2024 projected level.

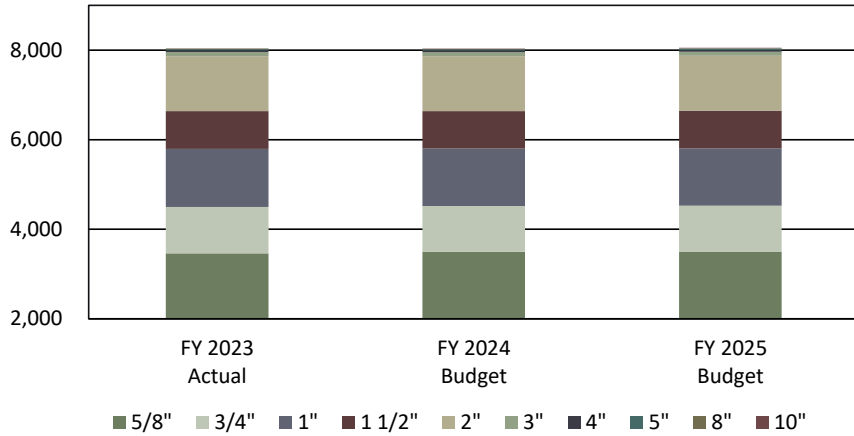






Non-residential flat fees are based on the number of meters by meter size multiplied by the rate per meter size. Annual non-residential flat fee rates range from \$618 for a 5/8" meter to \$71,142 for a 10" meter. NBC used the three-year average of FY 2021, FY 2022, and FY 2023 to project the number of meters by meter size for the budget.

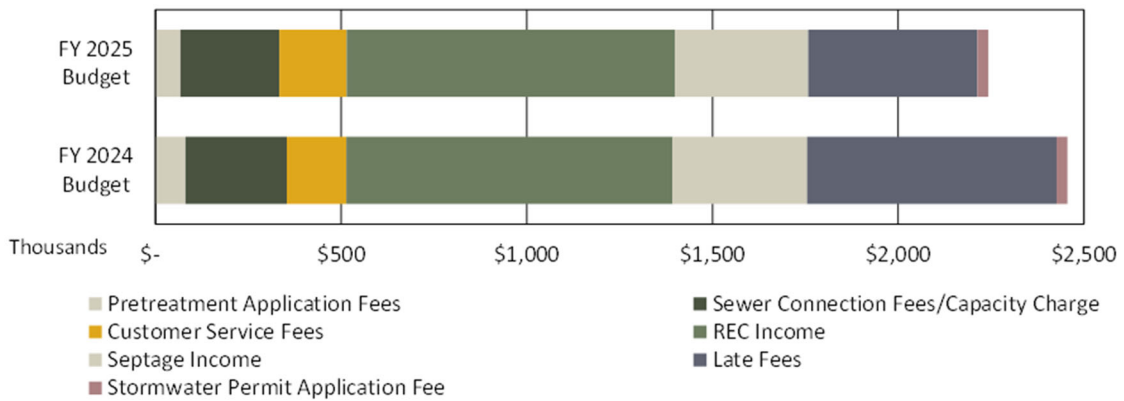
**Non-Residential Meters by Size**



**Other Operating Revenue**

While NBC’s primary source of operating revenue is from user fees, NBC has Other Operating Revenue, which represents 1.9% 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 Stormwater Permit Application Fee. As shown below, budgeted Other Operating Revenue is \$0.2 million or 8.7% lower in FY 2025 than the prior year. This is primarily due to lower budgeted late fees.

**Other Operating Revenue**



### Customer Service Fees

FY 2025 budgeted customer service fees are \$21 thousand or 13.4% higher than the prior year. Please see the following table for a comparison of the budgeted revenue from these fees.

Customer Service Fees				
	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Real Estate Closing Fee	\$ 125,846	\$ 141,500	\$ 15,654	12.4%
Abatement Application Fee	5,160	2,700	(2,460)	(47.7%)
Returned Check Fee	28,766	37,000	8,234	28.6%
<b>Total</b>	<b>\$ 159,772</b>	<b>\$ 181,200</b>	<b>\$ 21,428</b>	<b>13.4%</b>

### Sewer Connection Fees/Capacity Charge

The FY 2025 budgeted revenue from these fees and charges is \$6 thousand or 2.2% less than the previous year.

Sewer Connection/Capacity Charges				
	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Sewer Connection Permit Fees	\$ 52,611	\$ 47,500	\$ (5,111)	(9.7%)
Capacity Charge	220,517	219,500	(1,017)	(0.5%)
<b>Total</b>	<b>\$ 273,128</b>	<b>\$ 267,000</b>	<b>\$ (6,128)</b>	<b>(2.2%)</b>

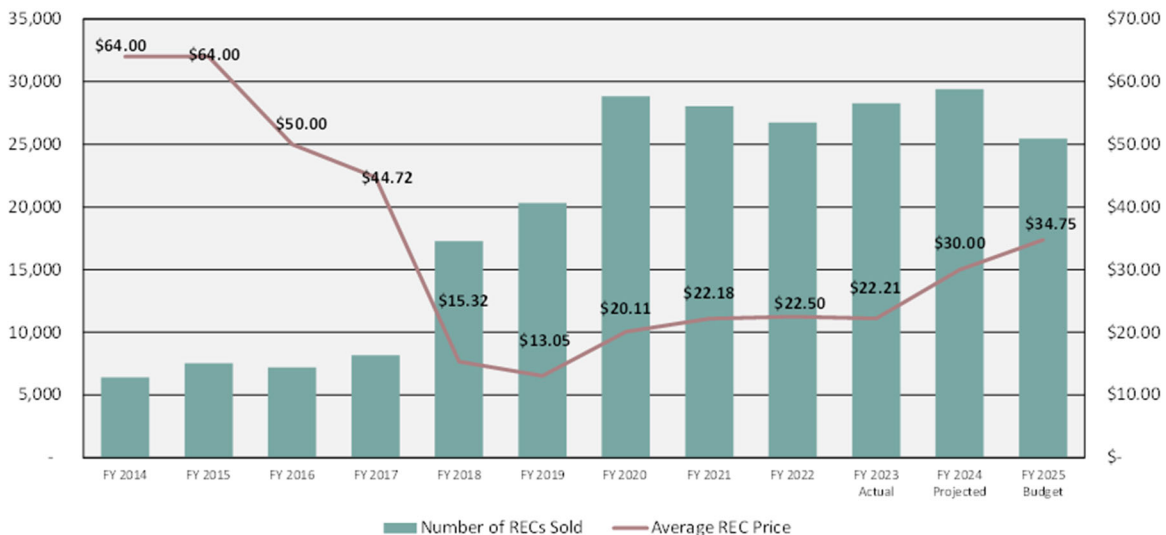
### Renewable Energy Credits

The FY 2025 budget also reflects a \$5 thousand or 0.6% increase in Renewable Energy Credits (RECs) over the prior year. This is the net result of a new contract price per REC of \$34.75 and a slight reduction in the number of RECs generated. Total REC revenue budgeted in FY 2025 is \$0.9 million.



Budgeted REC Revenue				
	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
REC Revenue	\$ 879,140	\$ 884,350	\$ 5,210	0.6%
Average Rate/REC	\$ 30.00	\$ 34.75	\$ 4.75	15.8%
Number of RECs	29,290	25,448	(3,842)	(13.1%)

### Number of RECs Sold and Average Price



**Late Fees**

Late fees are 1.0% per month on any unpaid balance past due 30 days from the billing date. Late fee revenue is \$0.5 million, a decrease of \$0.2 million from the previous year due to lower receivables.

**Pretreatment Application Fee**

New customers regulated under R.I.G.L. § 46-25-25 and NBC’s Rules and Regulations pay pretreatment permit application fees. The FY 2025 budget revenue reflects a 17.4% or \$14 thousand decrease in pretreatment permit application fees from the prior year based on a three-year average.

**Septage Income**



Permitted haulers pay fees based upon the amount of septage that they discharge at NBC’s Septage Receiving Station. Based on a three-year average, the FY 2025 budgeted septage revenue is \$0.4 million, which is \$4 thousand or 1.0% lower than the prior year.

**Stormwater Permit Application Fee**

NBC implemented a Stormwater Permit Application Fee in FY 2024 for new sewer connections and commercial projects undergoing new development or redevelopment whether connecting directly or indirectly to NBC sanitary sewer lines. The FY 2025 budgeted revenue from these fees is \$29 thousand.

**Application Fees and Septage Income**

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Pretreatment Application Fees	\$ 80,846	\$ 66,800	\$ (14,046)	(17.4%)
Septage Income	361,899	358,300	(3,599)	(1.0%)
Stormwater Permit Application Fee	29,353	29,400	47	0.2%
<b>Total</b>	<b>\$ 472,098</b>	<b>\$ 454,500</b>	<b>\$ (17,598)</b>	<b>(3.7%)</b>

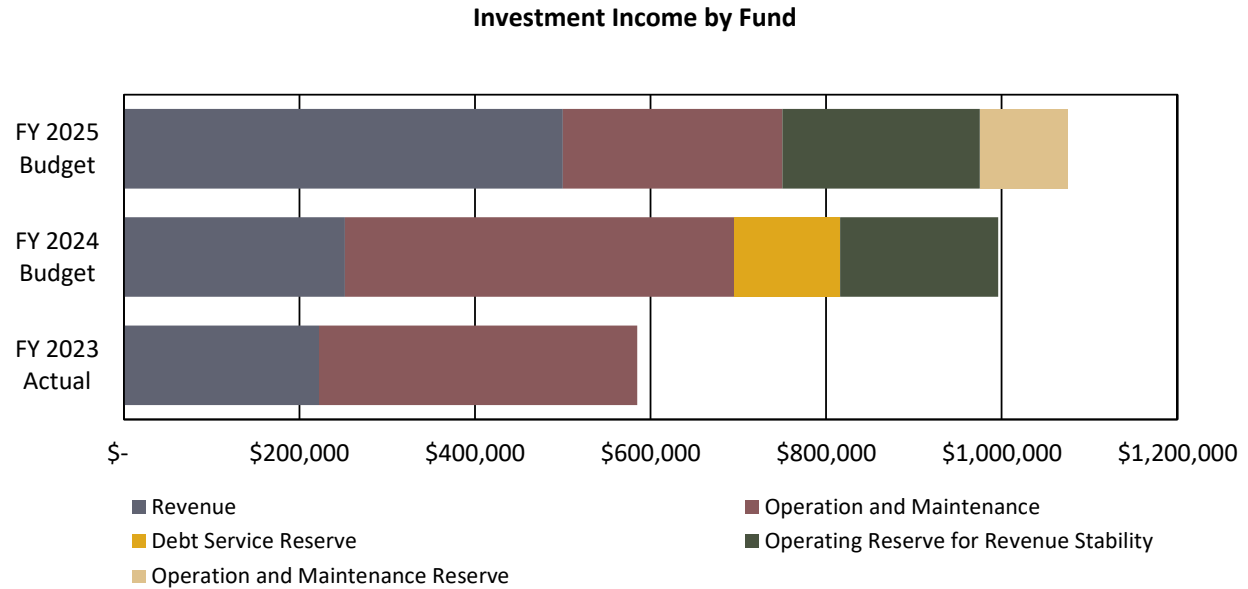
**Non-Operating Revenue**

Non-Operating Revenue includes Investment Income and Miscellaneous Income. The following table shows that Non-Operating Revenue is projected to decrease \$1.9 million or 51.8%.

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>Interest Income</b>				
Revenue	\$ 252,000	\$ 500,000	\$ 248,000	98.4%
Operation and Maintenance	444,000	250,000	(194,000)	(43.7%)
Debt Service Reserve	120,000	-	(120,000)	(100.0%)
Operating Reserve for Revenue Stability	180,000	225,000	45,000	25.0%
Operation and Maintenance Reserve	-	100,000	100,000	100.0%
<b>Subtotal Interest Income</b>	<b>\$ 996,000</b>	<b>\$ 1,075,000</b>	<b>\$ 79,000</b>	<b>7.9%</b>
<b>Other Non-Operating Revenue</b>				
Discount Earned	\$ 449	\$ 1,300	\$ 851	189.5%
Miscellaneous Income	200,000	191,300	(8,700)	(4.4%)
Rental Income	12,000	12,000	-	0.0%
Revenue Fund Balance	2,400,000	-	(2,400,000)	(100.0%)
OMR Fund Transfer	-	458,200	458,200	100.0%
<b>Subtotal Other Non-Operating Revenue</b>	<b>\$ 2,612,449</b>	<b>\$ 662,800</b>	<b>\$ (1,949,649)</b>	<b>(74.6%)</b>
<b>Total Non-Operating Revenue</b>	<b>\$ 3,608,449</b>	<b>\$ 1,737,800</b>	<b>\$ (1,870,649)</b>	<b>(51.8%)</b>

**Investment Income**

FY 2025 budgeted interest income is \$79 thousand more than the prior year. This is due to projected higher interest rates and fund balances. Historical and budgeted Investment Income is shown in the chart below.



**Miscellaneous Income**

The budget reflects an \$8 thousand or 3.7% decrease in Miscellaneous Income from the prior year.

<b>Miscellaneous Income</b>				
	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Discounts Earned	\$ 449	\$ 1,300	\$ 851	189.5%
Miscellaneous Income	200,000	191,300	(8,700)	(4.4%)
Rental Income	12,000	12,000	-	0.0%
<b>Total</b>	<b>\$ 212,449</b>	<b>\$ 204,600</b>	<b>\$ (7,849)</b>	<b>(3.7%)</b>

**Revenue Fund Balance**

Unlike the prior year, the FY 2025 Budget does not include budgeted Revenue Fund Balance.

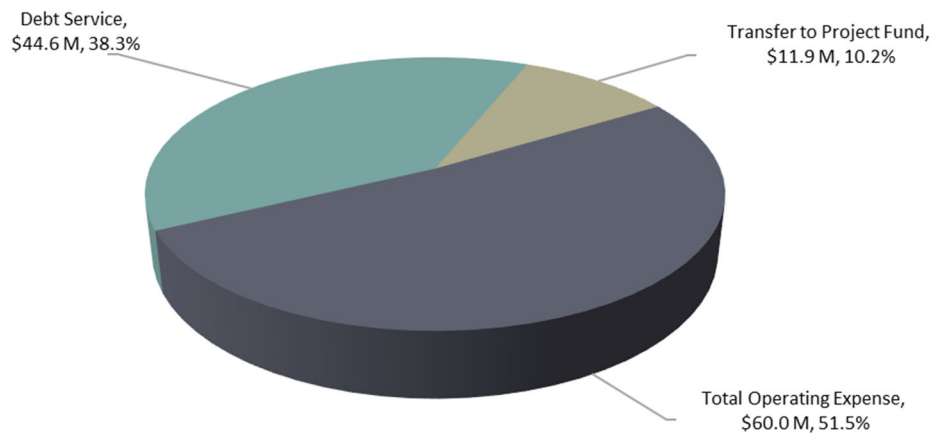
**Operation and Maintenance Reserve (OMR) Fund Transfer**

The PUC allowed the establishment and funding of an OMR Fund as an outcome of NBC’s most recent general rate case. NBC established the OMR Fund to mitigate risks related to the variability in expense related to NBC’s electricity and renewable energy accounts. NBC will use these funds, when necessary, through a transfer from OMR Fund to the Operation and Maintenance Fund. The FY 2025 budgeted amount for the OMR Fund Transfer is \$0.5 million, representing the difference between the PUC approved amount and the FY 2025 projected expense for these accounts.

## Expense Profile

FY 2025 Budgeted Expense and Transfer to Project Fund is \$116.5 million. This is an increase of \$0.7 million or 0.6% from the prior year's budget. Operating Expense is the largest expense category at \$60.0 million, which is \$4.1 million or 7.4% more than the prior year. Budgeted Debt Service is 38.3% of the total and is \$3.3 million lower than the prior year. The calculation for debt service coverage is revenue less operating expense and debt service and is shown as a Transfer to the Project Fund. The FY 2025 budgeted Transfer to the Project Fund is \$0.1 million lower than the FY 2024 budget.

**FY 2025 Expense by Category**



The table below shows historical and budgeted expense.

Expense	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>Operating Expense</b>					
Personnel	\$ 26,937,113	\$ 29,837,558	\$ 31,304,710	\$ 1,467,152	4.9%
Operating Supplies/Expense	19,034,313	23,267,499	25,548,456	2,280,957	9.8%
Professional Services	2,180,239	2,676,250	2,814,150	137,900	5.2%
Lease/Subscriptions Expense	325,078	113,400	339,232	225,832	199.1%
<i>Total Operating Expense</i>	<u>\$ 48,476,743</u>	<u>\$ 55,894,707</u>	<u>\$ 60,006,548</u>	<u>\$ 4,111,841</u>	<u>7.4%</u>
<b>Debt Service</b>	\$ 40,779,037	\$ 47,958,246	\$ 44,645,826	(3,312,420)	(6.9%)
<b>Total Expense</b>	<b>\$ 89,255,780</b>	<b>\$ 103,852,953</b>	<b>\$ 104,652,374</b>	<b>\$ 799,421</b>	<b>0.8%</b>
<b>Transfer to Project Fund</b>	\$ 17,163,153	\$ 12,030,028	\$ 11,887,576	(142,452)	(1.2%)
<b>Total Expense and Transfer to Project Fund</b>	<b>\$ 106,418,933</b>	<b>\$ 115,882,981</b>	<b>\$ 116,539,950</b>	<b>\$ 656,969</b>	<b>0.6%</b>

## Operating Expense

The following table shows that the largest percentage change to Operating Expense in FY 2025 is a 199.1% increase in Lease/Subscriptions Expense due to a new budgeting method for software subscriptions, followed by a 9.8% increase in Operating Supplies/Expense. Professional Services increased by 5.2% while Personnel expense increased by 4.9% over the prior year.

Operating Expense by Category					
Expense	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change	Percent of Total
Personnel	\$29,837,558	\$31,304,710	\$1,467,152	4.9%	52.1%
Operating Supplies/Expense	23,267,499	25,548,456	2,280,957	9.8%	42.6%
Professional Services	2,676,250	2,814,150	137,900	5.2%	4.7%
Lease/Subscriptions Expense	113,400	339,232	225,832	199.1%	0.6%
<b>Total Operating Expense</b>	<b>\$55,894,707</b>	<b>\$60,006,548</b>	<b>\$4,111,841</b>	<b>7.4%</b>	<b>100.0%</b>

## Personnel

The FY 2025 Personnel budget is 52.1% 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 2025 budgeted Personnel expense by major component. Salaries and wages are \$1.2 million higher than the prior year. This is due to a net increase of 0.5 FTEs, as well as contracted COLA and step increases for union employees and merit increases for non-union employees. Budgeted retirement is \$0.2 million or 2.9% higher and benefits are \$0.4 million or 8.5% higher. The FY 2025 budgeted capital reimbursements are \$0.3 million or 8.8% higher than the prior year.

Budgeted Personnel Expense				
	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Salaries and Wages <sup>1</sup>	\$ 22,500,467	\$ 23,675,888	\$ 1,175,421	5.2%
Retirement <sup>2</sup>	5,583,466	5,745,184	161,718	2.9%
Benefits	5,117,128	5,551,422	434,294	8.5%
Other	100,000	100,000	-	0.0%
Capital Reimbursements	(3,463,503)	(3,767,784)	(304,281)	8.8%
<b>Total</b>	<b>\$ 29,837,558</b>	<b>\$ 31,304,710</b>	<b>\$ 1,467,152</b>	<b>4.9%</b>

<sup>1</sup> Includes overtime

<sup>2</sup> 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 2024 Budget	FY 2025 Budget
Union COLA (step increases separate)	2.5%	3.0%
Non-Union COLA/Merit	5.0%	4.8%



## Budgeted Full-Time Equivalent (FTEs)

The number of net budgeted positions included in the FY 2025 budget is 295.5, which is 0.5 FTEs more than the prior year. Budgeted unfilled positions increased to 15.5 FTEs. The following table shows the number of positions budgeted by department for the last ten years.

**Budgeted FTEs by Cost Center**

Section	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 24 vs. FY 25
Administration	8	8	8	8	8	6	7	7	9	12	12	0
Human Resources	4	4	4	4	4	6	6	6	7	7	7	0
Information Technology	12	12	12	12	12	12	13	13	12	17	17	0
Legal	5	5	5	5	6	7	7	7	7	5	5	0
Construction	13	11	11	10	10	9	10	11	12	12	13	1
Engineering	0	0	0	6	7	10	10	10	12	13	14	1
Finance	5	5	5	6	7	8	10	10	11	11	12	1
Accounting	10	10	10	10	10	10	10	10	10	10	10	0
Customer Care	24	25	25	25	25	27	28	28	29	29	29	0
Purchasing	4	4	4	3	3	2	4	4	4	4	4	0
Interceptor Maintenance	20	20	20	18	20	19	23	24	21	21	20	(1)
Operations and Maintenance Svcs	9	9	9	7	6	7	7	8	11	6	8	2
Field's Point	59	59	59	54	54	54	54	54	55	55	52	(3)
Bucklin Point	35	43	45	45	47	47	47	47	47	48	48	0
Technical Analysis and Compliance	5	5	5	4	4	10	10	10	10	10	12	2
Pretreatment	14	14	14	14	14	14	14	14	14	14	14	0
Laboratory	17	17	17	17	17	18	19	19	19	20	20	0
ESTA	4	4	4	4	4	0	0	0	0	0	0	0
Environmental Monitoring	17	17	17	17	17	15	15	15	15	15	14	(1)
<b>Total FTEs</b>	<b>265.0</b>	<b>272.0</b>	<b>274.0</b>	<b>269.0</b>	<b>275.0</b>	<b>281.0</b>	<b>294.0</b>	<b>297.0</b>	<b>305.0</b>	<b>309.0</b>	<b>311.0</b>	<b>2.0</b>
<b>Unfilled Positions</b>	<b>(3.0)</b>	<b>(4.0)</b>	<b>(4.0)</b>	<b>(2.0)</b>	<b>(6.0)</b>	<b>(9.0)</b>	<b>(9.0)</b>	<b>(8.0)</b>	<b>(8.0)</b>	<b>(14.0)</b>	<b>(15.5)</b>	<b>(1.5)</b>
<b>Net Budgeted FTEs</b>	<b>262.0</b>	<b>268.0</b>	<b>270.0</b>	<b>267.0</b>	<b>269.0</b>	<b>272.0</b>	<b>285.0</b>	<b>289.0</b>	<b>297.0</b>	<b>295.0</b>	<b>295.5</b>	<b>0.5</b>
<b>Increase (Decrease) Budgeted FTEs</b>	<b>3.0</b>	<b>6.0</b>	<b>2.0</b>	<b>(3.0)</b>	<b>2.0</b>	<b>3.0</b>	<b>13.0</b>	<b>4.0</b>	<b>8.0</b>	<b>(2.0)</b>	<b>0.5</b>	

## Unfilled Positions

Budgeted unfilled positions are based on the projected number of vacant FTEs during the year due to hiring challenges as well as administrative wait times due to terminations, new hires, and promotions. The budget reflects an increase in the number of budgeted unfilled positions from 14.0 FTEs to 15.5 FTEs.

## New Positions

The FY 2025 Budget includes funding for seven new positions.

**FY 2025 Budget Summary of New Positions**

Position	Section
<b>Administrative Assistant</b> - Provide support for the Division with reporting, correspondence, database maintenance, and expense tracking.	Operations and Maintenance
<b>Maintenance Supervisor</b> - Manage maintenance staff and aid with the roll out of new equipment.	Bucklin Point
<b>Inventory Control Clerk</b> - Support maintenance of NBC inventory.	Bucklin Point
<b>Mechanic I</b> - Repair existing equipment and support new equipment placed in service.	Bucklin Point
<b>Safety Compliance Coordinator I</b> - Provide additional support to safety program.	TAC
<b>Environmental Engineer</b> - Support capital program.	Engineering
<b>Finance Technical Specialist</b> - Provide support to NBC finance functions.	Finance

## Eliminated Positions

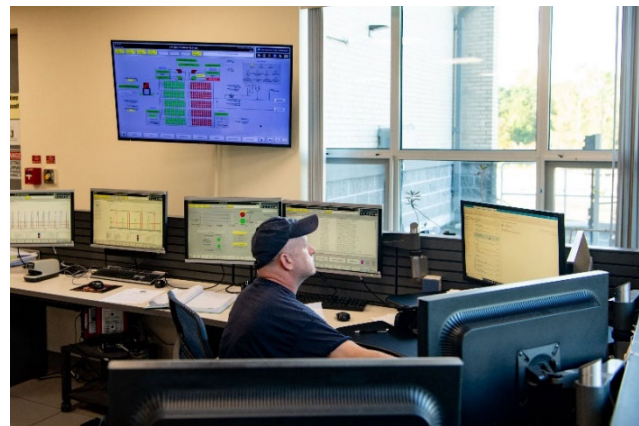
The following table summarizes the positions that were eliminated in the FY 2025 budget. NBC is utilizing services from outside contractors to perform the duties of the positions listed below.

### FY 2025 Budget Summary of Eliminated Positions

Position	Section
Lead Electrician	Field's Point
Electrician	Field's Point
Senior Electrician	Field's Point
Electrician	Bucklin Point
Electrician	Bucklin Point

## 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 2025 Budget also includes funding for the wellness initiative program offered by NBC to encourage wellness activities and the employer HRA contribution. The healthcare premiums are net of employee premium co-payments. FY 2025 budgeted healthcare premiums are higher than the prior year budget by 7% and 5% for individual and family plans, respectively. See the following table for comparative information.



*Process Monitor working in Supervisory Control and Data Acquisition Office (SCADA) at Bucklin Point  
Photo by Peter Goldberg*

### Budgeted Salary Adjustments and Benefits

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Individual Healthcare Premium	\$ 9,113	\$9,785	\$ 672	7%
Family Healthcare Premium	\$ 24,904	\$26,032	\$ 1,128	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	\$495	\$ (9)	(2%)
Family Dental Premium	\$ 1,464	\$1,435	\$ (29)	(2%)
Individual Vision Premium	\$ 107	\$107	-	-
Family Vision Premium	\$ 230	\$230	-	-

## 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 2025 budgeted employer contribution to the union pension decreased from 30.0% to 29.5% and the union retiree health benefits decreased by 12.8% per the State of Rhode Island planning values. NBC's non-union employees participate in a defined contribution plan and a defined benefit plan administered by NBC. The FY 2025 Budget for non-union retirement expense remains unchanged at 10.0% of the budgeted non-union salaries and wages.

<b>Employer Retirement Contributions</b>			
	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>	<b>Percent Change</b>
<b>Union</b>			
Retirement	30.0%	29.5%	(1.4%)
Retirement Health	4.5%	3.9%	(12.8%)
<i>Total Union</i>	34.5%	33.5%	(2.9%)
<b>Non-Union</b>			
Retirement	10.0%	10.0%	-
<i>Total Non-Union</i>	10.0%	10.0%	-
<b>All Employees FICA</b>	7.65%	7.65%	-

## Operating Supplies and Expense

Operating Supplies and Expense is 42.6% of the FY 2025 Operating Expense and increased by 9.8% or \$2.3 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.

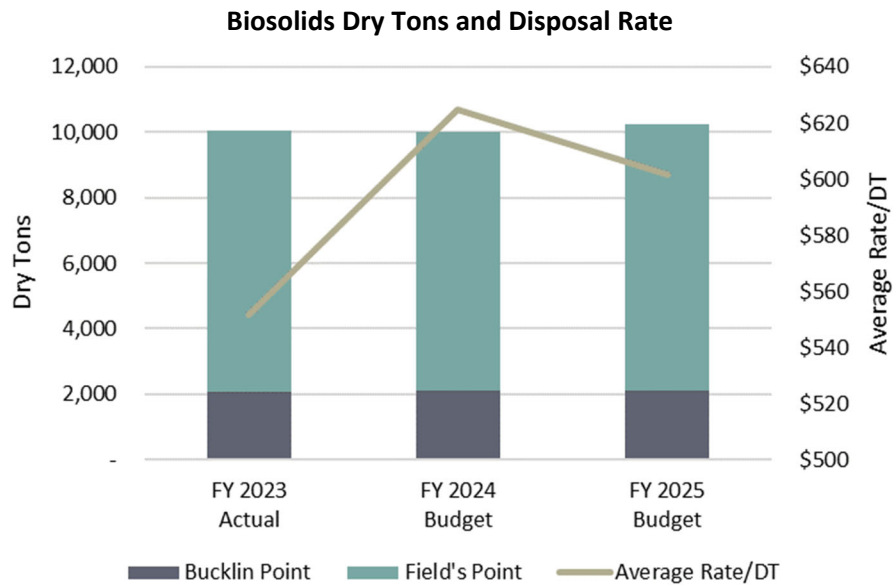
<b>Budgeted Operating Supplies and Expense</b>				
	<b>FY 2024 Budget</b>	<b>FY 2025 Budget</b>	<b>Budgeted Difference</b>	<b>Percent Change</b>
Biosolids Disposal	\$ 6,243,887	\$6,157,775	\$(86,112)	(1.4%)
Natural Gas	699,711	1,040,265	340,554	48.7%
Electricity	6,433,893	5,365,549	(1,068,344)	(16.6%)
Net Metering Credits (NMC)	(5,954,926)	(4,235,021)	1,719,905	(28.9%)
Power Purchase Agreement (PPA)	2,840,045	2,069,665	(770,380)	(27.1%)
Biogas	145,700	150,250	4,550	3.1%
Chemicals	1,400,175	2,342,423	942,248	67.3%
Contracts and Service Agreements	2,760,010	2,699,769	(60,241)	(2.2%)
Repairs Accounts	1,463,975	1,558,550	94,575	6.5%
Supplies Accounts	1,274,600	1,335,450	60,850	4.8%
Insurance/Workers Comp. Insurance	1,581,688	2,122,104	540,416	34.2%
Screening and Grit Disposal	333,550	369,600	36,050	10.8%
Electricity Contractor	-	505,000	505,000	-
Other	4,045,191	4,067,077	21,886	0.5%
<b>Total Operating Supplies and Expense</b>	<b>\$ 23,267,499</b>	<b>\$ 25,548,456</b>	<b>\$ 2,280,957</b>	<b>9.8%</b>

## Biosolids

Biosolids disposal expense is \$6.2 million, which is \$86 thousand or 1.4% lower than the prior year. The FY 2025 budgeted dry tons is based on the average increase over the prior three years and is 239 dry tons or 2.4% higher than the prior year. The average rate per dry ton for FY 2025 is \$601.58. This rate reflects the contracted rate adjustment based on the projected CPI.

	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Bucklin Point	2,073	2,067	2,120	2,106	(14)	(0.7%)
Field's Point	8,006	7,982	7,877	8,130	253	3.2%
<b>Dry Tons</b>	<b>10,079</b>	<b>10,049</b>	<b>9,997</b>	<b>10,236</b>	<b>239</b>	<b>2.4%</b>

<b>Expense</b>	\$ 4,940,085	\$ 5,542,749	\$ 6,243,887	\$ 6,157,775	\$ (86,112)	(1.4%)
<b>Average Rate/DT</b>	\$490.13	\$551.59	\$ 624.58	\$ 601.58	\$ (23.00)	(3.7%)

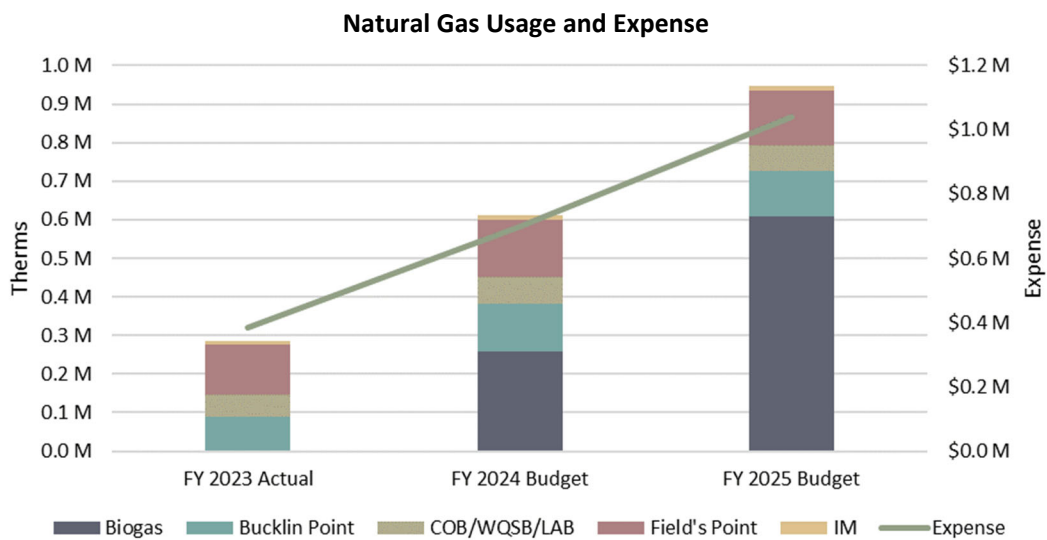


*Integrated Fixed Film Activated Sludge (IFAS) Tank  
Photo by Peter Goldberg*

## Natural Gas

The FY 2025 Natural Gas budget is \$1.0 million which is 48.7% higher than the prior year. The budget includes an increase of 0.3 million therms for the Biogas Facility and a projected 3.6% decrease in the composite rate to \$1.1001 per Therm. NBC plans to run the Biogas Facility on natural gas which will produce “behind the meter” electricity for use at the Bucklin Point WWTF.

Therms	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Biogas Facility	-	258,823	608,612	349,789	135.1%
Bucklin Point	88,795	122,708	119,083	(3,625)	(3.0%)
COB/WQSB/LAB	56,475	68,632	64,257	(4,375)	(6.4%)
Field's Point	131,558	150,574	142,474	(8,100)	(5.4%)
IM	9,467	12,232	11,151	(1,081)	(8.8%)
<b>Therms</b>	<b>286,295</b>	<b>612,969</b>	<b>945,577</b>	<b>332,608</b>	<b>54.3%</b>
<b>Rate per Therm</b>	<b>\$ 1.3379</b>	<b>\$ 1.1415</b>	<b>\$ 1.1001</b>	<b>\$ (0.0414)</b>	<b>(3.6%)</b>
<b>Expense</b>	<b>\$ 383,031</b>	<b>\$ 699,711</b>	<b>\$1,040,265</b>	<b>\$ 340,554</b>	<b>48.7%</b>



**Pump Cavern in CSO Tunnel Pumping Station**  
Photo by Peter Goldberg

## Electricity

The FY 2025 budget for electricity expense is \$5.4 million, 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 budgeted use is based on three-year averages by location for the COB/WQSB and Interceptor Maintenance. Field’s Point and Bucklin Point electricity budgeted use reflects FY 2024 experience. Biogas production is based on engineering estimates and Field’s Point Wind Turbine production is based on the three-year average.

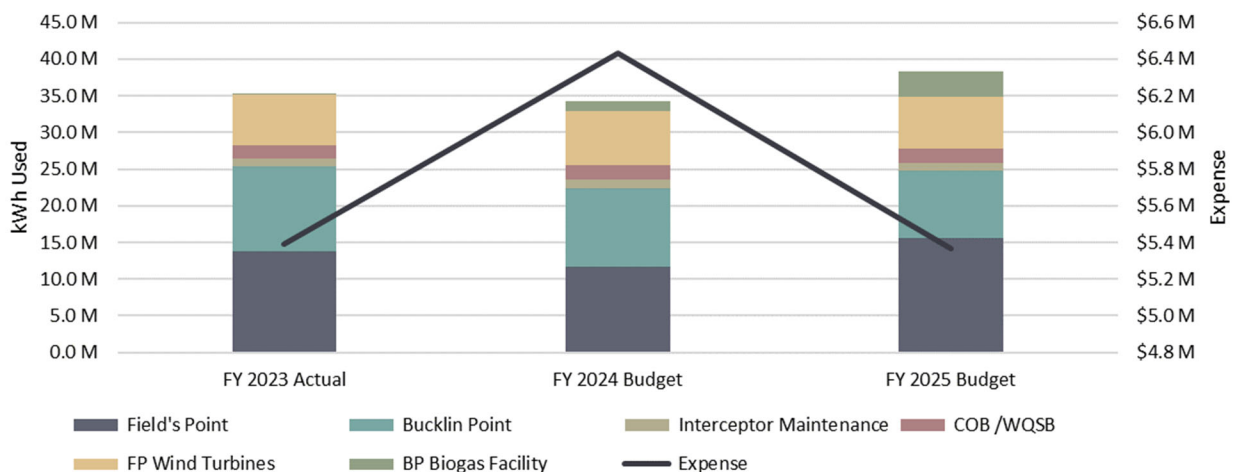


The budgeted electricity supply rate is \$0.1072 per kWh, reflecting the contracted rate effective in December 2023. The supply rate plus delivery charges, taxes, and other fees, results in a composite rate of \$0.1932/kWh, which is 23.4% lower than the prior year. As shown in the table below, the FY 2025 budgeted electricity expense is \$1.1 million or 16.6% lower than the prior year budget.

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

Location	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Field's Point	13,776,569	11,756,306	15,642,830	3,886,524	33.1%
Bucklin Point	11,651,677	10,673,859	9,146,826	(1,527,033)	(14.3%)
Interceptor Maintenance	996,763	1,163,755	1,083,233	(80,522)	(6.9%)
COB /WQSB	1,872,800	1,907,583	1,893,240	(14,343)	(0.8%)
<b>Total kWh Purchased</b>	<b>28,297,809</b>	<b>25,501,503</b>	<b>27,766,129</b>	<b>2,264,626</b>	<b>8.9%</b>
FP Wind Turbines	6,846,780	7,403,433	7,044,461	(358,972)	(4.8%)
Biogas Facility	3,385	1,394,136	3,569,904	2,175,768	156.1%
<b>"Behind the Meter" kWh</b>	<b>6,850,165</b>	<b>8,797,569</b>	<b>10,614,365</b>	<b>1,816,796</b>	<b>20.7%</b>
<b>Total kWh Used</b>	<b>35,147,974</b>	<b>34,299,072</b>	<b>38,380,494</b>	<b>4,081,422</b>	<b>11.9%</b>
<b>Expense</b>	<b>\$ 5,387,982</b>	<b>\$ 6,433,893</b>	<b>\$ 5,365,549</b>	<b>\$ (1,068,344)</b>	<b>(16.6%)</b>
<b>Rate per kWh Purchased</b>	<b>\$ 0.1904</b>	<b>\$ 0.2523</b>	<b>\$ 0.1932</b>	<b>\$ (0.0591)</b>	<b>(23.4%)</b>

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.



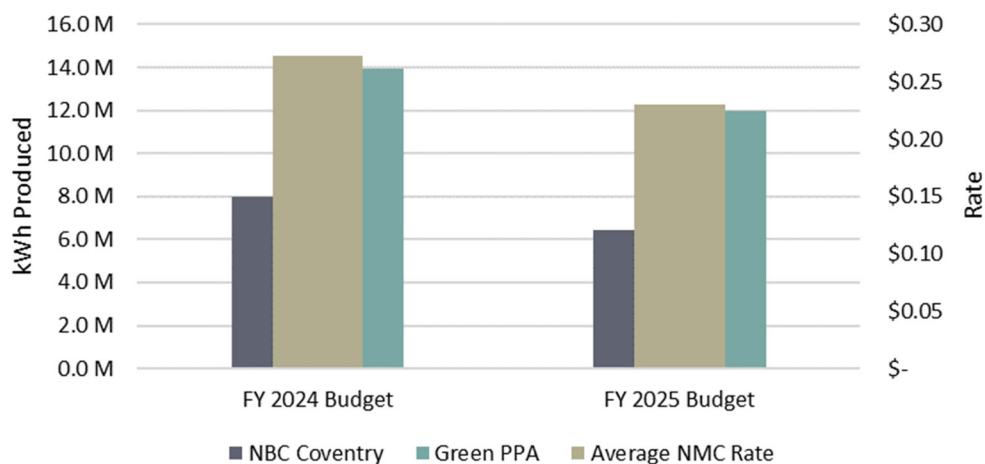
NBC also has Power Purchase Agreements (PPAs) for sustainable energy facilities that are located off site. NBC retains 25% of the NMC generated from those facilities and pays the vendor 75% of the NMC. NBC sells the RECs generated from all facilities and retains 100% of the REC sales.

The FY 2025 budgeted kWh production from the net-metered sources is 18.4 million kWh, which is 15.9% or 3.5 million kWh less than FY 2024. This is the net impact of projected 19.5% lower production from the NBC owned turbines and 13.8% lower production from the PPA sources based on experience in FY 2024. The FY 2025 budgeted NMC rate also decreased 15.4% from \$0.2721/kWh to \$0.2301/kWh. The resulting total NMC budget is a \$4.2 million credit, which is \$1.7 million or 28.9% less than the prior year. The payment to the PPA vendor is budgeted at 75% of the NMC from the PPA facilities or \$2.1 million in the FY 2025 budget.

### Budgeted Net Metering Credits and PPA Expense

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>kWh from NMC Sources</b>				
NBC Coventry	7,968,865	6,411,873	(1,556,992)	(19.5%)
PPA	13,917,693	11,992,061	(1,925,632)	(13.8%)
<i>Total Budgeted kWh</i>	21,886,558	18,403,934	(3,482,624)	(15.9%)
<b>NMC Earned (reflected in budget as reduction in expense)</b>				
NBC Coventry NMC	\$ (2,168,200)	\$ (1,475,468)	692,732	(31.9%)
PPA NMC	(3,786,726)	\$ (2,759,553)	1,027,173	(27.1%)
<i>Total Budgeted NMC</i>	\$ (5,954,926)	\$ (4,235,021)	\$ 1,719,905	(28.9%)
<b>PPA Payments</b>				
75% of PPA NMC Earned	\$ 2,840,045	\$ 2,069,665	\$ (770,380)	(27.1%)
<i>Net Retained NMC</i>	\$ (3,114,882)	\$ (2,165,356)	\$ 949,525	(30.5%)
<i>Budgeted NMC Rate/kWh</i>	\$0.2721	\$0.2301	(\$0.042)	(15.4%)

### Budgeted kWh from Net-Metered Sources and Average NMC Rate



## Chemicals

Budgeted Chemical expense in FY 2025 is \$2.3 million which is \$0.9 million or 67.3% higher than the prior year, due to increased projected usage and rates.

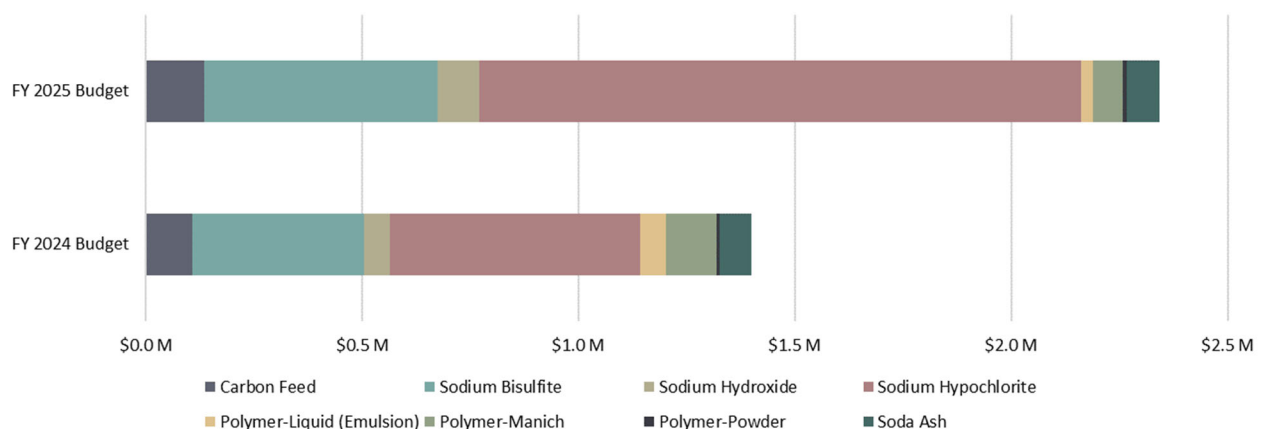


Pricing is based on the prior year actuals with the exception of Soda Ash, Sodium Hypochlorite, and Sodium Bisulfite which are based on estimated price increases provided by the vendors. Various projection methods were applied to calculate the budgets based on NBC's usage of each chemical. Chemicals with limited usage are based on prior year averages and actuals. Frequently used chemical budgets are based on the prior three-year average annual increases. The table and chart below show the change in budgeted chemicals compared to the prior year.

**Budgeted Chemical Expense by Location**

Chemical	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Carbon Feed	\$ 96,249	\$ 119,223	\$ 22,974	23.9%
Chlorine/Hypochlorite	534,959	1,275,901	740,942	138.5%
Sodium Bisulfite	354,120	475,449	121,329	34.3%
Sodium Hydroxide	60,639	97,653	37,014	61.0%
<b>Field's Point Total</b>	<b>\$ 1,045,967</b>	<b>\$ 1,968,226</b>	<b>\$ 922,259</b>	<b>88.2%</b>
Carbon Feed	\$ 10,085	\$ 14,035	\$ 3,950	39.2%
Chlorine/Hypochlorite	43,592	113,592	70,000	160.6%
Polymer	182,778	105,975	(76,803)	(42.0%)
Soda Ash	74,997	75,953	956	1.3%
Sodium Bisulfite	42,756	64,642	21,886	51.2%
<b>Bucklin Point Total</b>	<b>\$ 354,208</b>	<b>\$ 374,197</b>	<b>\$ 19,989</b>	<b>5.6%</b>
<b>Total Chemical Expense</b>	<b>\$ 1,400,175</b>	<b>\$ 2,342,423</b>	<b>\$ 942,248</b>	<b>67.3%</b>

**Budgeted Chemical Expense**



## Contract and Service Agreements

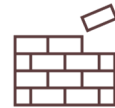
The FY 2025 budget for five related expense accounts, referred to collectively as Contract and Service Agreements, is \$2.7 million. Computer Hardware, Software and Network Maintenance expense is the majority, or 38.0% of the total, followed by Maintenance Contracts, Software Subscriptions, Office Equipment Contracts and Service Agreements. The table on the following page shows that the FY 2025 budget for these line items is 2.2% or \$60 thousand lower than the prior year. This is due to a select number of software subscriptions moving to the Lease/Subscriptions category as part of GASB 96.

### Budgeted Contract and Service Agreements

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Maintenance Contracts	\$ 756,526	\$ 915,811	\$ 159,285	21.1%
Software Subscriptions	394,800	329,328	(65,472)	(16.6%)
Service Agreements	154,218	166,775	12,557	8.1%
Office Equipment Contracts	282,289	262,000	(20,289)	(7.2%)
Computer Hardware, Software and Network Maintenance	1,172,177	1,025,855	(146,322)	(12.5%)
<b>Total</b>	<b>\$ 2,760,010</b>	<b>\$ 2,699,769</b>	<b>\$ (60,241)</b>	<b>(2.2%)</b>

### Repairs Accounts

The FY 2025 budget for three related expense accounts, referred to collectively as the Repairs Accounts, is \$1.6 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 8.9% or \$65 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 4.6% or \$32 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 decreased \$2 thousand or 4% from FY 2024.

The FY 2025 Budget also includes funding for repairs not covered under service contracts. Most of the Repairs Account expense, or 68.3% is budgeted in the Operations and Maintenance Division.

### Budgeted Repairs Accounts

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Repairs Building and Structure	\$ 726,800	\$ 791,700	\$ 64,900	8.9%
Repairs Process Equipment	687,675	719,350	31,675	4.6%
Repairs Highways and Walks	49,500	47,500	(2,000)	(4.0%)
<b>Total</b>	<b>\$ 1,463,975</b>	<b>\$ 1,558,550</b>	<b>\$ 94,575</b>	<b>6.5%</b>

### Supplies Accounts



The FY 2025 budget includes \$1.3 million for three related expense accounts, referred to collectively as the Supplies Accounts. The Supplies Accounts increased in total by \$61 thousand or 4.8% in FY 2025. A discussion of each of the expense accounts is in the following section.

### Budgeted Supplies Accounts

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Lab Supplies	\$ 385,100	\$ 411,500	\$ 26,400	6.9%
Lab Chemicals and Gases	270,700	291,200	20,500	7.6%
Supplies Building and Maintenance	618,800	632,750	13,950	2.3%
<b>Total</b>	<b>\$ 1,274,600</b>	<b>\$ 1,335,450</b>	<b>\$ 60,850</b>	<b>4.8%</b>

### 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 2025 budget for Lab Supplies is \$412 thousand, an increase of \$26 thousand or 6.9%. The majority or 89.1% of the Lab Supplies account is budgeted in the Environmental Science and Compliance Division, with the remaining 10.9% budgeted in the Operations and Maintenance Division.

### Lab Chemicals and Gases

The Lab Chemicals and Gases account includes expense for the chemicals and gases necessary to perform parameter testing. Lab Chemicals and Gases is budgeted at \$291 thousand in FY 2025. Most of the Lab Chemicals and Gases expense, or 88.7%, is budgeted in the Environmental Science and Compliance Division. The remaining 11.3% 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 2025 budget for this account is \$633 thousand. The majority, or 97.8%, of Supplies Building and Maintenance expense is budgeted in the Operations and Maintenance Division.

### Insurance

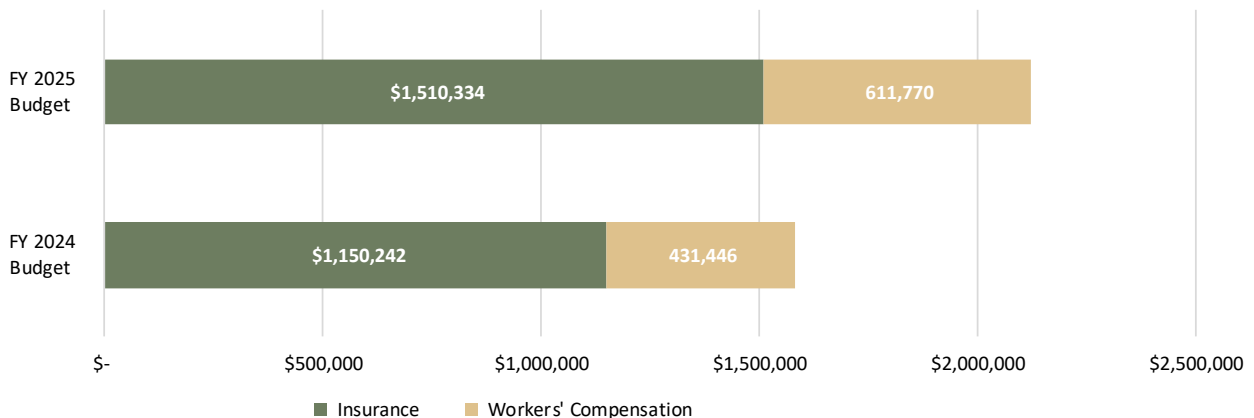


The FY 2025 budget for Insurance is \$2.1 million, which is 34.2% higher than the prior year. Budgeted Insurance expense is \$360 thousand or 31.3% higher than the prior year, primarily due to increased commercial property insurance. Workers' Compensation Insurance expense is \$180 thousand or 41.8% higher based on prior year actuals.

The following table and graph show the total budgeted Insurance accounts expense on a year-to-year basis.

**Budgeted Insurance Accounts**

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Insurance	\$ 1,150,242	\$1,510,334	\$360,092	31.3%
Workers' Compensation Insurance	431,446	611,770	180,324	41.8%
<b>Total</b>	<b>\$ 1,581,688</b>	<b>\$2,122,104</b>	<b>\$540,416</b>	<b>34.2%</b>



## Screening and Grit Disposal

Screening and Grit Disposal expense increased by \$36 thousand or 10.8% in the FY 2025 budget. The dry ton disposal rate is based on the average annual rate increase over the prior three years and is budgeted at \$233.33/dry ton. The FY 2025 budgeted tons is 23.5% lower than the prior year reflecting the average annual percent change over the past three years.

Location	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Interceptor Maintenance	\$ 61,550	\$ 59,733	\$ (1,817)	(3.0%)
Field's Point	181,700	210,467	28,767	15.8%
Bucklin Point	90,300	99,400	9,100	10.1%
<b>Total</b>	<b>\$ 333,550</b>	<b>\$ 369,600</b>	<b>\$ 36,050</b>	<b>10.8%</b>
Dry Tons	2,071	1,584	(487)	(23.5%)

## Electricity Contractor

The Electricity Contractor account is new in FY 2025 and captures the expense associated with electrical repair and maintenance activities. The budgeted expense for this account is \$505 thousand or 2.0% of the FY 2025 Operating Supplies/Expense budget.

## Professional Services

The budget for Professional Services is \$2.8 million in FY 2025 which is 5.2% higher than the prior year. This reflects \$350 thousand for regulatory, legal and management audit services to support a general rate case. Also included is \$90 thousand for the update of the Strategic Plan. The following table shows the professional services expense on a year-to-year basis.

### Budgeted Professional Services Expense

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Regulatory	\$ 645,100	\$ 735,800	\$ 90,700	14.1%
Management and Audit Services	346,000	414,000	68,000	19.7%
Legal Services	300,000	352,500	52,500	17.5%
Other Services	1,385,150	1,311,850	(73,300)	(5.3%)
<b>Total</b>	<b>\$ 2,676,250</b>	<b>\$ 2,814,150</b>	<b>\$ 137,900</b>	<b>5.2%</b>

## Lease/Subscriptions Expense

Budgeted Lease/Subscriptions Expense increased by 199.1% or \$226 thousand in FY 2025 as is shown in the table on the following page. The increase is due to GASB 96 and the accounting of subscription-based information technology arrangements (SBITAS). Subscriptions that meet the criteria of GASB 96 were moved from Operating Supplies/Expense to the Lease/Subscriptions Expense category.

Net lease expense remains unchanged for FY 2025. This expense is budgeted for two of the remote wind turbines that are located on leased land in Coventry, Rhode Island.

**Budgeted Lease/Subscriptions Expense**

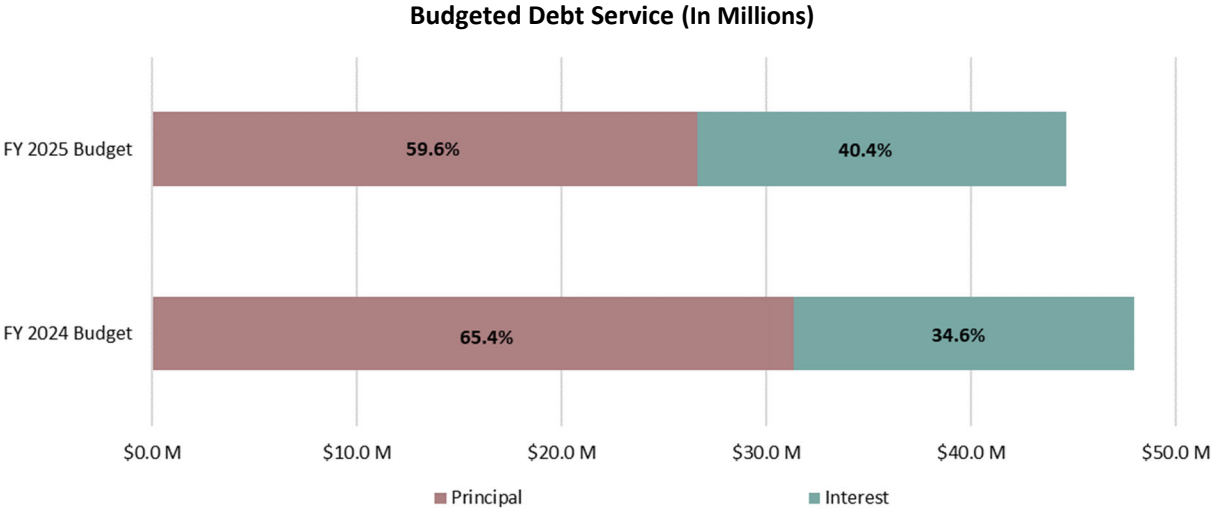
	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Leases Paid	\$ 105,310	\$ 105,710	\$ 400	0.4%
Interest Expense – Lease	8,090	7,690	(400)	(4.9%)
Subscriptions Paid	-	220,547	220,547	0.0%
Interest Expense – Subscriptions	-	5,285	5,285	0.0%
<b>Total</b>	<b>\$ 113,400</b>	<b>\$ 339,232</b>	<b>\$ 225,832</b>	<b>199.1%</b>

**Debt Service**

Budgeted Debt Service in FY 2025 is \$44.6 million which is 6.9% or \$3.3 million less than the prior year. This is due to lower principal payments, amortization schedules, and lower projected debt issuance in FY 2025. NBC also received more principal forgiveness and a lower interest rate on the 2023 Series A than was assumed in the prior year’s budget.

	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
Principal	\$ 31,344,795	\$ 26,628,162	\$ (4,716,633)	(15.0%)
Interest	16,613,451	18,017,664	1,404,213	8.5%
<b>Total</b>	<b>\$ 47,958,246</b>	<b>\$ 44,645,826</b>	<b>\$ (3,312,420)</b>	<b>(6.9%)</b>

The chart below shows that interest as a percentage of debt service increased from 34.6% in FY 2024 to 40.4% in FY 2025.



FY 2025 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 Debt section of the budget.

FY 2025 Budgeted Principal and Interest (Accrued)					
Series	Par Amount (Millions)	Purpose	Interest/Fees	Principal	Total
<b>RIIB Loans</b>					
2004 Series B	\$ 40	Wastewater Treatment & Collections	\$ 4,294	\$ 1,266,000	\$ 1,270,294
2005 Series B	30.000	Wastewater Treatment & Collections	12,087	1,755,000	1,767,087
2006 Series A	30.000	Wastewater Treatment & Collections	35,647	1,703,000	1,738,647
2007 Series B	25.000	Wastewater Treatment & Collections	48,541	1,500,000	1,548,541
2009 Series A	55.000	Wastewater Treatment & Collections	536,524	2,978,476	3,515,000
2010 Series A	2.000	Wastewater Treatment & Collections	13,372	95,094	108,466
2010 Series B	20.000	Wastewater Treatment & Collections	225,189	1,074,000	1,299,189
2011 Series A	30.000	Wastewater Treatment & Collections	400,527	1,464,981	1,865,508
2012 Series A	25.750	Wastewater Treatment & Collections	356,257	1,276,685	1,632,942
2013 Series B	25.000	Wastewater Treatment & Collections	373,384	1,218,042	1,591,426
2014 Series A	45.000	Wastewater Treatment & Collections	823,900	2,140,000	2,963,900
2015 Series B	41.754	Wastewater Treatment & Collections	1,043,569	1,161,284	2,204,853
2016 Series A	23.000	Wastewater Treatment & Collections	408,356	1,047,000	1,455,356
2019 Series A	35.000	Wastewater Treatment & Collections	635,671	1,509,600	2,145,271
2019 Series B	10.000	Wastewater Treatment & Collections	148,384	454,000	602,384
2021 Series A	45.000	Wastewater Treatment & Collections	767,713	-	767,713
2023 Series A	49.166	Wastewater Treatment & Collections	1,566,515	-	1,566,515
2023 Series B	47.595	Wastewater Treatment & Collections	1,524,536	-	1,524,536
2024 Series A	75.000	Wastewater Treatment & Collections	1,956,077	-	1,956,077
2025 Series A	75.000	Wastewater Treatment & Collections	1,500,000	-	1,500,000
<b>Subtotal RIIB Loans</b>	<b>\$ 729.265</b>		<b>\$ 12,380,543</b>	<b>\$ 20,643,162</b>	<b>\$ 33,023,705</b>
<b>Revenue Bonds</b>					
Bond Issue	Par Amount (Millions)	Purpose	Interest	Principal	Total
2008 Series A	\$ 66.360	Wastewater Treatment & Collections	\$ 1,146,107	\$ 3,500,000	\$ 4,646,107
2015 Series A	40.085	Wastewater Treatment & Collections	128,600	-	128,600
2020 Series A	196.360	Wastewater Treatment & Collections	4,362,414	2,485,000	6,847,414
<b>Subtotal Revenue Bonds</b>	<b>\$ 302.805</b>		<b>\$ 5,637,121</b>	<b>\$ 5,985,000</b>	<b>\$ 11,622,121</b>
<b>WIFIA Loans</b>					
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	-	-	-
<b>Subtotal WIFIA Loans</b>	<b>\$ 514.844</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Debt Service</b>	<b>\$ 1,546.914</b>		<b>\$ 18,017,664</b>	<b>\$ 26,628,162</b>	<b>\$ 44,645,826</b>

### Transfer to Project Fund

Budgeted debt service coverage, shown as a Transfer to the Project Fund, is calculated as revenue less operating expense and 10.2% of the FY 2025 Total Expense. The FY 2025 budgeted Transfer to Project Fund is \$11.9 million which is \$.01 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.

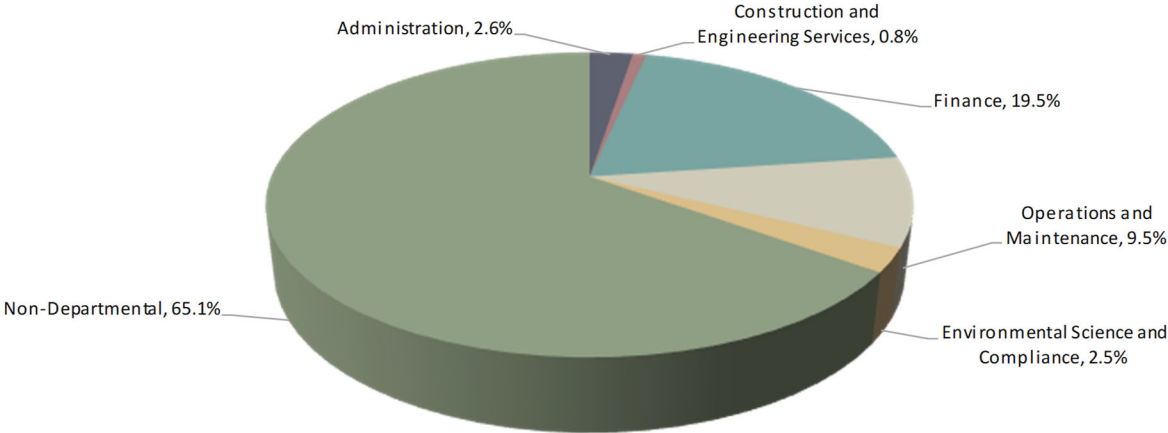


# Division Summaries

The graph below shows the FY 2025 Budget by Division. The majority of the budget, or 65.1%, is non-Departmental and related to the Capital Improvement Program. The Finance Division is 19.5% of the total and includes debt service. Operations and Maintenance is 9.5% of the total budget.

### FY 2025 Budget by Division

Division	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Percent Change	Percent of Budget
<b>Operating Budget</b>					
Administration	\$ 5,716,113	\$ 7,275,730	\$ 7,834,437	7.7%	3.8%
Construction and Engineering Services	943,114	2,456,394	2,391,227	(2.7%)	1.2%
Finance	53,917,770	63,004,872	60,947,107	(3.3%)	29.7%
Operations and Maintenance	22,475,351	24,402,738	26,286,337	7.7%	12.8%
Environmental Science and Compliance	6,203,432	6,713,219	7,193,266	7.2%	3.5%
Non-Departmental	17,163,153	12,030,028	11,887,576	(1.2%)	5.8%
<b>Total Operating Budget</b>	<b>106,418,933</b>	<b>115,882,981</b>	<b>116,539,950</b>	<b>0.6%</b>	<b>56.8%</b>
<b>Capital Budget</b>					
Administration	281,928	250,000	305,000	22.0%	0.1%
Construction and Engineering Services	363,373	440,000	155,000	(64.8%)	0.0%
Finance	69,314	863,000	415,000	(51.9%)	0.1%
Operations and Maintenance	1,765,734	3,713,000	3,558,000	(4.2%)	1.1%
Environmental Science and Compliance	706,500	607,000	815,000	34.3%	0.3%
Non-Departmental	166,019,380	227,447,896	193,393,814	(15.0%)	61.4%
<b>Total Capital Budget</b>	<b>169,206,229</b>	<b>233,320,896</b>	<b>198,641,814</b>	<b>(14.9%)</b>	<b>63.0%</b>
<b>Annual Budget</b>					
Administration	5,998,041	7,525,730	8,139,437	8.2%	2.6%
Construction and Engineering Services	1,306,487	2,896,394	2,546,227	(12.1%)	0.8%
Finance	53,987,084	63,867,872	61,362,107	(3.9%)	19.5%
Operations and Maintenance	24,241,085	28,115,738	29,844,337	6.1%	9.5%
Environmental Science and Compliance	6,909,932	7,320,219	8,008,266	9.4%	2.5%
Non-Departmental	183,182,533	239,477,924	205,281,390	(14.3%)	65.1%
<b>Total Annual Budget</b>	<b>\$ 275,625,162</b>	<b>\$ 349,203,877</b>	<b>\$ 315,181,764</b>	<b>(9.7%)</b>	<b>100.0%</b>

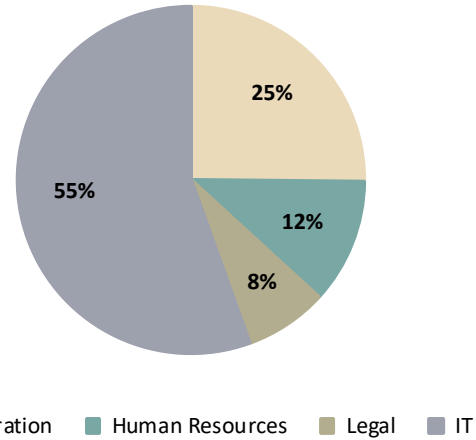


## Administration Division

### 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.

**FY 2025 Administration Division  
Budget by Cost Center**



### Significant Budget Modifications

The Administration Division budget is \$8.1 million, including \$7.8 million for Operating Expense.

Total Operating Expense increased by \$559 thousand or 7.7%. The majority of this increase is due to Personnel and Professional Services, which increased by \$306 thousand and \$193 thousand respectively. Personnel includes a COLA and contracted step increase for union employees in addition to merit increases for non-union employees. Professional Services increased 44.8% this fiscal year and includes increases for strategic planning, network services and cybersecurity. The budget also includes a 5.6% decrease in Operating Supplies and Expense, primarily due to select software subscriptions moving to the Lease/Subscriptions category. Budgeted Operating Capital is \$55 thousand or 22.0% higher than the prior year.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 3,642,391	\$ 4,521,098	\$ 4,826,731	\$ 305,633	6.8%
Operating Supplies/Expense	1,618,376	2,324,282	2,194,674	(129,608)	(5.6%)
Professional Services	271,266	430,350	623,200	192,850	44.8%
Lease/Subscriptions Expense	184,080	-	189,832	189,832	-
<b>Total Operating Expense</b>	<b>5,716,113</b>	<b>7,275,730</b>	<b>7,834,437</b>	<b>558,707</b>	<b>7.7%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>281,928</b>	<b>250,000</b>	<b>305,000</b>	<b>55,000</b>	<b>22.0%</b>
<b>Total Expense and Use of Funds</b>	<b>5,998,041</b>	<b>7,525,730</b>	<b>8,139,437</b>	<b>613,707</b>	<b>8.2%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	5,716,113	7,275,730	7,834,437	558,707	7.7%
Project Fund	281,928	250,000	305,000	55,000	22.0%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 5,998,041</b>	<b>\$ 7,525,730</b>	<b>\$ 8,139,437</b>	<b>\$ 613,707</b>	<b>8.2%</b>
<b>FTE's</b>	<b>35.0</b>	<b>41.0</b>	<b>41.0</b>	<b>0.0</b>	<b>0.0%</b>

## Administration Division

### FY 2024 Accomplishments

<b>Administration</b>	
<b>CB3</b>	Assisted with the progress and conclusion of Phase 1 of the Regional Biosolids Facility Feasibility Project
<b>OP1</b>	Reviewed and modified NBC organizational structure to maximize NBC performance
<b>CB3</b>	Established an on-going employee Cybersecurity Training Program
<b>CF4</b>	Established NBC's first ever summer camp program for 5 students in the area
<b>Human Resources</b>	
<b>S3</b>	Implemented Student Loan Payment Assistance Program through Public Student Loan Forgiveness Plan
<b>S4</b>	Received the Best Places to Work in RI award for the 13 <sup>th</sup> consecutive year
<b>S3</b>	Conducted an in-person benefits fair and biometric screening
<b>S4</b>	Enhanced recruitment process by holding career fairs at service area high schools
<b>S4</b>	Implemented JazzHR, a new recruiting software to improve and expedite the hiring process
<b>Legal</b>	
<b>FM2</b>	Completed two lien sales
<b>CB1</b>	Updated contract templates and purchasing documents to ensure compliance with debarment, MBE/WBE, and other regulatory requirements
<b>CB1</b>	Modified NBC Purchasing Regulations in accordance with the RI Administrative Procedures Act
<b>Information Technology</b>	
<b>CB3</b>	Implemented cybersecurity infrastructure by updating and creating policies and procedures, implementing new security solutions, and promoting available trainings
<b>CB3</b>	Coordinated with Administration the hiring of a new information security position to aide in the implementation of cybersecurity plans, policies, and procedures
<b>CB3</b>	Assisted Construction and Engineering Division to ensure all NBC IT needs were successfully integrated at the new Bucklin Point facilities
<b>CB3</b>	Initiated the NBC network assessment project to increase cybersecurity for the entire organization, and commenced separation of plant technology and business technology to increase cybersecurity
<b>CB3</b>	Migrated Oracle and ADI services to the Cloud to allow for greater uptime and maintenance of current version of applications

# Administration Division

## Budget Detail

Account Number	Account	Administration CC 21	Human Resources CC 23	Legal CC 24	Information Technology CC 33	Account Total
<b>PERSONNEL</b>						
52100	UNION REGULAR	-	55,452	-	-	55,452
52300	NON-UNION REGULAR	1,291,861	496,974	458,437	1,462,248	3,709,520
52350	NON-UNION OVERTIME	-	-	2,500	-	2,500
52400	NON-UNION LIMITED	5,000	-	7,500	5,000	17,500
52800	UNION PENSION	-	16,380	-	-	16,380
52810	FICA	99,210	42,261	35,835	112,244	289,550
52920	NON UNION PENSION	129,686	49,697	46,844	146,725	372,952
52940	UNION RETIREMENT HEALTH	-	2,185	-	-	2,185
52950	HEALTH INSURANCE	189,899	114,890	53,847	210,895	569,531
52970	DENTAL INSURANCE	15,101	9,103	5,058	16,655	45,917
52980	VISION INSURANCE	2,470	1,488	859	2,944	7,761
<b>TOTAL PERSONNEL</b>		<b>1,733,227</b>	<b>788,430</b>	<b>610,880</b>	<b>1,956,711</b>	<b>5,089,248</b>
59000	SALARY REIMBURSEMENT	(158,488)	-	(10,878)	-	(169,366)
59001	FRINGE REIMBURSEMENT	(87,168)	-	(5,983)	-	(93,151)
<b>NET PERSONNEL SERVICES</b>		<b>1,487,571</b>	<b>788,430</b>	<b>594,019</b>	<b>1,956,711</b>	<b>4,826,731</b>
<b>OPERATING SUPPLIES/EXPENSES</b>						
52610	MEDICAL SVCS.	-	10,000	-	-	10,000
53240	DUES & SUBSCRIPTIONS	52,325	12,015	7,075	5,675	77,090
53250	FREIGHT	1,000	200	200	200	1,600
53310	PRINTING & BINDING	12,000	-	100	-	12,100
53320	ADVERTISING	2,000	5,000	1,000	-	8,000
53350	RENTAL-OUTSIDE PROPERTY	15,000	1,500	-	-	16,500
53360	MISCELLANEOUS EXPENSE	-	10,000	-	-	10,000
53370	PUBLIC OUTREACH ED.	53,000	-	-	-	53,000
53410	LOCAL TRAVEL	500	100	500	300	1,400
53420	LONG DISTANCE TRAVEL	35,000	7,500	13,500	25,000	81,000
53510	VEHICLE FUEL & MAINTENANCE	2,000	-	-	600	2,600
53610	REPAIRS BUILDING & STRUCTURE	500	-	-	32,100	32,600
53635	MAINT. CONTRACTS-OFFICE EQUIP.	400	-	-	134,013	134,413
53640	SERVICE AGREEMENTS	-	-	-	54,666	54,666
53645	SOFTWARE SUBSCRIPTIONS	-	32,000	-	266,900	298,900
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	-	-	858,580	858,580
54000	TELEPHONE	-	-	-	361,850	361,850
54200	CLOTHING	2,000	-	-	-	2,000
54370	SUPPLIES BUILDING & MAINT.	200	-	-	-	200
54410	EDUCATIONAL SUPP. & EXP.	18,000	3,750	2,925	10,000	34,675
54420	COMPUTER SUPPLIES	500	-	200	90,000	90,700
54430	OTHER OP. SUPPLIES & EXP.	500	-	-	4,800	5,300
54440	SAFETY EQUIPMENT	100	-	-	600	700
54500	OFFICE EXPENSE	37,000	6,000	2,300	1,500	46,800
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>232,025</b>	<b>88,065</b>	<b>27,800</b>	<b>1,846,784</b>	<b>2,194,674</b>
<b>PROFESSIONAL SERVICES</b>						
52630	EDUCATIONAL PROFESSIONAL SERVICES	-	51,000	-	-	51,000
52650	SECURITY SERVICES	1,500	3,000	-	-	4,500
52660	LEGAL SERVICES	182,500	-	5,000	-	187,500
52670	MGMT/AUDIT SERVICES	90,000	8,000	-	-	98,000
52680	TEMPORARY/CLERICAL SERVICES	5,000	5,400	-	-	10,400
52690	OTHER SERVICES	-	2,800	-	269,000	271,800
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>279,000</b>	<b>70,200</b>	<b>5,000</b>	<b>269,000</b>	<b>623,200</b>
<b>TOTAL OPERATING EXPENSE</b>		<b>1,998,596</b>	<b>946,695</b>	<b>626,819</b>	<b>4,072,495</b>	<b>7,644,605</b>
<b>LEASE/SUBSCRIPTIONS EXPENSE</b>						
56000	SUBSCRIPTIONS PAID	-	-	-	185,202	185,202
57960	INTEREST EXPENSE SUBSCRIPTIONS	-	-	-	4,630	4,630
<b>TOTAL LEASE/SUBSCRIPTIONS EXPENSE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>189,832</b>	<b>189,832</b>
<b>TOTAL</b>		<b>\$1,998,596</b>	<b>\$946,695</b>	<b>\$626,819</b>	<b>\$4,262,327</b>	<b>\$7,834,437</b>
<b>Division Total</b>				<b>\$7,834,437</b>		

## Administration Division

### Snapshot of Responsibilities

<b>Administration</b>	
-	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
-	Assure appropriate safety practices are in place
-	Maintain an effective presence at the State House assuring legislators are educated regarding NBC concerns
<b>Human Resources</b>	
-	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
<b>Legal</b>	
-	Monitor bankruptcies and receiverships, and file proof of claims where appropriate
-	Review contracts and agreements and advise staff on contractual implications for NBC
-	Monitor pretreatment NOVs and evaluate the appropriateness of escalated enforcement action for significant violators of NBC Wastewater Rules and Regulations
-	Coordinate with Customer Care staff and assist customers as needed
-	Stay abreast of State and Federal developments related to emerging contaminants and other regulatory concerns and requirements
<b>Information Technology</b>	
-	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

## 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	
<b>CB3</b>	Complete Regional Biosolids Facility Feasibility Study
<b>CF4</b>	Expand NBC Summer Camp Program
<b>S3</b>	Implement programs to improve employee morale and engagement
<b>S4</b>	Continue with Succession Planning Actions
<b>S3</b>	Increase diversity at all levels of the workforce

### Significant Budget Modifications

Total Operating Expense increased \$139 thousand in FY 2025. Professional Services increased by 18.0% or \$43 thousand. This increase is due to anticipated increases in legal services, as well as resources allocated for the update of the strategic plan. Personnel increased by 5.1%, and reflects merit increases for non-union employees. Operating Supplies/Expense increased by \$24 thousand or 11.6%. FY 2025 Operating Capital for Administration totals \$50 thousand in FY 2025 for the establishment of the Stormwater Education Resource Center.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 879,060	\$ 1,415,248	\$ 1,487,571	\$ 72,323	5.1%
Operating Supplies/Expense	188,462	207,900	232,025	24,125	11.6%
Professional Services	8,089	236,500	279,000	42,500	18.0%
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,075,611</b>	<b>1,859,648</b>	<b>1,998,596</b>	<b>138,948</b>	<b>7.5%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>115,132</b>	-	<b>50,000</b>	<b>50,000</b>	-
<b>Total Expense and Use of Funds</b>	<b>1,190,743</b>	<b>1,859,648</b>	<b>2,048,596</b>	<b>188,948</b>	<b>10.2%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	1,075,611	1,859,648	1,998,596	138,948	7.5%
Project Fund	115,132	-	50,000	50,000	-
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,190,743</b>	<b>\$ 1,859,648</b>	<b>\$ 2,048,596</b>	<b>\$ 188,948</b>	<b>10.2%</b>
<b>FTE's</b>	<b>9.0</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>	<b>0.0%</b>

## Administration Cost Center Performance Measures



### CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF1	Maintain access to Public Records Act Certifications	1	1	1
CF4	Grant awards/scholarships	50	35	35



### STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Meet 2 or more times with union and non-union staff	2	2	2
S2	Include NBC staff articles in monthly newsletter	32	35	35



### COMMUNICATION

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 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	135	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	4	4	4
C1	Conduct/coordinate a minimum of 2 presentations	2 Presentations	2 Presentations	2 Presentations
C3	Review 100% of bills introduced	2,900/100%	100%	100%



### ORGANIZATIONAL PERFORMANCE

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
OP3	Post all draft/approved meeting minutes within 35 days on RI Secretary of State website	< 35 days	< 35 days	< 35 days
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



## 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 cost center is also responsible for multi-union contract administration and compliance, along with collective bargaining negotiations, and the evaluation and administration of employee benefits.

### Priorities

Key Code	
S2	Investigate workers' compensation injuries and make recommendations to prevent recurrence
S3	Ensure exit interviews are conducted
S4	Implement new hire and new manager orientation process
S2	Increase the consumption of non-compliance courses in Bay Academy
S4	Replace annual review process with development related conversations between managers and employees

### Significant Budget Modifications

Total Operating Expense increased by \$33 thousand or 3.6% in Human Resources. Personnel expenses increased 4.2% or \$32 thousand reflecting a COLA and contracted step increase for union employees in addition to merit increases for non-union employees. Operating Supplies and Expense increased slightly by 9.3% or \$7 thousand and includes increased funding for pre-placement physicals. Professional Services decreased slightly by \$6 thousand or 7.8%.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 695,005	\$ 756,677	\$ 788,430	\$ 31,753	4.2%
Operating Supplies/Expense	69,600	80,600	88,065	7,465	9.3%
Professional Services	52,337	76,100	70,200	(5,900)	(7.8%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>816,941</b>	<b>913,377</b>	<b>946,695</b>	<b>33,318</b>	<b>3.6%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>8,818</b>	-	-	-	-
<b>Total Expense and Use of Funds</b>	<b>825,759</b>	<b>913,377</b>	<b>946,695</b>	<b>33,318</b>	<b>3.6%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	816,941	913,377	946,695	33,318	3.6%
Project Fund	8,818	-	-	-	-
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 825,759</b>	<b>\$ 913,377</b>	<b>\$ 946,695</b>	<b>\$ 33,318</b>	<b>3.6%</b>
<b>FTE's</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>	<b>0.0%</b>

# Human Resources Cost Center

## Performance Measures



### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S1	Prepare EEO report for submittal by due date	2/14/2023	9/30/2023	11/1/2024
S1	Submit State and Federal disclosures by due date	10/1/2023	10/30/2023	10/30/2024
S2	Implement a new employee training program	1 Program	1 Program	1 Program
S2	Attend a minimum of 2 outside HR related seminars	4	3	3
S2	Implement a minimum of 1 leadership training event	N/A	N/A	1 Program
S3	Implement at least 1 employee engagement event per quarter	N/A	N/A	4
S3	Implement a minimum of 2 "Good Health" programs	6	2	2
S3	Implement a minimum of 6 Wellness Incentive programs	9	7	7
S3	Achieve a minimum of 50% participation in Wellness Incentive programs	60%	50%	50%
S3	Achieve at least 25% of employees reaching the wellness incentive maximum	27%	25%	25%
S3	Maintain a workers' compensation experience modification rating of 2.0 or lower	≤ 2.0	≤ 2.0	≤ 2.0
S3	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	13th year	14th Year	15th 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	
<b>CB1</b>	Assist with long-term biosolids disposal options and related solids handling issues
<b>CB1</b>	Monitor RI State environmental regulations and guidance
<b>CB1</b>	Manage and assist with contractual challenges, issues of concern, and pre-litigation disputes
<b>FM2</b>	Complete two lien sales

### Significant Budget Modifications

Total Operating Expense increased 14.9% in FY 2025 primarily due to Personnel, which increased \$78 thousand or 15.2% from the prior year. This increase reflects organizational changes and merit increases for non-union employees. Operating Supplies and Expense increased by \$3 thousand 11.9%, primarily due to long-distance travel expense for NACWA, NEWEA, and NEBRA conferences. Professional Services remains unchanged.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 660,389	\$ 515,736	\$ 594,019	\$ 78,283	15.2%
Operating Supplies/Expense	22,205	24,850	27,800	2,950	11.9%
Professional Services	108,580	5,000	5,000	-	0.0%
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>791,174</b>	<b>545,586</b>	<b>626,819</b>	<b>81,233</b>	<b>14.9%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	-	-	-	-	-
<b>Total Expense and Use of Funds</b>	<b>791,174</b>	<b>545,586</b>	<b>626,819</b>	<b>81,233</b>	<b>14.9%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	791,174	545,586	626,819	81,233	14.9%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 791,174</b>	<b>\$ 545,586</b>	<b>\$ 626,819</b>	<b>\$ 81,233</b>	<b>14.9%</b>
<b>FTE's</b>	<b>7.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>0.0%</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Return administrative orders or relevant documents to Pretreatment within 3 weeks of requests for escalated enforcement	100%	100%	100%
CB1	Communicate relevant regulatory changes to NBC staff impacted	100%	100%	100%
CB1	Review all bills referred to the Legal section from the Legislative Liaison	100%	100%	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 2023 Actual	FY 2024 Goal	FY 2025 Goal
FM2	Conduct a minimum of 2 lien sales annually	1 Lien Sale	2 Lien Sales	2 Lien Sales
FM2	Ensure at least 65% of accounts are paid prior to lien sale	95%	65%	65%



### CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization.*

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF1	Maintain Access to Public Records Act Certifications	3 Certifications	3 Certifications	3 Certifications
CF1	Respond to all public records requests within 30 days	100%	100%	100%



### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Engage in a minimum of 40 training hours	60 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 additional technology to strengthen the NBC's cybersecurity stance
CB3	Migrate anti-virus solution from TrendMicro to Microsoft Windows Defender
CB3	Continue the NBC network assessment project and separation of WWTF technology from business technology for cybersecurity purposes

### Significant Budget Modifications

Operating Expense increased \$305 thousand or 7.7% for the prior year budget. Professional Services increased 138.6% with the primary driver being increased support for network services. Personnel increased \$123 thousand or 6.7% and reflects merit increases for non-union employees and organizational changes. Operating Supplies and Expense decreased by \$164 thousand as a result of select subscriptions moving to the Lease/Subscriptions category per GASB 96. The FY 2025 budget reflects a 2.0% increase in Operating Capital.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 1,407,937	\$ 1,833,437	\$ 1,956,711	\$ 123,274	6.7%
Operating Supplies/Expense	1,338,110	2,010,932	1,846,784	(164,148)	(8.2%)
Professional Services	102,260	112,750	269,000	156,250	138.6%
Lease/Subscriptions Expense	184,080	-	189,832	189,832	-
<b>Total Operating Expense</b>	<b>3,032,387</b>	<b>3,957,119</b>	<b>4,262,327</b>	<b>305,208</b>	<b>7.7%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>157,978</b>	<b>250,000</b>	<b>255,000</b>	<b>5,000</b>	<b>2.0%</b>
<b>Total Expense and Use of Funds</b>	<b>3,190,365</b>	<b>4,207,119</b>	<b>4,517,327</b>	<b>310,208</b>	<b>7.4%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	3,032,387	3,957,119	4,262,327	305,208	7.7%
Project Fund	157,978	250,000	255,000	5,000	2.0%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 3,190,365</b>	<b>\$ 4,207,119</b>	<b>\$ 4,517,327</b>	<b>\$ 310,208</b>	<b>7.4%</b>
<b>FTE's</b>	<b>12.0</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>	<b>0.0%</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Complete yearly cybersecurity audit and implement suggestions in a reasonable time, given the complexity	Audit	No Audit	No Audit
CB3	Ensure safe web browsing through third-party name protection, blocking malicious website browsing	150,869 out of 192,634,177	100%	100%
CB3	Maintaining and updating email filters to prevent malicious emails	2,440,800 prevented	100%	100%



### ORGANIZATIONAL PERFORMANCE

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

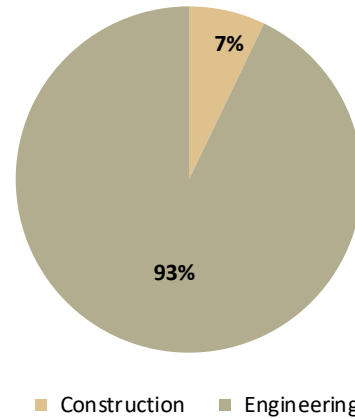
Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
OP1	Initiate a response to 100% help desk requests within two hours	100%	100%	100%
OP1	Ensure the hardware and software system is using its current version	98%	75%	100%

## 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.

**FY 2025 Construction and Engineering Division Budget by Cost Center**



### Significant Budget Modifications

The FY 2025 Construction and Engineering Division budget is \$350 thousand less than the prior year. Operating Capital decreased by \$285 thousand or 64.8%. Operating Supplies and Expense decreased \$88 thousand or 5.3%, primarily due to decreased repairs expense for the Field's Point Turbines. Personnel increased by \$29 thousand or 3.9% and includes 2.0 new FTEs.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 523,988	\$ 734,610	\$ 763,358	\$ 28,748	3.9%
Operating Supplies/Expense	417,338	1,665,284	1,577,119	(88,165)	(5.3%)
Professional Services	1,788	56,500	50,750	(5,750)	(10.2%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>943,114</b>	<b>2,456,394</b>	<b>2,391,227</b>	<b>(65,167)</b>	<b>(2.7%)</b>
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Capital Program</b>	<b>363,373</b>	<b>440,000</b>	<b>155,000</b>	<b>(285,000)</b>	<b>(64.8%)</b>
<b>Total Expense and Use of Funds</b>	<b>1,306,487</b>	<b>2,896,394</b>	<b>2,546,227</b>	<b>(350,167)</b>	<b>(12.1%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	943,114	2,456,394	2,391,227	(65,167)	(2.7%)
Project Fund	363,373	440,000	155,000	(285,000)	(64.8%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,306,487</b>	<b>\$ 2,896,394</b>	<b>\$ 2,546,227</b>	<b>\$ (350,167)</b>	<b>(12.1%)</b>
<b>FTE's</b>	<b>24.0</b>	<b>25.0</b>	<b>27.0</b>	<b>2.0</b>	<b>8.0%</b>



## Construction and Engineering Division

### FY 2024 Accomplishments

Key Code		Construction
<b>CB2</b>		Awarded Contract for CSO Tunnel Pump Station: 308.02C
<b>CB2</b>		Completed the new Operations and Maintenance Buildings at Bucklin Point (Contract 817.00DB)
<b>CB2</b>		Regulator Modifications Project (Contract 308.07C) was substantially completed
<b>CB2</b>		Awarded Contract 204.00C for the improvements and upgrades to the 200 MGD Ernest Street Pump Station which is related to the pumping stations critical, aging infrastructure systems (Resiliency)
Key Code		Engineering
<b>CB1</b>		Submitted grant reimbursement request to RIDEM for Brownfield's remediation work performed under contract 308.09B
<b>CB4</b>		Installed new HVAC rooftop units at the Corporate Office Building
<b>CB2</b>		Completed the Ernest Street Pump Station Improvements final design
<b>CB2</b>		Completed the Bucklin Point Digester Improvements final design
<b>CB4</b>		Completed repairs to Field's Point wind turbine blades

# Construction and Engineering Division

## Budget Detail

Account Number	Account	Construction CC 22	Engineering CC 25	Account Total
<b>PERSONNEL</b>				
52300	NON-UNION REGULAR	1,402,910	1,341,657	2,744,567
52350	NON-UNION OVERTIME	50,000	-	50,000
52400	NON-UNION LIMITED	7,500	7,500	15,000
52810	FICA	111,721	103,211	214,932
52920	NON UNION PENSION	146,041	134,916	280,957
52950	HEALTH INSURANCE	183,337	221,686	405,023
52970	DENTAL INSURANCE	17,476	17,266	34,742
52980	VISION INSURANCE	2,823	2,795	5,618
<b>TOTAL PERSONNEL</b>		<b>1,921,808</b>	<b>1,829,031</b>	<b>3,750,839</b>
59000	SALARY REIMBURSEMENT	(1,212,210)	(715,197)	(1,927,407)
59001	FRINGE REIMBURSEMENT	(666,716)	(393,358)	(1,060,074)
<b>NET PERSONNEL SERVICES</b>		<b>42,882</b>	<b>720,476</b>	<b>763,358</b>
<b>OPERATING SUPPLIES/EXPENSES</b>				
53210	POSTAGE	-	100	100
53240	DUES & SUBSCRIPTIONS	2,275	3,330	5,605
53250	FREIGHT	-	200	200
53310	PRINTING & BINDING	400	400	800
53320	ADVERTISING	2,000	-	2,000
53330	RENTAL- EQUIPMENT	-	1,500	1,500
53410	LOCAL TRAVEL	750	800	1,550
53420	LONG DISTANCE TRAVEL	14,000	6,000	20,000
53470	BLDG. & GRND. MAINT.	-	180,473	180,473
53510	VEHICLE FUEL & MAINTENANCE	8,000	2,000	10,000
53610	REPAIRS BUILDING & STRUCTURE	-	160,000	160,000
53612	ELECTRICITY CONTRACTOR	-	5,000	5,000
53615	REPAIRS PROCESS EQUIPMENT	2,000	-	2,000
53630	MAINTENANCE CONTRACTS	-	324,969	324,969
53635	MAINT. CONTRACTS-OFFICE EQUIP.	-	69,065	69,065
53640	SERVICE AGREEMENTS	-	5,000	5,000
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	7,275	7,275
54092	FP TURBINES	-	334,809	334,809
54093	COVENTRY WIND	-	415,573	415,573
54200	CLOTHING	3,000	1,500	4,500
54370	SUPPLIES BUILDING & MAINT.	500	5,000	5,500
54410	EDUCATIONAL SUPP. & EXP.	3,000	5,000	8,000
54420	COMPUTER SUPPLIES	2,000	200	2,200
54430	OTHER OP. SUPPLIES & EXP.	-	1,000	1,000
54440	SAFETY EQUIPMENT	1,000	500	1,500
54500	OFFICE EXPENSE	5,000	3,500	8,500
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>43,925</b>	<b>1,533,194</b>	<b>1,577,119</b>
<b>PROFESSIONAL SERVICES</b>				
52650	SECURITY SERVICES	-	500	500
52690	OTHER SERVICES	-	50,250	50,250
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>-</b>	<b>50,750</b>	<b>50,750</b>
<b>TOTAL OPERATING EXPENSE</b>		<b>86,807</b>	<b>2,304,420</b>	<b>2,391,227</b>
<b>TOTAL</b>		<b>\$86,807</b>	<b>\$2,304,420</b>	<b>\$2,391,227</b>
<b>Division Total</b>		<b>\$2,391,227</b>		

## Construction and Engineering Division

### Snapshot of Responsibilities

<b>Construction Services</b>
- Receive 100% of 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
<b>Engineering</b>
- 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
- Perform annual Environmental Land Use Restriction (ELUR) Inspections
- Facilitate daily electrical work orders with the contractor for NBC

## 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	Achieve substantial completion of the Pawtucket Tunnel (Contract 308.01C)
CB2	Achieve substantial completion of the near surface work at Outfall-205 (Contract 308.03C)
CB2	Award and begin construction of the Lincoln Septage Facility Improvements (Contract 710.00C)
CB2	Award and begin construction of the Ernest St. Pump Station rehabilitation project (Contract 204.01C)

### Significant Budget Modifications

Total Operating Expense increased by \$3 thousand or 3.3%. Operating Supplies and Expense increased by \$9 thousand or 25.9%, primarily due to increased long-distance travel expense for conferences. Personnel decreased by \$6 thousand or 12.7%. This is due to a combination of personnel changes along with higher salary and fringe reimbursement. The budget also includes funding for a new Assistant Director of Construction and Engineering position to support the capital program. The Operating Capital Program decreased slightly by \$25 thousand or 20.8%.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 62,684	\$ 49,131	\$ 42,882	\$ (6,249)	(12.7%)
Operating Supplies/Expense	10,016	34,900	43,925	9,025	25.9%
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>72,700</b>	<b>84,031</b>	<b>86,807</b>	<b>2,776</b>	<b>3.3%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	-	120,000	95,000	(25,000)	(20.8%)
<b>Total Expense and Use of Funds</b>	<b>72,700</b>	<b>204,031</b>	<b>181,807</b>	<b>(22,224)</b>	<b>(10.9%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	72,700	84,031	86,807	2,776	3.3%
Project Fund	-	120,000	95,000	(25,000)	(20.8%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 72,700</b>	<b>\$ 204,031</b>	<b>\$ 181,807</b>	<b>\$ (22,224)</b>	<b>(10.9%)</b>
<b>FTE's</b>	<b>12.0</b>	<b>12.0</b>	<b>13.0</b>	<b>1.0</b>	<b>8.3%</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB2	Resident engineering cost is 15% or less of construction cost (non-CSO contracts)	2.6%	≤ 15%	≤ 15%
CB2	Contract cost is less than 8% higher than original bid amount on an annual basis	0.7%	≤ 8%	≤ 8%
CB2	Ensure 85% of CIP contracts completed within six months of master schedule	7%	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 Program 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	
CB2	Advance detailed design of Projects 205.00 (FPWWTF Maintenance & Storage Buildings), 306.10 (NBC Systemwide Regulator Modifications) and 710.00 (Lincoln Septage Facility Improvements)
CB2	Hire design consultant and complete planning for Reservoir Ave Pump Station Improvements, procure design consultant and complete planning study and preliminary design
CB4	Install HVAC rooftop units at the Storage Building
CF4	Implement a Midge Fly Mitigation program at Bishop Cove

### Significant Budget Modifications

Engineering's Total Expense and Use of Funds decreased \$328 thousand from the prior year. Personnel increased 5.1% or \$35 thousand and includes a new Environmental Engineer position to support the capital program. The budget also reflects the reallocation of an electrician position from Bucklin Point to a Facilities Maintenance Specialist position. Total Operating Supplies and Expense decreased by \$97 thousand or 6.0% primarily due to a decrease in repairs on the Field's Point Turbines. The Operating Capital budget decreased by \$260 thousand or 81.3%.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 461,303	\$ 685,479	\$ 720,476	\$ 34,997	5.1%
Operating Supplies/Expense	407,322	1,630,384	1,533,194	(97,190)	(6.0%)
Professional Services	1,788	56,500	50,750	(5,750)	(10.2%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>870,413</b>	<b>2,372,363</b>	<b>2,304,420</b>	<b>(67,943)</b>	<b>(2.9%)</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>363,373</b>	<b>320,000</b>	<b>60,000</b>	<b>(260,000)</b>	<b>(81.3%)</b>
<b>Total Expense and Use of Funds</b>	<b>1,233,786</b>	<b>2,692,363</b>	<b>2,364,420</b>	<b>(327,943)</b>	<b>(12.2%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	870,413	2,372,363	2,304,420	(67,943)	(2.9%)
Project Fund	363,373	320,000	60,000	(260,000)	(81.3%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,233,786</b>	<b>\$ 2,692,363</b>	<b>\$ 2,364,420</b>	<b>\$ (327,943)</b>	<b>(12.2%)</b>
<b>FTE's</b>	<b>12.0</b>	<b>13.0</b>	<b>14.0</b>	<b>1.0</b>	<b>7.7%</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB2	Ensure 85% of planned projects are completed on time	N/A	85%	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 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Attend a minimum of 1 professional training session per year	38	2	25



## Finance Division

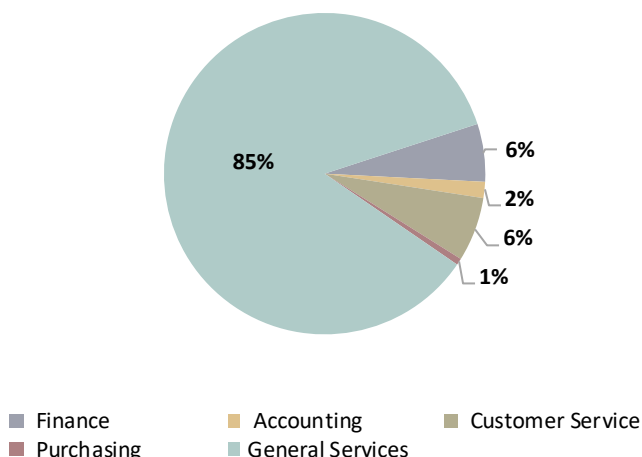
### Division Summary

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.

### Significant Budget Modifications

The FY 2025 Finance Division budget is \$2.5 million or 3.9% less than FY 2024 with the primary driver being the \$3.3 million or 6.9% decrease in Debt Service. Operating Supplies and Expense increased \$676 thousand or 9.8%, while Professional Services decreased \$31 thousand or 1.5%. The Finance cost center includes the addition of 1.0 new FTE. Natural gas and insurance are expected to increase in FY 2025. In addition to the rising costs, a contingency account is budgeted for emergency repairs to the renewable energy assets.

**FY 2025 Finance Division Budget by Cost Center**



### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 5,495,150	\$ 5,976,215	\$ 6,549,909	\$ 573,694	9.6%
Operating Supplies/Expense	5,726,095	6,872,811	7,548,472	675,661	9.8%
Professional Services	1,776,490	2,084,200	2,053,500	(30,700)	(1.5%)
Lease/Subscriptions Expense	140,998	113,400	149,400	36,000	31.7%
<b>Total Operating Expense</b>	<b>13,138,733</b>	<b>15,046,626</b>	<b>16,301,281</b>	<b>1,254,655</b>	<b>8.3%</b>
<b>Debt Service</b>	<b>40,779,037</b>	<b>47,958,246</b>	<b>44,645,826</b>	<b>(3,312,420)</b>	<b>(6.9%)</b>
<b>Operating Capital Program</b>	<b>69,314</b>	<b>863,000</b>	<b>415,000</b>	<b>(448,000)</b>	<b>(51.9%)</b>
<b>Total Expense and Use of Funds</b>	<b>53,987,084</b>	<b>63,867,872</b>	<b>61,362,107</b>	<b>(2,505,765)</b>	<b>(3.9%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	13,138,733	15,046,626	16,301,281	1,254,655	8.3%
Project Fund	69,314	863,000	415,000	(448,000)	(51.9%)
Debt Service Fund	40,779,037	47,958,246	44,645,826	(3,312,420)	(6.9%)
<b>Total Funding Sources</b>	<b>\$ 53,987,084</b>	<b>\$ 63,867,872</b>	<b>\$ 61,362,107</b>	<b>\$(2,505,765)</b>	<b>(3.9%)</b>
<b>FTE's</b>	<b>54.0</b>	<b>54.0</b>	<b>55.0</b>	<b>1.0</b>	<b>1.9%</b>

## Finance Division

### FY 2024 Accomplishments

Key Code		Finance
FM1		Received the GFOA Distinguished Budget Presentation Award for FY 2024 Budget with Special Performance Measures Recognition
FM1		Managed the Capital Improvement Program and Capital Funding
FM1		Ensured sufficient future operating and debt service coverage through the completion of a General Rate Application with the Public Utilities Commission
CF5		Implemented a new and cost-effective electronic billing and payment processor that enhances the customer experience
FM1		Executed \$125 million loan from Rhode Island Infrastructure Bank
Key Code		Accounting
FM2		Collaborated with Permitting and Pretreatment departments to streamline and improve billing and collection of permit fees
FM4		All land purchased and recorded in a project in the Capital Improvement Program (CIP) was carved out and reclassified to the land capital asset category in Oracle
FM5		Assisted with implementation of new electronic payment solution
FM3		Received a clean audit opinion with no management letter for the FY 2023 Annual Comprehensive Financial Report and the Non-Union Defined Benefit Audit
Key Code		Customer Care
CF3		Ensured the Customer Care Application performed to its capabilities
FM2		Ensured accurate billing through building and implementing actions and filters which highlights accounts with special circumstances and/or irregularities
CF3		Implemented new electronic payment solution
CF5		Implemented TalkDesk, the new call center software
FM2		Established new process to implement user consumption and flat fees by increasing the efficiency of the rate change process
CF5		Reduced receivables through enhanced collection processing
CF3		Integrated mobile software to enhance research capabilities and provide real-time results to office personnel
Key Code		Purchasing
CB1		Ensured all purchases were in conformance with State of RI Law and Purchasing Regulations
FM6		Negotiated new insurance policies
FM5		Updated all sole source letters
FM5		Updated Purchasing training procedures for all new employees
FM5		Prepared Purchasing PowerPoint training presentation in order to address changes and utilize as a review guide

# 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
<b>PERSONNEL</b>							
52100	UNION REGULAR	-	66,266	571,543	-	-	637,809
52150	UNION OVERTIME	-	-	3,000	-	-	3,000
52300	NON-UNION REGULAR	1,187,150	738,332	1,189,743	296,790	-	3,412,015
52350	NON-UNION OVERTIME	-	50	2,000	-	-	2,050
52400	NON-UNION LIMITED	5,000	5,000	6,000	-	-	16,000
52800	UNION PENSION	-	19,575	168,834	-	-	188,409
52810	FICA	91,199	61,938	135,580	22,704	-	311,421
52820	UNEMPLOYMENT	-	-	-	-	100,000	100,000
52920	NON UNION PENSION	119,215	74,338	119,774	29,679	30,000	373,006
52940	UNION RETIREMENT HEALTH	-	2,611	22,519	-	-	25,130
52950	HEALTH INSURANCE	131,334	108,996	453,508	39,285	765,600	1,498,723
52970	DENTAL INSURANCE	13,693	12,466	34,321	3,858	-	64,338
52980	VISION INSURANCE	2,258	2,055	5,677	674	-	10,664
52990	LTD INSURANCE	-	-	-	-	67,543	67,543
<b>TOTAL PERSONNEL</b>		<b>1,549,849</b>	<b>1,091,627</b>	<b>2,712,499</b>	<b>392,990</b>	<b>963,143</b>	<b>6,710,108</b>
59000	SALARY REIMBURSEMENT	-	(103,354)	-	-	-	(103,354)
59001	FRINGE REIMBURSEMENT	-	(56,845)	-	-	-	(56,845)
<b>NET PERSONNEL SERVICES</b>		<b>1,549,849</b>	<b>931,428</b>	<b>2,712,499</b>	<b>392,990</b>	<b>963,143</b>	<b>6,549,909</b>
<b>OPERATING SUPPLIES/EXPENSES</b>							
53210	POSTAGE	-	-	450,000	-	36,000	486,000
53240	DUES & SUBSCRIPTIONS	5,170	2,700	1,250	2,800	-	11,920
53250	FREIGHT	-	100	200	100	26,000	26,400
53310	PRINTING & BINDING	13,000	400	180,300	500	-	194,200
53320	ADVERTISING	-	-	-	200	-	200
53410	LOCAL TRAVEL	500	400	-	500	-	1,400
53420	LONG DISTANCE TRAVEL	9,500	-	7,500	-	-	17,000
53510	VEHICLE FUEL & MAINTENANCE	-	-	6,955	-	-	6,955
53610	REPAIRS BUILDING & STRUCTURE	-	-	-	-	200,000	200,000
53635	MAINT. CONTRACTS-OFFICE EQUIP.	-	200	2,000	-	2,000	4,200
53645	SOFTWARE SUBSCRIPTIONS	-	-	-	-	-	-
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	-	160,000	-	-	160,000
53660	INSURANCE	-	-	-	-	1,510,334	1,510,334
53680	WORK. COMP. INSURANCE	-	-	-	-	611,770	611,770
54060	NATURAL GAS	-	-	-	-	1,040,265	1,040,265
54090	ELECTRICITY	-	-	-	-	5,365,549	5,365,549
54091	NBC NET METERING CREDIT	-	-	-	-	(1,475,468)	(1,475,468)
54093	COVENTRY WIND	-	-	-	-	3,000	3,000
54095	GREEN PPA	-	-	-	-	2,069,665	2,069,665
54096	GREEN PPA NET METERING CREDITS	-	-	-	-	(2,759,553)	(2,759,553)
54110	WATER	-	-	-	-	6,000	6,000
54200	CLOTHING	-	-	2,100	-	-	2,100
54410	EDUCATIONAL SUPP. & EXP.	9,535	2,500	13,000	2,400	-	27,435
54430	OTHER OP. SUPPLIES & EXP.	-	-	-	-	5,800	5,800
54440	SAFETY EQUIPMENT	-	-	500	-	-	500
54500	OFFICE EXPENSE	12,000	6,500	10,000	3,000	1,300	32,800
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>49,705</b>	<b>12,800</b>	<b>833,805</b>	<b>9,500</b>	<b>6,642,662</b>	<b>7,548,472</b>
<b>PROFESSIONAL SERVICES</b>							
52600	REGULATORY EXPENSE	716,500	-	-	-	-	716,500
52650	SECURITY SERVICES	-	-	14,000	-	-	14,000
52660	LEGAL SERVICES	165,000	-	-	-	-	165,000
52670	MGMT/AUDIT SERVICES	260,000	56,000	-	-	-	316,000
52680	TEMPORARY/CLERICAL SERVICES	-	-	20,000	-	-	20,000
52690	OTHER SERVICES	716,000	-	45,000	-	61,000	822,000
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>1,857,500</b>	<b>56,000</b>	<b>79,000</b>	<b>-</b>	<b>61,000</b>	<b>2,053,500</b>
<b>LEASE/SUBSCRIPTIONS EXPENSE</b>							
55000	LEASES PAID	-	-	-	-	105,710	105,710
56000	SUBSCRIPTIONS PAID	35,345	-	-	-	-	35,345
57950	INTEREST EXPENSE - LEASES	-	-	-	-	7,690	7,690
57960	INTEREST EXPENSE SUBSCRIPTIONS	655	-	-	-	-	655
<b>TOTAL LEASE/SUBSCRIPTIONS EXPENSE</b>		<b>36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>113,400</b>	<b>149,400</b>
<b>TOTAL OPERATING EXPENSE</b>		<b>3,493,054</b>	<b>1,000,228</b>	<b>3,625,304</b>	<b>402,490</b>	<b>7,780,205</b>	<b>16,301,281</b>
<b>DEBT SERVICE</b>							
	PRINCIPAL	-	-	-	-	26,628,162	26,628,162
	INTEREST	-	-	-	-	18,017,664	18,017,664
<b>TOTAL DEBT SERVICE</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,645,826</b>	<b>44,645,826</b>
<b>TOTAL</b>		<b>\$3,493,054</b>	<b>\$1,000,228</b>	<b>\$3,625,304</b>	<b>\$402,490</b>	<b>\$52,426,031</b>	<b>\$60,947,107</b>
<b>Division Total</b>				<b>\$60,947,107</b>			

## Finance Division

### Snapshot of Responsibilities

<b>Finance</b>
- File for General Rate and Debt Service with PUC to maintain sufficient operating and capital funding
- 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 do not exceed 80% of the total eligible project costs
- Submit the Annual Comprehensive Financial Report and Operating Data to EMMA
- Ensure compliance with the Trust Indenture
- Prepare and distribute the annual Rhode Island Sewer User Fee Survey
<b>Accounting</b>
- Complete the annual Comprehensive Financial Report by September 30 <sup>th</sup> of each year
- Complete the Single Audit by March 21 <sup>st</sup> of each year
- Prepare W-2s and 1099s at the calendar year-end
- Prepare quarterly 941 payroll tax returns
- Post quarterly financial statement on NBC's website
<b>Customer Care</b>
- 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% of properties going into foreclosure
- Send collection notices
- Add new meters into the customer service application
- Investigate new sewer connection permits
- Process Abatement Applications
- Review all credit balances created through real estate closings
- Ensure that all municipalities and large users have a point of contact for inquiries and payments
<b>Purchasing</b>
- Process purchase requisitions
- Conduct bids
- Manage Purchase Card Program
- Process insurance claims
- Track repetitive purchases to ensure compliance
- SAM check capital project PO's

## 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 2025 Budget
FM1	Maintain AA - Rating from S&P Global Ratings and AA rating from Kroll Bond Rating Agency
FM5	Implement enhanced cash management practices

### Significant Budget Modifications

Total Operating Expense in Finance increased by 8.9% or \$286 thousand, driven by a 26.4% increase in Personnel. The increase in Personnel reflects merit increases for non-union employees in addition to personnel changes, including the addition of 1.0 new FTE, a Finance Technical Specialist, which will provide support to NBC finance functions. Operating Supplies and Expense reflects a 30.7% decrease due to a software subscription moving to the Lease and Subscriptions category per GASB 96. Professional Services decreased \$52 thousand or 2.7% due to expected savings from Paymentus, NBC's new electronic customer payment vendor. Operating Capital remains unchanged from the prior year.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 943,633	\$ 1,225,682	\$ 1,549,849	\$ 324,167	26.4%
Operating Supplies/Expense	18,342	71,700	49,705	(21,995)	(30.7%)
Professional Services	1,669,503	1,909,400	1,857,500	(51,900)	(2.7%)
Lease/Subscriptions Expense	27,598	-	36,000	36,000	-
<b>Total Operating Expense</b>	<b>2,659,076</b>	<b>3,206,782</b>	<b>3,493,054</b>	<b>286,272</b>	<b>8.9%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>16,440</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>	<b>0.0%</b>
<b>Total Expense and Use of Funds</b>	<b>2,675,516</b>	<b>3,281,782</b>	<b>3,568,054</b>	<b>286,272</b>	<b>8.7%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	2,659,076	3,206,782	3,493,054	286,272	8.9%
Project Fund	16,440	75,000	75,000	-	0.0%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 2,675,516</b>	<b>\$ 3,281,782</b>	<b>\$ 3,568,054</b>	<b>\$ 286,272</b>	<b>8.7%</b>
<b>FTE's</b>	<b>11.0</b>	<b>11.0</b>	<b>12.0</b>	<b>1.0</b>	<b>9.1%</b>

## 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
FM1	Update the Long-Term Financial Plan by February 28 <sup>th</sup>	2/28/2023	2/28/2024	2/28/2025
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	21 Years	22 Years	23 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 Reports	4 Reports	4 Reports
FM4	Post the Annual Comprehensive Financial Report and Operating Data to EMMA by December 31 <sup>st</sup>	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	8/16/2022	9/1/2023	9/1/2024
FM4	Evaluate 100% of any new investments to ensure they are permitted investments	100%	100%	100%
FM7	Complete actuarial study by due date	7/7/2023	6/30/2024	6/30/2025
FM7	Fund minimum ARC for Non-Union Defined Benefit Plan	114%	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	Prepare ACFR and receive a clean audit opinion and no management letter on the financial statement
FM3	Work with Finance to research and evaluate various enterprise resource planning (ERP) software systems to replace our current ERP system Oracle
FM4	Implement GASB 101 (Compensated Absences)
FM4	Ensure the proper calculation of the monthly trust transfers and PUC restricted accounts
FM4	Prepare monthly financial statements in a timely manner

### Significant Budget Modifications

Total Expense and Use of Funds decreased \$434 thousand or 30.3% with the primary driver being Operating Capital, which decreased \$500 thousand from the prior year budget. Total Operating Expense increased 7.0% or \$66 thousand from the prior year with the primary driver being Personnel, which reflects a COLA and contracted step increase for union employees in addition to merit increases for non-union employees. Operating Supplies and Expense decreased by 55.7% due to debt and audit software expense moving to the Capital Budget.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 822,447	\$ 850,632	\$ 931,428	\$ 80,796	9.5%
Operating Supplies/Expense	16,154	28,900	12,800	(16,100)	(55.7%)
Professional Services	47,453	55,000	56,000	1,000	1.8%
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>886,054</b>	<b>934,532</b>	<b>1,000,228</b>	<b>65,696</b>	<b>7.0%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	-	500,000	-	(500,000)	(100.0%)
<b>Total Expense and Use of Funds</b>	<b>886,054</b>	<b>1,434,532</b>	<b>1,000,228</b>	<b>(434,304)</b>	<b>(30.3%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	886,054	934,532	1,000,228	65,696	7.0%
Project Fund	-	500,000	-	(500,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 886,054</b>	<b>\$ 1,434,532</b>	<b>\$ 1,000,228</b>	<b>\$ (434,304)</b>	<b>(30.3%)</b>
<b>FTE's</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0%</b>



## 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 2023 Actual	FY 2024 Goal	FY 2025 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	21 Years	22 Years	23 Years
FM4	Years without management letter received for Annual Comprehensive Financial Report (ACFR)	24 Years	25 Years	26 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	1 Finding	0 Findings	0 Findings
FM4	Prepare monthly financial statements within five business days of month-end	100%	100%	100%
FM4	Prepare trust transfers 3 days prior to the last business day of month-end	100%	100%	100%
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	10/1/2022	10/1/2023	10/1/2024
FM4	Submit the quarterly surcharge reports to RIDEM	4 reports	4 reports	4 reports
FM6	Process Capital invoices within 30 days	100% (546)	100%	100%
FM6	Process Operating invoices within 30 days	100% (2,899)	100%	100%
FM6	Increase total number of vendor payments processed through ACH	20%	22%	25%



#### STAFFING

Attract, develop, and retain highly qualified employees.

KEY CODE	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Complete a minimum of 50 training hours	85 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 \$112.0 million in annual user charges. Customer Care bills approximately 85,800 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	
FM2	Ensure complete and accurate billing and continue to streamline collection strategies to maximize results
CF1	Provide excellent customer care by continuing to educate the call center staff, the use of TalkDesk software, and decreasing response time for customer inquiries
CF3	Effectively process collections
CF3	Migrate CIS to cloud-based solution
CF5	Implement Silverblaze customer interface solution

### Significant Budget Modifications

Total Operating Expense increased \$96 thousand or 2.7% with the primary driver being Personnel, which reflects a COLA and contracted step increase for union employees in addition to merit increases for non-union employees. Professional services increased by 34.4% or \$20 thousand, primarily due to increased temporary/clerical services expense. Operating Supplies and Expense decreased by \$30 thousand or 3.5%, primarily due to lower contract expense and Operating Capital increased by \$52 thousand or 18.1%.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 2,168,009	\$ 2,606,482	\$ 2,712,499	\$ 106,017	4.1%
Operating Supplies/Expense	519,740	864,050	833,805	(30,245)	(3.5%)
Professional Services	28,406	58,800	79,000	20,200	34.4%
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>2,716,155</b>	<b>3,529,332</b>	<b>3,625,304</b>	<b>95,972</b>	<b>2.7%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>34,370</b>	<b>288,000</b>	<b>340,000</b>	<b>52,000</b>	<b>18.1%</b>
<b>Total Expense and Use of Funds</b>	<b>2,750,525</b>	<b>3,817,332</b>	<b>3,965,304</b>	<b>147,972</b>	<b>3.9%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	2,716,155	3,529,332	3,625,304	95,972	2.7%
Project Fund	34,370	288,000	340,000	52,000	18.1%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 2,750,525</b>	<b>\$ 3,817,332</b>	<b>\$ 3,965,304</b>	<b>\$ 147,972</b>	<b>3.9%</b>
<b>FTE's</b>	<b>29.0</b>	<b>29.0</b>	<b>29.0</b>	<b>0.0</b>	<b>0.0%</b>

# Customer Care Cost Center

## Performance Measures



### CUSTOMER FOCUS

Maintain a customer-focused attitude throughout the organization.

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF1	Resolve 85% of all account disputes within 30 days	80%	85%	85%
CF1	Maximize % of successful payment arrangements	31%	>75%	>75%
CF3	Increase percentage of customers enrolled in autopay	16% (14,021)	> 5%	> 5%
CF3	Increase percentage of customers enrolled in paperless billing	10%	> 3%	> 3%
CF5	Increase percentage of customers registered online	13%	> 30%	> 30%
CF5	Process 95% of closing requests within 48 hours	100%	95%	95%
CF5	Keep the number of abandoned calls below 5%	2.6%	<5%	<5%



### FINANCIAL MANAGEMENT

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 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	4%	8%	8%
FM2	Ensure 100% of eligible accounts receive water shutoff eligibility letters	100%	100%	100%
FM2	Schedule a minimum of 110 accounts per week for posting during WSO	4,234	2,600	2,600
FM2	Schedule a minimum of 40 accounts per week for termination during WSO	1,835	960	960



### STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Provide a minimum of 1,500 employee training hours	1,083 Hours	1,500 Hours	1,500 Hours

## 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	Encourage vendor participation in NBC's P-Card Program
FM5	Ensure all purchasing forms and procedures are updated and added to SharePoint
FM6	Procure all budgeted vehicles
CB1	Ensure compliance with federal and state law

### Significant Budget Modifications

Total Operating Expense in Purchasing decreased by \$4 thousand or 1.0%. This includes a Personnel decrease of \$5 thousand or 1.3%. Operating Supplies and Expense increased \$1 thousand or 11.1%, primarily due to an increase in education supplies and dues and subscriptions.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 338,360	\$ 398,135	\$ 392,990	\$ (5,145)	(1.3%)
Operating Supplies/Expense	4,939	8,550	9,500	950	11.1%
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>343,299</b>	<b>406,685</b>	<b>402,490</b>	<b>(4,195)</b>	<b>(1.0%)</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	-	-	-	-	-
<b>Total Expense and Use of Funds</b>	<b>343,299</b>	<b>406,685</b>	<b>402,490</b>	<b>(4,195)</b>	<b>(1.0%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	343,299	406,685	402,490	(4,195)	(1.0%)
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 343,299</b>	<b>\$ 406,685</b>	<b>\$ 402,490</b>	<b>\$ (4,195)</b>	<b>(1.0%)</b>
<b>FTE's</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>	<b>0.0%</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
FM4	Ensure NBC does not have more than 50 vehicles that weigh less than 8,500 tons	48	47	48
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	85%	85%	85%
FM6	Increase the number of vendors participating in the P-Card Program	630 Vendors	630 Vendors	700 Vendors
FM6	Evaluate and ensure 100% insurance policies are sufficient and in effect prior to expiration	100% (24 Policies)	100% (24 Policies)	100% (24 Policies)



### STAFFING

Attract, develop, and retain highly qualified employees.

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Provide a minimum of 15 Training hours	30	30	40

## 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, electricity, NMC, Power Purchase Agreement payments, sustainable energy support costs, and debt service.

### Significant Budget Modifications

FY 2025 Total Operating Expense for General Services increased by \$811 thousand or 11.6%. Operating Supplies and Expense increased \$743 thousand or 12.6% with the primary drivers being natural gas, insurance and workers' compensation, and net metering credits expense. Personnel increased by \$68 thousand or 7.6% while Debt Service decreased \$3.3 million or 6.9% from the prior year budget.

There are no FTEs under the General Services cost center. As a result, priorities, performance measures and accomplishments are not included in this cost center.

### Budget

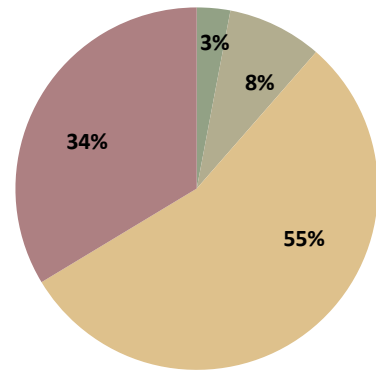
	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 1,222,701	\$ 895,284	\$ 963,143	\$ 67,859	7.6%
Operating Supplies/Expense	5,166,920	5,899,611	6,642,662	743,051	12.6%
Professional Services	31,128	61,000	61,000	-	0.0%
Lease/Subscriptions Expense	113,400	113,400	113,400	-	0.0%
<b>Total Operating Expense</b>	<b>6,534,149</b>	<b>6,969,295</b>	<b>7,780,205</b>	<b>810,910</b>	<b>11.6%</b>
<b>Debt Service</b>	<b>40,779,037</b>	<b>47,958,246</b>	<b>44,645,826</b>	<b>(3,312,420)</b>	<b>(6.9%)</b>
<b>Operating Capital Program</b>	<b>18,504</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expense and Use of Funds</b>	<b>47,331,690</b>	<b>54,927,541</b>	<b>52,426,031</b>	<b>(2,501,510)</b>	<b>(4.6%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	6,534,149	6,969,295	7,780,205	810,910	11.6%
Project Fund	18,504	-	-	-	-
Debt Service Fund	40,779,037	47,958,246	44,645,826	(3,312,420)	(6.9%)
<b>Total Funding Sources</b>	<b>\$ 47,331,690</b>	<b>\$ 54,927,541</b>	<b>\$ 52,426,031</b>	<b>\$(2,501,510)</b>	<b>(4.6%)</b>

# 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 2025 Operations and Maintenance Division Budget by Cost Center**



- Operations and Maintenance Services
- Interceptor Maintenance
- Field's Point
- Bucklin Point

## Significant Budget Modifications

The FY 2025 Operations and Maintenance Division budget is \$1.7 million or 6.1% higher than the prior year. The primary drivers behind this increase include increased chemical expense in addition to the new electricity contractor account. Personnel increased \$221 thousand or 1.7% and reflects a net decrease of 2.0 FTEs, in addition to a COLA and contracted step increase for union employees, and merit increases for non-union employees. Operating Capital decreased 4.2% and includes the replacement, betterment, and new purchase of assets necessary to run the facilities.

## Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 12,021,095	\$ 12,935,338	\$ 13,156,030	\$ 220,692	1.7%
Operating Supplies/Expense	10,431,328	11,423,500	13,089,307	1,665,807	14.6%
Professional Services	22,928	43,900	41,000	(2,900)	(6.6%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>22,475,351</b>	<b>24,402,738</b>	<b>26,286,337</b>	<b>1,883,599</b>	<b>7.7%</b>
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Capital Program</b>	<b>1,765,734</b>	<b>3,713,000</b>	<b>3,558,000</b>	<b>(155,000)</b>	<b>(4.2%)</b>
<b>Total Expense and Use of Funds</b>	<b>24,241,085</b>	<b>28,115,738</b>	<b>29,844,337</b>	<b>1,728,599</b>	<b>6.1%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	22,475,351	24,402,738	26,286,337	1,883,599	7.7%
Project Fund	1,765,734	3,713,000	3,558,000	(155,000)	(4.2%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 24,241,085</b>	<b>\$ 28,115,738</b>	<b>\$ 29,844,337</b>	<b>\$ 1,728,599</b>	<b>6.1%</b>
<b>FTE's</b>	<b>134.0</b>	<b>130.0</b>	<b>128.0</b>	<b>(2.0)</b>	<b>(1.5%)</b>



## Operations and Maintenance Division

### FY 2024 Accomplishments

Operations and Maintenance Services	
<b>CB1</b>	Met with municipal officials to ensure awareness that applicants need to apply for a sewer connection permit (if applicable) before issuing a building permit
<b>EP2</b>	Tracked stormwater reductions completed through sewer connection permits
<b>CB4</b>	Enhanced the quality of the asset management system data at Field's Point and Bucklin Point
Interceptor Maintenance	
<b>C3</b>	Updated Flow Monitoring Equipment to ensure accurate data records
<b>CB2</b>	Completed Contract 304.80M - Baseline Siphon Cleaning - Inspected 3,436 linear feet and removed 24 cubic yards of grit
<b>CB2</b>	Initiated Contract 304.68C - Regulator Improvements
<b>CB3</b>	Completed Interceptor Maintenance Building improvements including the installation of a new HVAC system and electrical generator transfer switch for backup power, in addition to roof replacement on IM Building
<b>CB3</b>	Completed the replacement of Reservoir Avenue Pump Station (RAPS) Wet Well Isolation Gate
Field's Point	
<b>CB2</b>	Assisted with the design and construction of the Maintenance/Storage Building
<b>CB3</b>	Upgraded flow meters at all gate and screening structures
<b>CB4</b>	Replaced a UPS (Uninterrupted Power Supply) at the Administration Building which provides support for SCADA control for the Plant
<b>CB4</b>	Replaced the Primary Sludge Pump Station roof
Bucklin Point	
<b>CB3</b>	Optimized chemical usage at the plant
<b>CB4</b>	Rebuilt Bar Rack #2
<b>CB4</b>	Replaced variable frequency drive at Wet Weather Disinfection Building
<b>CB4</b>	Rebuilt Roots Blower Motor #1 which powers the Roots Blower that supplies air to aeration train
<b>CB4</b>	Purchased new sewage pump for Saylesville Pump Station
<b>CB3</b>	Completed transition into new Maintenance and Operations Buildings at Bucklin Point

# 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
<b>PERSONNEL</b>						
52100	UNION REGULAR	580,699	-	2,233,250	2,074,053	4,888,002
52150	UNION OVERTIME	48,000	-	275,371	313,000	636,371
52300	NON-UNION REGULAR	582,511	649,394	937,904	852,303	3,022,112
52350	NON-UNION OVERTIME	20,000	-	103,134	103,000	226,134
52400	NON-UNION LIMITED	5,000	-	-	-	5,000
52800	UNION PENSION	171,538	-	659,702	612,675	1,443,915
52810	FICA	94,570	49,679	271,549	255,690	671,488
52920	NON UNION PENSION	60,751	64,939	104,104	95,530	325,324
52940	UNION RETIREMENT HEALTH	22,880	-	87,990	81,718	192,588
52950	HEALTH INSURANCE	298,417	116,997	709,602	641,607	1,766,623
52970	DENTAL INSURANCE	24,934	8,978	55,588	47,330	136,830
52980	VISION INSURANCE	4,053	1,443	9,127	8,027	22,650
<b>TOTAL PERSONNEL</b>		<b>1,913,353</b>	<b>891,430</b>	<b>5,447,321</b>	<b>5,084,933</b>	<b>13,337,037</b>
59000	SALARY REIMBURSEMENT	(76,537)	(19,725)	(4,058)	(16,459)	(116,779)
59001	FRINGE REIMBURSEMENT	(42,095)	(10,849)	(2,232)	(9,052)	(64,228)
<b>NET PERSONNEL SERVICES</b>		<b>1,794,721</b>	<b>860,856</b>	<b>5,441,031</b>	<b>5,059,422</b>	<b>13,156,030</b>
<b>OPERATING SUPPLIES/EXPENSES</b>						
53240	DUES & SUBSCRIPTIONS	2,700	4,890	5,445	2,965	16,000
53250	FREIGHT	3,500	300	9,000	10,000	22,800
53310	PRINTING & BINDING	1,200	500	600	200	2,500
53330	RENTAL- EQUIPMENT	2,500	-	30,000	15,000	47,500
53340	RENTAL- CLOTHING	2,200	-	22,100	22,000	46,300
53410	LOCAL TRAVEL	700	500	400	200	1,800
53420	LONG DISTANCE TRAVEL	4,500	7,500	4,000	-	16,000
53470	BLDG. & GRND. MAINT.	20,500	-	104,602	77,500	202,602
53480	BIO SOLID DISPOSAL	-	-	4,890,846	1,266,929	6,157,775
53490	SCREENING & GRIT DISPOSAL	59,733	-	210,467	99,400	369,600
53510	VEHICLE FUEL & MAINTENANCE	72,500	2,000	90,000	60,000	224,500
53610	REPAIRS BUILDING & STRUCTURE	23,000	-	205,500	100,000	328,500
53612	ELECTRICITY CONTRACTOR	-	-	250,000	250,000	500,000
53615	REPAIRS PROCESS EQUIPMENT	60,000	-	378,350	250,000	688,350
53620	REPAIR-HIGHWAY & WALKS	45,000	-	2,500	-	47,500
53630	MAINTENANCE CONTRACTS	5,300	-	270,826	187,850	463,976
53635	MAINT. CONTRACTS-OFFICE EQUIP.	4,300	-	12,649	37,373	54,322
53640	SERVICE AGREEMENTS	26,970	-	55,139	25,000	107,109
53645	SOFTWARE SUBSCRIPTIONS	18,600	-	-	-	18,600
53650	HIGHWAY & LANDSCAPE	8,000	-	3,500	6,500	18,000
54000	TELEPHONE	6,100	-	-	-	6,100
54020	DIESEL FOR EQUIPMENT	-	-	25,000	40,000	65,000
54097	BIOGAS	-	-	-	150,250	150,250
54110	WATER	4,000	-	28,000	90,000	122,000
54200	CLOTHING	8,000	1,500	12,000	16,000	37,500
54332	CHLORINE/HYPOCHLORITE	-	-	1,275,901	113,592	1,389,493
54333	CARBON FEED	-	-	119,223	14,035	133,258
54335	POLYMER	-	-	-	105,975	105,975
54336	SODIUM HYDROXIDE	-	-	97,653	-	97,653
54337	SODIUM BISULFITE	-	-	475,449	64,642	540,091
54338	SODA ASH	-	-	-	75,953	75,953
54339	UV DISINFECTION	-	-	-	200,550	200,550
54340	LAB SUPPLIES	-	-	35,000	10,000	45,000
54345	LAB CHEMICALS & GASES	-	-	23,000	10,000	33,000
54370	SUPPLIES BUILDING & MAINT.	98,500	200	300,000	220,000	618,700
54410	EDUCATIONAL SUPP. & EXP.	3,000	3,500	10,000	1,000	17,500
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	10,500	400	23,000	33,000	66,900
54500	OFFICE EXPENSE	7,500	3,750	13,000	15,000	39,250
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>501,703</b>	<b>27,040</b>	<b>8,984,650</b>	<b>3,575,914</b>	<b>13,089,307</b>
<b>PROFESSIONAL SERVICES</b>						
52600	REGULATORY EXPENSE	300	-	8,000	10,500	18,800
52650	SECURITY SERVICES	12,200	-	5,000	-	17,200
52690	OTHER SERVICES	-	-	3,000	2,000	5,000
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>12,500</b>	<b>-</b>	<b>16,000</b>	<b>12,500</b>	<b>41,000</b>
<b>TOTAL OPERATING EXPENSE</b>		<b>2,308,924</b>	<b>887,896</b>	<b>14,441,681</b>	<b>8,647,836</b>	<b>26,286,337</b>
<b>TOTAL</b>		<b>\$2,308,924</b>	<b>\$887,896</b>	<b>\$14,441,681</b>	<b>\$8,647,836</b>	<b>\$26,286,337</b>
<b>Division Total</b>				<b>\$26,286,337</b>		

# Operations and Maintenance Division

## Snapshot of Responsibilities

<b>Operations and Maintenance Services</b>
- Submit the annual dry ton report to RIDEM
- Ensure there are 100% up-to-date supported levels of applications, 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
- Update and maintain NBC's Asset Management Program
<b>Interceptor Maintenance</b>
- Submit BMP and CMOM reports
- Respond to emergency situations – i.e. overflow events, backups, customer calls and assistance
- Remove floatable material from various CSO's
- Ensure all daily work orders and monthly PM Services are completed
- Confirm capital items and purchases are on schedule for on-time completion
- Complete Permitted Pump Station, Regulator, Catch Basin, and Tide Gate Inspections
- Verify inventory of stocked items and complete purchases as needed
- Provide company-wide assistance with inspections, repairs, moving, snow removal and landscaping
<b>Field's Point</b>
- 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
- Ensure staff are up to date on Baynet Academy required training
<b>Bucklin Point</b>
- 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
- Ensure staff is up to date on all required training

## 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	
CF5	Update permit applications and incorporate new Stormwater Fee
CF3	Launch a new permitting system that is more user friendly and efficient
CB4	Research Asset Management Software Program solutions
CB4	Ensure all assets are captured in the asset management system

### Significant Budget Modifications

Operations and Maintenance Services Operating Expense increased overall by 11.0% or \$88 thousand in FY 2025, primarily due to the 10.2% increase in Personnel. This increase is due to 2.0 additional FTEs. A new Administrative Assistant position was funded to provide support for the Division with reporting, correspondence, and expense tracking. The budget reflects the reallocation of an Asset Management Specialist position from Interceptor Maintenance. Operating Capital decreased by 100.0% or \$80 thousand.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 928,812	\$ 781,016	\$ 860,856	\$ 79,840	10.2%
Operating Supplies/Expense	407,055	19,100	27,040	7,940	41.6%
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,335,867</b>	<b>800,116</b>	<b>887,896</b>	<b>87,780</b>	<b>11.0%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>45,022</b>	<b>80,000</b>	-	<b>(80,000)</b>	<b>(100.0%)</b>
<b>Total Expense and Use of Funds</b>	<b>1,380,889</b>	<b>880,116</b>	<b>887,896</b>	<b>7,780</b>	<b>0.9%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	1,335,867	800,116	887,896	87,780	11.0%
Project Fund	45,022	80,000	-	(80,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,380,889</b>	<b>\$ 880,116</b>	<b>\$ 887,896</b>	<b>\$ 7,780</b>	<b>0.9%</b>
<b>FTE's</b>	<b>11.0</b>	<b>6.0</b>	<b>8.0</b>	<b>2.0</b>	<b>33.3%</b>

# Operations and Maintenance Services Cost Center

## Performance Measures



### CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization.*

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF1	Obtain 30% reduction of 3-month storm volume from all Stormwater Connections	30%	30%	30%
CF1	Issue 50% of Commercial Permits within 30 days	69%	50%	50%
CF1	Issue 75% of Sewer Alteration Commercial Permits within 30 days	100%	75%	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 2023 Actual	FY 2024 Goal	FY 2025 Goal
C1	Meet with city and town officials within NBC’s Service Area to strengthen lines of communication	2	3	2



### ORGANIZATIONAL PERFORMANCE

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
OP1	Close out 100% of work orders in Hansen	N/A	N/A	100%

## 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	
<b>C3</b>	Monitor and maintain the NBC Web Based CSO Overflow Notification Site daily for overflow events
<b>CB4</b>	Clean and inspect 5.4 miles of NBC interceptors (Contract 304.81M)
<b>FM6</b>	Ensure all purchases and services are researched for cost-effective pricing and dependability
<b>S2</b>	Ensure employees are updated on safe work habits and compliance through the annual completion of employee technical and safety trainings
<b>CF1</b>	Provide timely assistance to customers with sewer backup issues, locating sewer connections, identifying NBC sewer lines for contractor excavations, and other miscellaneous requests

### Significant Budget Modifications

The FY 2025 budget reflects a slight increase of 4.2% in Total Operating Expense. Personnel increased \$67 thousand or 3.9% from the prior year. This change reflects COLA and contracted step increases for union employees and merit increases for non-union employees as well as the reallocation of the Asset Management Specialist to Operations and Maintenance Services. Operating Supplies and Expense increased slightly by 5.4%, primarily due to increased building and grounds maintenance expense. Operating Capital decreased 41.9% or \$155 thousand.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 1,574,173	\$ 1,727,502	\$ 1,794,721	\$ 67,219	3.9%
Operating Supplies/Expense	322,983	476,125	501,703	25,578	5.4%
Professional Services	4,963	12,900	12,500	(400)	(3.1%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,902,119</b>	<b>2,216,527</b>	<b>2,308,924</b>	<b>92,397</b>	<b>4.2%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>124,048</b>	<b>370,000</b>	<b>215,000</b>	<b>(155,000)</b>	<b>(41.9%)</b>
<b>Total Expense and Use of Funds</b>	<b>2,026,167</b>	<b>2,586,527</b>	<b>2,523,924</b>	<b>(62,603)</b>	<b>(2.4%)</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	1,902,119	2,216,527	2,308,924	92,397	4.2%
Project Fund	124,048	370,000	215,000	(155,000)	(41.9%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 2,026,167</b>	<b>\$ 2,586,527</b>	<b>\$ 2,523,924</b>	<b>\$ (62,603)</b>	<b>(2.4%)</b>
<b>FTE's</b>	<b>21.0</b>	<b>21.0</b>	<b>20.0</b>	<b>(1.0)</b>	<b>(4.8%)</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 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	90%	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 2023 Actual	FY 2024 Goal	FY 2025 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	100%	100%	100%



### CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization.*

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF1	Inspect new sewer connections within 72 hours of request	100%	100%	100%
CF4	Provide collection system maintenance assistance to NBC communities	20 Hours	40 Hours	40 Hours



### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Provide staff with a minimum of 100 technical/standard operating procedures training hours	169 Hours	100 Hours	100 Hours
S2	Limit number of workers compensation incidents	0 incidents	<5 incidents	<5 incidents

## 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	Collaborate with Engineering and Construction on the Ernest Street Pump Station Improvements
CB2	Coordinate with Engineering and Construction on the Field's Point Disinfection Improvements to evaluate the current disinfection system and repair, if needed
CB4	Tag and inventory all equipment and spare parts
CB4	Conduct condition assessments on equipment scheduled for replacement and adjust planned operating capital purchases based on the assessment

### Significant Budget Modifications

Operating Expense is 8.1% or \$1.1 million higher than FY 2024. Personnel decreased 3.0% or \$167 thousand due to the elimination of 3.0 FTEs. The 3.0 positions that were eliminated were related to electrical work. NBC is now contracting out electrical services and that expense is reflected in the new electricity contractor account. Operating Supplies and Expense increased \$1.3 million or 16.2%. The primary drivers behind this increase include chemical expense, electricity contractor expense, and screening and grit disposal. Operating Capital decreased by \$28 thousand or 1.4% and includes the purchase of vehicles, transformers, bar racks, and more.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 5,184,486	\$ 5,607,853	\$ 5,441,031	\$ (166,822)	(3.0%)
Operating Supplies/Expense	7,111,476	7,734,291	8,984,650	1,250,359	16.2%
Professional Services	8,450	15,500	16,000	500	3.2%
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>12,304,411</b>	<b>13,357,644</b>	<b>14,441,681</b>	<b>1,084,037</b>	<b>8.1%</b>
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Capital Program</b>	<b>822,436</b>	<b>1,980,000</b>	<b>1,952,000</b>	<b>(28,000)</b>	<b>(1.4%)</b>
<b>Total Expense and Use of Funds</b>	<b>13,126,847</b>	<b>15,337,644</b>	<b>16,393,681</b>	<b>1,056,037</b>	<b>6.9%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	12,304,411	13,357,644	14,441,681	1,084,037	8.1%
Project Fund	822,436	1,980,000	1,952,000	(28,000)	(1.4%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 13,126,847</b>	<b>\$ 15,337,644</b>	<b>\$ 16,393,681</b>	<b>\$ 1,056,037</b>	<b>6.9%</b>
<b>FTE's</b>	<b>55.0</b>	<b>55.0</b>	<b>52.0</b>	<b>(3.0)</b>	<b>(5.5%)</b>



## 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Meet or exceed discharge parameter permit levels for TSS (mg/l)	4.28 mg/l	<20 mg/l	<20 mg/l
CB1	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	6.72 (MPN/100ml)	<35 (MPN/100ml)	<35 (MPN/100ml)
CB1	Meet or exceed discharge parameter permit levels for CBOD (mg/l)	3.03 mg/l	<20 (mg/l)	<20 (mg/l)
CB1	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	3.24 mg/l	<5 (mg/l)	<5 (mg/l)
CB1	Ensure treatment of 100% wastewater and stormwater collected through the Tunnel Pump Station	99%	100% (gallons)	100% (gallons)
CB4	Perform no less than 90% Preventative Maintenance work orders based on total work orders	91%	>90%	>90%



#### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Provide at least 8 hours of training opportunities per employee for both new and existing employees	8	8	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	
CB3	Repair gearbox assembly on aeration train
CB3	Optimize chemical usage at the plant
CB4	Rebuild bar rack #3
CB3	Complete installation of new return activated Sludge Pump Station and two additional final clarifiers

### Significant Budget Modifications

Operating Expense is 7.7% or \$619 thousand higher than FY 2024. Personnel increased 5.0% or \$240 thousand due to the combination of 3.0 new FTEs, 2.0 eliminated FTEs and 1.0 reallocated FTE to Engineering. Two of the positions that were eliminated were related to electrical work. NBC is now contracting out electrical services and that expense is reflected in the new electricity contractor account. Operating Supplies and Expense increased \$382 thousand or 12.0%. The primary drivers behind this increase include electricity contractor expense, chemical expense, and maintenance contracts. Operating Capital increased by \$108 thousand or 8.4% and includes the upgrades to stairs, and the replacement of items such as pumps, bar racks, and vehicles.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 4,333,624	\$ 4,818,967	\$ 5,059,422	\$ 240,455	5.0%
Operating Supplies/Expense	2,589,814	3,193,984	3,575,914	381,930	12.0%
Professional Services	9,515	15,500	12,500	(3,000)	(19.4%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>6,932,954</b>	<b>8,028,451</b>	<b>8,647,836</b>	<b>619,385</b>	<b>7.7%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>774,228</b>	<b>1,283,000</b>	<b>1,391,000</b>	<b>108,000</b>	<b>8.4%</b>
<b>Total Expense and Use of Funds</b>	<b>7,707,182</b>	<b>9,311,451</b>	<b>10,038,836</b>	<b>727,385</b>	<b>7.8%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	6,932,954	8,028,451	8,647,836	619,385	7.7%
Project Fund	774,228	1,283,000	1,391,000	108,000	8.4%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 7,707,182</b>	<b>\$ 9,311,451</b>	<b>\$ 10,038,836</b>	<b>\$ 727,385</b>	<b>7.8%</b>
<b>FTE's</b>	<b>47.0</b>	<b>48.0</b>	<b>48.0</b>	<b>0.0</b>	<b>0.0%</b>

# 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.*

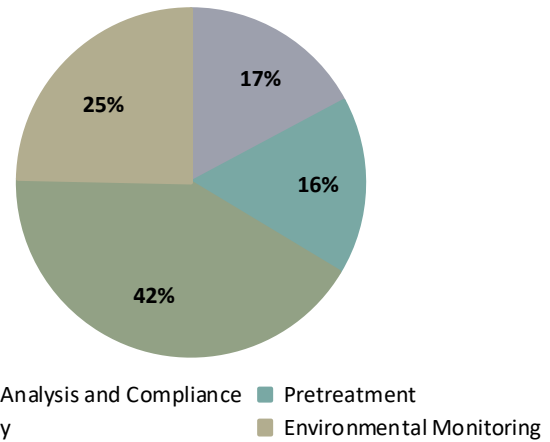
Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Meet or exceed discharge parameter permit levels for TSS (mg/l)	5.76	≤20 (mg/l)	≤20 (mg/l)
CB1	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	7.23	≤35 (MPN/100ml)	≤35 (MPN/100ml)
CB1	Meet or exceed discharge parameter permit levels for CBOD (mg/l)	2.08	≤20 (mg/l)	≤20 (mg/l)
CB1	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	4.09	≤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%	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 2025 Environmental Science and Compliance Division Budget by Cost Center**



### Significant Budget Modifications

The FY 2025 Environmental Science and Compliance Division budget is \$688 thousand or 9.4% higher than the prior year. Personnel expense increased 6.0% or \$338 thousand and includes 1.0 additional FTE. Operating Supplies and Expense increased 16.0% or \$157 thousand and reflects increases in building and structure repairs, maintenance contracts, and laboratory supplies. Professional Services decreased by 25.4% or \$16 thousand, while Operating Capital increased by \$208 thousand or 34.3% for the purchase of vehicles, a water purification system, fixed site sondes, and the associated equipment.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 5,254,490	\$ 5,670,297	\$ 6,008,682	\$ 338,385	6.0%
Operating Supplies/Expense	841,174	981,622	1,138,884	157,262	16.0%
Professional Services	107,768	61,300	45,700	(15,600)	(25.4%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>6,203,432</b>	<b>6,713,219</b>	<b>7,193,266</b>	<b>480,047</b>	<b>7.2%</b>
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Capital Program</b>	<b>706,500</b>	<b>607,000</b>	<b>815,000</b>	<b>208,000</b>	<b>34.3%</b>
<b>Total Expense and Use of Funds</b>	<b>6,909,932</b>	<b>7,320,219</b>	<b>8,008,266</b>	<b>688,047</b>	<b>9.4%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	6,203,432	6,713,219	7,193,266	480,047	7.2%
Project Fund	706,500	607,000	815,000	208,000	34.3%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 6,909,932</b>	<b>\$ 7,320,219</b>	<b>\$ 8,008,266</b>	<b>\$ 688,047</b>	<b>9.4%</b>
<b>FTE's</b>	<b>58.0</b>	<b>59.0</b>	<b>60.0</b>	<b>1.0</b>	<b>1.7%</b>

## Environmental Science and Compliance Division

### FY 2024 Accomplishments

Key Code		Technical Analysis and Compliance
S2		Assumed responsibility for accident investigations and implemented an improved tracking program to help understand and reduce workplace injuries
C1		Earned 2023 Environmental Business Council's John A.S. McGlennon Award for Corporate Leadership for the NBC's Net-Zero Renewable Energy Program
CB1		Assumed responsibility for submittal of Combined Air Emissions Reporting System (CAERS)
Key Code		Pretreatment
CB1		Submitted the 2022 Pretreatment Annual Report as required by the RIPDES permits
CB1		Issued 1,938 Notices of Violations for each incident of non-compliance in accordance with State and Federal regulations
CB1		Continuously permitted all SIUs in accordance with Federal and State regulations
CB1		Inspected all Significant Industrial Users (SIU) multiple times within the 12-month period
CF1		Issued 10 educational letters to permitted users
Key Code		Laboratory
CB1		Completed the EPA required testing of the ERA quality control samples for PFAS analyses of wastewater
CB1		Obtained 100% accuracy for all mandatory EPA analytical proficiency tests conducted in the laboratory
CB3		Maintained laboratory equipment and ensured the electronic submittal of data in the Laboratory Information Management System
EP2		Analyzed 109,287 samples, including samples for the RIPDES permit for the two WWTFs, SIUs, Wastewater Process control, and EPA quality control
EP2		Provided high quality analytical testing for all NBC studies and samples collected to evaluate NBC receiving waters
Key Code		Environmental Monitoring
CB1		Collected 28,436 samples to satisfy Federal, State, and NBC mandates and/or requirements
CB1		Updated the firmware of 36 refrigerated autosamplers to protect against interruptions due to power surges, and help ensure continuity of sampling
CB1		Set up Bucklin Point influent and effluent samplers with an email and text alert system similar to the system for Field's Point
EP2		Ordered new fixed site monitoring buoy with met sensor assembly to improve equipment and data

# 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
<b>PERSONNEL</b>						
52100	UNION REGULAR	-	150,168	610,938	510,801	1,271,907
52150	UNION OVERTIME	-	1,500	36,000	50,470	87,970
52300	NON-UNION REGULAR	949,762	699,474	781,212	389,031	2,819,479
52350	NON-UNION OVERTIME	2,200	600	4,100	9,200	16,100
52400	NON-UNION LIMITED	7,000	2,000	15,800	12,600	37,400
52800	UNION PENSION	-	44,360	180,471	150,891	375,722
52810	FICA	73,361	65,311	110,776	74,366	323,814
52920	NON UNION PENSION	95,896	70,207	80,111	41,083	287,297
52940	UNION RETIREMENT HEALTH	-	5,917	24,071	20,126	50,114
52950	HEALTH INSURANCE	192,208	180,218	244,063	228,615	845,104
52970	DENTAL INSURANCE	13,692	13,825	17,177	15,385	60,079
52980	VISION INSURANCE	2,257	2,331	3,081	2,607	10,276
<b>TOTAL PERSONNEL</b>		<b>1,336,376</b>	<b>1,235,911</b>	<b>2,107,800</b>	<b>1,505,175</b>	<b>6,185,262</b>
59000	SALARY REIMBURSEMENT	(52,077)	-	(61,846)	-	(113,923)
59001	FRINGE REIMBURSEMENT	(28,642)	-	(34,015)	-	(62,657)
<b>NET PERSONNEL SERVICES</b>		<b>1,255,657</b>	<b>1,235,911</b>	<b>2,011,939</b>	<b>1,505,175</b>	<b>6,008,682</b>
<b>OPERATING SUPPLIES/EXPENSES</b>						
52610	MEDICAL SVCS.	6,000	-	-	-	6,000
53240	DUES & SUBSCRIPTIONS	3,200	800	1,460	1,375	6,835
53250	FREIGHT	-	100	3,000	1,500	4,600
53310	PRINTING & BINDING	500	3,000	-	500	4,000
53320	ADVERTISING	-	3,000	-	100	3,100
53350	RENTAL-OUTSIDE PROPERTY	3,000	-	-	-	3,000
53410	LOCAL TRAVEL	2,400	50	400	600	3,450
53420	LONG DISTANCE TRAVEL	10,590	3,000	8,800	2,500	24,890
53470	BLDG. & GRND. MAINT.	-	200	14,500	-	14,700
53510	VEHICLE FUEL & MAINTENANCE	600	6,000	-	32,000	38,600
53610	REPAIRS BUILDING & STRUCTURE	-	200	5,400	65,000	70,600
53615	REPAIRS PROCESS EQUIPMENT	-	-	-	29,000	29,000
53630	MAINTENANCE CONTRACTS	-	-	126,866	-	126,866
53645	SOFTWARE SUBSCRIPTIONS	11,828	-	-	-	11,828
54000	TELEPHONE	-	3,000	-	-	3,000
54093	COVENTRY WIND	11,600	-	-	-	11,600
54110	WATER	-	-	8,900	-	8,900
54200	CLOTHING	900	2,000	7,200	12,000	22,100
54340	LAB SUPPLIES	1,000	2,000	264,500	99,000	366,500
54345	LAB CHEMICALS & GASES	-	-	248,500	9,700	258,200
54370	SUPPLIES BUILDING & MAINT.	-	500	-	7,850	8,350
54410	EDUCATIONAL SUPP. & EXP.	27,450	4,000	8,000	4,000	43,450
54420	COMPUTER SUPPLIES	700	500	1,000	500	2,700
54430	OTHER OP. SUPPLIES & EXP.	-	-	-	-	-
54440	SAFETY EQUIPMENT	13,915	2,500	9,200	13,000	38,615
54500	OFFICE EXPENSE	6,300	4,000	9,700	8,000	28,000
<b>TOTAL OPERATING SUPPLIES/EXPENSE</b>		<b>99,983</b>	<b>34,850</b>	<b>717,426</b>	<b>286,625</b>	<b>1,138,884</b>
<b>PROFESSIONAL SERVICES</b>						
52600	REGULATORY EXPENSE	-	-	500	-	500
52690	OTHER SERVICES	11,700	-	22,500	11,000	45,200
<b>TOTAL PROFESSIONAL SERVICES</b>		<b>11,700</b>	<b>-</b>	<b>23,000</b>	<b>11,000</b>	<b>45,700</b>
<b>TOTAL OPERATING EXPENSE</b>		<b>1,367,340</b>	<b>1,270,761</b>	<b>2,752,365</b>	<b>1,802,800</b>	<b>7,193,266</b>
<b>TOTAL</b>		<b>\$1,367,340</b>	<b>\$1,270,761</b>	<b>\$2,752,365</b>	<b>\$1,802,800</b>	<b>\$7,193,266</b>
<b>Division Total</b>				<b>\$7,193,266</b>		

# Environmental Science and Compliance Division

## Snapshot of Responsibilities

<b>Technical Analysis and Compliance</b>
- Submit RIPDES DMR Report by the 15 <sup>th</sup> of each month
- Submit the biosolids report to the EPA by February 19 <sup>th</sup> of each year
- Monitoring of NBC's energy produced on-site, off-site, and purchased
- Conduct CPR/defibrillator training classes
- Provide health and safety training classes
- Ensure proper allocation of renewable energy Net Metering Credits to prevent generation of excess credits
- Quarterly summary of PFAS monitoring data
<b>Pretreatment</b>
- Complete and submit the Pretreatment Annual Report and post on <a href="http://www.narrabay.com">www.narrabay.com</a>
- Review process operations and pretreatment system plan submittals
- Process Wastewater Discharge Permit applications
- Conduct annual required spill control and counter measures and Stormwater Management Plan inspection of Field's Point and Bucklin Point
- Conduct annual EPA and DEM mandated training for NBC staff
- Prepare annual Stormwater reports for Field's Point and Bucklin Point
<b>Laboratory</b>
- Complete EPA or RIDEM mandated SIU, Manhole, and Septage analyses within the required hold time in compliance with permit requirements
- Complete EPA or RIDEM mandated analyses at the FPWWTF and BPWWTF within the required hold time in compliance with permit requirements
- Complete RIPDES mandated analyses for the NBC Pretreatment program in compliance with permit requirements
- Provide timely analytical data for mandated water quality monitoring and evaluation of relating environmental impacts
- Maintain and continuously update the laboratory equipment to ensure uninterrupted operation, compliance with permit requirements, integrity, and protection of laboratory assets
- Continuously verify the inventory of chemicals and supplies to ensure uninterrupted laboratory operation and compliance with permit requirements, and complete purchases as needed
<b>Environmental Monitoring</b>
- Conduct RIPDES mandated sampling for each NBC treatment facility
- Conduct sampling for each NBC treatment facility to support NBC operations' sections
- Conduct RIPDES mandated sampling for the NBC Pretreatment Program
- Conduct sampling of non-industrial sources to identify background sources of pollutants in support of RIPDES required local limits evaluation and development
- Conduct CSO and river sampling as part of the NBC Nine Minimum Controls Program mandated by RIPDES permit
- Maintain Fixed Site Monitoring Network sites at Bullocks Beach and Phillipsdale Dock as mandated by RIPDES permit

## 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 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	
CB1	Follow emerging PFAS monitoring requirements and ensure NBC complies with any testing or reporting requirements as set by RIDEM, as well as provide technical support to our industrial user base related to PFAS
CB3	Identify opportunities for data handling and reporting efficiency improvements by using new technologies or other tools
CB3	Measure, track and report energy efficiency at the facility level, total energy used by large NBC buildings, and renewable energy production, use and net benefits
S2	Reduce the frequency of workplace injuries by promoting a culture of safety at NBC

### Significant Budget Modifications

The FY 2025 Technical Analysis and Compliance budget increased 26.7% from the prior year. Personnel Expense increased 26.9%, or \$266 thousand, primarily due to an increase of 2.0 FTE's. A new Safety Compliance Coordinator I was added to support the safety program. In addition, an Environmental Science Technical Advisor position was reallocated from Environmental Monitoring. Operating Supplies and Expense increased 26.8% or \$21 thousand and supports an increase in education supplies and expense. TAC'S Operating Capital Program increased \$10 thousand.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 942,632	\$ 989,439	\$ 1,255,657	\$ 266,218	26.9%
Operating Supplies/Expense	52,206	78,850	99,983	21,133	26.8%
Professional Services	-	18,900	11,700	(7,200)	(38.1%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>994,839</b>	<b>1,087,189</b>	<b>1,367,340</b>	<b>280,151</b>	<b>25.8%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	-	-	10,000	10,000	-
<b>Total Expense and Use of Funds</b>	<b>994,839</b>	<b>1,087,189</b>	<b>1,377,340</b>	<b>290,151</b>	<b>26.7%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	994,839	1,087,189	1,367,340	280,151	25.8%
Project Fund	-	-	10,000	10,000	-
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 994,839</b>	<b>\$ 1,087,189</b>	<b>\$ 1,377,340</b>	<b>\$ 290,151</b>	<b>26.7%</b>
<b>FTE's</b>	<b>10.0</b>	<b>10.0</b>	<b>12.0</b>	<b>2.0</b>	<b>20.0%</b>



## 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Compile and process annual OSHA 300 logs prior to respective due dates	1/23/2023	2/1/2024	1/25/2025
CB1	Compile and process Tier II reports two weeks prior to respective due dates	2/27/2023	3/1/2024	2/23/2025
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 2023 Actual	FY 2024 Goal	FY 2025 Goal
EP1	Publish Annual Data Report on Snapshot of Upper Narragansett Bay website	N/A	N/A	6/30/2025
EP3	Complete internal energy assessments to ensure NBC facilities are energy efficient	6	≥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 2023 Actual	FY 2024 Goal	FY 2025 Goal
FM7	Initiate accident investigations within 7 days for each reported accident	N/A	N/A	1
FM7	Issue accident report within 30 days	N/A	N/A	100%
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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF4	Provide grants to support the Earth Day River Clean Up event in NBC Service Area	15	10	10
CF1	Conduct 100% of requested technical site visits within 30 days	100% (3 visits)	100%	100%



#### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 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	37	≥25	≥25

## Technical Analysis and Compliance Cost Center

### Performance Measures



#### COMMUNICATION

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
C1	Review 100% of NBC’s annual Environmental Merit Awards Program applications	100% (4)	100%	100%
C1	Submit technical papers/posters/abstracts for presentation/publication	6	≥4	≥4
C1	Submit articles for publication in the “NBC Pipeline” annually	12	12	12
C1	Educate the public and NBC stakeholders by giving presentations about NBC and water quality improvements	5	5	5
C3	Monthly updates of NBC Snapshot of the Upper Bay	12 (84 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	
CB1	Complete and submit the Pretreatment Annual Report to DEM by March 15 <sup>th</sup> in accordance with RIPDES permits
CB1	Protect NBC facilities from pollutant discharges that would impact operations and prevent pass through of these pollutants to Narragansett Bay
CB1	Ensure all Significant Industrial Users are continuously permitted and inspected in accordance with state and federal requirements

### Significant Budget Modifications

Pretreatment's Total Operating Expense decreased by 2.6% or \$33 thousand. Personnel decreased 2.4% or \$30 thousand. The Operating Capital Program increased \$45 thousand for the purchase of a new vehicle.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 1,090,629	\$ 1,266,190	\$ 1,235,911	\$ (30,279)	(2.4%)
Operating Supplies/Expense	14,123	37,950	34,850	(3,100)	(8.2%)
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,104,752</b>	<b>1,304,140</b>	<b>1,270,761</b>	<b>(33,379)</b>	<b>(2.6%)</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	43,375	-	45,000	45,000	-
<b>Total Expense and Use of Funds</b>	<b>1,148,127</b>	<b>1,304,140</b>	<b>1,315,761</b>	<b>11,621</b>	<b>0.9%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	1,104,752	1,304,140	1,270,761	(33,379)	(2.6%)
Project Fund	43,375	-	45,000	45,000	-
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,148,127</b>	<b>\$ 1,304,140</b>	<b>\$ 1,315,761</b>	<b>\$ 11,621</b>	<b>0.9%</b>
<b>FTE's</b>	14.0	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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Conduct non-sampling inspections of Significant Industrial Users (SIUs) within the required 12-month period	100% (68 inspections)	100%	100%
CB1	Issue Notices of Violation (NOVs) for incidents of non-compliance	100% (1,938 NOVs)	100%	100%
CB1	Compile and publish in the newspaper a list of companies in significant non-compliance	2/24/2023	2/28/2024	2/28/2025
CB1	Issue Wastewater Discharge and Zero Process Wastewater - Sanitary Permits	100% (441 permits)	100%	100%



#### CUSTOMER FOCUS

*Maintain a customer-focused attitude throughout the organization.*

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
CF1	Respond to reports of unusual influent, illegal dumping, spills and blockages	17	100%	100%
CF1	Participate in a minimum of 3 public presentations/workshops	4	3	3
CF1	Issue a minimum of 8 educational form letters	10	8	8
CF1	Issue Wastewater Discharge Permits to previously unpermitted users within 30 days from the submittal of the permit application package	18.3	<30 days	<30 days

## 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 Rhode Island Department of Health (RIDOH) 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	Meet State and Federal requirements for licensing and reporting
CB1	Develop the testing procedures for PFAS compounds in Biosolids samples
CB4	Replace the deionized water purification system
EP2	Provide expedient quality analytical service for all studies and samples collected
EP2	Perform high quality analyses and produce accurate data to assist facility managers in optimizing their daily plant operations according to permit requirements

### Significant Budget Modifications

Total Operating Expense increased by 1.0% or \$27 thousand. Personnel decreased 2.1% or \$43 thousand. Operating Supplies and Expense increased \$69 thousand or 10.6%, primarily due to the increased costs of maintenance contracts, lab supplies, chemicals, and gases. Operating Capital increased \$184 thousand or 45.7% and includes the replacement of the water purification system.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 1,875,939	\$ 2,055,189	\$ 2,011,939	\$ (43,250)	(2.1%)
Operating Supplies/Expense	594,451	648,822	717,426	68,604	10.6%
Professional Services	64,875	21,500	23,000	1,500	7.0%
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>2,535,265</b>	<b>2,725,511</b>	<b>2,752,365</b>	<b>26,854</b>	<b>1.0%</b>
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Capital Program</b>	<b>392,598</b>	<b>403,000</b>	<b>587,000</b>	<b>184,000</b>	<b>45.7%</b>
<b>Total Expense and Use of Funds</b>	<b>2,927,863</b>	<b>3,128,511</b>	<b>3,339,365</b>	<b>210,854</b>	<b>6.7%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	2,535,265	2,725,511	2,752,365	26,854	1.0%
Project Fund	392,598	403,000	587,000	184,000	45.7%
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 2,927,863</b>	<b>\$ 3,128,511</b>	<b>\$ 3,339,365</b>	<b>\$ 210,854</b>	<b>6.7%</b>
<b>FTE's</b>	<b>19.0</b>	<b>20.0</b>	<b>20.0</b>	<b>0.0</b>	<b>0.0%</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Annual calibration of all laboratory instrumentation	100% (34 Calibrations)	100%	100%
CB1	Audit and improve compliance measures of at least two laboratory procedures per month	24 Audits	24 Audits	24 Audits
CB1	Prepare and submit the Department of Health certification renewal application	11/29/2022	12/1/2023	12/2/2024
CB4	Ensure laboratory equipment required maintenance is completed within 7 days	≤ 7 Days	≤ 7 Days	≤ 7 Days



### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Provide a minimum of 190 training hours	230	150	190

## 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	
CB1	Review and modify PFAS sampling protocols to ensure compliance with EPA approved methodology
CB4	Begin replacement of deionized water system in Environmental Monitoring's lab
S3	Review and update non-union position job specifications

### Significant Budget Modifications

Total Expense and Use of Funds increased by 9.7% or \$175 thousand. Personnel increased \$146 thousand or 10.7% reflecting COLA and contracted step increase for union employees in addition to merit increases for non-union employees. In addition, 1.0 FTE was reallocated to Technical Analysis and Compliance. Operating Supplies and Expense increased 32.7% or \$71 thousand with the primary driver being repairs to the dock that is used as a fixed site monitoring location, which is required for NBC's RIPDES permits. The Operating Capital Program decreased 15.2% or \$31 thousand.

### Budget

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference	Percent Change
<b>BUDGET</b>					
<b>Operating Expense</b>					
Personnel	\$ 1,345,290	\$ 1,359,479	\$ 1,505,175	\$ 145,696	10.7%
Operating Supplies/Expense	180,394	216,000	286,625	70,625	32.7%
Professional Services	42,893	20,900	11,000	(9,900)	(47.4%)
Lease/Subscriptions Expense	-	-	-	-	-
<b>Total Operating Expense</b>	<b>1,568,576</b>	<b>1,596,379</b>	<b>1,802,800</b>	<b>206,421</b>	<b>12.9%</b>
<b>Debt Service</b>	-	-	-	-	-
<b>Operating Capital Program</b>	<b>270,527</b>	<b>204,000</b>	<b>173,000</b>	<b>(31,000)</b>	<b>(15.2%)</b>
<b>Total Expense and Use of Funds</b>	<b>1,839,103</b>	<b>1,800,379</b>	<b>1,975,800</b>	<b>175,421</b>	<b>9.7%</b>
<b>FUNDING SOURCES</b>					
Revenue Fund	1,568,576	1,596,379	1,802,800	206,421	12.9%
Project Fund	270,527	204,000	173,000	(31,000)	(15.2%)
Debt Service Fund	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 1,839,103</b>	<b>\$ 1,800,379</b>	<b>\$ 1,975,800</b>	<b>\$ 175,421</b>	<b>9.7%</b>
<b>FTE's</b>	<b>15.0</b>	<b>15.0</b>	<b>14.0</b>	<b>(1.0)</b>	<b>(6.7%)</b>

# 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
CB1	Sample 100% of Significant Industrial Users who discharged process wastewater to sewer	100% (68/68 SIU sampled)	100%	100%
CB1	Conduct quarterly RIPDES stormwater collections at each NBC treatment facility	9 Collections	4 Collections	8 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 2023 Actual	FY 2024 Goal	FY 2025 Goal
EP2	Collect river samples to support water quality monitoring efforts	100% (4,654 Samples)	100%	100%
EP2	Collect bay samples to support water quality monitoring efforts	100% (3044 Samples)	100%	100%
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	9 videos	4 videos	4 videos



### STAFFING

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

Key Code	Performance Measure	FY 2023 Actual	FY 2024 Goal	FY 2025 Goal
S2	Provide training hours to staff	305 Hours	220 Hours	270 Hours





# Capital Budget

NBC’s Capital Budget includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). The FY 2025 Capital Budget is \$198.7 million which is \$34.7 million or 14.9% lower than the prior year.

	FY 2023 Actual	FY 2024 Budget	FY 2025 Budget	Budgeted Difference
<b>Sources of Funds</b>				
Project Fund - Pay-go Capital	19,994,966	14,127,000	12,123,500	(2,003,500)
Project Fund - Restricted OCP	3,186,849	5,873,000	5,248,000	(625,000)
2021 Series A (RIIB)	1,000,000	-	-	-
2023 Series A (RIIB)	1,028,100	61,164,000	6,628,000	(54,536,000)
2024 Series A (RIIB)	-	50,000,000	63,911,700	13,911,700
2025 Series A (RIIB)	-	-	59,415,200	59,415,200
2020 Series B (WIFIA 1)	104,369,352	8,429,383	-	(8,429,383)
2020 Series C (WIFIA 2)	37,254,745	84,568,313	40,437,400	(44,130,913)
2022 Series A (WIFIA 3)	2,372,218	9,159,200	10,878,014	1,718,814
<b>Total Source of Funds</b>	<b>\$ 169,206,229</b>	<b>\$ 233,320,896</b>	<b>\$ 198,641,814</b>	<b>\$ (34,679,082)</b>
<b>Uses of Funds</b>				
Operating Capital	\$ 3,186,849	\$ 5,873,000	\$ 5,248,000	(625,000)
Total CIP	164,819,929	226,822,896	192,418,814	(34,404,082)
Cost of Issuance/Other	1,199,451	625,000	975,000	350,000
<b>Total Use of Funds</b>	<b>\$ 169,206,229</b>	<b>\$ 233,320,896</b>	<b>\$ 198,641,814</b>	<b>\$ (34,679,082)</b>

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.



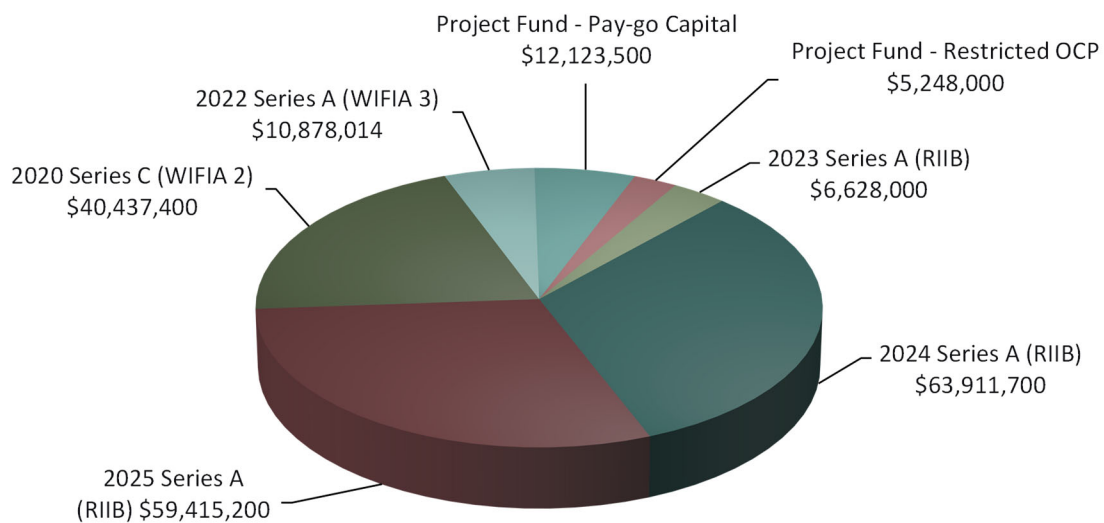
Items identified for inclusion in the Capital Budget must meet NBC’s criteria to be considered an asset. NBC’s asset criteria are further discussed in the OCP portion of this document. In general, assets that are to be purchased and installed by NBC staff within the fiscal year are included in the OCP.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

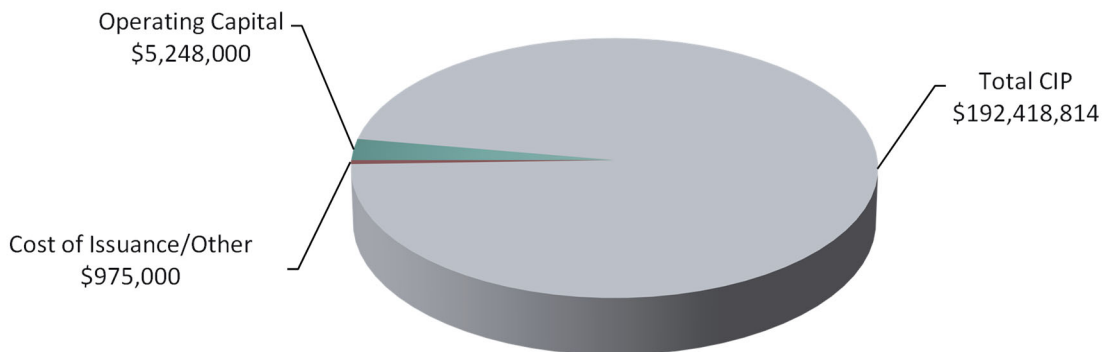
In Fiscal Year 2025, the total sources of capital funds are \$198.7 million. The largest funding source is the 2024 Series A (RIIB) Loan at \$63.9 million or 32.2%. The second largest source of capital funding is 2025 Series A (RIIB) at \$59.4 million or 29.9%. The remainder of the capital budget is funded by the 2020 Series C (WIFIA 2) Loan at \$40.4 million, Project Fund – Pay-go Capital at \$12.1 million, the 2022 Series A (WIFIA 3) Loan at \$10.9 million, the 2023 Series A (RIIB) loan at \$6.6 million, and the Project Fund – Restricted OCP at \$5.2 million. The following chart illustrates the capital funding sources by type.

### Sources of Funds



The largest category of capital budget expense in FY 2025 is for the CIP, which is \$192.4 million or 96.9% of the total capital budget funds. The OCP is \$5.2 million or 2.6% of the capital budget expense followed by \$1.0M for Cost of Issuance/Other at 0.5%. The following chart illustrates the capital funding uses by type.

### Uses of Funds



The Fiscal Year 2025 Operating Capital Budget totals \$5.2 million, which is \$625 thousand lower than the prior year. The following table shows the FY 2025 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 2025-2030 and FY 2025 budget detail.

### FY 2025 Operating Capital Program by Division

Division Cost Center	Fiscal Year 2025	Fiscal Years 2026-2030
<b>Administration</b>		
Administration	\$ 50,000	\$ -
Information Technology	255,000	1,205,000
	<u>305,000</u>	<u>1,205,000</u>
<b>Construction &amp; Engineering</b>		
Construction Services	95,000	140,000
Engineering	60,000	85,000
	<u>155,000</u>	<u>225,000</u>
<b>Finance</b>		
Finance	75,000	-
Customer Service	340,000	326,000
	<u>415,000</u>	<u>326,000</u>
<b>Operations &amp; Maintenance Services</b>		
Interceptor Maintenance	215,000	-
Operations & Maintenance Services	-	47,000
Field's Point	1,952,000	6,704,000
Bucklin Point	1,391,000	4,819,000
	<u>3,558,000</u>	<u>11,570,000</u>
<b>Environmental Science &amp; Compliance</b>		
Technical Analysis & Compliance	10,000	-
Pretreatment	45,000	90,000
Laboratory	587,000	2,985,300
Environmental Monitoring	173,000	723,000
	<u>815,000</u>	<u>3,798,300</u>
<b>Total</b>	<b>\$ 5,248,000</b>	<b>\$ 17,124,300</b>



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

The table on the following page shows the CIP by functional area. The table shows that the Fiscal Year 2025 programmed CIP expense totals \$192.4 million, which is \$34.4 million lower than the prior year. In addition, NBC has programmed capital improvements of \$367.4 million over FY 2026-2030.

The majority of these costs relate to the CSO Phase III A Facilities, at \$150.6 million or 78% of the total programmed expense in FY 2025. The largest CSO Phase III A Facilities Project is the construction of the Tunnel and Pump Station Fit-out (30802), with programmed expense of \$63.2 million in FY 2025 along with \$75.8 million in FY 2026-2030.

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 2025 and FY 2026-2030

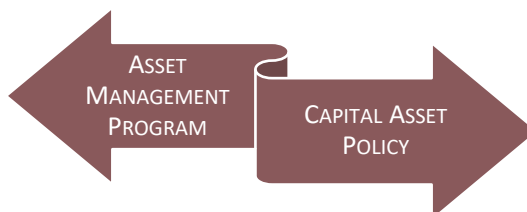
(In Thousands)

Project Number	Project Name	Fiscal Year 2025	Fiscal Years 2026-2030
<b>Wastewater Treatment Facility Improvements</b>			
20000	WWTF Improvements	\$ -	\$ -
20700	Long-Range Biosolids Disposal	741	18,359
20801	Data Communications Upgrades and WWTF Network Improvements	507	18,174
20900	FPWWTF Wet Weather Clarifier Facility Improvements	408	5,022
24000	NBC Facility Electrical Improvements	568	-
81701	BPWWTF Service Building Demolition	382	2,834
81800	BPWWTF Sludge Digestion Facility Improvements	7,480	1,903
91000	Office and Building Improvements	2,225	-
	<i>Subtotal</i>	12,310	46,291
<b>Bucklin Point Resiliency Improvements</b>			
81000	BPWWTF UV Disinfection Improvements	10,462	3,775
81600	BPWWTF Improvements	867	4,637
	<i>Subtotal</i>	11,328	8,412
<b>Field's Point Resiliency Improvements</b>			
20300	FPWWTF Improvements	1,623	30,470
20400	FPWWTF Ernest Street Pump Station Improvements	5,694	20,592
20500	FPWWTF Maintenance and Storage Buildings	1,511	25,668
20600	NBC Solar Carport	549	728
40101	FPWWTF Electrical Improvements	361	10,839
71000	Lincoln Septage Receiving Station Replacement	1,140	6,916
	<i>Subtotal</i>	10,878	95,212
<b>Infrastructure Management</b>			
1140600	RIPDES Compliance Improvements - PFAS	288	447
1140900	Water Quality Model Validation and Enhancement	33	85
30700	NBC System-wide Facilities Planning	2	1,117
40200	NBC System-wide Inflow Reduction	-	1,690
40300	Municipal Lateral Sewer Acquisition Impact	-	645
40550	RIPDES Flow Monitoring System Implementation	1,313	-
40600	Asset Management Program Support Services	454	116
40700	Enterprise Resource Planning (ERP) System Replacement	52	857
	<i>Subtotal</i>	2,140	4,956
<b>CSO Phase III Facilities</b>			
30800	CSO Phase III A Facilities - Design and Construction Program Management	7,861	17,283
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	43,253	2,764
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	63,177	75,804
30803	CSO Phase III A Facilities - OF 205	3,553	96
30804	CSO Phase III A Facilities - OF 210, 213, 214	7,890	49,115
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	24,876	8,724
30830	CSO Phase III B Facilities	-	28,118
	<i>Subtotal</i>	150,610	181,903
<b>Sewer System Improvements</b>			
12400	Interceptor Maintenance Building	-	492
30500	NBC Interceptor Easements Restoration, Various Locations	36	1,542
30610	NBC System-wide Regulator Modifications	1,412	399
70900	Omega Pump Station Improvements	679	8,266
72000	Reservoir Avenue Pump Station Improvements	714	7,792
	<i>Subtotal</i>	2,841	18,491
<b>Interceptor Cleaning/Restoration and Construction</b>			
30400M	Interceptor Inspection and Cleaning Projects	-	2,500
30481M	Completion of Baseline Siphon Inspections and Cleanings	194	-
30482M	Interceptor Inspection and Cleaning	618	-
30400C	Interceptor Restoration and Construction	1,045	2,742
30315	Woonasquatucket CSO OF 046 Improvements	36	3,838
30421	Louisquisset Pike Interceptor Improvements	-	2,868
30468	Improvements to Interceptors FY 2022	419	152
	<i>Subtotal</i>	2,312	12,100
<b>Total</b>		<b>\$ 192,419</b>	<b>\$ 367,365</b>

# 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 91 assets that are programmed for acquisition in FY 2025 at a total cost of approximately \$5.2 million. NBC has also programmed asset purchases in FY 2026 through FY 2030 of approximately \$17.1 million for a total of \$22.4 million over the six-year period reflected in the program. As is shown in the following table, most of the asset purchases, \$15.1 million or 67.6%, are for items required to support the wastewater treatment and collection functions in the Operations and Maintenance Division.

**FY 2025 – 2030  
Operating Capital Program**

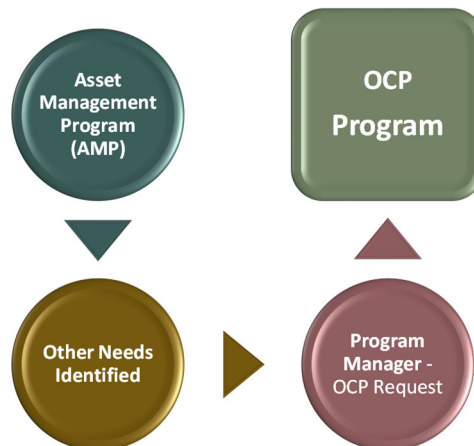
Division	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total FY 2025-2030
Administration	\$ 305,000	\$ 325,000	\$ 135,000	\$ 250,000	\$ 245,000	\$ 250,000	\$ 1,510,000
Construction & Engineering	155,000	-	40,000	90,000	45,000	50,000	380,000
Finance	415,000	92,000	92,000	46,000	96,000	-	741,000
Operations & Maintenance	3,558,000	3,477,000	2,650,000	2,184,000	2,103,000	1,156,000	15,128,000
Environmental Science & Compliance	815,000	660,300	981,000	707,700	707,300	742,000	4,613,300
	<b>\$5,248,000</b>	<b>\$4,554,300</b>	<b>\$3,898,000</b>	<b>\$ 3,277,700</b>	<b>\$ 3,196,300</b>	<b>\$2,198,000</b>	<b>\$22,372,300</b>

## 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 67% of asset requests for FY 2025 are prioritized with an “A” ranking with a total cost of \$3.5 million.



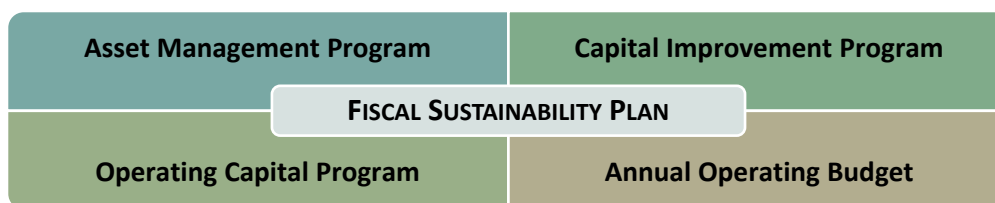
In addition, 28% or \$1.5 million are identified with a “B” priority ranking, which include items essential to efficient operations, such as the need of a specialized contractor and/or skilled workers to install a new asset or the availability of parts for critical equipment. Assets with a priority ranking “C” are assets needed, but not critical to ongoing operations of NBC’s facilities, such as building and other structures, which represents 5% of the total or \$250 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 request 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 2025 OCP 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 approves the capitalization of assets.

## Operating Capital Program Budget Calendar

Development of the Operating Capital Program Budget is as follows:

### SEPTEMBER 2023

- Budget forms available

### NOVEMBER 2023

- Review submittals with respect to Asset Criteria and General Ledger (GL) account code
- Compile 5-year OCP for cost center approval

### DECEMBER 2023

- 5-year OCP available for review and comments
- Review 5-year OCP with Division Directors
- Complete OCP Schedules
- Draft OCP Narrative

### JANUARY 2024

- Finalize OCP document
- Review and approval of OCP from NBC's Finance Committee and Board on January 16, 2024

## Operating Capital Program Amendment Procedures

During the fiscal year, there may be a need to amend 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.
- Request 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.
- Request 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.
- Request 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.
  - Capital Asset Criteria Met – funding is transferred in the operating capital budget and an Asset Allocation number assigned.
  - Capital Asset Criteria Not Met – purchase will be expensed in the operating budget.

## 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, each budgeted capital asset is required to align with a Strategic Plan Goal.

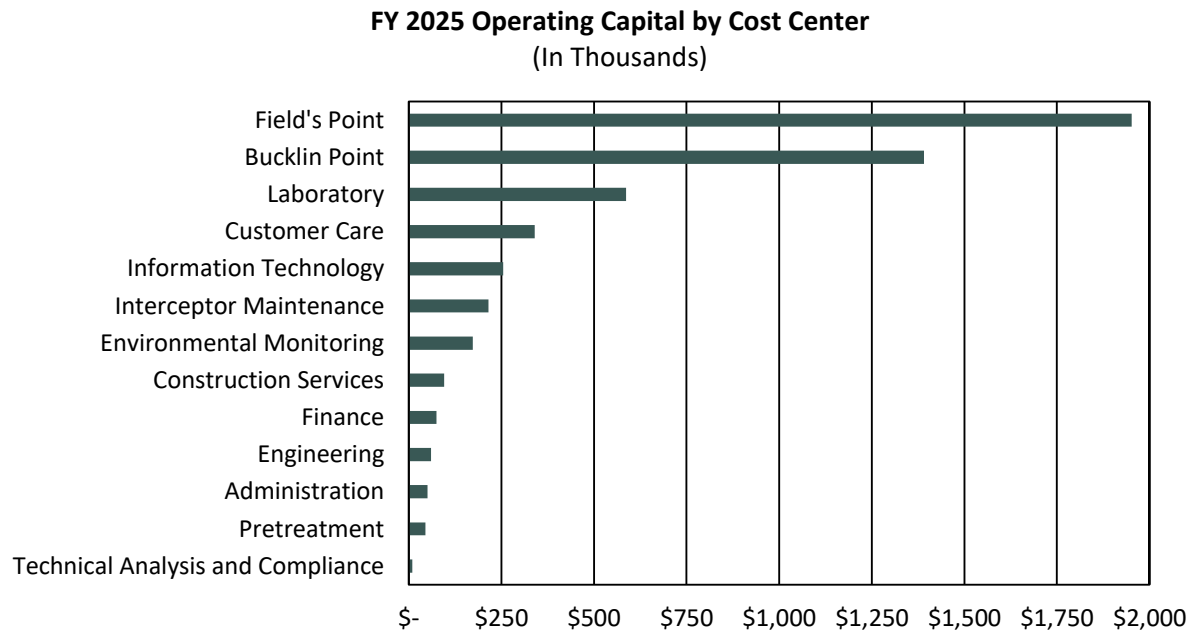
Of the 91 budgeted capital assets in FY 2025, \$4.0 million or 86% are related to NBC's Core Business goal which covers the essential aspects of infrastructure, applications, and compliance. Additionally, \$710 thousand or 9% relates to Environmental Performance goal which involves sampling and laboratory analysis assets. Furthermore, 2% or \$350 thousand align to Customer Focus goal and includes CIS Migration to the Cloud. Another 2% or \$85 thousand relates to the Communication goal which includes equipment for providing critical information for projects and operations. Finally, 1% or \$75 thousand supports the Financial Management goal and includes new financial reporting software. The following table illustrates the percentage of strategic goals by budgeted asset.

### Percentage of OCP Assets by Strategic Plan Goal

 <b>Core Business:</b> <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	42%	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
CB4	44%	Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
 <b>Environmental Performance:</b> <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	6%	Perform data collection and analysis to optimize the treatment process and provide a scientific basis for future permit requirements.
EP 3	3%	Ensure current, relevant, and comprehensive data is available to determine priorities and make decisions regarding programs and capital projects.
 <b>Financial Management:</b> <i>Manage NBC's finances through strong financial planning and controls such that sewer user charges are minimized.</i>		
Key Code	Percentage	Code Description
FM 3	1%	Ensure the timely and accurate publication of financial information in accordance with GASB and GAAP standards.
 <b>Customer Focus:</b> <i>Maintain a customer-focused attitude throughout the organization.</i>		
Key Code	Percentage	Code Description
CF 4	2%	Maintain programs and participate in projects that give back to the NBC's service area.
 <b>Communication:</b> <i>Improve and enhance internal and external communication to increase understanding of "who we are" and "what we do".</i>		
Key Code	Percentage	Code Description
C 2	2%	Employ new technology to enhance communications with internal and external customers.

## Operating Capital Program by Cost Center

The following chart shows how the OCP budget for FY 2025 is mostly distributed among the wastewater treatment facilities (WWTF). This includes nearly \$2.0 million at Field’s Point and \$1.4 million at Bucklin Point and is 63.7% 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 security, which are required to operate the facilities and maintain infrastructure.

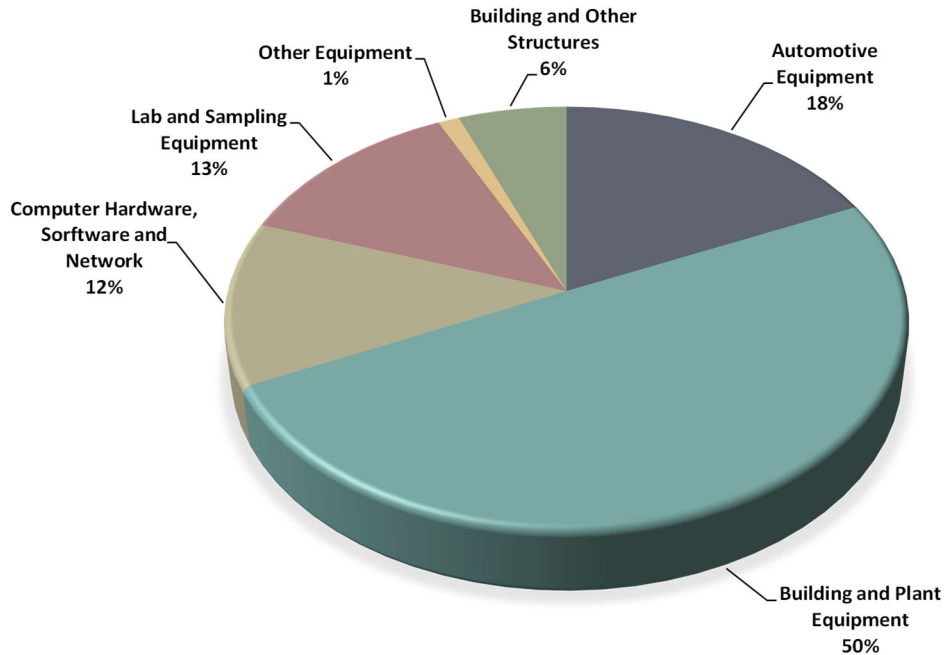


The remaining \$1.9 million of FY 2025 OCP Budget includes 11.2% or \$587 thousand allocated to the Laboratory section for the replacement of laboratory equipment necessary to evaluate and analyze samples necessary to comply with Federal and State regulations. Additionally, 6.5% or \$340 thousand of the budget is allocated to the Customer Care section and includes \$250 thousand to migrate Customer Information System (CIS) to the Cloud. Furthermore, 4.9% or \$255 thousand is apportioned to the Information Technology section, which includes \$75 thousand for the annual PC Refresh Program and \$50 thousand for SCADA upgrades necessary for NBC’s turbine monitoring hardware. The Interceptor Maintenance section is 4.1% or \$215 thousand and includes the replacement of vehicles essential to the maintenance of the interceptors. The Environmental Monitoring section is 3.3% of the budget or \$173 thousand and includes essential monitoring equipment replacement. Other items such as financial reporting software, survey equipment, replacement vehicles and GPS rover encompass the remaining 6.4% or \$335 thousand of the OCP budget.

## Fiscal Year 2025 Operating Capital Program by Category

The FY 2025 OCP identifies new and replacement asset purchases totaling approximately \$5.2 million. The following pie chart shows the distribution of the budget by asset category and percentage. The largest asset category is Building and Plant Equipment at \$2.6 million or 50% of the total budget. Automotive Equipment represents 18% or \$940 thousand. Lab and Sampling Equipment represents 13% or \$660 thousand. Computer Hardware, Software and Network represents 12% or \$660 thousand. Other Equipment, in addition to Building and Other Structures comprise the remaining 7% of the FY 2025 asset acquisitions.

### FY 2025 Operating Capital by Category



The replacement and betterment investments for FY 2025 amount to approximately \$4.6 million. The largest replacement asset category is Building and Plant Equipment which accounts for 55.5% or \$2.6 million of total investments. This includes items such as pumps, bar racks, tanks, a main transformer and a tunnel pump motor. Automotive Equipment represents 20.4% or \$940 thousand. Laboratory and Sampling Equipment represents 14.3% or \$660 thousand and includes the replacement of the Water Purification System at a cost of \$250 thousand used in the reagent preparation for all lab tests that require analytical grade purified water and the Auto Titration System at a cost of \$100 thousand used to evaluate for low and high alkalinity in plant samples. Building and Other Structures is 5.3% or \$245 thousand, and Computer Hardware, Software and Network is 2.7% or \$125 thousand. The remaining 1.8% are comprised of Other Equipment at \$60 thousand and Office Furniture and Equipment at \$25 thousand.

Replacement and Betterment Assets	Total	% of Total
Building and Plant Equipment Replacement	\$ 2,563,000	55.5%
Automotive Equipment Replacement	940,000	20.4%
Lab and Sampling Equipment Replacement	660,000	14.3%
Building and Other Structures Replacement	245,000	5.3%
Computer Hardware, Software and Network Replacement	125,000	2.7%
Other Equipment Replacement	60,000	1.3%
Office Furniture and Equipment Replacement	25,000	0.5%
<b>Total</b>	<b>\$ 4,618,000</b>	<b>100%</b>

NBC plans to purchase new assets in the Computer Hardware, Software and Network, Building and Other Structures, and Building and Plant Equipment categories. New Computer Hardware, Software and Network is 84.1% of the programmed new assets, at a cost of \$530 thousand. This includes CIS Migration to the Cloud, New Financial Reporting Software for Finance, and Database Enhancements in IT. This is followed by Building and Other Structures at a cost of \$60 thousand representing 9.5% of new assets and Building and Plant Equipment is 6.3% of the total new assets category at a cost of \$40 thousand.

<b>New Assets</b>	<b>Total</b>	<b>% of Total</b>
Computer Hardware, Software and Network	\$ 530,000	84.1%
Building and Other Structures	60,000	9.5%
Building and Plant Equipment	40,000	6.3%
<b>Total</b>	<b>\$ 630,000</b>	<b>100%</b>

NBC's strategic goal of maximizing technology and maintaining capability is demonstrated through computer hardware, software and network purchases that are programmed in FY 2025. The largest item is the CIS Migration to the Cloud at \$250 thousand, followed by Financial Reporting Software and the Annual PC Refresh Program both at a cost of \$75 thousand. Also included are hardware upgrades and software enhancements to existing business systems along with the Supervisory Control and Data Acquisition system (SCADA) upgrade to replace wind turbine monitoring hardware.

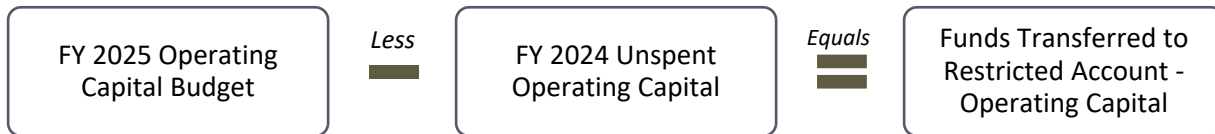
<b>Computer Hardware, Software and Network</b>	<b>Total</b>
CIS Migration to the Cloud	\$ 250,000
Annual PC Refresh Program	75,000
Financial Reporting Software	75,000
Security Upgrades	50,000
SCADA Upgrade	50,000
Customer Care Systems Upgrade	50,000
Laboratory Information Management Systems Upgrades	50,000
Computer Room Enhancements	25,000
Conference Room Upgrades	25,000
Panic Button	5,000
<b>Grand Total</b>	<b>\$ 655,000</b>

As represented below, NBC's Laboratory 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 to comply with Federal and State regulations.

<b>Lab and Sampling Equipment</b>	<b>Total</b>
Water Purification System	\$ 250,000
Auto-Titration System	100,000
Total Organic Carbon System	83,000
Microbiology Microscope System	64,000
Fixed Site Sondes and Associated Equipment	45,000
Laboratory Refrigerators	40,000
Fixed Site Probes, Handheld Meter, & Related Equipment	34,000
Nutrient Deionized Water Unit	22,000
Plant Deionized Water Units	22,000
<b>Grand Total</b>	<b>\$ 660,000</b>

## 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 2025, NBC plans to fund the OCP with \$5.2 million from the Restricted Account – Operating Capital in the Project Fund. NBC has also programmed funding of \$5.0 million per year for FY 2026 through FY 2030, for the OCP from this same source.

### OCP - SOURCES OF FUNDS

Sources of Funds (Thousands)	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total FY 2025-2030
Restricted Account-Operating Capital	\$ 5,248	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,248
<b>Total</b>	<b>\$ 5,248</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 30,248</b>

The FY 2025 programmed asset purchases total approximately \$5.2 million. In FY 2026 through FY 2030, 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 OF FUNDS

Uses of Funds (Thousands)	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total FY 2025-2030
Operating Capital Program	\$ 5,248	\$ 4,554	\$ 3,898	\$ 3,278	\$ 3,196	\$ 2,198	\$ 22,372
Operating Capital Placeholder	-	446	1,102	1,722	1,804	2,802	7,876
<b>Total</b>	<b>\$ 5,248</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 30,248</b>

## Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total Cost
<b>ADMINISTRATION</b>								
<b>Administration</b>								
New	Stormwater Education Resource Center	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<i>Subtotal Administration</i>		<u>50,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>50,000</u>
<b>Information Technology</b>								
Replacement	Annual PC Refresh Program	75,000	75,000	75,000	75,000	75,000	75,000	450,000
New	SCADA Upgrade	50,000	-	-	-	-	-	50,000
Replacement	Vehicle	40,000	-	-	-	-	-	40,000
Replacement	Large Form Scanner and Printer	25,000	-	-	-	35,000	-	60,000
New	Conference Room Upgrades	25,000	25,000	25,000	25,000	25,000	25,000	150,000
New	Computer Room Enhancements	25,000	25,000	25,000	25,000	25,000	25,000	150,000
New	Security Upgrades	10,000	10,000	10,000	10,000	10,000	10,000	60,000
New	Panic Button	5,000	-	-	-	-	-	5,000
New	Triennial Security Assessment	-	75,000	-	-	75,000	-	150,000
Replacement	Edge Switch Upgrades	-	50,000	-	50,000	-	50,000	150,000
New	Oracle Enhancements	-	40,000	-	40,000	-	40,000	120,000
New	Hansen Upgrades	-	25,000	-	25,000	-	25,000	75,000
<i>Subtotal Information Technology</i>		<u>255,000</u>	<u>325,000</u>	<u>135,000</u>	<u>250,000</u>	<u>245,000</u>	<u>250,000</u>	<u>1,460,000</u>
<b>CONSTRUCTION and ENGINEERING</b>								
<b>Construction Services</b>								
Replacement	Vehicle 357	50,000	-	-	-	-	-	50,000
Replacement	Vehicle 343	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 311	-	-	-	45,000	-	-	45,000
Replacement	Vehicle 296	-	-	-	-	45,000	-	45,000
Replacement	Vehicle 292	-	-	-	-	-	50,000	50,000
<i>Subtotal Construction Services</i>		<u>95,000</u>	<u>-</u>	<u>-</u>	<u>45,000</u>	<u>45,000</u>	<u>50,000</u>	<u>235,000</u>
<b>Engineering</b>								
Replacement	GPS Rover	40,000	-	-	-	-	-	40,000
Replacement	Survey Equipment	20,000	-	-	-	-	-	20,000
Replacement	Vehicle 326	-	-	40,000	-	-	-	40,000
Replacement	Vehicle 312	-	-	-	45,000	-	-	45,000
<i>Subtotal Engineering</i>		<u>60,000</u>	<u>-</u>	<u>40,000</u>	<u>45,000</u>	<u>-</u>	<u>-</u>	<u>145,000</u>
<b>FINANCE</b>								
<b>Finance</b>								
New	Financial Budgeting Software	75,000	-	-	-	-	-	75,000
<i>Subtotal Finance</i>		<u>75,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>75,000</u>
<b>Customer Care</b>								
New	CIS Enhancements	250,000	50,000	-	-	-	-	300,000
New	Customer Care Systems Upgrade	50,000	-	50,000	-	50,000	-	150,000
Replacement	Vehicle 316	40,000	-	-	-	-	-	40,000
Replacement	Vehicle 297	-	42,000	-	-	-	-	42,000
Replacement	Vehicle 289	-	-	42,000	-	-	-	42,000
Replacement	Vehicle 276	-	-	-	46,000	-	-	46,000
Replacement	Vehicle 261	-	-	-	-	46,000	-	46,000
<i>Subtotal Customer Care</i>		<u>340,000</u>	<u>92,000</u>	<u>92,000</u>	<u>46,000</u>	<u>96,000</u>	<u>-</u>	<u>666,000</u>
<b>OPERATIONS and MAINTENANCE</b>								
<b>Interceptor Maintenance</b>								
Replacement	Vehicle 472	150,000	-	-	-	-	-	150,000
Replacement	Vehicle 334	65,000	-	-	-	-	-	65,000
<i>Subtotal Interceptor Maintenance Services</i>		<u>215,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>215,000</u>
<b>Operations and Maintenance Services</b>								
Replacement	Vehicle 336	-	35,000	-	-	-	-	35,000
Replacement	Copy Machine	-	-	-	-	-	12,000	12,000
<i>Subtotal Operations and Maintenance Services</i>		<u>-</u>	<u>35,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>12,000</u>	<u>47,000</u>
<b>Field's Point</b>								
Replacement	Vehicle 353	265,000	-	-	-	-	-	265,000
Replacement	Main Transformer - 400KVA	225,000	-	-	-	-	-	225,000
Replacement	Bar Racks	165,000	165,000	170,000	170,000	175,000	185,000	1,030,000
Replacement	Tunnel Pump Motor	130,000	-	130,000	-	-	-	260,000
Replacement	Internal Mixed Liquor Recycle Valves	120,000	-	-	-	-	-	120,000
Replacement	Grit Tank Unit	115,000	120,000	120,000	125,000	130,000	-	610,000
Replacement	Hypochlorite Pump and Motor	115,000	-	-	-	-	-	115,000
Replacement	Relays	100,000	-	-	-	-	-	100,000
Betterment	Exterior Stairs	90,000	-	-	-	-	-	90,000
Replacement	Influent Cylinders - Wet Weather PS	75,000	-	-	-	-	-	75,000
Replacement	Sludge Grinder Cartridges	60,000	-	-	-	-	-	60,000
Replacement	Vehicle 352	60,000	-	-	-	-	-	60,000
Replacement	Dezurik Valves	40,000	-	70,000	-	80,000	90,000	280,000
Replacement	Automatic Transfer Switch	40,000	-	-	-	-	-	40,000
Replacement	Equipment 109A	40,000	-	-	-	-	-	40,000
Replacement	Hydraulic Power System	35,000	-	-	-	-	-	35,000
Replacement	Hypochlorite Lines	35,000	-	-	-	-	-	35,000
Replacement	Hypochlorite Storage Tanks Relining	30,000	75,000	80,000	80,000	-	-	265,000
Replacement	Flow Meters	30,000	40,000	48,000	-	60,000	-	178,000
Replacement	Actuators	30,000	20,000	-	-	-	-	50,000
Replacement	Equipment E0070	30,000	-	-	-	-	-	30,000
Replacement	Influent Cylinders - ESPS	25,000	25,000	25,000	30,000	30,000	30,000	165,000
Replacement	Dewatering Pumps	25,000	12,000	-	-	50,000	-	87,000
Replacement	Sump Pump	25,000	-	15,000	-	-	-	40,000



## Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total Cost
Replacement	Screw Pump Influent Sluice Gate Actuator	20,000	-	-	-	-	-	20,000
Replacement	Equipment E0025	15,000	-	-	-	-	-	15,000
Replacement	Variable Frequency Drives	12,000	-	-	15,000	45,000	-	72,000
Replacement	Sewage Pump	-	250,000	-	250,000	-	-	500,000
Replacement	Dehumidifiers	-	200,000	-	-	-	-	200,000
Replacement	Sewage Pump Cartridge (40 MGD)	-	175,000	-	-	-	-	175,000
Replacement	Tunnel Pump Cartridges	-	165,000	-	-	-	-	165,000
Replacement	Sewage Pump Cartridge (20 MGD)	-	130,000	-	-	-	-	130,000
Replacement	Caustic Storage Tank	-	75,000	80,000	85,000	-	-	240,000
Replacement	Pump Motor (200 HP)	-	70,000	-	-	-	-	70,000
Replacement	Screw Pump Motor	-	70,000	-	-	-	-	70,000
Replacement	Crane Clam Bucket	-	60,000	-	-	-	-	60,000
Replacement	Metering Pumps - Pulsa Feeder Pump	-	60,000	-	-	-	-	60,000
Replacement	Pump Motor	-	55,000	55,000	-	-	-	110,000
Replacement	Gearboxes for Sluice Gates	-	40,000	-	-	-	-	40,000
Replacement	Motor Control Center Room Uninterruptible Power Supply	-	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	Equipment 0050	-	35,000	-	-	-	-	35,000
Replacement	Vehicle 345	-	35,000	-	-	-	-	35,000
Replacement	Sluice Gate Actuators	-	30,000	-	-	-	-	30,000
Replacement	Water Champs	-	25,000	60,000	-	-	-	85,000
Replacement	Sludge Grinder	-	25,000	25,000	30,000	-	-	80,000
Replacement	Equipment 0024	-	25,000	-	-	-	-	25,000
Replacement	Fire Alarm Panel	-	20,000	-	-	-	-	20,000
Replacement	Unit Coils 1-3	-	20,000	-	-	-	-	20,000
Replacement	Dewatering Pump Motor	-	19,000	-	-	-	-	19,000
Replacement	Copy Machine	-	15,000	-	10,000	-	10,000	35,000
Replacement	Effluent Bisulfite Analyzer	-	15,000	-	-	-	-	15,000
Replacement	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	Vehicle 464	-	-	55,000	-	-	-	55,000
Replacement	ABB Process Control Unit (PCU) 13 Rear	-	-	50,000	-	-	-	50,000
Replacement	Sewage Pump Cone Valve Actuator	-	-	50,000	-	-	-	50,000
Replacement	Vehicle 332	-	-	50,000	-	-	-	50,000
Replacement	Butterfly Valve	-	-	40,000	-	-	-	40,000
Replacement	Grit Pump with Motor	-	-	35,000	-	35,000	-	70,000
Replacement	Vehicle 333	-	-	35,000	-	-	-	35,000
Replacement	Sludge Flow Meter to Tank 3	-	-	30,000	-	-	-	30,000
Replacement	Exhaust Fans	-	-	25,000	-	-	-	25,000
Replacement	Scum Pump with Motor	-	-	20,000	-	25,000	-	45,000
Replacement	Serpentix Conveyor Pans	-	-	20,000	-	-	-	20,000
Replacement	Air Handling Unit, Motor Control Center Room	-	-	15,000	-	-	-	15,000
Replacement	Scum Tank Skimmer	-	-	15,000	-	-	-	15,000
Replacement	Screw Pump	-	-	-	85,000	-	-	85,000
Replacement	Caustic Metering Pump	-	-	-	45,000	-	-	45,000
Replacement	Underflow Valve Actuators	-	-	-	45,000	-	-	45,000
Replacement	Froth Spray Pump & Motor	-	-	-	40,000	-	-	40,000
Replacement	Vehicle 315	-	-	-	40,000	-	-	40,000
Replacement	Sludge Pump with motor	-	-	-	35,000	35,000	-	70,000
Replacement	Equipment E109CWA	-	-	-	25,000	-	-	25,000
Replacement	Equipment EFP0026B	-	-	-	25,000	-	-	25,000
Replacement	Equipment EFP0028B	-	-	-	25,000	-	-	25,000
Replacement	Equipment EFP0071	-	-	-	25,000	-	-	25,000
Replacement	Equipment EFP0072	-	-	-	25,000	-	-	25,000
Replacement	Vehicle 317	-	-	-	-	80,000	-	80,000
Replacement	Serpentix Conveyor Gearbox Motor and Parts	-	-	-	-	70,000	-	70,000
Replacement	Vehicle 314	-	-	-	-	70,000	-	70,000
Replacement	Vehicle 319	-	-	-	-	70,000	-	70,000
Replacement	Equipment EFP0015B	-	-	-	-	25,000	-	25,000
Replacement	Equipment EFP0020B	-	-	-	-	25,000	-	25,000
Replacement	Grit Influent Ammonia Meter	-	-	-	-	15,000	-	15,000
Replacement	Wet Weather Storage Trailer	-	-	-	-	15,000	-	15,000
Replacement	Vehicle 320	-	-	-	-	-	130,000	130,000
Replacement	Vehicle 295	-	-	-	-	-	120,000	120,000
Replacement	Storage Trailers	-	-	-	-	-	24,000	24,000
	<i>Subtotal Field's Point</i>	1,952,000	2,182,000	1,688,000	1,210,000	1,035,000	589,000	8,656,000
<b>Bucklin Point</b>								
Betterment	Exterior Stairs	140,000	-	-	-	-	-	140,000
Replacement	Scum Pump 1, Grinder and Mixer	90,000	35,000	35,000	40,000	40,000	40,000	280,000
Replacement	Return Activated Sludge Pumps 1-4	70,000	90,000	95,000	100,000	95,000	95,000	545,000
Replacement	Return Activated Sludge Pumps 5-7	70,000	-	65,000	-	-	-	135,000
Replacement	Sludge Pump 1 with Grinder	70,000	-	50,000	-	50,000	-	170,000
Replacement	Bar Rack 2	60,000	-	-	40,000	100,000	-	200,000
Replacement	Vehicle 330	55,000	-	-	-	-	-	55,000
Replacement	Vehicle 351	55,000	-	-	-	-	-	55,000
Replacement	Booster Pump 2 Methane Gas	55,000	-	-	-	-	-	55,000
Replacement	Sewage Pump Saylesville Pump Station	48,000	-	-	-	-	-	48,000
Replacement	Sewage Pump Washington Highway Pump Station	48,000	50,000	-	-	-	-	98,000
Replacement	Control Module Boards and Bank Control Boards	45,000	-	75,000	-	-	80,000	200,000
Replacement	Scum Pump 1	40,000	-	-	-	-	-	40,000
Replacement	Scum Pump 2	40,000	-	-	50,000	-	-	90,000
Replacement	Scum Pump 3	40,000	-	-	-	-	-	40,000

## Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total Cost
Replacement	Dewatering Pump	35,000	-	-	-	-	-	35,000
Replacement	Flushing Water Pump 3 with AES Seal	30,000	-	-	30,000	-	-	60,000
Replacement	Uninterruptible Power Supply	30,000	30,000	32,000	32,000	35,000	35,000	194,000
Replacement	Control Panels	30,000	30,000	30,000	35,000	35,000	40,000	200,000
Replacement	Vehicle Lift	30,000	30,000	-	-	-	35,000	95,000
Replacement	Thickener Waste Pump	30,000	-	30,000	-	35,000	-	95,000
Replacement	Hypochlorite Pump	30,000	-	-	-	30,000	-	60,000
Replacement	Sewage Pump 3	30,000	-	-	-	-	40,000	70,000
Replacement	Flow Meter	26,000	-	-	-	-	-	26,000
Replacement	Limortorque Actuators and Gearbox	25,000	-	-	-	100,000	-	125,000
Replacement	Grit Pump 1	25,000	10,000	10,000	10,000	10,000	10,000	75,000
Replacement	Actuators	25,000	-	-	-	-	-	25,000
Replacement	Actuators for Sluice Gates	25,000	-	-	-	-	-	25,000
Replacement	Confined Space Safety Equipment	25,000	-	-	-	-	-	25,000
Replacement	Harmonic Filters	24,000	-	-	-	-	-	24,000
Replacement	Sump Pumps	15,000	-	-	-	40,000	-	55,000
Replacement	Steel Door	15,000	-	-	-	-	-	15,000
Replacement	Wash Water Booster Pump	15,000	-	-	-	-	-	15,000
Replacement	George Panel	-	400,000	-	-	-	-	400,000
Replacement	Vehicle 368	-	85,000	-	-	-	-	85,000
Replacement	Screw Pump 4	-	75,000	-	-	-	-	75,000
Replacement	Waste Pump	-	50,000	-	-	60,000	-	110,000
Replacement	Ultraviolet Probe	-	50,000	-	-	-	-	50,000
Replacement	Vehicle 344	-	50,000	-	-	-	-	50,000
Replacement	Air Filter Box	-	45,000	-	45,000	-	-	90,000
Replacement	Vortex Collector Motor and Gearbox	-	35,000	-	-	-	-	35,000
Replacement	Vent Fan	-	20,000	-	-	-	20,000	40,000
Replacement	Bisulfite Tanks 1 and 2	-	20,000	-	-	-	-	20,000
Replacement	Equipment EE111A	-	20,000	-	-	-	-	20,000
Replacement	SCAG Turf Mower	-	20,000	-	-	-	-	20,000
Replacement	Aeration Tank Diffusers	-	16,000	-	-	-	-	16,000
Replacement	Actuator Valves	-	15,000	-	-	-	-	15,000
Replacement	MAG Meter (4" & 6")	-	15,000	-	-	-	-	15,000
Replacement	Equipment E118A	-	10,000	-	-	-	-	10,000
Replacement	Manual Hoists	-	10,000	-	-	-	-	10,000
Replacement	Meter and Transmitter	-	10,000	-	-	-	-	10,000
Replacement	Total Suspended Solids Meter	-	10,000	-	-	-	-	10,000
Replacement	Equipment E0102A	-	8,000	-	-	-	-	8,000
Replacement	Gas Detection System	-	8,000	-	-	-	-	8,000
Replacement	Equipment E0102A	-	7,000	-	-	-	-	7,000
Replacement	Influent Flow Meter	-	6,000	-	-	-	-	6,000
Replacement	Centrifugal Blower 1	-	-	300,000	-	-	-	300,000
Replacement	Variable Frequency Drives	-	-	115,000	-	-	40,000	155,000
Replacement	Muffin Monster Cutting Assembly Motor & SS BOX	-	-	50,000	-	-	-	50,000
Replacement	Vehicle 331	-	-	45,000	-	-	-	45,000
Replacement	Equipment E0065A	-	-	30,000	-	-	-	30,000
Replacement	Mixers for Primary Digesters and Scum Well	-	-	-	382,000	-	-	382,000
Replacement	Dissolved Oxygen Sensors	-	-	-	120,000	-	-	120,000
Replacement	Gravity Belt Thickener	-	-	-	40,000	-	-	40,000
Replacement	Return Activated Sludge Pump 6 Rebuild	-	-	-	40,000	-	-	40,000
Replacement	Bisulfite Pumps	-	-	-	10,000	-	10,000	20,000
Replacement	Blower 1	-	-	-	-	140,000	-	140,000
Replacement	Nitrate Probes and Sensors	-	-	-	-	60,000	-	60,000
Replacement	Mixer with Motor	-	-	-	-	45,000	-	45,000
Replacement	Poly Emulsion Pump	-	-	-	-	45,000	-	45,000
Replacement	Vehicle 306	-	-	-	-	40,000	-	40,000
Replacement	Carbon Feed Tubing Pumps 1-6	-	-	-	-	25,000	-	25,000
Replacement	Equipment E0065	-	-	-	-	25,000	-	25,000
Replacement	Sludge Feed Pump 1	-	-	-	-	25,000	-	25,000
Replacement	Hyper Bolic Mixers	-	-	-	-	18,000	-	18,000
Replacement	Carbon Recirculation Pump	-	-	-	-	15,000	-	15,000
Replacement	Dissolved Oxygen Valve Limitorque Tanks 1-4	-	-	-	-	-	30,000	30,000
Replacement	Screening Conveyor	-	-	-	-	-	30,000	30,000
Replacement	Uninterruptible Power Supply Battery	-	-	-	-	-	30,000	30,000
Replacement	Voltage Regulator	-	-	-	-	-	20,000	20,000
	<i>Subtotal Bucklin Point</i>	<u>1,391,000</u>	<u>1,260,000</u>	<u>962,000</u>	<u>974,000</u>	<u>1,068,000</u>	<u>555,000</u>	<u>6,210,000</u>
<b>ENVIRONMENTAL SCIENCE and COMPLIANCE</b>								
<b>Technical Analysis and Compliance</b>								
Replacement	Door Lock Upgrades	10,000	-	-	-	-	-	10,000
	<i>Subtotal Technical Analysis and Compliance</i>	<u>10,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,000</u>
<b>Pretreatment</b>								
Replacement	Vehicle 339	45,000	-	-	-	-	-	45,000
Replacement	Vehicle 342	-	-	45,000	-	-	-	45,000
Replacement	Vehicle 325	-	-	-	-	45,000	-	45,000
	<i>Subtotal Pretreatment</i>	<u>45,000</u>	<u>-</u>	<u>45,000</u>	<u>-</u>	<u>45,000</u>	<u>-</u>	<u>135,000</u>
<b>Laboratory</b>								
Replacement	Water Purification System	250,000	-	-	-	-	260,000	510,000
Replacement	Auto-Titration System	100,000	-	-	-	-	131,000	231,000
Replacement	Total Organic Carbon System	83,000	-	-	-	-	83,000	166,000
Replacement	Microbiology Microscope System	64,000	-	-	-	-	64,000	128,000
New	Laboratory Information Management Systems Upgrades	50,000	-	50,000	-	50,000	-	150,000
Replacement	Laboratory Refrigerators	40,000	30,000	-	-	-	42,000	112,000

## Operating Capital Program Summary by Fiscal Year

Asset Type	Asset Title	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total Cost
Replacement	Gas Chromatography Analyzer	-	182,000	-	-	-	-	182,000
Replacement	Laboratory Dish Washers	-	77,000	-	-	-	-	77,000
Replacement	Biological Media Dispenser	-	54,000	-	-	-	-	54,000
Replacement	Autoclave 2	-	54,000	-	-	-	-	54,000
Replacement	Mercury Analyzer	-	40,000	-	-	-	-	40,000
Replacement	Temperature Monitoring System	-	30,000	-	-	-	-	30,000
Replacement	Analytical Balances	-	25,300	-	-	-	-	25,300
Betterment	Laboratory Information Management Systems Upgrades	-	20,000	-	20,000	-	20,000	60,000
Replacement	Liquid Chromatograph-Management System	-	-	623,000	-	-	-	623,000
Replacement	Autoclave 1	-	-	54,000	-	-	-	54,000
Replacement	Extractor System for Pre and Polyfluoroalkyl Substances Analyses	-	-	40,000	-	-	-	40,000
Replacement	Spectrophotometers	-	-	20,000	-	-	-	20,000
Replacement	Nitrogen Gas Generator	-	-	10,000	-	-	-	10,000
Replacement	Inductively Coupled Plasma-Mass Spectrometer Analyzer	-	-	-	227,000	-	-	227,000
Replacement	Salt Water Nutrient Analyzer	-	-	-	154,700	-	-	154,700
Replacement	Inductively Coupled Plasma-Optical Emission Spectroscopy Industrial Metals Analyzer	-	-	-	133,000	-	-	133,000
Replacement	Laboratory Refrigerators	-	-	-	27,000	-	-	27,000
Replacement	Fresh Water Nutrient Analyzer	-	-	-	-	130,000	-	130,000
Replacement	Robotic Biochemical Oxygen Demand Analyzer	-	-	-	-	120,000	-	120,000
Replacement	Cyanide Analyzer	-	-	-	-	119,300	-	119,300
Replacement	Oil and Grease Extractor	-	-	-	-	80,000	-	80,000
Replacement	Fluorometer	-	-	-	-	15,000	-	15,000
<i>Subtotal Laboratory</i>		<u>587,000</u>	<u>512,300</u>	<u>797,000</u>	<u>561,700</u>	<u>514,300</u>	<u>600,000</u>	<u>3,572,300</u>
<b>Environmental Monitoring</b>								
Replacement	Vehicle 340	50,000	-	-	-	-	-	50,000
Replacement	Fixed Site Sondes and Associated Equipment	45,000	47,000	47,000	50,000	50,000	53,000	292,000
Replacement	Fixed Site Probes, Handheld Meter, & Related Equipment	34,000	-	-	-	-	-	34,000
Replacement	Nutrient Deionized Water Unit	22,000	34,000	34,000	36,000	36,000	36,000	198,000
Replacement	Plant Deionized Water Units	22,000	-	-	-	-	-	22,000
Replacement	Deionized Water Units	-	47,000	-	-	-	-	47,000
Replacement	Freezer in EM Laboratory	-	10,000	-	-	-	-	10,000
Replacement	Refrigerator in EM Laboratory	-	10,000	-	-	-	-	10,000
Replacement	Vehicle 324	-	-	58,000	-	-	-	58,000
Replacement	Vehicle 309	-	-	-	60,000	-	-	60,000
Replacement	Vehicle 300	-	-	-	-	62,000	-	62,000
Replacement	Deionized Water Units	-	-	-	-	-	53,000	53,000
<i>Subtotal Environmental Monitoring</i>		<u>173,000</u>	<u>148,000</u>	<u>139,000</u>	<u>146,000</u>	<u>148,000</u>	<u>142,000</u>	<u>896,000</u>
<b>Total</b>		<u>\$ 5,248,000</u>	<u>\$ 4,554,300</u>	<u>\$ 3,898,000</u>	<u>\$ 3,277,700</u>	<u>\$ 3,196,300</u>	<u>\$ 2,198,000</u>	<u>\$ 22,372,300</u>

## FY 2025 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Budget
<b>ADMINISTRATION</b>						
<b>Administration</b>						
N	C	16610	OC25-021-001	Stormwater Education Resource Center	Demonstrate natural methods for mitigating stormwater	\$ 50,000
<i>Subtotal Administration</i>						50,000
<b>Information Technology</b>						
R	B	16555	OC25-033-001	Annual PC Refresh Program	Replace NBC personnel computers over 5 years	75,000
R	B	16555	OC25-033-002	SCADA Upgrade	Wind turbine monitoring hardware	50,000
R	C	16586	OC25-033-003	Large Form Scanner and Printer	Print blueprints and drawings	25,000
N	C	16550	OC25-033-004	Conference Room Upgrades	Ensure reliability of conference room technology to guarantee effective communications in meetings	25,000
N	C	16550	OC25-033-005	Computer Room Enhancements	Ensure reliability and efficiency of computer room	25,000
N	B	16550	OC25-033-006	Security Upgrades	To comply with insurance security requirements	50,000
N	B	16550	OC25-033-007	Panic Button	Summon emergency services in the event it is unsafe to use telephone	5,000
<i>Subtotal Information Technology</i>						255,000
<b>Subtotal Administration</b>						<b>305,000</b>
<b>CONSTRUCTION and ENGINEERING</b>						
<b>Construction Services</b>						
R	B	16515	OC25-022-001	Vehicle 357	Transport personnel to and from construction sites	50,000
R	B	16515	OC25-022-002	Vehicle 343	Transport personnel to and from construction sites	45,000
<i>Subtotal Construction Services</i>						95,000
<b>Engineering</b>						
R	B	16595	OC25-025-001	GPS Rover	Provides critical information for projects and operations	40,000
R	B	16595	OC25-025-002	Survey Equipment	Field surveying	20,000
<i>Subtotal Engineering</i>						60,000
<b>Subtotal Construction and Engineering</b>						<b>155,000</b>
<b>FINANCE</b>						
<b>Finance</b>						
N	C	16550	OC25-031-001	Financial Reporting Software	Enhancements to financial reporting software	75,000
<i>Subtotal Finance</i>						75,000
<b>Customer Care</b>						
N	A	16550	OC25-034-001	CIS Migration to Cloud	CIS migration to Cloud and customer service portal enhancements	250,000
N	C	16550	OC25-034-002	Customer Care Systems upgrade	Enhance customer care related technological processes as needed	50,000
R	B	16515	OC25-034-003	Vehicle 316	Customer site visits and meter readings	40,000
<i>Subtotal Customer Care</i>						340,000
<b>Subtotal Finance</b>						<b>415,000</b>
<b>OPERATIONS AND MAINTENANCE</b>						
<b>Interceptor Maintenance</b>						
R	A	16515	OC25-043-001	Vehicle 472	Clear easements, load materials, move winter salt excavations and construction repairs	150,000
R	A	16515	OC25-043-002	Vehicle 334	Daily field work and inspections	65,000
<i>Subtotal Interceptor Maintenance</i>						215,000
<b>Field's Point</b>						
R	B	16515	OC25-046-001	Vehicle 353	Used for disposal of solids	265,000
R	A	16525	OC25-046-002	Main Transformer - 400KVA	Assure safety of plant operations and reliability	225,000
R	A	16525	OC25-046-003	Bar Racks	Removes large objects from influent	165,000
R	A	16525	OC25-046-004	Tunnel Pump Motor	Powers the pump to flow influent to WWTF	130,000
R	A	16525	OC25-046-005	Internal Mixed Liquor Recycle Valves	Isolates the flow when the pump is off to prevent media from leaving the IFAS Zone	120,000
R	A	16525	OC25-046-006	Grit Tank Unit	Allows grit to settle which then is pumped to grit building	115,000
R	A	16525	OC25-046-007	Hypochlorite Pump and Motor	Chlorination of wastewater	115,000
R	A	16525	OC25-046-008	Relays	Assure higher reliability at main switchgear	100,000
B	A	16615	OC25-046-009	Exterior Stairs	Rehabilitation of various stairs at Field's Point due to deterioration	90,000
R	A	16525	OC25-046-010	Influent Cylinders	Controls flow to tanks for treatment in heavy wet weather events	75,000
R	B	16525	OC25-046-011	Sludge Grinder Cartridges	Grinds large objects in sludge	60,000
R	A	16515	OC25-046-012	Vehicle 352	Daily field work and inspections	60,000
R	A	16525	OC25-046-013	Dezurik Valves	Isolates pumps	40,000
N	B	16520	OC25-046-014	Equipment 109A	Safety hoist to enter confined spaces	40,000
R	A	16525	OC25-046-015	Automatic Transfer Switch	Ensure the PLC cabinet is always powered	40,000
R	A	16525	OC25-046-016	Hydraulic Power System	Critical in operating sluice gates that regulate flow through the plant	35,000
R	A	16525	OC25-046-017	Hypochlorite Lines	Carries the critical chemical through the disinfection process	35,000
R	A	16525	OC25-046-018	Hypochlorite Storage Tanks Relining	Store chemicals	30,000
R	B	16525	OC25-046-019	Flow Meters	Measures flow	30,000
R	A	16525	OC25-046-020	Actuators	Critical air supply and RAS control of IFAS process	30,000
R	B	16515	OC25-046-021	Equipment E0070	Operations plant wide use	30,000
R	A	16525	OC25-046-022	Influent Cylinders	Raise and lower sluice gates at pump station wet well	25,000
R	A	16525	OC25-046-023	Dewatering Pump	Dewaters tanks	25,000
R	A	16525	OC25-046-024	Sump Pump	Prevents flooding in building	25,000
R	A	16525	OC25-046-025	Screw Pump Influent Sluice Gate Actuator	Open and close sluice gate to fill tanks	20,000
R	B	16525	OC25-046-026	Equipment E0025	Repair and install equipment high above floor	15,000
R	B	16525	OC25-046-027	Variable Frequency Drive	Ensures plant water reliability	12,000
<i>Subtotal Field's Point</i>						1,952,000
<b>Bucklin Point</b>						
B	A	16615	OC25-047-001	Exterior Stairs	Rehabilitation of various stairs at Bucklin Point due to deterioration	140,000
R	A	16525	OC25-047-002	Scum Pump 1, Grinder and Mixer	Pumps and grinds any large objects	90,000
R	B	16525	OC25-047-003	Return Activated Sludge Pumps 1-4	Returns activated sludge	70,000
R	B	16525	OC25-047-004	Return Activated Sludge Pumps 5-7	Returns activated sludge	70,000
R	A	16525	OC25-047-005	Sludge Pump 1 with Grinder	Pumps sludge and grinds any large objects	70,000
R	A	16525	OC25-047-006	Bar Rack 2	Removes large objects from influent	60,000
R	B	16515	OC25-047-007	Vehicle 330	Daily field work and inspections	55,000
R	B	16515	OC25-047-008	Vehicle 351	Daily field work and inspections	55,000
R	A	16525	OC25-047-009	Booster Pump 2 Methane Gas	Transfers methane gas to boiler	55,000
R	A	16525	OC25-047-010	Sewage Pump Saylesville Pump Station	Pumps sewage	48,000
R	A	16525	OC25-047-011	Sewage Pump Washington Highway Pump Station	Pumps sewage	48,000
R	A	16525	OC25-047-012	Control Module Boards and Bank Control Boards	Communicates and sends information to the controller	45,000
R	A	16525	OC25-047-013	Scum Pump 1	Moves the scum to the wells to be removed	40,000
R	A	16525	OC25-047-014	Scum Pump 2	Moves the scum to the wells to be removed	40,000
R	A	16525	OC25-047-015	Scum Pump 3	Moves the scum to the wells to be removed	40,000
R	B	16525	OC25-047-016	Dewatering Pump	Separates water from the sludge	35,000
R	B	16525	OC25-047-017	Flushing Water Pump 3 with AES Seal	Supplies plant water to Bucklin Point campus	30,000
R	A	16525	OC25-047-018	Uninterruptible Power Supply	Ensures reliability	30,000
R	B	16525	OC25-047-019	Control Panels	Motor Control Center	30,000
R	B	16515	OC25-047-020	Vehicle Lift	To perform service on vehicles	30,000

## FY 2025 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Budget
R	A	16525	OC25-047-021	Thickener Waste Pump	Pumps higher percent of solids and higher viscosity fluids	30,000
R	A	16525	OC25-047-022	Hypochlorite Pump	Supplies Sodium Hypochlorite to effluent	30,000
R	A	16525	OC25-047-023	Sewage Pump 3	Pumps sewage	30,000
R	B	16525	OC25-047-024	Flow Meter	Measures flow	26,000
R	B	16525	OC25-047-025	Limortorque Actuators and Gearbox	Controls amount of air put into aeration tanks	25,000
R	A	16525	OC25-047-026	Grit Pump 1	Removes grit from influent	25,000
R	B	16525	OC25-047-027	Actuators	Open and close valves	25,000
R	B	16525	OC25-047-028	Actuators for Sluice Gates	Open and close valves	25,000
R	B	16525	OC25-047-029	Confined Space Safety Equipment	Safety hoist to enter confined spaces	25,000
R	B	16525	OC25-047-030	Harmonic Filters	Prevents unwanted materials from entering the system	24,000
R	B	16525	OC25-047-031	Sump Pumps	Prevents flooding in buildings	15,000
R	B	16615	OC25-047-032	Steel Door	Exterior door to wet weather effluent pump station	15,000
R	B	16525	OC25-047-033	Wash Water Booster Pump	Cleans gravity thickener belt	15,000
<i>Subtotal Bucklin Point</i>						1,391,000
<b><i>Subtotal Operations and Maintenance</i></b>						<b>3,558,000</b>

### ENVIRONMENTAL SCIENCE and COMPLIANCE

Technical Analysis & Compliance						
N	B	16610	OC-25-051-001	Door Lock	Deadbolt system at all NBC buildings on Field's Point campus to create active shooter safe rooms	10,000
<i>Subtotal Technical Analysis &amp; Compliance</i>						10,000
Pretreatment						
R	A	16515	OC-25-052-001	Vehicle 339	Conduct inspections and investigations	45,000
<i>Subtotal Pretreatment</i>						45,000
Laboratory						
R	A	16575	OC25-053-001	Water Purification System	Reagent preparation for all lab tests that require analytical grade purified water.	250,000
R	A	16575	OC25-053-002	Auto-Titration System	Test for low and high alkalinity in FP/BP plant samples	100,000
R	A	16575	OC25-053-003	Total Organic Carbon System	Test for total organic carbon in FP and BP plants	83,000
R	A	16575	OC25-053-004	Microbiology Microscope System	Biological examinations of FP/BP plants and plankton samples	64,000
N	B	16550	OC25-053-005	Laboratory Information Management Systems Upgrades	New enhancements to the Laboratory Information Management System	50,000
R	A	16575	OC25-053-006	Laboratory Refrigerators	Stores permit samples according to regulations	40,000
<i>Subtotal Laboratory</i>						587,000
Environmental Monitoring						
R	A	16515	OC25-055-001	Vehicle 340	Field sample collections	50,000
R	A	16575	OC25-055-002	Fixed Site Sondes and Associated Equipment	NBC fixed site and buoy stations in upper bay.	45,000
R	A	16575	OC25-055-003	Fixed Site Probes, Handheld Meter, & Related Equipment	Provides river data during nutrients sample collections and used in equipment calibrations	34,000
R	A	16575	OC25-055-004	Nutrient Deionized Water Unit	QA/QC Samples, bottle and equipment cleaning/rinsing, and equipment calibration.	22,000
R	A	16575	OC25-055-005	Plant Deionized Water Units	QA/QC Samples, bottle and equipment cleaning/rinsing, and equipment calibration.	22,000
<i>Subtotal Environmental Monitoring</i>						173,000
<b><i>Subtotal Environmental Science and Compliance</i></b>						<b>815,000</b>

**Total Operating Capital FY 2025 \$ 5,248,000**


#### 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

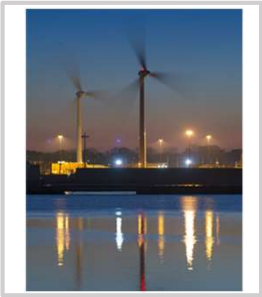
<b>Asset Allocation No.</b>	<b>OC25-021-001</b>			
<b>Asset Title:</b>	Screen & Grit Stormwater Education Resource Center	<b>Cost Center:</b>	Administration	
<b>Asset Location:</b>	Field's Point and Pretreatment Building	<b>Amount:</b>	\$ 50,000	<b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other	
<b>Asset Description:</b>	Demonstrate natural methods for mitigating stormwater.			
<b>Budget Account:</b>	16610 Building & Other Structures			
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	10 Years	
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	N/A	




<b>Asset Allocation No.</b>	<b>OC25-033-001</b>			
<b>Asset Title:</b>	<b>Annual PC Refresh Program</b>	<b>Cost Center:</b>	Information Technology	
<b>Asset Location:</b>	All NBC Locations	<b>Amount:</b>	\$ 75,000	<b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other	
<b>Asset Description:</b>	Replace NBC personnel computers over 5 years.			
<b>Budget Account:</b>	16555 Computer Equipment Replacement			
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	5 Years	
<b>Original date in service:</b>	2019	<b>Original estimated Actual Useful Life:</b>	5 Years	




<b>Asset Allocation No.</b>	<b>OC25-033-002</b>			
<b>Asset Title:</b>	<b>SCADA Upgrade</b>	<b>Cost Center:</b>	Information Technology	
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 50,000	<b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other	
<b>Asset Description:</b>	Turbine monitoring hardware.			
<b>Budget Account:</b>	16555 Computer Equipment Replacement			
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	5 Years	
<b>Original date in service:</b>	2019	<b>Original estimated Actual Useful Life:</b>	5 Years	




<b>Asset Allocation No.</b>	<b>OC25-033-003</b>			
<b>Asset Title:</b>	<b>Large form Scanner and Printer</b>	<b>Cost Center:</b>	Information Technology	
<b>Asset Location:</b>	Corporate Office Building	<b>Amount:</b>	\$ 25,000	<b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other	
<b>Asset Description:</b>	Print blueprints and drawings.			
<b>Budget Account:</b>	16586 Office Furniture & Equipment Replacement			
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	4 Years	
<b>Original date in service:</b>	2020	<b>Original estimated Actual Useful Life:</b>	4 Years	




<b>Asset Allocation No.</b>	<b>OC25-033-004</b>		
<b>Asset Title:</b>	<b>Conference Room Upgrades</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	All NBC Locations	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Ensure reliability of conference room technology to guarantee effective communication and meetings.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	3 Years




<b>Asset Allocation No.</b>	<b>OC25-033-005</b>		
<b>Asset Title:</b>	<b>Computer Room Enhancements</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	Corporate Office Building	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Ensure reliability and efficiency of computer room.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	3 Years




<b>Asset Allocation No.</b>	<b>OC25-033-006</b>		
<b>Asset Title:</b>	<b>Security Upgrades</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	All NBC Locations	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	To comply with insurance security requirements.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	3 Years




<b>Asset Allocation No.</b>	<b>OC25-033-007</b>		
<b>Asset Title:</b>	<b>Panic Button</b>	<b>Cost Center:</b>	Information Technology
<b>Asset Location:</b>	Water Quality Science Building	<b>Amount:</b>	\$ 5,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Summon emergency services in the event it is unsafe to use telephone.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	30 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC25-022-001</b>		
<b>Asset Title:</b>	<b>Vehicle 357</b>	<b>Cost Center:</b>	Construction Services
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Transport personnel to and from construction sites.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2012	<b>Original estimated Actual Useful Life:</b>	10 Years




<b>Asset Allocation No.</b>	<b>OC25-022-002</b>		
<b>Asset Title:</b>	<b>Vehicle 343</b>	<b>Cost Center:</b>	Construction Services
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Transport personnel to and from construction sites.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2015	<b>Original estimated Actual Useful Life:</b>	10 Years



<b>Asset Allocation No.</b>	<b>OC25-025-001</b>		
<b>Asset Title:</b>	<b>GPS Rover</b>	<b>Cost Center:</b>	Engineering
<b>Asset Location:</b>	Corporate Office Building	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Provides critical information for projects and operations.		
<b>Budget Account:</b>	16595 Other Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	13 Years
<b>Original date in service:</b>	2011	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-025-002</b>		
<b>Asset Title:</b>	<b>Survey Equipment</b>	<b>Cost Center:</b>	Engineering
<b>Asset Location:</b>	Corporate Office Building	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
<b>Asset Description:</b>	Field surveying.		
<b>Budget Account:</b>	16595 Other Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	7 Years
<b>Original date in service:</b>	2017	<b>Original estimated Actual Useful Life:</b>	7 Years







<b>Asset Allocation No.</b>	<b>OC25-031-001</b>		
<b>Asset Title:</b>	<b>Financial Reporting Software</b>	<b>Cost Center:</b>	Finance
<b>Asset Location:</b>	Corporate Office Building	<b>Amount:</b>	\$ 75,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Enhancements to financial reporting software.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	3 Years




<b>Asset Allocation No.</b>	<b>OC25-034-001</b>		
<b>Asset Title:</b>	<b>CIS Migration to Cloud</b>	<b>Cost Center:</b>	Customer Care
<b>Asset Location:</b>	All NBC Locations	<b>Amount:</b>	\$ 250,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	CIS migration to cloud and customer care portal enhancements.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	3 Years




<b>Asset Allocation No.</b>	<b>OC25-034-002</b>		
<b>Asset Title:</b>	<b>Customer Care Systems Upgrade</b>	<b>Cost Center:</b>	Customer Care
<b>Asset Location:</b>		<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> C
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Enhance Customer Care related technological processes as needed.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	3 Years




<b>Asset Allocation No.</b>	<b>OC25-034-003</b>		
<b>Asset Title:</b>	<b>Vehicle 316</b>	<b>Cost Center:</b>	Customer Care
<b>Asset Location:</b>		<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Customer site visits and meter readings.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	6 Years
<b>Original date in service:</b>	2018	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-043-001</b>		
<b>Asset Title:</b>	<b>Vehicle 472</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Dept.	<b>Amount:</b>	\$ 150,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Clear easements, load materials, move winter salt excavations, and construction repairs.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	16 Years
<b>Original date in service:</b>	2008	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-043-002</b>		
<b>Asset Title:</b>	<b>Vehicle 334</b>	<b>Cost Center:</b>	Interceptor Maintenance
<b>Asset Location:</b>	Interceptor Maintenance Dept.	<b>Amount:</b>	\$ 65,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Daily field work and inspections.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	8 Years
<b>Original date in service:</b>	2016	<b>Original estimated Actual Useful Life:</b>	5 Years



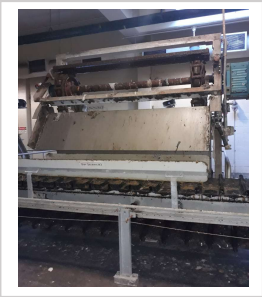
<b>Asset Allocation No.</b>	<b>OC25-046-001</b>		
<b>Asset Title:</b>	<b>Vehicle 353</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 265,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Used for disposal of solids.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-046-002</b>		
<b>Asset Title:</b>	<b>Main Transformer - 400KVA</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 225,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Assure safety of plant operations and reliability.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	12 Years
<b>Original date in service:</b>	2012	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-003</b>		
<b>Asset Title:</b>	<b>Bar Racks</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest St. Pump Station - Influent Pumping	<b>Amount:</b>	\$ 165,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Removes large objects from influent.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	8 Years
<b>Original date in service:</b>	2016	<b>Original estimated Actual Useful Life:</b>	7 Years



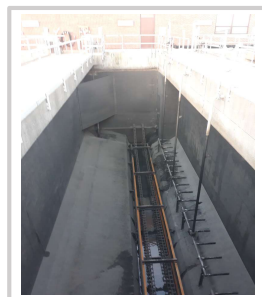
<b>Asset Allocation No.</b>	<b>OC25-046-004</b>		
<b>Asset Title:</b>	<b>Tunnel Pump Motor</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Tunnel Pump Station	<b>Amount:</b>	\$ 130,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Powers the pump to flow influent to WWTF.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	16 Years
<b>Original date in service:</b>	2008	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-005</b>		
<b>Asset Title:</b>	<b>Internal Mixed Liquor Recycle Valves</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	IFAS Tank #9	<b>Amount:</b>	\$ 120,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Isolates the flow when the pump is off to prevent media from leaving IFAS Zone.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	14 Years
<b>Original date in service:</b>	2010	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-006</b>		
<b>Asset Title:</b>	<b>Grit Tank Unit</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Grit Building - Preliminary Treatment	<b>Amount:</b>	\$ 115,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Allows grit to settle which then is pumped to grit building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	7 Years
<b>Original date in service:</b>	2017	<b>Original estimated Actual Useful Life:</b>	7 Years



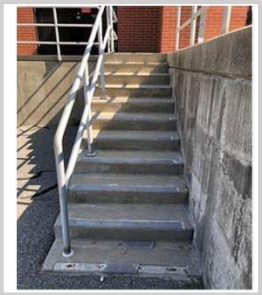
<b>Asset Allocation No.</b>	<b>OC25-046-007</b>		
<b>Asset Title:</b>	<b>Hypochlorite Pump and Motor</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point Hypo Farm	<b>Amount:</b>	\$ 115,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Chlorination of wastewater.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	29 Years
<b>Original date in service:</b>	1998	<b>Original estimated Actual Useful Life:</b>	7 Years



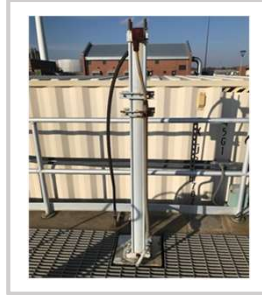
<b>Asset Allocation No.</b>	<b>OC25-046-008</b>		
<b>Asset Title:</b>	<b>Relays</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Wind Turbine Feeder	<b>Amount:</b>	\$ 100,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Assure higher reliability at main switch gear.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	15 Years
<b>Original date in service:</b>	2009	<b>Original estimated Actual Useful Life:</b>	7 Years



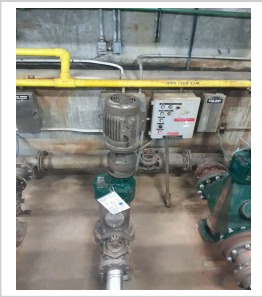
<b>Asset Allocation No.</b>	<b>OC25-046-009</b>		
<b>Asset Title:</b>	<b>Exterior Stairs</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Throughout the FP WWTF	<b>Amount:</b>	\$ 90,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Rehabilitation of various stairs at Field's Point WWTF due to deterioration.		
<b>Budget Account:</b>	16615 Building & Other Structures Replacement		
<b>Type:</b>	BETTERMENT	<b>Actual Useful Life:</b>	Varies
<b>Original date in service:</b>	Varies	<b>Original estimated Actual Useful Life:</b>	50 Years




<b>Asset Allocation No.</b>	<b>OC25-046-010</b>		
<b>Asset Title:</b>	<b>Influent Cylinders</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	FP Wet Weather Pump Station	<b>Amount:</b>	\$ 75,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Controls flow to tanks for treatment in heavy wet weather events.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	34 Years
<b>Original date in service:</b>	1990	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-011</b>		
<b>Asset Title:</b>	<b>Sludge Grinder Cartridges</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	FP Primary Sludge Pump Station	<b>Amount:</b>	\$ 60,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Grinds large objects in sludge.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	7 Years
<b>Original date in service:</b>	2017	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-012</b>		
<b>Asset Title:</b>	<b>Vehicle 352</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest St. Pump Station - Influent Pumping	<b>Amount:</b>	\$ 60,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Daily field work and inspections.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-046-013</b>		
<b>Asset Title:</b>	<b>Dezurik Valves</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point - RAS 2	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Isolate Pumps.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	7 Years



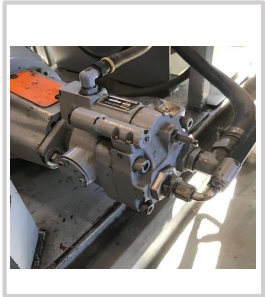
<b>Asset Allocation No.</b>	<b>OC25-046-014</b>		
<b>Asset Title:</b>	<b>Equipment 109A</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Safety hoist to enter confined spaces.		
<b>Budget Account:</b>	16520 Building and Plant Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	N/A
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-015</b>		
<b>Asset Title:</b>	<b>Automatic Transfer Switch</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Grit Building	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ensure the programmable logic controller cabinet is always powered.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	34 Years
<b>Original date in service:</b>	1990	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-016</b>		
<b>Asset Title:</b>	<b>Hydraulic Power System</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest St. Pump Station - Wet Weather Grit Units	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Critical in operating sluice gates that regulate flow through the plant.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	34 Years
<b>Original date in service:</b>	1990	<b>Original estimated Actual Useful Life:</b>	7 Years



<b>Asset Allocation No.</b>	<b>OC25-046-017</b>		
<b>Asset Title:</b>	<b>Hypochlorite Lines</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Underground Field's Point	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Carries the critical chemicals through the disinfection process.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	2021	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-018</b>		
<b>Asset Title:</b>	<b>Hypochlorite Storage Tanks Relining</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point Hypo Building	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Store chemicals.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	26 Years
<b>Original date in service:</b>	1998	<b>Original estimated Actual Useful Life:</b>	7 Years







<b>Asset Allocation No.</b>	<b>OC25-046-019</b>		
<b>Asset Title:</b>	<b>Flow Meters</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Primary Sludge Pump Station	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Measures flow in Primary Sludge Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years



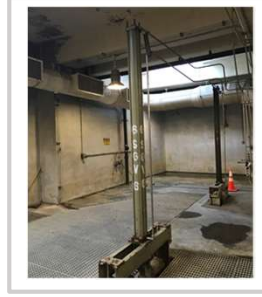
<b>Asset Allocation No.</b>	<b>OC25-046-020</b>		
<b>Asset Title:</b>	<b>Actuators</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	IFAS Tanks	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Critical air supply and RAS control of IFAS process.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-021</b>		
<b>Asset Title:</b>	<b>Equipment E0070</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point Preliminary Treatment	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Operations plant wide use.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	9 Years
<b>Original date in service:</b>	2015	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-046-022</b>		
<b>Asset Title:</b>	<b>Influent Cylinders</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Ernest St. Pump Station	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Raise and lower sluice gate at Ernest St. Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years



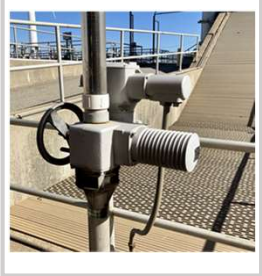
<b>Asset Allocation No.</b>	<b>OC25-046-023</b>		
<b>Asset Title:</b>	<b>Dewatering Pump</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Wet Weather Ernest St. Pump Station	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Dewater tanks at Ernest St. Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-024</b>		
<b>Asset Title:</b>	<b>Sump Pump</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Disinfection Building	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Prevents flooding in building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	9 Years
<b>Original date in service:</b>	2015	<b>Original estimated Actual Useful Life:</b>	7 Years



<b>Asset Allocation No.</b>	<b>OC25-046-025</b>		
<b>Asset Title:</b>	<b>Screw Pump Influent Sluice Gate Actuator</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Screw Pump Influent Sluice Gate	<b>Amount:</b>	\$ 20,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Open and close sluice gate to fill tanks.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-046-026</b>		
<b>Asset Title:</b>	<b>Equipment E0025</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Repair and install equipment high above floor.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	17 Years
<b>Original date in service:</b>	2007	<b>Original estimated Actual Useful Life:</b>	7 Years

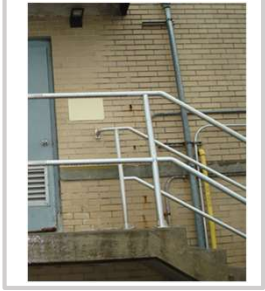





<b>Asset Allocation No.</b>	<b>OC25-046-027</b>		
<b>Asset Title:</b>	<b>Variable Frequency Drive</b>	<b>Cost Center:</b>	Field's Point
<b>Asset Location:</b>	Plant Water Building	<b>Amount:</b>	\$ 12,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ensure plant water reliability.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-001</b>		
<b>Asset Title:</b>	<b>Exterior Stairs</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Various BP Facilities	<b>Amount:</b>	\$ 140,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Rehabilitation of various stairs at Bucklin Point WWTF due to deterioration.		
<b>Budget Account:</b>	16615 Building & Other Structures Replacement		
<b>Type:</b>	BETTERMENT	<b>Actual Useful Life:</b>	Varies
<b>Original date in service:</b>	Varies	<b>Original estimated Actual Useful Life:</b>	50 Years




<b>Asset Allocation No.</b>	<b>OC25-047-002</b>		
<b>Asset Title:</b>	<b>Scump Pump 1, Grinder and Mixer</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Dry Weather Primary Pump Station	<b>Amount:</b>	\$ 90,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps and grinds any large objects at Dry Weather Primary Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-003</b>		
<b>Asset Title:</b>	<b>Return Activated Sludge Pumps 1-4</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Return Sludge Pump Station 1	<b>Amount:</b>	\$ 70,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Returns activated sludge at return Sludge Pump Station 1.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	16 Years
<b>Original date in service:</b>	2008	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-004</b>		
<b>Asset Title:</b>	<b>Return Activated Sludge Pumps 5-7</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Return Sludge Pump Station 2	<b>Amount:</b>	\$ 70,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Returns activated sludge at Return Sludge Pump Station 2.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	14 Years
<b>Original date in service:</b>	2010	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-005</b>		
<b>Asset Title:</b>	<b>Sludge Pump 1 with Grinder</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Dry Weather Pump Station	<b>Amount:</b>	\$ 70,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pump sludge and grinds any large objects at Dry Weather Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	5 Years
<b>Original date in service:</b>	2019	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-006</b>		
<b>Asset Title:</b>	<b>Bar Rack 2</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screening and Grit Building - Preliminary	<b>Amount:</b>	\$ 60,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Removes large objects from influent at the preliminary screening and grit building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	4 Years
<b>Original date in service:</b>	2020	<b>Original estimated Actual Useful Life:</b>	7 Years



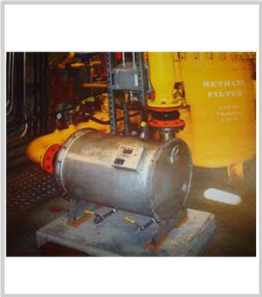
<b>Asset Allocation No.</b>	<b>OC25-047-007</b>		
<b>Asset Title:</b>	<b>Vehicle 330</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Maintenance Building	<b>Amount:</b>	\$ 55,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Daily field work and inspections.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	8 Years
<b>Original date in service:</b>	2016	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-047-008</b>		
<b>Asset Title:</b>	<b>Vehicle 351</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Maintenance Building	<b>Amount:</b>	\$ 55,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Daily field work and inspections.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-047-009</b>		
<b>Asset Title:</b>	<b>Booster Pump 2 Methane Gas</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Digester Control Building	<b>Amount:</b>	\$ 55,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Transfer methane gas to boiler.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	6 Years
<b>Original date in service:</b>	2018	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-010</b>		
<b>Asset Title:</b>	<b>Sewage Pump Saylesville Pump Station</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Saylesville Pump Station	<b>Amount:</b>	\$ 48,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps sewage at Saylesville Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	15 Years
<b>Original date in service:</b>	2008	<b>Original estimated Actual Useful Life:</b>	15 Years




<b>Asset Allocation No.</b>	<b>OC25-047-011</b>		
<b>Asset Title:</b>	<b>Sewage Pump Washington Highway Pump Station</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Washington Highway Pump Station	<b>Amount:</b>	\$ 48,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps Sewage at Washington Highway Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	15 Years
<b>Original date in service:</b>	2007	<b>Original estimated Actual Useful Life:</b>	15 Years




<b>Asset Allocation No.</b>	<b>OC25-047-012</b>		
<b>Asset Title:</b>	<b>Control Module and Bank Control Boards</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Dry Weather Effluent Pump Station/UV	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Communicates and sends information to the controller to the Dry Weather Effluent Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	19 Years
<b>Original date in service:</b>	2005	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-013</b>		
<b>Asset Title:</b>	<b>Scum Pump 1</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Scum Pump Station 1	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Moves the scum to the wells to be removed from Scum Pump Station 1.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-014</b>		
<b>Asset Title:</b>	<b>Scum Pump 2</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Scum Pump Station 2	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Moves the scum to the wells to be removed from Scum Pump Station 2.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-015</b>		
<b>Asset Title:</b>	<b>Scum Pump 3</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Scum Well 3 Mixed Liquor Chamber	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Moves the scum to the wells to be removed from mixed liquor chamber.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	15 Years
<b>Original date in service:</b>	2009	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-016</b>		
<b>Asset Title:</b>	<b>Dewatering Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Dewatering Pump Station	<b>Amount:</b>	\$ 35,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Separates water from the sludge at Wet Weather Dewatering Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	7 Years
<b>Original date in service:</b>	2017	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-017</b>		
<b>Asset Title:</b>	<b>Flushing Water Pump 3 with AES Seal</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Disinfection/Plant Water Buildi	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Supplies plant water to Bucklin Point campus.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	16 Years
<b>Original date in service:</b>	2008	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-018</b>		
<b>Asset Title:</b>	<b>Uninterruptible Power Supply</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screening and Grit Building	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Ensures Reliability at Screening and Grit Building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-019</b>		
<b>Asset Title:</b>	<b>Control Panels</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Bisulfite Building	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Motor control center at bisulfite building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	21 Years
<b>Original date in service:</b>	2003	<b>Original estimated Actual Useful Life:</b>	7 Years



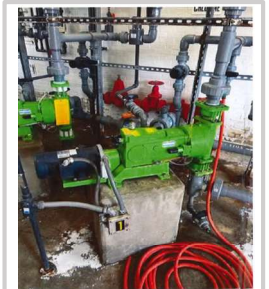
<b>Asset Allocation No.</b>	<b>OC25-047-020</b>		
<b>Asset Title:</b>	<b>Vehicle Lift</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	3 Bay Garage	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	To perform service on vehicles.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-047-021</b>		
<b>Asset Title:</b>	<b>Thickener Waste Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Gravity Belt Thickener Building	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps higher percent of solids and higher viscosity fluids at the gravity belt thickener building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	15 Years
<b>Original date in service:</b>	2009	<b>Original estimated Actual Useful Life:</b>	7 Years



<b>Asset Allocation No.</b>	<b>OC25-047-022</b>		
<b>Asset Title:</b>	<b>Hypochlorite Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Disinfection/Plant Water Building	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Supplies Sodium Hypochlorite to effluent at Wet Weather Disinfection/Plant Water Building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	21 Years
<b>Original date in service:</b>	2003	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-023</b>		
<b>Asset Title:</b>	<b>Sewage Pump 3</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Washington Highway Pump Station	<b>Amount:</b>	\$ 30,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Pumps sewage from Washington Highway Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	15 Years
<b>Original date in service:</b>	2009	<b>Original estimated Actual Useful Life:</b>	7 Years







<b>Asset Allocation No.</b>	<b>OC25-047-024</b>		
<b>Asset Title:</b>	<b>Flow Meter</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Final Clarifiers 1-6	<b>Amount:</b>	\$ 26,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Measures Flow at Final Clarifiers 1-6.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	9 Years
<b>Original date in service:</b>	2015	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-025</b>		
<b>Asset Title:</b>	<b>Limortorque Actuators and Gearbox</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Blower Building	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Controls amount of air put into aeration tanks.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-026</b>		
<b>Asset Title:</b>	<b>Grit Pump 1</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screening and Grit Building	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Removes grit from influent at Screening and Grit Building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	9 Years
<b>Original date in service:</b>	2015	<b>Original estimated Actual Useful Life:</b>	7 Years



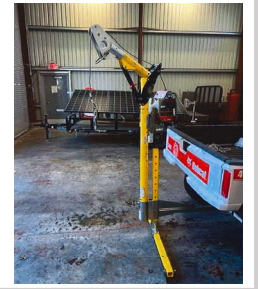
<b>Asset Allocation No.</b>	<b>OC25-047-027</b>		
<b>Asset Title:</b>	<b>Actuators</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Final Clarifiers 1-6	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Open and close valves at Final Clarifiers 1-6.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	19 Years
<b>Original date in service:</b>	2005	<b>Original estimated Actual Useful Life:</b>	7 Years



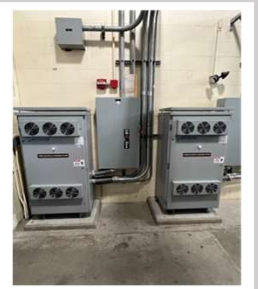
<b>Asset Allocation No.</b>	<b>OC25-047-028</b>		
<b>Asset Title:</b>	<b>Actuators and Sluice Gates</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Return Sludge Pump Station	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Open and close valves at Return Sludge Pump Station.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	24 Years
<b>Original date in service:</b>	2000	<b>Original estimated Actual Useful Life:</b>	7 Years



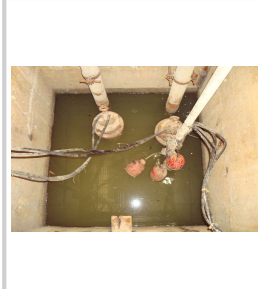
<b>Asset Allocation No.</b>	<b>OC25-047-029</b>		
<b>Asset Title:</b>	<b>Confined Space Safety Equipment</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Bucklin Point Plant Equipment	<b>Amount:</b>	\$ 25,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Safety hoist to enter confined spaces.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	11 Years
<b>Original date in service:</b>	2013	<b>Original estimated Actual Useful Life:</b>	7 Years



<b>Asset Allocation No.</b>	<b>OC25-047-030</b>		
<b>Asset Title:</b>	<b>Harmonic Filters</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Blower Building	<b>Amount:</b>	\$ 24,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Prevents unwanted materials from entering the system.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-047-031</b>		
<b>Asset Title:</b>	<b>Sump Pumps</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Screening and Grit Building	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Prevents flooding in buildings.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	22 Years
<b>Original date in service:</b>	2002	<b>Original estimated Actual Useful Life:</b>	7 Years







<b>Asset Allocation No.</b>	<b>OC25-047-032</b>		
<b>Asset Title:</b>	<b>Steel Door</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Wet Weather Effluent Pump Station	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Exterior door to Wet Weather Effluent Pump Station.		
<b>Budget Account:</b>	16615 Building & Other Structures Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	52 Years
<b>Original date in service:</b>	1972	<b>Original estimated Actual Useful Life:</b>	50 Years



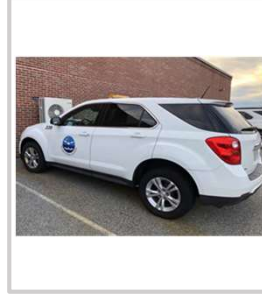
<b>Asset Allocation No.</b>	<b>OC25-047-033</b>		
<b>Asset Title:</b>	<b>Wash Water Booster Pump</b>	<b>Cost Center:</b>	Bucklin Point
<b>Asset Location:</b>	Digester Control Building	<b>Amount:</b>	\$ 15,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Cleans gravity thickener belt at Digester Control Building.		
<b>Budget Account:</b>	16525 Building and Plant Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	6 Years
<b>Original date in service:</b>	2018	<b>Original estimated Actual Useful Life:</b>	7 Years




<b>Asset Allocation No.</b>	<b>OC25-051-001</b>		
<b>Asset Title:</b>	<b>Door Lock Upgrades</b>	<b>Cost Center:</b>	Technical Analysis & Compliance
<b>Asset Location:</b>	Various FP Facilities	<b>Amount:</b>	\$ 10,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Deadbolt system upgrades at all NBC buildings on Field's Point campus to create active shooter safe rooms.		
<b>Budget Account:</b>	16610 Building & Other Structures		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	N/A
<b>Original date in service:</b>		<b>Original estimated Actual Useful Life:</b>	50 Years




<b>Asset Allocation No.</b>	<b>OC25-052-001</b>		
<b>Asset Title:</b>	<b>Vehicle 339</b>	<b>Cost Center:</b>	Pretreatment
<b>Asset Location:</b>	Field's Point Pretreatment Plant	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Conduct inspections and investigations.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	9 Years
<b>Original date in service:</b>	2015	<b>Original estimated Actual Useful Life:</b>	5 Years



<b>Asset Allocation No.</b>	<b>OC25-053-001</b>		
<b>Asset Title:</b>	<b>Water Purification System</b>	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building	<b>Amount:</b>	\$ 250,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Reagent preparation for all lab tests that require analytical grade purified water.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	6 Years
<b>Original date in service:</b>	2018	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-053-002</b>		
<b>Asset Title:</b>	<b>Auto-Titration System</b>	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building - Laboratory	<b>Amount:</b>	\$ 100,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Test for low and high alkalinity in FP/BP plant samples.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	5 Years
<b>Original date in service:</b>	2019	<b>Original estimated Actual Useful Life:</b>	5 Years




MT-30 pH, AM122, Angled View - Mantech

<b>Asset Allocation No.</b>	<b>OC25-053-003</b>		
<b>Asset Title:</b>	<b>Total Organic Carbon System</b>	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building	<b>Amount:</b>	\$ 83,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Test for total organic carbon in FP and BP plants.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	6 Years
<b>Original date in service:</b>	2018	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-053-004</b>		
<b>Asset Title:</b>	<b>Microbiology Microscope System</b>	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building-Laboratory	<b>Amount:</b>	\$ 64,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Biological examination of FP/BP plants and plankton samples.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	18 Years
<b>Original date in service:</b>	2006	<b>Original estimated Actual Useful Life:</b>	5 Years




ECLIPSE Ni/Ci Upright Microscope


<b>Asset Allocation No.</b>	<b>OC25-053-005</b>		
<b>Asset Title:</b>	<b>LIMS Upgrades</b>	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> B
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	New enhancements to the Laboratory Information Management System.		
<b>Budget Account:</b>	16550 Computer Equipment		
<b>Type:</b>	NEW	<b>Actual Useful Life:</b>	3 Years
<b>Original date in service:</b>	N/A	<b>Original estimated Actual Useful Life:</b>	N/A




<b>Asset Allocation No.</b>	<b>OC25-053-006</b>		
<b>Asset Title:</b>	<b>Laboratory Refrigerators</b>	<b>Cost Center:</b>	Laboratory
<b>Asset Location:</b>	Water Quality Science Building - Laboratory	<b>Amount:</b>	\$ 40,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Stores permit samples according to regulations.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	7 Years
<b>Original date in service:</b>	2017	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-055-001</b>		
<b>Asset Title:</b>	<b>Vehicle 340</b>	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Field's Point	<b>Amount:</b>	\$ 50,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Field sample collections.		
<b>Budget Account:</b>	16515 Automotive Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-055-002</b>		
<b>Asset Title:</b>	<b>Fixed Site Sonder and Associated Equipment</b>	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Upper Narragansett Bay/Seekonk River	<b>Amount:</b>	\$ 45,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	NBC fixed site and buoy stations in upper bay.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	10 Years
<b>Original date in service:</b>	2014	<b>Original estimated Actual Useful Life:</b>	5 Years




<b>Asset Allocation No.</b>	<b>OC25-055-003</b>		
<b>Asset Title:</b>	Fixed Site Probes, Handheld Meter, & Rental Equipment	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Upper Narragansett Bay/Seekonk River	<b>Amount:</b>	\$ 34,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
<b>Asset Description:</b>	Provides river data during nutrients sample collections and used in equipment calibrations.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	5 Years
<b>Original date in service:</b>	2019	<b>Original estimated Actual Useful Life:</b>	5 Years



<b>Asset Allocation No.</b>	<b>OC25-055-004</b>		
<b>Asset Title:</b>	<b>Nutrient Deionized Water Unit</b>	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Water Quality Science Building/ EM Lab	<b>Amount:</b>	\$ 22,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Quality assurance/quality control samples, bottle and equipment cleaning/rinsing, and equipment calibration.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	14 Years
<b>Original date in service:</b>	2010	<b>Original estimated Actual Useful Life:</b>	5 Years



<b>Asset Allocation No.</b>	<b>OC25-055-005</b>		
<b>Asset Title:</b>	<b>Plant Deionized Water Units</b>	<b>Cost Center:</b>	Environmental Monitoring
<b>Asset Location:</b>	Water Quality Science Building/ EM Lab	<b>Amount:</b>	\$ 22,000 <b>Priority Ranking:</b> A
<b>Need identified:</b>	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other
<b>Asset Description:</b>	Quality assurance/quality control samples, bottle and equipment cleaning/rinsing, and equipment calibration.		
<b>Budget Account:</b>	16575 Lab & Sampling Equipment Replacement		
<b>Type:</b>	REPLACEMENT	<b>Actual Useful Life:</b>	8 Years
<b>Original date in service:</b>	2016	<b>Original estimated Actual Useful Life:</b>	5 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) 2025 as well as the following five years (FY 2026-2030).



*Bucklin Point Wastewater Treatment Facility*

## Capital Improvement Program Overview

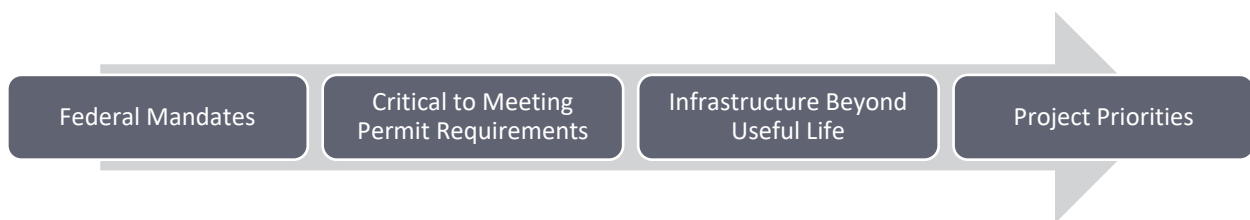
The CIP identifies a total of 44 projects that are either in progress, to be initiated, or to be completed during FY 2025-2030 at an estimated cost of \$559.8 million. Of this total, 61.9% are programmed for the next two fiscal years, and 74.9% are for construction and construction management. See the table below for the FY 2025-2030 CIP costs by category.

**FY 2025-2030 CIP Costs by Category**  
(In Thousands)

Category	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2025 - 2030
<b>Administrative</b>	\$ 5,771	\$ 4,486	\$ 3,358	\$ 1,503	\$ 1,275	\$ 1,294	\$ 17,687
<b>Land</b>	500	2,650	-	-	-	-	3,150
<b>A/E Professional</b>	14,851	12,859	9,439	5,661	2,192	3,426	48,428
<b>Construction</b>	152,753	114,777	71,854	26,245	28,393	25,460	419,482
<b>Contingency</b>	11,540	15,077	14,763	6,794	4,920	2,381	55,474
<b>Other</b>	7,005	4,240	2,552	496	1,117	154	15,564
	<b>\$ 192,419</b>	<b>\$ 154,090</b>	<b>\$ 101,966</b>	<b>\$ 40,698</b>	<b>\$ 37,896</b>	<b>\$ 32,714</b>	<b>\$ 559,784</b>

## 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 are 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 2023

- Budget Forms Available

### NOVEMBER 2023

- FY 2025-2030 CIP Workbooks with Cash Draws submittal by Project Managers
- Submittal review and identification of CIP operating impacts

### DECEMBER 2023

- CIP Review Committee Meeting
- Completion of Project Detail Worksheets
- Completion of CIP Analysis
- Draft CIP Narrative

### JANUARY 2024

- Completion of CIP Analysis
- Complete CIP Narrative
- Development of capital budget financing plan
- Finance Committee and Board Review and Approval of CIP on January 16, 2024

## 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, architectural/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 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.

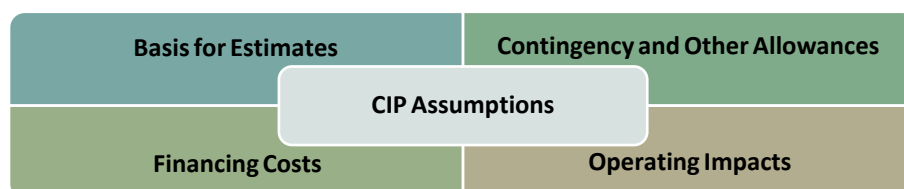
Additional capital budget amendments by task may be authorized during the fiscal year to reflect change orders and Finance may also modify funding sources. Please refer to the Long-Term Financial Plan section of the Budget for information regarding the financing and funding sources of the CIP.

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.






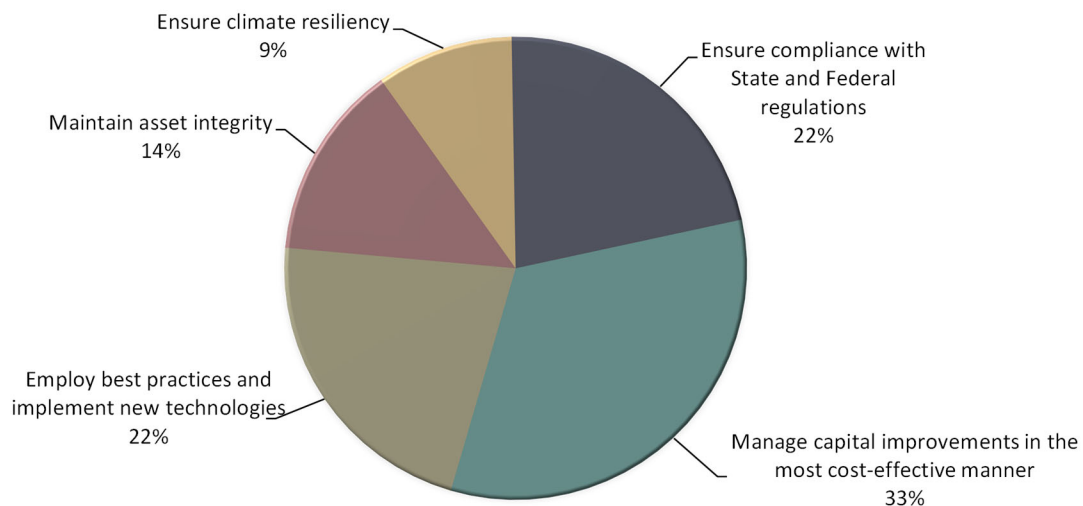
## Capital Projects by Strategic Objective

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 33%, 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, 22% 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 continuous operation and the protection of assets through NBC's asset management program at 14%; and ensuring climate resiliency of NBC's existing and future facilities at 9%.

### Percentage of CIP Projects Aligned to Strategic Plan Core Business Goal

 <b>Core Business: Operate, maintain, and protect our collection and treatment systems to ensure that all State and Federal requirements are met or surpassed.</b>		
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	33%	Manage the planning, design and construction of capital improvements in the most cost-effective manner to ensure compliance with regulatory requirements.
CB3	22%	Ensure the cost-effective operation and maintenance of NBC wastewater treatment and collection system through best practices and the implementation of new technologies.
CB4	14%	Maintain NBC's asset management program to ensure continuous operation and the protection of assets.
CB5	9%	Ensure climate resiliency of NBC's existing and future facilities.

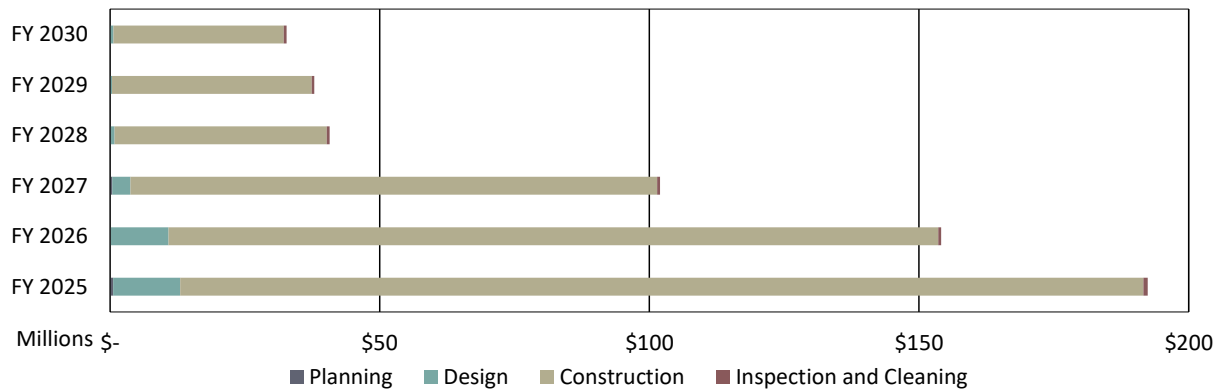
### Core Business Goals



## Capital Expenditures by Phase

NBC's capital projects are 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 separated 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 94.1% of the programmed expenditures during fiscal years 2025 - 2030 relate to the construction phase at \$527.0 million.

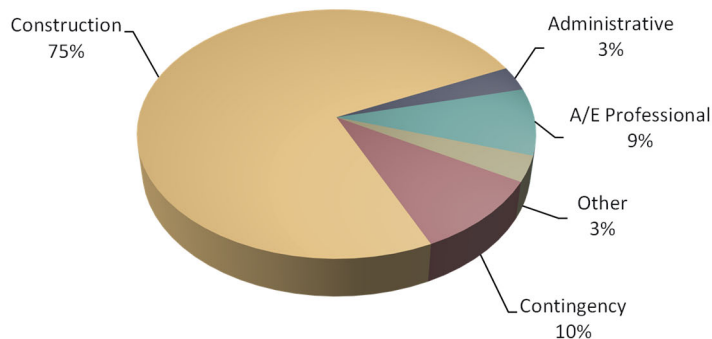
**FY 2025-2030 Capital Expenditures by Phase**  
(In Millions)



## Capital Expenditures by Cost Category

Capital expenditures are divided into five cost categories as shown in the graph below. The Administrative cost category includes NBC's project management costs as well as traffic control, legal services, and advertising expense. The Architectural/Engineering (A/E) Professional cost category involves professional planning or design services. The Construction cost category represents contractor and outside construction management costs. The Contingency cost category includes a provision for construction cost increases based upon industry experience related to construction cost factors. As shown in the chart below, Construction costs are approximately 74.9% or \$419.5 million of the total costs for FY 2025 - FY 2030. Contingency is 9.9% or \$55.5 million and A/E Professional Services is 8.7% of the costs or \$48.4 million during this same period. The remaining 6.5% or \$33 thousand is for Administrative and Other cost categories which includes NBC labor, advertising, and legal services.

**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) Improvements	WWTF Improvements, Sludge Digestion Facilities, Long-Range Biosolids Disposal, and Data Communications Upgrades
Bucklin Point Resiliency Improvements	Ultraviolet (UV) Disinfection, 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, PFAS, Asset Management Program Support Services, and ERP Replacement
CSO Phase III Facilities	CSO Phase III A, B, C, and D
Sewer System Improvements	Easement Restoration, Sewer System, and Pump Stations
Interceptor Cleaning and Restorations	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 2024-2029	FY 2025-2030	Change	% Change
CSO Phase III Facilities	\$ 474,125	\$ 332,513	\$ (141,612)	(29.9%)
Field's Point Resiliency Improvements	103,195	106,090	2,895	2.8%
Bucklin Point Resiliency Improvements	35,791	19,740	(16,051)	(44.8%)
Wastewater Treatment Facility Improvements	25,606	58,601	32,996	128.9%
Sewer System Improvements	22,735	21,332	(1,403)	(6.2%)
Interceptor Restoration and Construction	11,961	11,100	(861)	(7.2%)
Infrastructure Management	4,912	7,097	2,185	44.5%
Interceptor Cleaning and Restoration	3,000	3,312	312	10.4%
<b>Total</b>	<b>\$ 681,323</b>	<b>\$ 559,784</b>	<b>\$ (121,539)</b>	<b>(17.8%)</b>

On a year-over-year basis, the most significant percentage change from the prior year is a 128.9% increase for the Wastewater Treatment Facility Improvements. The increase in this functional area is a result of several changes from the prior year. The largest increase is a result of the expansion in the scope of the Data Communications Upgrades and WWTF Network Improvements Project (20801) to include the replacement of the programmable logic controller system at Bucklin Point at an estimated cost of \$15.5 million. Second is the inclusion of a Phase 2 Regional Study for the Long Range Biosolids Disposal Project (20700) with an estimated cost increase of \$7.9 million. Finally, the last two major increases are attributed to adding two new projects, the FPWWTF Wet Weather Clarifier Facility Improvements Project (20900) at \$5.4 million and the BPWWTF Service Building Demolition Project (81701) at \$3.2 million.

The most significant percentage decrease from last year's CIP is a 44.8% decrease for the Bucklin Point Resiliency Improvements functional area. The decrease in this functional area is attributable to the completion of the BPWWTF Operations and Maintenance Buildings Project (81700).

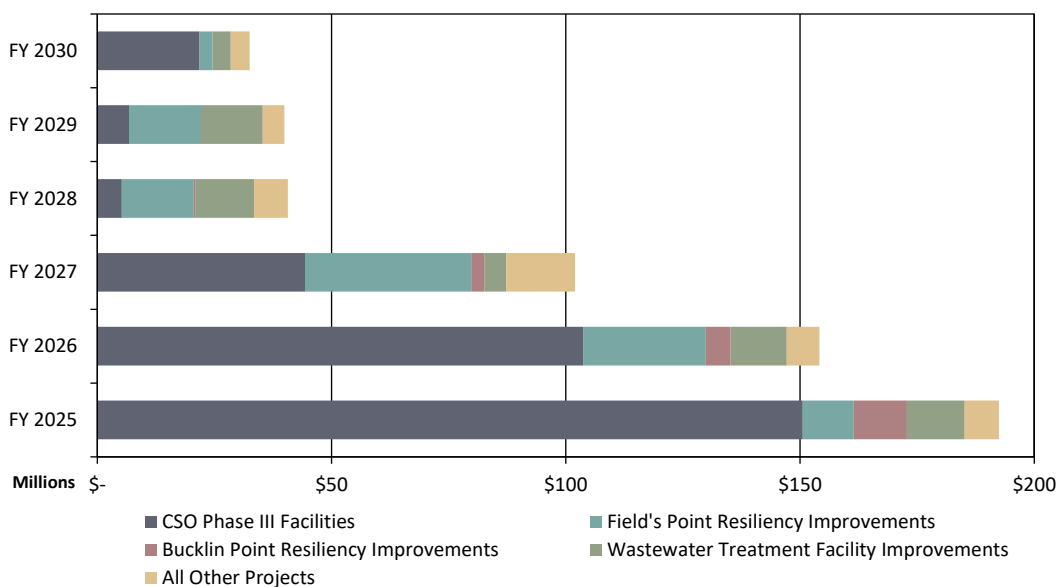
In terms of dollars, the CSO Phase III A Facilities show the most significant change, a decrease of \$141.6 million. This decrease is primarily due to progress made on the construction of the Pawtucket Tunnel and Pump Station Shaft Project (30801) which will be 91% complete in FY 2024.

## Significant Capital Improvement Projects

The most significant projects in this year's CIP are the CSO Phase III Facilities at \$332.5 million or 59.4% of programmed costs for FY 2025 - FY 2030. This is followed by the Field's Point Resiliency Improvements projects at \$106.1 million or 19.0%, the Wastewater Treatment Facility Improvements projects at \$58.6 million or 10.5%, and the Bucklin Point Resiliency Improvements projects totaling \$19.7 million or 3.5%. The following table and graph show the programmed expenditures for the major projects included in FY 2025 - 2030. A discussion of the capital projects is on the following pages.

Largest Capital Projects (In Thousands)		
Project	Estimated Cost FY 2025 - 2030	Percent of Total
CSO Phase III Facilities	\$ 332,513	59%
Field's Point Resiliency Improvements	106,090	19%
Wastewater Treatment Facility Improvements	58,601	10%
Bucklin Point Resiliency Improvements	19,740	4%
All Other Projects	42,841	8%
<b>Total</b>	<b>\$ 559,784</b>	<b>100%</b>

**FY 2025-2030 Expenditures by Major Project**  
(In Millions)



## Comprehensive Combined Sewer Overflow (CSO) Program

NBC's single largest project in the CIP is the CSO Phase III Facilities at an estimated cost over fiscal years 2025 – 2030 of \$332.5 million. 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 \$10.0 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). Beyond 2023, these projects are forecasted to increase by 3% annually to account for inflation through midpoint of design and construction.



**CSO Phase III A Tunnel Construction**

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

### CSO Phase III Program

(In Millions)

Phase	Scope	Amount *	Start	Completion
<b>Phase III A</b>	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.	\$881.1	4/1/2013	4/1/2028
<b>Phase III B</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	6/30/2031
<b>Phase III C</b>	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
<b>Phase III D</b>	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
<b>Total</b>		\$ 1,377.7		

\* 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 \$304.4 million during FY 2025 - FY 2030, a decrease of \$164.3 million or 35% reduction over last year's CIP. The decrease reflects progress made on the construction of the Pawtucket Tunnel and Pump Station Shaft Project (30801) in FY 2024. In addition, there were three projects completed, the CSO Phase III A Facilities – OF 217 Project (30805), the CSO Phase III A Facilities – Regulator Modifications Project (30807), and the CSO Phase III A - GSI Projects Project (30809). Based on the total current estimated costs, Phase III A will be approximately 65% complete by the end of FY 2024.



**CSO Phase III A Pawtucket Tunnel and Pump Station Shaft Construction Site**

The largest project of this phase is the Pawtucket Tunnel and Pump Station Shaft Project (30801) at an estimated cost of \$485.7 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 Shaft Project is 91% complete with a completion date of December 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)

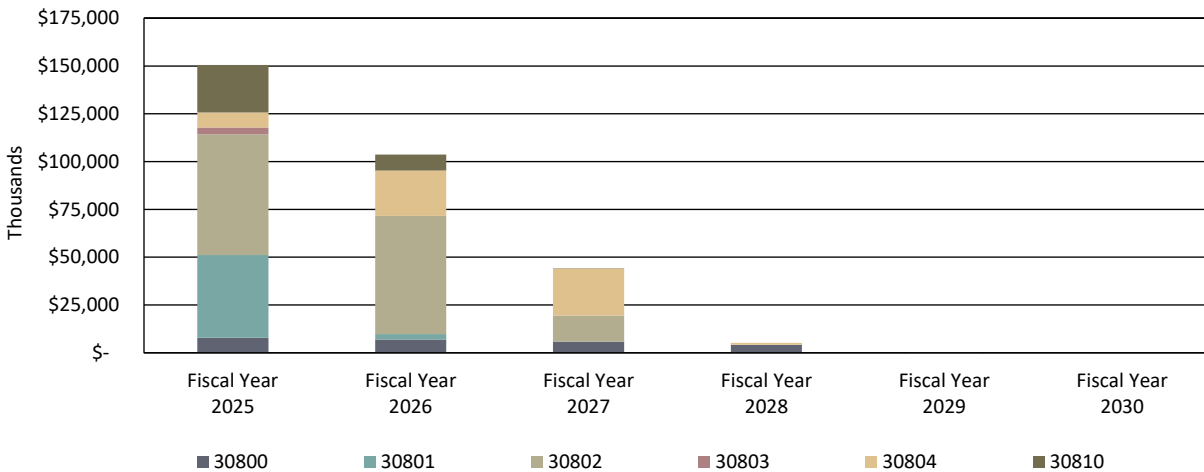
Project Number	Project Name	Estimated Cost *	Construction Start Date	Construction End Date	Percent Complete
30800	CSO Phase III A Facilities - Design and Construction Program Management	\$ 91.9	N/A	N/A	
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	485.7	Dec-20	Dec-25	91%
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	149.4	Feb-24	Jul-27	7%
30803	CSO Phase III A Facilities - OF 205	7.7	Mar-23	Dec-25	52%
30804	CSO Phase III A Facilities - OF 210, 213, 214	57.4	Jan-24	Apr-28	1%
30805	CSO Phase III A Facilities - OF 217	13.1	Dec-21	Oct-23	100%
30807	CSO Phase III A Facilities - Regulator Modifications	5.7	Apr-21	Aug-23	100%
30808	CSO Phase III A Facilities - GSI Demonstration	1.8	Sep-19	Feb-21	100%
30809	CSO Phase III A Facilities - GSI Projects	9.2	Nov-19	Apr-23	100%
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	57.9	Jul-22	Oct-26	42%
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%
<b>Total</b>		<b>\$ 881.1</b>			

\*Excludes costs incurred prior to FY 2020



The following graph shows the CSO Phase III A Facilities will be substantially complete in FY 2028, with cost projected to be \$150.6 million in FY 2025. Costs are expected to decrease to \$103.7 million in FY 2026. The estimated costs continue to decrease to \$44.3 million in FY 2027, \$5.2 million in FY 2028, \$367 thousand in FY 2029, and \$127 thousand in FY 2030.

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



### CSO Phase III B Facilities

This year's CIP 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 will be 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 \$28.1 million programmed in FY 2025-2030 window.

**CSO Phase III B Facilities Costs, Schedule and Percent Complete**  
(In Thousands)

Project Number	Major Project	FY 2025 - 2030 CIP	Estimated Cost	Percent Complete	Construction Start	Construction End
30830	CSO Phase III B Facilities	\$ 28,118	\$ 45,505	0%	Jan-29	Jun-31
<b>Total</b>		<b>\$ 28,118</b>	<b>\$ 45,505</b>			

## Field’s Point Resiliency Improvements (FP Resiliency Improvements)

NBC identified seven projects shown in the following table that address resiliency concerns. The estimated costs for these projects over the FY 2025-2030 window are \$106.1 million.

Field's Point Resiliency Improvements (In Thousands)					
Project Number	Major Project	FY 2025 - 2030		Total	Percent
		CIP	Estimated Cost	Estimated Cost	Complete
20300	FPWWTF Improvements	\$ 32,093	\$ 35,904	\$ 35,904	11%
20500	FPWWTF Maintenance and Storage Buildings	27,179	29,323	29,323	7%
20400	FPWWTF Ernest Street Pump Station Improvements	26,286	30,395	30,395	14%
40101	FPWWTF Electrical Improvements	11,200	11,200	11,200	0%
71000	Lincoln Septage Receiving Station Replacement	8,055	8,903	8,903	10%
20600	NBC Solar Carport	1,277	1,308	1,308	2%
20800	Cybersecurity Improvements	-	1,575	1,575	100%
<b>Total</b>		<b>\$ 106,090</b>	<b>\$ 118,608</b>	<b>\$ 118,608</b>	

FPWWTF Improvements Project (20300) at an estimated cost of \$32.1 million 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 Variable Frequency Drive units (VFDs) for the return activated sludge pumps.

FPWWTF Maintenance and Storage Buildings Project (20500), at an estimated cost of \$27.2 million, replaces the maintenance building, the 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. .

FPWWTF Ernest Street Pump Station Improvements Project (20400), at an estimated cost of \$26.3 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, 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**

At an estimated cost of \$11.2 million, the FPWWTF Electrical Improvements Project (40101) involves the evaluation and installation of standby power capabilities for critical facilities at the FPWWTF to maintain uninterrupted operation of treatment processes.



**Lincoln Septage Receiving Station**

To replace NBC’s 30-year-old septage receiving station that is beyond its useful life, the Lincoln Septage Receiving Station Replacement Project (71000), estimated to cost \$8.1 million, will include design and construction of a new station that will operate automatically and provide preliminary treatment and testing of septage prior to discharge into the collection system. The new facility will contain an Odor Control System to mitigate and manage fugitive emissions and odors.



Also included as part of FP Resiliency Improvements is the Cybersecurity Improvements Project (20800) at a total cost of \$1.6 million includes improvements in key areas of the IT infrastructure to mitigate cybersecurity risks and ensure NBC’s ability to continuously operate and maintain its facilities. This project was completed in fiscal year 2024.

The NBC Solar Carport Project (20600), estimated to cost \$1.3 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.

## Wastewater Treatment Facility (WWTF) Improvements

This year’s CIP includes \$58.6 million for projects related to NBC’s Wastewater Treatment Facilities. In particular, the Long-Range Biosolids Disposal Project (20700) at an estimated cost of \$19.1 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.



*Field's Point Wet Weather Clarifiers*

Data Communications Upgrades and WWTF Network Improvements Project (20801) at a cost of \$18.7 million involves the implementation of innovative, open architecture-type Ethernet based hybrid data control system upgrades to keep the existing systems viable for many years.

BPWWTF Sludge Digestion Facility Improvements Project (81800) at a cost of \$9.4 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.

Office and Building Improvements Project (91000), at an estimated cost of \$2.2 million, includes office renovations and reconfigurations to accommodate organizational changes and enhance productivity. This project also includes various HVAC control systems upgrades, the replacement of two roof-top air conditioning units, and replacement of the roof at the Field's Point Primary Sludge Pumping Station.

The following table shows the WWTF functional area projects and estimated costs for FY 2025-2030.

WWTF Improvements (In Thousands)					
Project Number	Major Project	FY 2025 - 2030 CIP	Total Estimated Cost	Percent Complete	
20700	Long-Range Biosolids Disposal	\$ 19,099	\$ 19,732	3%	
20801	Data Communications Upgrades and WWTF Network Improvements	18,682	18,912	1%	
81800	BPWWTF Sludge Digestion Facility Improvements	9,383	14,188	34%	
20900	FPWWTF Wet Weather Clarifier Facility Improvements	5,430	5,453	0%	
81701	BPWWTF Service Building Demolition	3,216	3,244	1%	
91000	Office and Building Improvements	2,225	3,046	27%	
24000	NBC Facility Electrical Improvements	568	598	5%	
<b>Total</b>		<b>\$ 58,601</b>	<b>\$ 65,172</b>		

Two new projects were added this year. The FPWWTF Wet Weather Clarifier Facility Improvements Project (20900) at a cost of \$5.4 million consists of the evaluation, design and construction of upgrades to the aging Field's Point WWTF's Wet Weather Clarifier Complex. The BPWWTF Service Building Demolition Project (81701) at \$3.2 million consists of the demolition of the old service building along with the relocation of select utilities.

## 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 \$21.3 million between FY 2025 and FY 2030.



*Reservoir Avenue Pump Station*

The Omega Pump Station Improvements Project (70900) at \$8.9 million and the Reservoir Avenue Pump Station Improvements Project (72000) at \$8.5 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 \$1.8 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 Easements Restoration Project (30500) at a cost of \$1.6 million. Design work is estimated to start in FY 2030 for the Interceptor Maintenance Building Project (12400) if NBC is required by legislation to assume ownership of lateral sewers currently owned by local communities within its district.

Sewer System Improvements are shown in the following table.

Sewer System Improvements (In Thousands)					
Project Number	Major Project	FY 2025 - 2030 CIP	Total Estimated Cost	Percent Complete	
70900	Omega Pump Station Improvements	\$ 8,946	\$ 8,966	3%	
72000	Reservoir Avenue Pump Station Improvements	8,506	8,738	3%	
30610	NBC System-wide Regulator Modifications	1,811	2,564	29%	
30500	NBC Interceptor Easements Restoration, Various Locations	1,578	1,578	0%	
12400	Interceptor Maintenance Building	492	18,039	0%	
<b>Total</b>		<b>\$ 21,332</b>	<b>\$ 39,886</b>		

## 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. Of the three projects, the BPWWTF Operations and Maintenance Buildings Project (81700) is substantially complete and removed from this year's CIP. The following table shows the BP Resiliency Improvements estimated costs by project. The estimated costs for these projects over the FY 2025 – 2030 window are \$19.7 million.

Bucklin Point Resiliency Improvements (In Thousands)					
Project Number	Major Project	FY 2025 - 2030 CIP	Total Estimated Cost	Percent Complete	
81000	BPWWTF UV Disinfection Improvements	\$ 14,236	\$ 25,695	45%	
81600	BPWWTF Improvements	5,504	11,585	52%	
81700	BPWWTF Operations and Maintenance Buildings	-	36,252	100%	
<b>Total</b>		<b>\$ 19,740</b>	<b>\$ 73,531</b>		

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.

## 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 \$1.7 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 \$1.3 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 2025 - 2030 CIP	Total Estimated Cost	Percent Complete	
40200	NBC System-wide Inflow Reduction	\$ 1,690	\$ 1,690	0%	
40550	RIPDES Flow Monitoring System Implementation	1,313	1,860	29%	
30700	NBC System-wide Facilities Planning	1,119	1,119	0%	
40700	Enterprise Resource Planning (ERP) System Replacement	908	908	0%	
1140600	RIPDES Compliance Improvements - PFAS	735	1,651	55%	
40300	Municipal Lateral Sewer Acquisition Impact	645	645	0%	
40600	Asset Management Program Support Services	570	625	9%	
1140900	Water Quality Model Validation and Enhancement	118	163	28%	
<b>Total</b>		<b>\$ 7,097</b>	<b>\$ 8,661</b>		

Two new projects included in this functional area are the Enterprise Resource Planning (ERP) System Replacement Project (40700) which will assess the current ERP along with other systems and find a suitable replacement/upgrade at a cost of \$909 thousand, and the Asset Management Program Support Services Project (40600) which includes planning and design services for the further development, expansion, and support of NBC's Asset Management Program at a cost of \$570 thousand. 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 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 total cost for the Infrastructure Management projects is \$7.1 million.

## Interceptor Cleaning, Restoration and Construction

The CIP includes several collection system infrastructure projects which total \$14.4 million. The largest project in this functional area is the Woonasquatucket CSO OF 046 Improvements Project (30315) at an estimated cost of \$3.9 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 \$6.3 million.

Interceptor Cleaning, Restoration and Construction (In Thousands)						
Project Number	Major Project		FY 2025 - 2030 CIP	Total Estimated Cost	Percent Complete	
30315	Woonasquatucket CSO OF 046 Improvements		\$ 3,874	\$ 3,981	3%	
30400C	Interceptor Restoration and Construction		3,787	5,287	0%	
30421	Louisquisset Pike Interceptor Improvements		2,868	6,261	0%	
30400M	Interceptor Inspection and Cleaning Projects		2,500	3,000	0%	
30482M	Interceptor Inspection and Cleaning		618	618	0%	
30468	Improvements to Interceptors FY 2022		571	2,003	71%	
30481M	Completion of Baseline Siphon Inspections and Cleanings		194	587	67%	
<b>Total</b>			<b>\$ 14,412</b>	<b>\$ 21,736</b>		

## 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 2024, NBC completed five capital projects at a cost of \$65.8 million as shown in the following table.

Completed Projects (In Thousands)		
Project Number	Project Name	Total Cost
81700	BPWWTF Operations and Maintenance Buildings	\$ 36,251
30805	CSO Phase III A Facilities - OF 217	13,086
30809	CSO Phase III A Facilities - GSI Projects	9,188
30807	CSO Phase III A Facilities - Regulator Modifications	5,749
20800	Cybersecurity Improvements	1,574
<b>Total</b>		<b>\$ 65,848</b>

The largest project completed last year was the BPWWTF Operations and Maintenance Buildings Project (81700). This project involved the design and construction of a new Operations Building and a Maintenance/Storage Building at the Bucklin Point campus. The Operations Building contains additional office space, training and locker rooms, and the supervisory control and data acquisition system. The Maintenance/Storage Building(s) support the maintenance services necessary to ensure the reliable operation and performance of critical infrastructure systems and addressed various storage needs at the BPWWTF.

Three of the completed projects were part of the CSO Phase III A Facilities program. Project CSO Phase III A – OF 217 Project (30805) included the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 213 from CSO outfalls 217. Project CSO Phase III A – GSI Projects (30809) involved the construction of green stormwater infrastructure (GSI) in the City of Central Falls. Project CSO Phase III A - Regulator Modifications Project (30807) included modifications at regulators for CSOs 203, 204, 207, 208, 209, 212, 215, and 216.

Also completed in FY 2024 was the Cybersecurity Improvements Project (20800) which included the purchase and implementation of cybersecurity improvements in key areas of the Information Technology (IT) infrastructure to mitigate cybersecurity risks.

## New Projects

This year’s CIP includes five new capital projects totaling \$10.9 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
20900	FPWWTF Wet Weather Clarifier Facility Improvements	\$ 5,453
81701	BPWWTF Service Building Demolition	3,244
40700	Enterprise Resource Planning (ERP) System Replacement	908
40600	Asset Management Program Support Services	625
30482M	Interceptor Inspection and Cleaning	618
<b>Estimated Total</b>		<b>\$ 10,848</b>

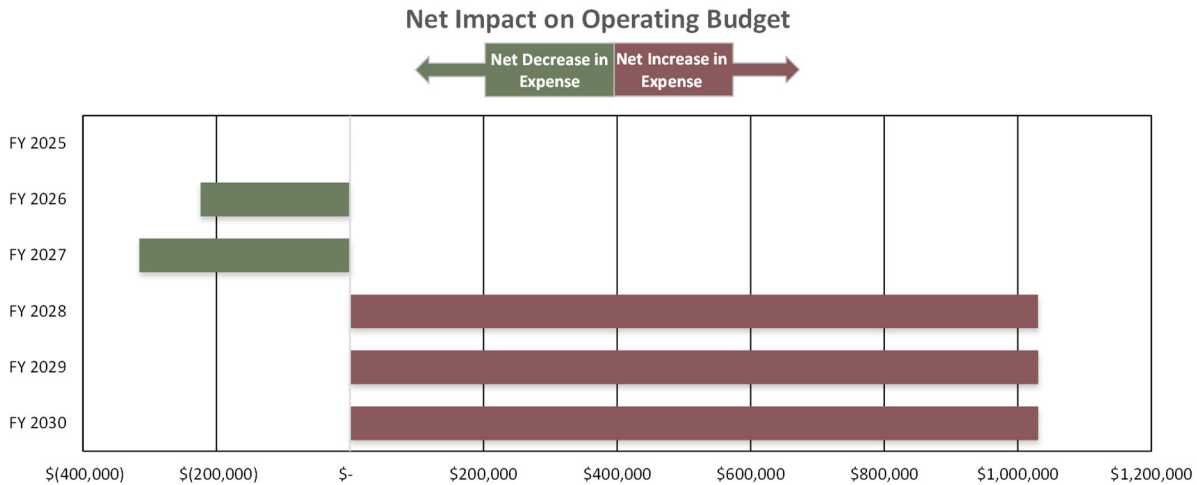
## Impact of Capital Investments on Operating Budget

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 Debt and Long-Term Financial Plan sections 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.

IMPACT	DESCRIPTION	REFLECTION IN TABLES
<b>Reduced Expense</b>	A reduction in operating expense resulting from no longer operating facilities, reduce energy consumption, and/or the purchase of electricity	Shown as a reduction in Operating Expense
<b>Increase Expense</b>	An increase in operating expense resulting from new facilities becoming operational	Shown as an increase in Operating Expense
<b>Increased Revenue</b>	An increase in revenue through new user charges, incentives, and/or sale of Renewable Energy Credits	Shown as an increase in Operating Revenue or Non-Operating Revenue

## FY 2025-2030 Revenue and Expense Impacts

In FY 2030, the estimated impact as a result of these projects is increased annual revenue of \$6,570, expense reduction of \$709,084 and an increase in expense of \$1,746,323. The overall operating budget impact in FY 2030 results in an increased funding requirement of \$1,030,669. 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 2026 and FY 2027. The impact to the operating budget becomes increasingly significant beginning in FY 2028 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 2025-2030. Projects that involve inspection, studies, cleaning, and rehabilitation do not have operating cost impacts and are excluded from this list.

<b>Projected Annual Operating Budget Impacts</b>						
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<b>Projected Annual Operating Revenue Impact</b>						
<b>Increased Revenue</b>						
20600 NBC Solar Carport	\$ -	\$ 3,833	\$ 6,570	\$ 6,570	\$ 6,570	\$ 6,570
<b>Net Increase (Decrease) in Revenue</b>	<b>\$ -</b>	<b>\$ 3,833</b>	<b>\$ 6,570</b>	<b>\$ 6,570</b>	<b>\$ 6,570</b>	<b>\$ 6,570</b>
<b>Projected Annual Operating Expense Impact</b>						
<b>Reduced Expense</b>						
20300 FPWWTF Improvements	\$ -	\$ -	\$ -	\$ (75,000)	\$ (75,000)	\$ (75,000)
20600 NBC Solar Carport	-	(24,588)	(42,150)	(42,150)	(42,150)	(42,150)
71000 Lincoln Septage Receiving Station Replacement	-	(3,467)	(20,800)	(20,800)	(20,800)	(20,800)
81000 BPWWTF UV Disinfection Improvements	-	(228,982)	(343,473)	(343,473)	(343,473)	(343,473)
81800 BPWWTF Sludge Digestion Facility Improvements	-	-	(189,718)	(227,661)	(227,661)	(227,661)
<b>Reduced Expense</b>	<b>\$ -</b>	<b>\$ (257,036)</b>	<b>\$ (596,141)</b>	<b>\$ (709,084)</b>	<b>\$ (709,084)</b>	<b>\$ (709,084)</b>
<b>Increased Expense</b>						
20500 FPWWTF Maintenance and Storage Buildings	\$ -	\$ 16,166	\$ 64,665	\$ 64,665	\$ 64,665	\$ 64,665
20600 NBC Solar Carport	-	1,744	2,990	2,990	2,990	2,990
30802 CSO Phase IIIA Facilities - Tunnel Pump Station Fit-Out	-	-	190,034	1,642,944	1,642,944	1,642,944
40101 FPWWTF Electrical Improvements	-	-	-	3,150	3,437	3,437
81000 BPWWTF UV Disinfection Improvements	-	19,234	28,851	28,851	28,851	28,851
81600 BPWWTF Improvements	-	-	859	3,437	3,437	3,437
<b>Increased Expense</b>	<b>\$ -</b>	<b>\$ 37,144</b>	<b>\$ 287,399</b>	<b>\$ 1,746,037</b>	<b>\$ 1,746,323</b>	<b>\$ 1,746,323</b>
<b>Net (Decrease) Increase in Expense</b>	<b>\$ -</b>	<b>\$ (219,892)</b>	<b>\$ (308,742)</b>	<b>\$ 1,036,952</b>	<b>\$ 1,037,239</b>	<b>\$ 1,037,239</b>
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ (223,725)</b>	<b>\$ (315,312)</b>	<b>\$ 1,030,382</b>	<b>\$ 1,030,669</b>	<b>\$ 1,030,669</b>

### 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 \$42 thousand in electricity savings and revenue of \$7 thousand from the sale of Renewable Energy Credits. Annual maintenance costs are estimated to be \$3 thousand. Completion of this project is scheduled for FY 2025.

NBC Solar Carport				
	Reduced Expense	Increased Expense	Increased Revenue	
RECs Solar	\$ -	\$ -	\$ 6,570	
Electricity	42,150	-	-	
Maintenance	-	2,990	-	
<b>Total</b>	<b>\$ 42,150</b>	<b>\$ 2,990</b>	<b>\$ 6,570</b>	

### 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 innovative technology is estimated to use 1.7 million kWh less per year and require less maintenance, resulting in combined savings of \$343 thousand annually. The increased expense associated with the new building is \$29 thousand annually for utilities and maintenance costs. Completion of this project is scheduled for FY 2027.

BPWWTF UV Disinfection Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ 328,473	\$ 6,565	\$ -	
Natural Gas	-	12,685	-	
Maintenance	15,000	9,600	-	
<b>Total</b>	<b>\$ 343,473</b>	<b>\$ 28,851</b>	<b>\$ -</b>	

### 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 \$65 thousand for utilities.

FPWWTF Maintenance and Storage Buildings				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 23,783	\$ -	
Natural Gas	-	36,812	-	
Water	-	4,070	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 64,665</b>	<b>\$ -</b>	

### 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 thousand annually for maintenance of the new generator.



81600 BPWWTF Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,437	\$ -	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,437</b>	<b>\$ -</b>	<b>-</b>

### 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 thousand annually for maintenance of the new generator.

FPWWTF Facility Electrical Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,437	\$ -	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 3,437</b>	<b>\$ -</b>	<b>-</b>

### 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 \$228 thousand per year.

BPWWTF Sludge Digestion Facility Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Natural Gas	\$ 227,661	\$ -	\$ -	-
<b>Total</b>	<b>\$ 227,661</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

### CSO Phase III A Facilities

CSO Phase III A operating impacts are estimated to commence in FY 2027. An increased expense of \$1.6 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 IIIA Facilities				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 1,100,670	\$ -	-
Natural Gas	-	64,845	-	-
Screening and Grit	-	152,800	-	-
Biosolids	-	248,202	-	-
Water	-	1,405	-	-
Chemicals	-	35,590	-	-
Maintenance	-	29,033	-	-
Personnel	-	10,400	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,642,944</b>	<b>\$ -</b>	<b>-</b>



## 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 thousand per year.

FPWWTF Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Chemicals	\$ 75,000	\$ -	\$ -	-
<b>Total</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## Lincoln Septage Receiving Station Replacement

The Lincoln Septage Receiving Station Replacement 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 of \$21 thousand per year.

Lincoln Septage Receiving Station Replacement				
	Reduced Expense	Increased Expense	Increased Revenue	
Personnel	\$ 20,800	\$ -	\$ -	-
<b>Total</b>	<b>\$ 20,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## Incentives and Reimbursements

It is anticipated that NBC will receive approximately \$3.5 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 thousand. A \$207 thousand grant will be received from the Rhode Island Renewable Energy Fund for the Solar Carport Project. 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.

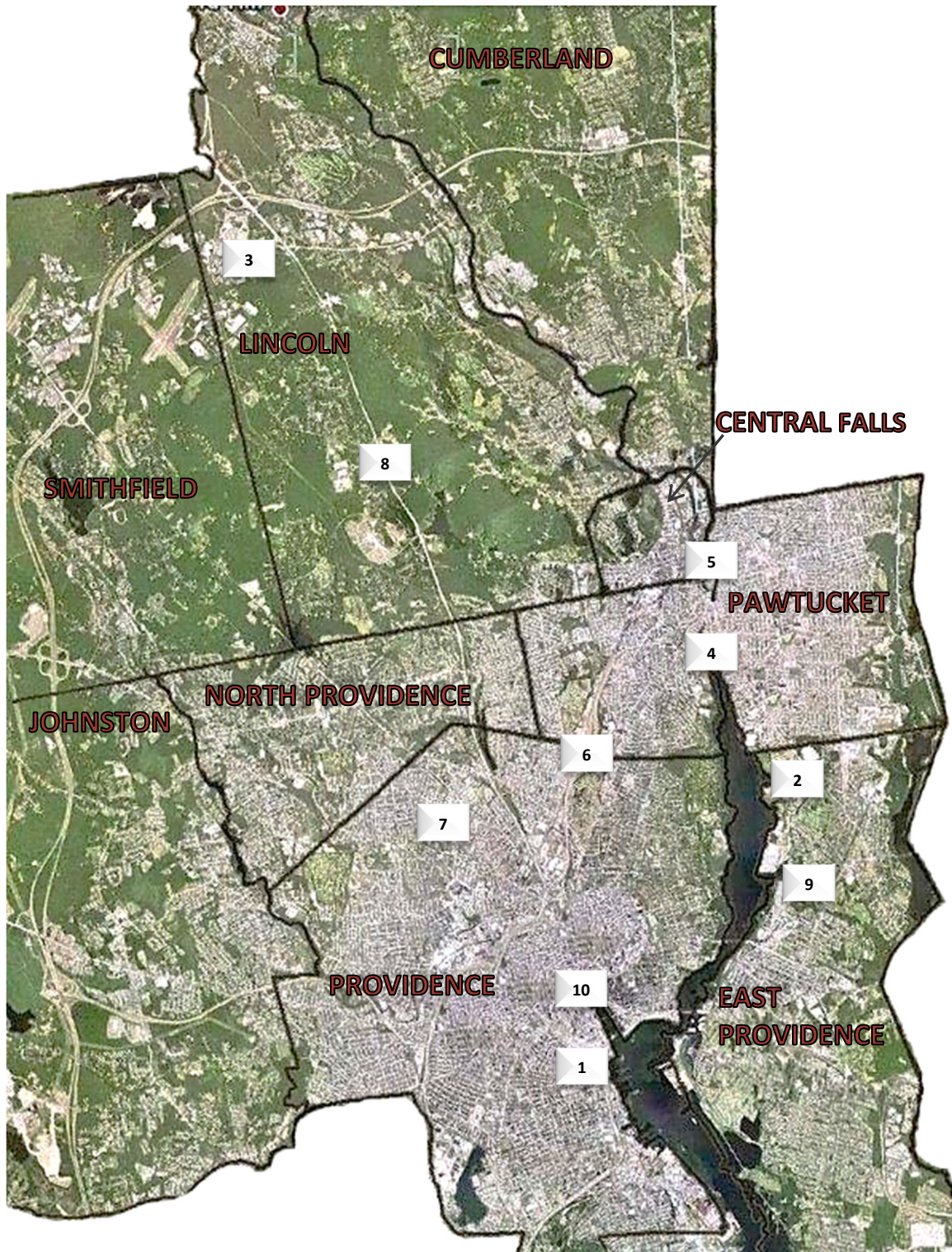
Capital Investment Incentives				
Contract	Project	Source	FY of Award	Amount
81800C	BPWWTF Sludge Digestion Facility Improvements	US Department of Energy - Grant	FY 2027	\$2,900,000
81000C	BPWWTF UV Disinfection Improvements	Rhode Island Energy - Rebate	FY 2027	389,358
20600C	NBC Solar Carport	RI Renewable Energy Fund (REF) - Grant	FY 2025	206,600
				<u>\$3,495,958</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
<b>Wastewater Treatment Facilities Improvements</b>		
1	20000	WWTF Improvements
SW	20700	Long-Range Biosolids Disposal
1	20801	Data Communications Upgrades and WWTF Network Improvements
1	20900	FPWWTF Wet Weather Clarifier Facility Improvements
SW	24000	NBC Facility Electrical Improvements
2	81701	BPWWTF Service Building Demolition
2	81800	BPWWTF Sludge Digestion Facility Improvements
1	91000	Office and Building Improvements
<b>Bucklin Point Resiliency Improvements</b>		
2	81000	BPWWTF UV Disinfection Improvements
2	81600	BPWWTF Improvements
<b>Field's Point Resiliency Improvements</b>		
1	20300	FPWWTF Improvements
1	20400	FPWWTF Ernest Street Pump Station Improvements
1	20500	FPWWTF Maintenance and Storage Buildings
1	20600	NBC Solar Carport
1	40101	FPWWTF Electrical Improvements
3	71000	Lincoln Septage Receiving Station Replacement
<b>Infrastructure Management</b>		
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
SW	40300	Municipal Lateral Sewer Acquisition Impact
SW	40550	RIPDES Flow Monitoring System Implementation
SW	40600	Asset Management Program Support Services
SW	40700	Enterprise Resource Planning (ERP) System Replacement
<b>CSO Phase III Facilities</b>		
4	30800	CSO Phase III A Facilities - Design and Construction Program Management
4	30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft
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	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
<b>Sewer System Improvements</b>		
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
<b>Interceptor Cleaning and Restoration</b>		
SW	30400M	Interceptor Inspection and Cleaning Projects
SW	30481M	Completion of Baseline Siphon Inspections and Cleanings
SW	30482M	Interceptor Inspection and Cleaning
<b>Interceptor Restoration and Construction</b>		
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 2025	Fiscal Year 2025	Fiscal Years 2026-2030	Fiscal Years 2025 - 2030	Post-Fiscal Year 2030	Total Estimated Project Cost
<b>Wastewater Treatment Facility Improvements</b>								
20000	WWTF Improvements	B	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500
20700	Long-Range Biosolids Disposal	A	633	741	18,359	19,099	-	19,732
20801	Data Communications Upgrades and WWTF Network Improvements	B	230	507	18,174	18,682	-	18,912
20900	FPWWTF Wet Weather Clarifier Facility Improvements	A	23	408	5,022	5,430	-	5,453
24000	NBC Facility Electrical Improvements	B	30	568	-	568	-	598
81701	BPWWTF Service Building Demolition	B	28	382	2,834	3,216	-	3,244
81800	BPWWTF Sludge Digestion Facility Improvements	A	4,806	7,480	1,903	9,383	-	14,188
91000	Office and Building Improvements	D	821	2,225	-	2,225	-	3,046
	<i>Subtotal</i>		6,571	12,310	46,291	58,601	500	65,672
<b>Bucklin Point Resiliency Improvements</b>								
81000	BPWWTF UV Disinfection Improvements	A	11,458	10,462	3,775	14,236	-	25,695
81600	BPWWTF Improvements	A	6,081	867	4,637	5,504	-	11,585
	<i>Subtotal</i>		17,539	11,328	8,412	19,740	-	37,280
<b>Field's Point Resiliency Improvements</b>								
20300	FPWWTF Improvements	A	3,811	1,623	30,470	32,093	-	35,904
20400	FPWWTF Ernest Street Pump Station Improvements	A	4,109	5,694	20,592	26,286	-	30,395
20500	FPWWTF Maintenance and Storage Buildings	A	2,144	1,511	25,668	27,179	-	29,323
20600	NBC Solar Carport	A	31	549	728	1,277	-	1,308
40101	FPWWTF Electrical Improvements	A	-	361	10,839	11,200	-	11,200
71000	Lincoln Septage Receiving Station Replacement	A	848	1,140	6,916	8,055	-	8,903
	<i>Subtotal</i>		10,944	10,878	95,212	106,090	-	117,033
<b>Infrastructure Management</b>								
1140600	RIPDES Compliance Improvements - PFAS	C	916	288	447	735	-	1,651
1140900	Water Quality Model Validation and Enhancement	C	46	33	85	118	-	163
30700	NBC System-wide Facilities Planning	D	-	2	1,117	1,119	-	1,119
40200	NBC System-wide Inflow Reduction	D	-	-	1,690	1,690	-	1,690
40300	Municipal Lateral Sewer Acquisition Impact	D	-	-	645	645	-	645
40550	RIPDES Flow Monitoring System Implementation	A	547	1,313	-	1,313	-	1,860
40600	Asset Management Program Support Services	A	56	454	116	570	-	625
40700	Enterprise Resource Planning (ERP) System Replacement	D	-	52	857	908	-	908
	<i>Subtotal</i>		1,564	2,140	4,956	7,097	-	8,661
<b>CSO Phase III Facilities</b>								
30800	CSO Phase III A Facilities - Design and Construction Program Management	A	66,721	7,861	17,283	25,144	-	91,865
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	A	439,673	43,253	2,764	46,017	-	485,690
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	A	10,465	63,177	75,804	138,981	-	149,446
30803	CSO Phase III A Facilities - OF 205	A	4,016	3,553	96	3,649	-	7,665
30804	CSO Phase III A Facilities - OF 210, 213, 214	A	412	7,890	49,115	57,005	-	57,416
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	A	24,297	24,876	8,724	33,600	-	57,897
	<i>CSO Phase III A Facilities Subtotal</i>		545,584	150,610	153,785	304,394	-	849,978
30830	CSO Phase III B Facilities	A	-	-	28,118	28,118	17,387	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>		-	-	28,118	28,118	468,453	496,571
	<i>Subtotal</i>		545,584	150,610	181,903	332,513	468,453	1,346,550
<b>Sewer System Improvements</b>								
12400	Interceptor Maintenance Building	C	-	-	492	492	17,548	18,039
30500	NBC Interceptor Easements Restoration, Various Locations	B	-	36	1,542	1,578	-	1,578
30610	NBC System-wide Regulator Modifications	A	753	1,412	399	1,811	-	2,564
70900	Omega Pump Station Improvements	B	20	679	8,266	8,946	-	8,966
72000	Reservoir Avenue Pump Station Improvements	B	233	714	7,792	8,506	-	8,738
	<i>Subtotal</i>		1,006	2,841	18,491	21,332	17,548	39,886
<b>Interceptor Inspection and Cleaning</b>								
30400M	Interceptor Inspection and Cleaning Projects	A	-	-	2,500	2,500	500	3,000
30481M	Completion of Baseline Siphon Inspections and Cleanings	A	393	194	-	194	-	587
30482M	Interceptor Inspection and Cleaning	B	-	618	-	618	-	618
	<i>Subtotal</i>		393	812	2,500	3,312	500	4,205
<b>Interceptor Restoration and Construction</b>								
30400C	Interceptor Restoration and Construction	B	-	1,045	2,742	3,787	1,500	5,287
30315	Woonasquatucket CSO OF 046 Improvements	B	107	36	3,838	3,874	-	3,981
30421	Louisquisset Pike Interceptor Improvements	C	-	-	2,868	2,868	3,393	6,261
30468	Improvements to Interceptors FY 2022	A	1,432	419	152	571	-	2,003
	<i>Subtotal</i>		1,538	1,500	9,600	11,100	4,893	17,531
<b>Total</b>			<b>\$ 585,139</b>	<b>\$ 192,419</b>	<b>\$ 367,365</b>	<b>\$ 559,784</b>	<b>\$ 491,894</b>	<b>\$ 1,636,817</b>

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	Ongoing	Ongoing	Ongoing	\$500
<b>Total Project</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$500</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$	-	-	-	-	-	-	-	500	500

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 64	\$ 64
A/E Professional	-	-	-	-	-	-	-	284	284
Construction	-	-	-	-	-	-	-	79	79
Contingency	-	-	-	-	-	-	-	58	58
Other	-	-	-	-	-	-	-	15	15
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	September-26	63 Months	\$5,346
Construction	October-26	December-29	39 Months	14,386
<b>Total Project</b>	<b>July-21</b>	<b>December-29</b>	<b>102 Months</b>	<b>\$19,732</b>



Photo: Sludge Dewatering and Handling Facility

This project involves the evaluation, planning and development of a reliable long-term sludge management strategy for sludge generated at NBC's Field's Point and Bucklin Point WWTFs. This study will explore the requirement and relative benefits of various appropriate industry standard residual solids disposal and management practices to address NBC's needs. The study will evaluate the relative benefits of continuing with similar disposal practices on a long-term basis for both WWTFs, as well as more capital-intensive options such as constructing new sludge process facilities.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 633	\$ 741	\$ 3,663	\$ 862	\$ 5,674	\$ 5,660	\$ 2,500	\$ -	\$ 19,732

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 257	\$ 265	\$ 191	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ 735
Land	-	-	2,500	-	-	-	-	-	2,500
A/E Professional	309	371	721	225	-	-	-	-	1,626
Other	68	105	251	62	-	-	-	-	486
<b>Total</b>	<b>\$ 633</b>	<b>\$ 741</b>	<b>\$ 3,663</b>	<b>\$ 310</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,346</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ 59	\$ 120	\$ 120	\$ 60	\$ -	\$ 359
A/E Professional	-	-	-	52	213	250	235	-	750
Construction	-	-	-	333	4,001	4,001	1,667	-	10,002
Contingency	-	-	-	108	1,290	1,290	538	-	3,225
Other	-	-	-	-	50	-	-	-	50
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 552</b>	<b>\$ 5,674</b>	<b>\$ 5,660</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ 14,386</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 20801

## Data Communications Upgrades and WWTF Network Improvements

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

Location: WWTF  
 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	October-24	September-26	24 Months	\$1,716
Construction	April-22	September-29	90 Months	17,195
<b>Total Project</b>	<b>April-22</b>	<b>September-29</b>	<b>90 Months</b>	<b>\$18,912</b>

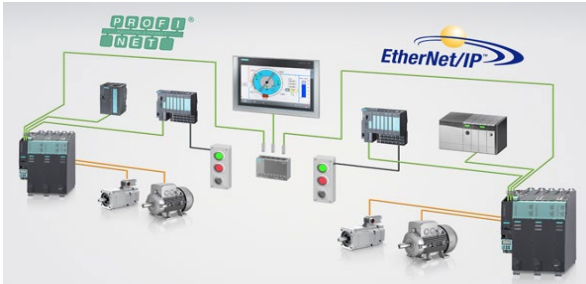


Photo: Ethernet Integrated Communication Network

NBC's WWTFs employ a range of treatment technologies and intricate process systems, all overseen by a computerized control system.

This project aims to address several challenges in terms of reliability and efficiency by implementing a more modern, open-architecture Ethernet-based hybrid data control system. The project will incorporate new hardware, software, and ancillary support services to enhance the existing Control Systems, leveraging Ethernet DCS Loop Improvements and other technical solutions.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 230	\$ 507	\$ 3,303	\$ 2,432	\$ 5,528	\$ 5,528	\$ 1,382	\$ -	\$ 18,912

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 49	\$ 60	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 124
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	372	667	167	-	-	-	-	1,206
Other	-	87	240	60	-	-	-	-	387
<b>Total</b>	<b>\$ -</b>	<b>\$ 507</b>	<b>\$ 967</b>	<b>\$ 242</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,716</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 4	\$ -	\$ 70	\$ 62	\$ 60	\$ 60	\$ 15	\$ -	\$ 270
A/E Professional	-	-	120	248	268	268	67	-	970
Construction	224	-	1,649	1,425	4,001	4,001	1,000	-	12,300
Contingency	-	-	467	456	1,200	1,200	300	-	3,623
Other	3	-	30	-	-	-	-	-	33
<b>Total</b>	<b>\$ 230</b>	<b>\$ -</b>	<b>\$ 2,336</b>	<b>\$ 2,190</b>	<b>\$ 5,528</b>	<b>\$ 5,528</b>	<b>\$ 1,382</b>	<b>\$ -</b>	<b>\$ 17,195</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 20900

## FPWWTF Wet Weather Clarifier Facility Improvements

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

Project Location: WWTF  
 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	October-23	October-25	24 Months	N/A
Design	February-24	February-26	25 Months	\$691
Construction	February-26	June-29	40 Months	4,762
<b>Total Project</b>	<b>October-23</b>	<b>June-29</b>	<b>68 Months</b>	<b>\$5,453</b>



Photo: Wet Weather Clarifiers

This project consists of the evaluation, design and construction of upgrades to the Field's Point WWTF's Wet Weather Clarifier Complex, which was constructed circa 1988.

Facility upgrades are needed to address damaged rotating components and other problematic infrastructure concerns to ensure the continued reliable operation of this aging unit infrastructure. Risk-based asset management concepts shall be implemented when considering equipment replacements, use of new technology, and design enhancements required to mitigate premature equipment failure, loss of treatment performance and facility operation and maintenance requirements.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 23	\$ 408	\$ 310	\$ 1,414	\$ 1,321	\$ 1,977	\$ -	\$ -	\$ 5,453

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 23	\$ 78	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	216	173	-	-	-	-	-	389
Other	-	114	35	-	-	-	-	-	149
<b>Total</b>	<b>\$ 23</b>	<b>\$ 408</b>	<b>\$ 260</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 691</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 32	\$ 143	\$ 150	\$ 153	\$ -	\$ -	\$ 477
A/E Professional	-	-	18	120	42	68	-	-	248
Construction	-	-	-	850	800	1,455	-	-	3,105
Contingency	-	-	-	301	329	301	-	-	932
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ 1,414</b>	<b>\$ 1,321</b>	<b>\$ 1,977</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,762</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 24000

## NBC Facility Electrical Improvements

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

Location: NBC Service Area  
 Project Priority: B

### Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	December-23	June-25	34 Months	\$598
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>December-23</b>	<b>June-25</b>	<b>19 Months</b>	<b>\$598</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 30	\$ 568	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 598

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 30	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107
A/E Professional	-	281	-	-	-	-	-	-	281
Other	-	210	-	-	-	-	-	-	210
<b>Total</b>	<b>\$ 30</b>	<b>\$ 568</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 598</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 81701

## BPWWTF Service Building Demolition

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

Location: Bucklin Point WWTF  
 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	March-24	May-25	15 Months	\$410
Construction	May-25	August-26	14 Months	2,834
<b>Total Project</b>	<b>March-24</b>	<b>August-26</b>	<b>29 Months</b>	<b>\$3,244</b>



Photo: Bucklin Point Operations Building

This project consists of the demolition of the BPWWTF's Service Building, and relocating select utilities that serve the building. NBC believes costs for maintaining or renovating this existing building complex outweighs the benefit of preserving the facility. Demolition and subsequent site restoration will also create useable space for potential process improvements at the treatment plant.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 28	\$ 382	\$ 2,807	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ 3,244

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 28	\$ 72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	200	-	-	-	-	-	-	200
Other	-	110	-	-	-	-	-	-	110
<b>Total</b>	<b>\$ 28</b>	<b>\$ 382</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 410</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 82	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 97
A/E Professional	-	-	125	13	-	-	-	-	138
Construction	-	-	2,000	-	-	-	-	-	2,000
Contingency	-	-	600	-	-	-	-	-	600
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,807</b>	<b>\$ 28</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,834</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	December-24	35 Months	\$1,115
Construction	February-23	February-26	36 Months	13,073
<b>Total Project</b>	<b>February-22</b>	<b>February-26</b>	<b>49 Months</b>	<b>\$14,188</b>



Photo: Bucklin Point Digester

In order to mitigate and best manage known aging infrastructure concerns, NBC must address various operational needs at the Bucklin Point WWTF's Sludge Digestion Complex. This project involves miscellaneous improvements and upgrades to the treatment plant's digester complex including; inspection and evaluation of primary and secondary digesters, piping systems and other process-related appurtenances, concrete and piping system repairs to address known problematic leakage concerns, and other related facility infrastructure improvement needs.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 4,806	\$ 7,480	\$ 1,903	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,188

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 205	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 244
Land	-	-	-	-	-	-	-	-	-
A/E Professional	554	94	-	-	-	-	-	-	648
Other	157	67	-	-	-	-	-	-	224
<b>Total</b>	<b>\$ 915</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,115</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 129	\$ 180	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 389
A/E Professional	200	254	85	-	-	-	-	-	539
Construction	2,920	5,400	1,508	-	-	-	-	-	9,828
Contingency	295	394	230	-	-	-	-	-	918
Other	347	1,052	-	-	-	-	-	-	1,399
<b>Total</b>	<b>\$ 3,891</b>	<b>\$ 7,280</b>	<b>\$ 1,903</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,073</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	189,718	227,661	227,661	227,661
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (189,718)</b>	<b>\$ (227,661)</b>	<b>\$ (227,661)</b>	<b>\$ (227,661)</b>

# 91000

## Office and Building Improvements

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

Location: COB  
 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	June-23	February-25	21 Months	\$3,046
<b>Total Project</b>	<b>June-23</b>	<b>February-25</b>	<b>21 Months</b>	<b>\$3,046</b>



Photo: Fields Point Administration Building

This project includes office renovations and reconfigurations to accommodate organizational changes and enhance productivity. This project also includes various HVAC control systems upgrades, 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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 821	\$ 2,225	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,046

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional		-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 58	\$ 22	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80
A/E Professional	20	-	-	-	-	-	-	-	20
Construction	562	2,090	-	-	-	-	-	-	2,652
Contingency	181	113	-	-	-	-	-	-	294
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 821</b>	<b>\$ 2,225</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,046</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	July-22	October-26	52 Months	\$25,695
<b>Total Project</b>	<b>April-17</b>	<b>October-26</b>	<b>115 Months</b>	<b>\$25,695</b>



Photo: Bucklin Point UV Disinfection System

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

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 11,458	\$ 10,462	\$ 3,668	\$ 107	\$ -	\$ -	\$ -	\$ -	\$ 25,695

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 372	\$ 90	\$ 48	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ 512
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	9,864	8,308	2,739	105	-	-	-	-	21,016
Contingency	1,177	2,018	841	-	-	-	-	-	4,036
Other	45	45	40	-	-	-	-	-	130
<b>Total</b>	<b>\$ 11,458</b>	<b>\$ 10,462</b>	<b>\$ 3,668</b>	<b>\$ 107</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,695</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	228,982	343,473	343,473	343,473	343,473
Increased Expense	-	19,234	28,851	28,851	28,851	28,851
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ (209,748)</b>	<b>\$ (314,622)</b>	<b>\$ (314,622)</b>	<b>\$ (314,622)</b>	<b>\$ (314,622)</b>



# 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	July-25	73 Months	\$1,147
Construction	January-24	October-27	46 Months	10,438
<b>Total Project</b>	<b>June-19</b>	<b>October-27</b>	<b>100 Months</b>	<b>\$11,585</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 6,081	\$ 867	\$ 1,611	\$ 2,652	\$ 375	\$ -	\$ -	\$ -	\$ 11,585

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 173	\$ 94	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 273
Land	-	-	-	-	-	-	-	-	-
A/E Professional	514	334	-	-	-	-	-	-	848
Other	15	10	-	-	-	-	-	-	25
<b>Total</b>	<b>\$ 702</b>	<b>\$ 438</b>	<b>\$ 7</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,147</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 46	\$ 12	\$ 182	\$ 180	\$ 25	\$ -	\$ -	\$ -	\$ 445
A/E Professional	14	37	105	122	20	-	-	-	297
Construction	5,299	380	1,236	2,345	330	-	-	-	9,589
Contingency	-	-	-	-	-	-	-	-	-
Other	21	-	82	5	-	-	-	-	107
<b>Total</b>	<b>\$ 5,379</b>	<b>\$ 429</b>	<b>\$ 1,604</b>	<b>\$ 2,652</b>	<b>\$ 375</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,438</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	859	3,437	3,437	3,437
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 859</b>	<b>\$ 3,437</b>	<b>\$ 3,437</b>	<b>\$ 3,437</b>



# 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	February-22	July-26	54 Months	\$4,538
Construction	March-22	January-30	95 Months	31,366
<b>Total Project</b>	<b>February-22</b>	<b>January-30</b>	<b>96 Months</b>	<b>\$35,904</b>



Photo: Primary Sludge Pump Station

Improvements to the FPWWTF include replacement of the Pepcon odor scrubber at the Gravity Thickener Building; evaluation and design of miscellaneous improvements to the WWTF's Disinfection system; a new transformer and replacement of the Plant Water System's automatic strainer system. Other improvements include the design and construction of three dedicated VFD's to allow simultaneous operation of RAS Pump Nos. 7, 8, 9; OSHA safety required handrail installation at the Blower/Screw Lift Building and the Primary Pump Station; replacement of the HVAC unit at the Gravity Thickener Pump Station; storm water collection system and pavement regrading improvements.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 3,811	\$ 1,623	\$ 4,867	\$ 7,908	\$ 6,002	\$ 9,272	\$ 2,422	\$ -	\$ 35,904

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 239	\$ 102	\$ 102	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ 452
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,155	974	1,200	100	-	-	-	-	3,429
Other	178	256	206	17	-	-	-	-	657
<b>Total</b>	<b>\$ 1,571</b>	<b>\$ 1,333</b>	<b>\$ 1,508</b>	<b>\$ 126</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,538</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 32	\$ 62	\$ 152	\$ 302	\$ 268	\$ 150	\$ 84	\$ -	\$ 1,048
A/E Professional	-	50	150	353	308	380	318	-	1,558
Construction	2,207	75	1,740	5,875	4,184	7,500	1,400	-	22,981
Contingency	1	104	1,242	1,242	1,242	1,242	621	-	5,693
Other	-	-	75	10	-	-	-	-	85
<b>Total</b>	<b>\$ 2,240</b>	<b>\$ 290</b>	<b>\$ 3,359</b>	<b>\$ 7,782</b>	<b>\$ 6,002</b>	<b>\$ 9,272</b>	<b>\$ 2,422</b>	<b>\$ -</b>	<b>\$ 31,366</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	75,000	75,000	75,000
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>

# 20400

## FPWWTF Ernest Street Pump Station Improvements

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

Location: Field's Point WWTF  
 Project Priority: A

### Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-21	April-25	45 Months	\$3,285
Construction	March-23	August-28	65 Months	27,111
<b>Total Project</b>	<b>July-21</b>	<b>August-28</b>	<b>86 Months</b>	<b>\$30,395</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 4,109	\$ 5,694	\$ 4,844	\$ 7,763	\$ 7,621	\$ 364	\$ -	\$ -	\$ 30,395

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 258	\$ 61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 319
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,486	1,050	-	-	-	-	-	-	2,537
Other	311	118	-	-	-	-	-	-	429
<b>Total</b>	<b>\$ 2,055</b>	<b>\$ 1,229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,285</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 173	\$ 232	\$ 255	\$ 175	\$ 126	\$ 17	\$ -	\$ -	\$ 978
A/E Professional	222	213	336	293	370	105	-	-	1,538
Construction	776	2,920	2,983	6,175	5,975	150	-	-	18,979
Contingency	825	1,100	1,100	1,100	1,100	92	-	-	5,319
Other	58	-	170	20	50	-	-	-	298
<b>Total</b>	<b>\$ 2,054</b>	<b>\$ 4,465</b>	<b>\$ 4,844</b>	<b>\$ 7,763</b>	<b>\$ 7,621</b>	<b>\$ 364</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 27,111</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	April-25	39 Months	\$3,624
Construction	April-23	July-27	52 Months	25,699
<b>Total Project</b>	<b>February-22</b>	<b>July-27</b>	<b>66 Months</b>	<b>\$29,323</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 2,144	\$ 1,511	\$ 10,996	\$ 14,671	\$ 1	\$ -	\$ -	\$ -	\$ 29,323

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 251	\$ 83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 334
Land	1,025	-	-	-	-	-	-	-	1,025
A/E Professional	707	1,154	-	-	-	-	-	-	1,861
Other	160	244	-	-	-	-	-	-	403
<b>Total</b>	<b>\$ 2,144</b>	<b>\$ 1,481</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,624</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 17	\$ 285	\$ 214	\$ 1	\$ -	\$ -	\$ -	\$ 517
A/E Professional	-	14	599	623	-	-	-	-	1,235
Construction	-	-	7,850	11,150	-	-	-	-	19,000
Contingency	-	-	2,111	2,639	-	-	-	-	4,750
Other	-	-	152	45	-	-	-	-	197
<b>Total</b>	<b>\$ -</b>	<b>\$ 31</b>	<b>\$ 10,996</b>	<b>\$ 14,671</b>	<b>\$ 1</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,699</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	16,166	64,665	64,665	64,665	64,665
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ 16,166</b>	<b>\$ 64,665</b>	<b>\$ 64,665</b>	<b>\$ 64,665</b>	<b>\$ 64,665</b>

# 20600

## NBC Solar Carport

Project Manager: Jim Kelly  
 Contractor(s): Various

Location: WQSB  
 Project Priority: A

### Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	October-23	July-25	22 Months	\$1,308
<b>Total Project</b>	<b>October-23</b>	<b>July-25</b>	<b>22 Months</b>	<b>\$1,308</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 31	\$ 549	\$ 728	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,308

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 31	\$ 13	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49
A/E Professional	-	36	29	-	-	-	-	-	65
Construction	-	486	486	-	-	-	-	-	971
Contingency	-	-	194	-	-	-	-	-	194
Other	-	15	14	-	-	-	-	-	29
<b>Total</b>	<b>\$ 31</b>	<b>\$ 549</b>	<b>\$ 728</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,308</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ 3,833	\$ 6,570	\$ 6,570	\$ 6,570	\$ 6,570
Reduced Expense	-	24,588	42,150	42,150	42,150	42,150
Increased Expense	-	1,744	2,990	2,990	2,990	2,990
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ (26,676)</b>	<b>\$ (45,730)</b>	<b>\$ (45,730)</b>	<b>\$ (45,730)</b>	<b>\$ (45,730)</b>

# 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	October-24	April-26	19 Months	\$1,101
Construction	May-26	August-29	40 Months	10,099
<b>Total Project</b>	<b>October-24</b>	<b>August-29</b>	<b>59 Months</b>	<b>\$11,200</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ 361	\$ 792	\$ 2,156	\$ 1,764	\$ 5,752	\$ 376	\$ -	\$ 11,200

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 63	\$ 82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	210	548	-	-	-	-	-	758
Other	-	89	111	-	-	-	-	-	199
<b>Total</b>	<b>\$ -</b>	<b>\$ 361</b>	<b>\$ 740</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,101</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 7	\$ 111	\$ 84	\$ 135	\$ 19	\$ -	\$ 356
A/E Professional	-	-	5	160	75	223	30	-	493
Construction	-	-	-	1,375	1,105	4,850	245	-	7,575
Contingency	-	-	41	490	490	490	82	-	1,591
Other	-	-	-	20	10	55	-	-	85
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52</b>	<b>\$ 2,156</b>	<b>\$ 1,764</b>	<b>\$ 5,752</b>	<b>\$ 376</b>	<b>\$ -</b>	<b>\$ 10,099</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	3,150	3,437	3,437
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,150</b>	<b>\$ 3,437</b>	<b>\$ 3,437</b>



# 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	February-25	36 Months	\$1,504
Construction	October-24	June-27	33 Months	7,399
<b>Total Project</b>	<b>February-22</b>	<b>June-27</b>	<b>64 Months</b>	<b>\$8,903</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 848	\$ 1,140	\$ 3,925	\$ 2,991	\$ -	\$ -	\$ -	\$ -	\$ 8,903

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 146	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198
Land	-	-	-	-	-	-	-	-	-
A/E Professional	624	509	-	-	-	-	-	-	1,132
Other	79	96	-	-	-	-	-	-	174
<b>Total</b>	<b>\$ 848</b>	<b>\$ 656</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,504</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 98	\$ 183	\$ 179	\$ -	\$ -	\$ -	\$ -	\$ 459
A/E Professional	-	27	168	131	-	-	-	-	325
Construction	-	200	2,800	2,000	-	-	-	-	5,000
Contingency	-	124	744	682	-	-	-	-	1,550
Other	-	35	30	-	-	-	-	-	65
<b>Total</b>	<b>\$ -</b>	<b>\$ 484</b>	<b>\$ 3,925</b>	<b>\$ 2,991</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,399</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	3,467	20,800	20,800	20,800
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (3,467)</b>	<b>\$ (20,800)</b>	<b>\$ (20,800)</b>	<b>\$ (20,800)</b>

# 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	April-27	110 Months	\$1,651
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>March-18</b>	<b>April-27</b>	<b>110 Months</b>	<b>\$1,651</b>

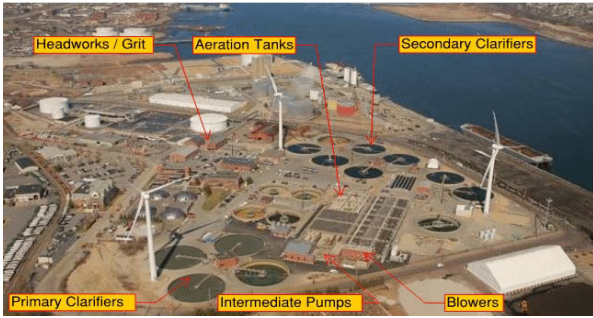


Photo: Aerial of the FPWWTF and the Providence River

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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 916	\$ 288	\$ 255	\$ 192	\$ -	\$ -	\$ -	\$ -	\$ 1,651

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 612	\$ 255	\$ 230	\$ 171	\$ -	\$ -	\$ -	\$ -	\$ 1,268
Land	-	-	-	-	-	-	-	-	-
A/E Professional	257	-	-	-	-	-	-	-	257
Other	48	33	25	21	-	-	-	-	127
<b>Total</b>	<b>\$ 916</b>	<b>\$ 288</b>	<b>\$ 255</b>	<b>\$ 192</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,651</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 1140900

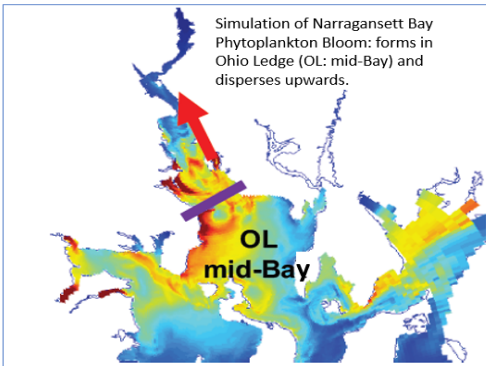
## Water Quality Model Validation and Enhancement

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
<b>Total Project</b>	<b>July-23</b>	<b>September-27</b>	<b>50 Months</b>	<b>\$163</b>



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.

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

### CIP Window Summary

	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
	\$ 46	\$ 33	\$ 33	\$ 34	\$ 18	\$ -	\$ -	\$ -	\$ 163

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

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

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 30700

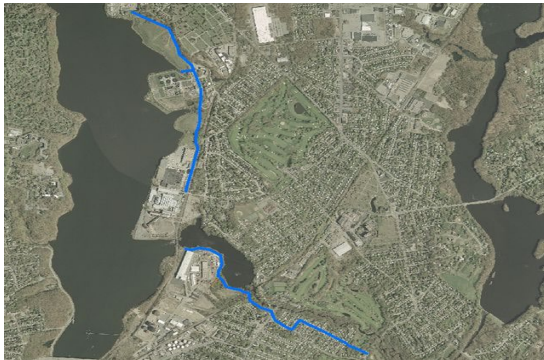
## NBC System-wide Facilities Planning

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	April-27	39 Months	\$1,119
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>January-24</b>	<b>April-27</b>	<b>39 Months</b>	<b>\$1,119</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ 2	\$ 579	\$ 538	\$ -	\$ -	\$ -	\$ -	\$ 1,119

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 2	\$ 92	\$ 77	\$ -	\$ -	\$ -	\$ -	\$ 170
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	177	163	-	-	-	-	340
Other	-	-	310	299	-	-	-	-	610
<b>Total</b>	<b>\$ -</b>	<b>\$ 2</b>	<b>\$ 579</b>	<b>\$ 538</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,119</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	April-26	March-28	24 Months	\$728
Construction	May-28	January-30	20 Months	961
<b>Total Project</b>	<b>March-24</b>	<b>November-25</b>	<b>20 Months</b>	<b>\$1,690</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ 64	\$ 521	\$ 199	\$ 552	\$ 354	\$ -	\$ 1,690

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 16	\$ 72	\$ 46	\$ -	\$ -	\$ -	\$ 133
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	36	348	64	-	-	-	448
Other	-	-	11	102	34	-	-	-	147
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 64</b>	<b>\$ 521</b>	<b>\$ 143</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 728</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ 39	\$ 87	\$ 54	\$ -	\$ 180
A/E Professional	-	-	-	-	5	63	40	-	107
Construction	-	-	-	-	-	307	185	-	492
Contingency	-	-	-	-	12	70	41	-	122
Other	-	-	-	-	-	25	35	-	60
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 56</b>	<b>\$ 552</b>	<b>\$ 354</b>	<b>\$ -</b>	<b>\$ 961</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	July-25	November-27	29 Months	\$645
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>July-25</b>	<b>November-27</b>	<b>29 Months</b>	<b>\$645</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ 131	\$ 422	\$ 92	\$ -	\$ -	\$ -	\$ 645

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 88	\$ 91	\$ 23	\$ -	\$ -	\$ -	\$ 201
A/E Professional	-	-	16	240	50	-	-	-	306
Other	-	-	27	92	20	-	-	-	139
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 131</b>	<b>\$ 422</b>	<b>\$ 92</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 645</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 40550

## RIPDES Flow Monitoring System Implementation

Project Manager: Anthony Dilorio  
 Contractor(s): TBD

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-24	June-25	16 Months	\$1,860
<b>Total Project</b>	<b>February-24</b>	<b>June-25</b>	<b>16 Months</b>	<b>\$1,860</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 547	\$ 1,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,860

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 75	\$ 180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	472	1,133	-	-	-	-	-	-	1,605
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 547</b>	<b>\$ 1,313</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,860</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 40600

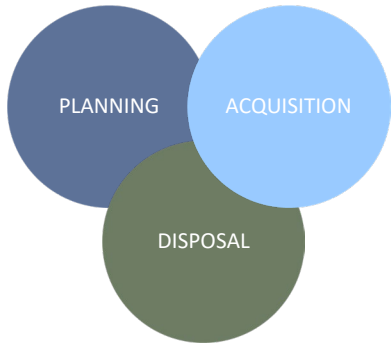
## Asset Management Program Support Services

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

Location: NBC Service Area and Facilities  
 Project Priority: A

### Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-23	October-25	24 Months	\$625
Construction	N/A	N/A	N/A	N/A
<b>Total Project</b>	<b>November-23</b>	<b>October-25</b>	<b>24 Months</b>	<b>\$625</b>



This project involves planning and design services to advance and support NBC’s Asset Management Program. It requires professional engineering consulting services to improve NBC’s asset management systems in several areas: strategic planning, optimization of operations and maintenance, performance management, and data management expertise. The project will evaluate the maturity of NBC’s aging infrastructure, formulate risk-based asset management strategies, and apply suitable asset management methods and technologies to effectively manage and extend the lifespan of NBC’s aging assets. Additionally, the project will aid in prioritizing assets for replacement.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 56	\$ 454	\$ 116	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 625

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 38	\$ 78	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	275	75	-	-	-	-	-	350
Other	18	101	18	-	-	-	-	-	136
<b>Total</b>	<b>\$ 56</b>	<b>\$ 454</b>	<b>\$ 116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 625</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

40700

**Enterprise Resource Planning (ERP) System Replacement**

Project Manager: Mike Cook  
 Contractor(s): TBD

Location: NBC COB  
 Project Priority: D

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	July-24	June-25	12 Months	\$52
Construction	July-25	December-26	18 Months	857
<b>Total Project</b>	<b>July-24</b>	<b>December-26</b>	<b>30 Months</b>	<b>\$908</b>



NBC has been using Oracle EBS as its Enterprise Resource Planning (ERP) system for over two decades. This project will assess the current ERP along with other systems and find a suitable replacement/upgrade that meets NBC's present and future needs.

**CIP Window Summary**

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ 52	\$ 571	\$ 286	\$ -	\$ -	\$ -	\$ -	\$ 908

**Projected Expenditures - Planning**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Projected Expenditures - Design**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	41	-	-	-	-	-	-	41
<b>Total</b>	\$ -	\$ 52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52

**Projected Expenditures - Construction**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 34	\$ 17	\$ -	\$ -	\$ -	\$ -	\$ 50
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	467	233	-	-	-	-	700
Contingency	-	-	71	35	-	-	-	-	106
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	\$ -	\$ -	\$ 571	\$ 286	\$ -	\$ -	\$ -	\$ -	\$ 857

Note: Cash Flow Basis in Thousands

**Operating Budget Impacts**

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



# 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	April-13	June-30	206 Months	\$53,916
Construction	August-20	May-28	93 Months	37,949
<b>Total Project</b>	<b>April-13</b>	<b>June-30</b>	<b>206 Months</b>	<b>\$91,865</b>



Photo: Proposed alignment for the Pawtucket CSO Tunnel

The purpose Phase III A is to design and construct a deep rock tunnel in Pawtucket approximately 11,200 feet in length along the Seekonk and Blackstone Rivers, a pump station to convey flow to the Bucklin Point WWTF in East Providence, drop shafts and consolidation conduits, and improvements to the Bucklin Point WWTF. In addition, GSI facilities will be constructed to reduce stormwater inflow to the combined system by promoting infiltration of stormwater to the groundwater table.

### CIP Window Summary

	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
	\$ 66,721	\$ 7,861	\$ 6,960	\$ 5,803	\$ 4,025	\$ 367	\$ 127	\$ -	\$ 91,865

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 6,483	\$ 522	\$ 350	\$ 220	\$ 120	\$ 120	\$ 127	\$ -	\$ 7,943
Land	10,102	500	100	-	-	-	-	-	10,702
A/E Professional	30,011	1,200	1,200	1,040	450	247	-	-	34,148
Other	710	149	120	113	30	-	-	-	1,123
<b>Total</b>	<b>\$ 47,307</b>	<b>\$ 2,371</b>	<b>\$ 1,770</b>	<b>\$ 1,373</b>	<b>\$ 600</b>	<b>\$ 367</b>	<b>\$ 127</b>	<b>\$ -</b>	<b>\$ 53,916</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	19,394	5,250	4,950	4,350	3,425	-	-	-	37,369
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	20	240	240	80	-	-	-	-	580
<b>Total</b>	<b>\$ 19,414</b>	<b>\$ 5,490</b>	<b>\$ 5,190</b>	<b>\$ 4,430</b>	<b>\$ 3,425</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,949</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 30801

## CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft

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

Location: Pawtucket  
 Project Priority: A

### Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	December-20	December-25	61 Months	\$485,690
<b>Total Project</b>	<b>December-20</b>	<b>December-25</b>	<b>61 Months</b>	<b>\$485,690</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 439,673	\$ 43,253	\$ 2,764	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 485,690

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 2,525	\$ 702	\$ 97	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,323
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	437,126	42,450	2,668	-	-	-	-	-	482,244
Contingency	-	-	-	-	-	-	-	-	-
Other	22	101	-	-	-	-	-	-	123
<b>Total</b>	<b>\$ 439,673</b>	<b>\$ 43,253</b>	<b>\$ 2,764</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 485,690</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	February-24	July-27	41 Months	\$149,446
<b>Total Project</b>	<b>February-24</b>	<b>July-27</b>	<b>41 Months</b>	<b>\$149,446</b>

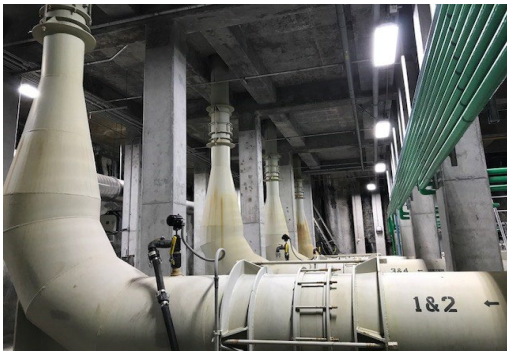


Photo: CSO Tunnel Pump Station

This project includes construction of the CSO Tunnel Pump Station (TPS). The TPS shall be constructed on a site in Pawtucket near the Bucklin Point Wastewater Treatment Facility.

This project also includes the construction of a consolidation conduit to direct flow to the tunnel via Drop Shaft 218 from CSO outfall 218. Wet weather flow will be diverted from OF-218 to new consolidation conduit that will ultimately direct flow to Drop Shaft 218.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 10,465	\$ 63,177	\$ 61,802	\$ 13,777	\$ 225	\$ -	\$ -	\$ -	\$ 149,446

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 460	\$ 685	\$ 610	\$ 438	\$ -	\$ -	\$ -	\$ -	\$ 2,193
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	7,800	57,200	55,900	9,100	-	-	-	-	130,000
Contingency	1,580	3,792	3,792	2,841	-	-	-	-	12,005
Other	625	1,500	1,500	1,398	225	-	-	-	5,248
<b>Total</b>	<b>\$ 10,465</b>	<b>\$ 63,177</b>	<b>\$ 61,802</b>	<b>\$ 13,777</b>	<b>\$ 225</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 149,446</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	273,824	1,642,944	1,642,944	1,642,944
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 273,824</b>	<b>\$ 1,642,944</b>	<b>\$ 1,642,944</b>	<b>\$ 1,642,944</b>

**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**

<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-23	December-25	33 Months	\$7,665
<b>Total Project</b>	<b>March-23</b>	<b>December-25</b>	<b>33 Months</b>	<b>\$7,665</b>



**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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 4,016	\$ 3,553	\$ 96	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,665

**Projected Expenditures - Planning**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 267	\$ 220	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 492
A/E Professional	-	0	-	-	-	-	-	-	0
Construction	3,432	2,938	32	-	-	-	-	-	6,402
Contingency	225	275	-	-	-	-	-	-	500
Other	92	120	59	-	-	-	-	-	271
<b>Total</b>	<b>\$ 4,016</b>	<b>\$ 3,553</b>	<b>\$ 96</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,665</b>

Note: Cash Flow Basis in Thousands

**Operating Budget Impacts**

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	April-28	52 Months	\$57,416
<b>Total Project</b>	<b>January-24</b>	<b>April-28</b>	<b>52 Months</b>	<b>\$57,416</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 412	\$ 7,890	\$ 23,661	\$ 24,469	\$ 985	\$ -	\$ -	\$ -	\$ 57,416

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 120	\$ 257	\$ 269	\$ 269	\$ 60	\$ -	\$ -	\$ -	\$ 975
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	6,250	21,500	22,000	525	-	-	-	50,275
Contingency	-	800	1,600	2,200	400	-	-	-	5,000
Other	292	583	292	-	-	-	-	-	1,167
<b>Total</b>	<b>\$ 412</b>	<b>\$ 7,890</b>	<b>\$ 23,661</b>	<b>\$ 24,469</b>	<b>\$ 985</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 57,416</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 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-26	52 Months	\$57,897
<b>Total Project</b>	<b>July-22</b>	<b>October-26</b>	<b>52 Months</b>	<b>\$57,897</b>



Photo: Construction Underway - 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, improvements to the RAS piping system and influent pump station, and construction of a new ultraviolet disinfection facility.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 24,297	\$ 24,876	\$ 8,448	\$ 276	\$ -	\$ -	\$ -	\$ -	\$ 57,897

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 530	\$ 370	\$ 280	\$ 28	\$ -	\$ -	\$ -	\$ -	\$ 1,208
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	21,419	20,966	7,134	249	-	-	-	-	49,768
Contingency	1,447	2,480	1,034	-	-	-	-	-	4,961
Other	900	1,060	-	-	-	-	-	-	1,960
<b>Total</b>	<b>\$ 24,297</b>	<b>\$ 24,876</b>	<b>\$ 8,448</b>	<b>\$ 276</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 57,897</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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
<b>Total Project</b>	<b>January-29</b>	<b>June-31</b>	<b>30 Months</b>	<b>\$45,505</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,424	\$ 21,694	\$ 17,387	\$ 45,505

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 142	\$ 566	\$ 454	\$ 1,162
A/E Professional	-	-	-	-	-	566	2,264	1,815	4,645
Construction	-	-	-	-	-	4,716	18,864	15,118	38,698
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	1,000	-	-	1,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,424</b>	<b>\$ 21,694</b>	<b>\$ 17,387</b>	<b>\$ 45,505</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 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
<b>Total Project</b>	<b>May-32</b>	<b>June-37</b>	<b>62 Months</b>	<b>\$290,393</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,393	\$ 290,393

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,581	\$ 1,581
Land	-	-	-	-	-	-	-	4,083	4,083
A/E Professional	-	-	-	-	-	-	-	30,904	30,904
Other	-	-	-	-	-	-	-	1,196	1,196
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,764</b>	<b>\$ 37,764</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,855	\$ 3,855
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	241,027	241,027
Contingency	-	-	-	-	-	-	-	5,997	5,997
Other	-	-	-	-	-	-	-	1,749	1,749
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 252,629</b>	<b>\$ 252,629</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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
<b>Total Project</b>	<b>April-37</b>	<b>December-41</b>	<b>57 Months</b>	<b>\$160,674</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,674	\$ 160,674

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,981	\$ 1,981
Land	-	-	-	-	-	-	-	1,785	1,785
A/E Professional	-	-	-	-	-	-	-	19,455	19,455
Other	-	-	-	-	-	-	-	303	303
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,524</b>	<b>\$ 23,524</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,970	\$ 1,970
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	132,156	132,156
Contingency	-	-	-	-	-	-	-	2,574	2,574
Other	-	-	-	-	-	-	-	449	449
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,149</b>	<b>\$ 137,149</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

12400

**Interceptor Maintenance Building**

Project Manager: David Bowen, P.E. Location: Field's Point (Providence, RI)  
 Contractor(s): N/A Project Priority: C

**Total Project Duration/Cost**

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	October-29	May-32	36 Months	\$1,651
Construction	July-31	August-34	37 Months	16,389
<b>Total Project</b>	<b>October-29</b>	<b>August-34</b>	<b>58 Months</b>	<b>\$18,038</b>



*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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 492	\$ 17,548	\$ 18,039

**Projected Expenditures - Planning**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Projected Expenditures - Design**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 245	\$ 445
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	205	710	915
Other	-	-	-	-	-	-	87	204	291
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 492</b>	<b>\$ 1,159</b>	<b>\$ 1,651</b>

**Projected Expenditures - Construction**

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 519	\$ 519
A/E Professional	-	-	-	-	-	-	-	736	736
Construction	-	-	-	-	-	-	-	11,800	11,800
Contingency	-	-	-	-	-	-	-	3,134	3,134
Other	-	-	-	-	-	-	-	200	200
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,389</b>	<b>\$ 16,389</b>

Note: Cash Flow Basis in Thousands

**Operating Budget Impacts**

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	April-25	July-26	16 Months	\$556
Construction	September-26	March-28	19 Months	1,023
<b>Total Project</b>	<b>April-25</b>	<b>March-28</b>	<b>36 Months</b>	<b>\$1,578</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ 36	\$ 508	\$ 515	\$ 519	\$ -	\$ -	\$ -	\$ 1,578

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 10	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95
Land	-	-	50	-	-	-	-	-	50
A/E Professional	-	10	285	5	-	-	-	-	300
Other	-	17	88	7	-	-	-	-	111
<b>Total</b>	<b>\$ -</b>	<b>\$ 36</b>	<b>\$ 508</b>	<b>\$ 12</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 556</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ 32	\$ 48	\$ -	\$ -	\$ -	\$ 80
A/E Professional	-	-	-	16	37	-	-	-	53
Construction	-	-	-	350	300	-	-	-	650
Contingency	-	-	-	85	110	-	-	-	195
Other	-	-	-	20	25	-	-	-	45
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 503</b>	<b>\$ 519</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,023</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	November-24	33 Months	\$898
Construction	October-24	October-25	12 Months	1,665
<b>Total Project</b>	<b>February-22</b>	<b>October-25</b>	<b>44 Months</b>	<b>\$2,564</b>



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, Dorrance Street and other miscellaneous locations throughout the century old combined sewer system.

### CIP Window Summary

Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 753	\$ 1,412	\$ 399	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,564

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 171	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 194
Land	-	-	-	-	-	-	-	-	-
A/E Professional	446	91	-	-	-	-	-	-	537
Other	137	31	-	-	-	-	-	-	168
<b>Total</b>	<b>\$ 753</b>	<b>\$ 145</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 898</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 212	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 268
A/E Professional	-	71	19	-	-	-	-	-	89
Construction	-	698	233	-	-	-	-	-	930
Contingency	-	244	81	-	-	-	-	-	326
Other	-	42	10	-	-	-	-	-	52
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,266</b>	<b>\$ 399</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,665</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 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	December-25	85 Months	\$929
Construction	October-25	June-28	33 Months	8,037
<b>Total Project</b>	<b>November-18</b>	<b>June-28</b>	<b>115 Months</b>	<b>\$8,966</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 20	\$ 679	\$ 1,240	\$ 3,152	\$ 3,875	\$ -	\$ -	\$ -	\$ 8,966

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 20	\$ 89	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	440	165	-	-	-	-	-	605
Other	-	151	32	-	-	-	-	-	183
<b>Total</b>	<b>\$ 20</b>	<b>\$ 679</b>	<b>\$ 229</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 929</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ 71	\$ 150	\$ 167	\$ -	\$ -	\$ -	\$ 387
A/E Professional	-	-	84	171	104	-	-	-	358
Construction	-	-	375	2,175	2,963	-	-	-	5,513
Contingency	-	-	466	622	622	-	-	-	1,709
Other	-	-	15	35	20	-	-	-	70
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,010</b>	<b>\$ 3,152</b>	<b>\$ 3,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,037</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	December-23	March-25	15 Months	\$906
Construction	March-25	November-27	33 Months	7,832
<b>Total Project</b>	<b>December-23</b>	<b>November-27</b>	<b>48 Months</b>	<b>\$8,738</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 233	\$ 714	\$ 1,051	\$ 6,266	\$ 475	\$ -	\$ -	\$ -	\$ 8,738

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 48	\$ 73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120
Land	-	-	-	-	-	-	-	-	-
A/E Professional	135	495	-	-	-	-	-	-	630
Other	50	106	-	-	-	-	-	-	156
<b>Total</b>	<b>\$ 233</b>	<b>\$ 674</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 906</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 23	\$ 123	\$ 180	\$ 62	\$ -	\$ -	\$ -	\$ 387
A/E Professional	-	18	104	129	39	-	-	-	288
Construction	-	-	800	4,075	375	-	-	-	5,250
Contingency	-	-	-	1,838	-	-	-	-	1,838
Other	-	-	25	45	-	-	-	-	70
<b>Total</b>	<b>\$ -</b>	<b>\$ 40</b>	<b>\$ 1,051</b>	<b>\$ 6,266</b>	<b>\$ 475</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,832</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# 304 M Summary

## Interceptor Inspection and Cleaning

Project Manager: Anthony Dilorio  
 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	\$3,812
<b>Total Project</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$3,812</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ 812	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,812

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 70	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 486
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	702	399	399	399	399	399	399	3,095
Contingency	-	-	-	-	-	-	-	-	-
Other	-	40	32	32	32	32	32	32	232
<b>Total</b>	<b>\$ -</b>	<b>\$ 812</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 3,812</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	\$5,287
<b>Total Project</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$5,287</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
	\$ -	\$ 1,045	\$ 697	\$ -	\$ 545	\$ 1,500	\$ -	\$ 1,500	\$ 5,287

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ 205	\$ 39	\$ -	\$ 12	\$ 222	\$ -	\$ 222	\$ 700
A/E Professional	-	448	312	-	64	24	-	24	872
Construction	-	558	130	-	468	1,014	-	1,014	3,185
Contingency	-	(205)	215	-	-	235	-	235	481
Other	-	39	-	-	-	5	-	5	48
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,045</b>	<b>\$ 697</b>	<b>\$ -</b>	<b>\$ 545</b>	<b>\$ 1,500</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 5,287</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 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	N/A	N/A	N/A	\$3,981
<b>Total Project</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>Ongoing</b>	<b>\$3,981</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ 107	\$ 36	\$ 651	\$ 2,233	\$ 955	\$ -	\$ -	\$ -	\$ 3,981

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 23	\$ 6	\$ 43	\$ 56	\$ 22	\$ -	\$ -	\$ -	\$ 150
A/E Professional	75	30	360	342	113	-	-	-	921
Construction	15	-	-	1,640	820	-	-	-	2,475
Contingency	-	-	248	124	-	-	-	-	372
Other	(6)	-	-	70	-	-	-	-	64
<b>Total</b>	<b>\$ 107</b>	<b>\$ 36</b>	<b>\$ 651</b>	<b>\$ 2,233</b>	<b>\$ 955</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,981</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 30421

## Louisquisset Pike Interceptor Improvements

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

Location: Lincoln, 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	N/A	N/A	N/A	N/A
Construction	July-29	October-30	16 Months	\$6,261
<b>Total Project</b>	<b>July-29</b>	<b>October-30</b>	<b>16 Months</b>	<b>\$6,261</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,868	\$ 3,393	\$ 6,261

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 41	\$ 141
A/E Professional	-	-	-	-	-	-	268	52	320
Construction	-	-	-	-	-	-	1,700	2,300	4,000
Contingency	-	-	-	-	-	-	800	400	1,200
Other	-	-	-	-	-	-	-	600	600
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,868</b>	<b>\$ 3,393</b>	<b>\$ 6,261</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# 30468

## Improvements to Interceptors FY 2022

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

Location: North Providence/Johnston  
 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	June-22	July-25	37 Months	\$2,003
<b>Total Project</b>	<b>June-22</b>	<b>July-25</b>	<b>37 Months</b>	<b>\$2,003</b>



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 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
	\$ 1,432	\$ 419	\$ 152	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,003

### Projected Expenditures - Planning

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Design

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Projected Expenditures - Construction

Cost Category	Pre FY 25	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	Post FY 30	Total
Administrative	\$ 329	\$ 19	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350
A/E Professional	-	100	-	-	-	-	-	-	100
Construction	1,092	-	150	-	-	-	-	-	1,242
Contingency	-	300	-	-	-	-	-	-	300
Other	11	-	-	-	-	-	-	-	11
<b>Total</b>	<b>\$ 1,432</b>	<b>\$ 419</b>	<b>\$ 152</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,003</b>

Note: Cash Flow Basis in Thousands

### Operating Budget Impacts

	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
<b>Net Impact on Operating Budget</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Long-Term Debt

A discussion of the capital sources, the projects that were funded from these sources in FY 2024 along with the programmed funding in the budget year are shown on the following pages. A table with the outstanding debt is included in each long-term debt section.

## 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, Grants, and Project Reimbursements
Project Fund - Restricted OCP	Operating Capital Account - Restricted Operating Capital Program (OCP)
2023 Series A and B	\$100.0 million Loan through RIIB
2024 Series A	\$75.0 million Loan through RIIB
2025 Series A	\$75.0 million Loan through RIIB
New RIIB Bonds	New Revenue Bond backed borrowings through RIIB
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 2025 - 2030 is \$413.8 million in RIIB Bonds. NBC also plans to use \$76.2 million of Project Fund – Pay-go Capital funds and \$22.4 million in Project Fund – Restricted OCP funds. NBC intends on exhausting the remaining \$73.6M of WIFIA funding by the end of FY 2026.

### Sources of Funds

Sources of Funds	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Total FY 2025-2030
<b>Project Fund</b>							
Project Fund - Pay-go Capital	\$ 12,123,500	\$ 18,319,354	\$ 9,034,416	\$ 10,600,529	\$ 11,913,853	\$ 14,223,598	\$ 76,215,250
Project Fund - Restricted OCP	5,248,000	4,554,300	3,898,000	3,277,700	3,196,300	2,198,000	22,372,300
<i>Subtotal Project Fund</i>	<i>17,371,500</i>	<i>22,873,654</i>	<i>12,932,416</i>	<i>13,878,229</i>	<i>15,110,153</i>	<i>16,421,598</i>	<i>98,587,550</i>
<b>RIIB Bonds</b>							
2023 Series A	6,628,000	-	-	-	-	-	6,628,000
2024 Series A	63,911,700	-	-	-	-	-	63,911,700
2025 Series A	59,415,200	15,584,800	-	-	-	-	75,000,000
New RIIB Bonds	-	99,060,210	93,870,427	30,402,197	26,245,161	18,677,376	268,255,371
<i>Subtotal RIIB Bonds</i>	<i>129,954,900</i>	<i>114,645,010</i>	<i>93,870,427</i>	<i>30,402,197</i>	<i>26,245,161</i>	<i>18,677,376</i>	<i>413,795,071</i>
<b>WIFIA Loans</b>							
2020 Series C - WIFIA 2	40,437,400	-	-	-	-	-	40,437,400
2022 Series A - WIFIA 3	10,878,014	22,274,333	-	-	-	-	33,152,347
<i>Subtotal WIFIA Loans</i>	<i>51,315,414</i>	<i>22,274,333</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>73,589,747</i>
<b>Total</b>	<b>\$ 198,641,814</b>	<b>\$ 159,792,997</b>	<b>\$ 106,802,843</b>	<b>\$ 44,280,426</b>	<b>\$ 41,355,314</b>	<b>\$ 35,098,974</b>	<b>\$ 585,972,368</b>



## Project Fund

The Project Fund capital sources identified below are cash funding sources. This includes the Operating Capital Accounts which are funded through transfers from the Stabilization Account in the Debt Service Fund and the Grants and Project Reimbursements Account. Please see the Budget Policies and Process section of the budget for more information regarding the Funds and transfers.

The Operating Capital Account Restricted – OCP is the funding source for the OCP at \$5.2 million in FY 2025.

### Project Fund – OCP

	FY 2024 Projected	FY 2025 Budget
Operating Capital Program	\$ 4,698,400	\$ 5,248,000

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 2025 deposits of \$3.7 million into the Grants and Project Reimbursements Account in the Project Fund.

### FY 2025 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
<b>Total Incentives</b>		<b>\$ 3,695,958</b>

NBC estimates \$21.4 million of the Project Fund – Pay-go Capital will be spent in FY 2024. The following table shows that the majority, or \$17.2 million, will be spent on the CSO Phase III A Facilities. Other projects with significant funding through Pay-go Capital in FY 2024 include WWTF Improvements at \$1.4 million and Collection System Infrastructure at \$1.5 million. There is \$12.1 million of Pay-go Capital budgeted in FY 2025, with the majority for Collection System Infrastructure at \$5.2 million.

### Project Fund – Pay-go Capital CIP Expenditures

Major Project	FY 2024 Projected	FY 2025 Budget
WWTF Improvements	\$ 1,409,097	\$ 4,829,800
CSO Phase III A Facilities	17,195,937	-
Bucklin Point Resiliency Improvements	309,182	-
Field's Point Resiliency Improvements	2,702	-
Infrastructure Management	941,734	2,140,400
Collection System Infrastructure	1,548,186	5,153,300
<b>Total Pay-go Capital</b>	<b>\$ 21,406,838</b>	<b>\$ 12,123,500</b>



**New Bucklin Point Wastewater Treatment Facility Operations Building – Photo by Peter Goldberg**

## Debt Financing

NBC finances the majority of its capital program through long-term debt which is discussed in the following section. NBC is not subject to statutory debt limitations. The Budget Process and Policies section of the budget document includes detailed information on the policies and procedures for debt issuance.

### **Rhode Island Infrastructure Bank (RIIB)**

RIIB provides subsidized loans to eligible borrowers with interest rates that are typically 1/3<sup>rd</sup> 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 2023, NBC borrowed \$100.0 million with \$3.2 million in principal forgiveness from RIIB, the 2023 Series A and Series B. In FY 2024, NBC plans to borrow \$75.0 million from RIIB, the 2024 Series A, which includes \$5.2 million of principal forgiveness. In FY 2025, NBC plans to borrow \$75.0 million from RIIB, the 2025 Series A. Please see projected and budgeted expenditures of RIIB funding in the following table.

<b>RIIB – CIP Expenditures</b>			
<b>Major Project</b>	<b>FY 2024 Projected</b>	<b>FY 2025 Budget</b>	
<b>2023 Series A</b>			
CSO Phase III A Facilities	\$ 35,583,774	\$	-
Bucklin Point Resiliency Improvements	8,420,002		-
Field's Point Resiliency Improvements	236,825		-
Other	1,081,569		6,628,000
<b>Total 2023 Series A</b>	<b>45,322,170</b>		<b>6,628,000</b>
<b>2023 Series B</b>			
CSO Phase III A Facilities	43,796,759		-
Other	3,081,072		-
<b>Total 2023 Series B</b>	<b>46,877,831</b>		-
<b>2024 Series A</b>			
CSO Phase III A Facilities	9,903,200	63,865,900	
Other	975,000	45,800	
<b>Total 2024 Series A</b>	<b>10,878,200</b>	<b>63,911,700</b>	
<b>2025 Series A</b>			
CSO Phase III A Facilities	-	54,040,500	
Bucklin Point Resiliency Improvements	-	3,593,700	
Other	-	1,781,000	
<b>Total 2025 Series A</b>	<b>-</b>	<b>59,415,200</b>	
<b>Total RIIB</b>	<b>\$ 103,078,201</b>	<b>\$ 129,954,900</b>	

As of June 30, 2024, NBC has outstanding RIIB debt of \$420.1 million. The following table shows RIIB loans by issue and indicates the interest rate and final maturity.

<b>Outstanding RIIB Loans <sup>(1)(2)(3)</sup></b>				
<b>RIIB Bond Issue</b>	<b>Interest Rate (1)(2)(3)</b>	<b>Outstanding June 30, 2024</b>	<b>Final Maturity</b>	
2004 Series B - \$40.0M	1.904%	\$ 1,266,000	September 1, 2024	
2005 Series B - \$30.0M	1.897%	3,548,000	September 1, 2025	
2006 Series A - \$30.0M	1.802%	5,207,000	September 1, 2026	
2007 Series B - \$25.0M	2.030%	7,819,000	September 1, 2028	
2009 Series A - \$55.0M	1.377%	22,877,719	September 1, 2030	
2010 Series A - \$2.0M	1.022%	619,808	September 1, 2029	
2010 Series B - \$20.0M	3.163%	8,333,000	September 1, 2030	
2011 Series A - \$30.0M	2.759%	13,353,753	September 1, 2031	
2012 Series A - \$25.75M	2.588%	12,909,806	September 1, 2032	
2013 Series B - \$25.0M	2.592%	13,821,166	September 1, 2033	
2014 Series A - \$45.0M	2.967%	27,462,000	September 1, 2034	
2015 Series B - \$41.75M	3.049%	33,688,135	September 1, 2044	
2016 Series A - \$23.0M	2.467%	17,022,000	September 1, 2037	
2019 Series A - \$35.0M	2.300%	28,186,971	September 1, 2039	
2019 Series B - \$10.0M	1.910%	8,238,000	September 1, 2039	
2021 Series A - \$45.0M	1.803%	44,000,000	September 1, 2038	
2023 Series A - \$52.4M	3.305%	49,166,010	September 1, 2053	
2023 Series B - \$47.59M	3.303%	47,595,490	September 1, 2053	
2024 Series A - TBD	TBD	75,000,000	TBD	
<b>Total Outstanding RIIB Debt</b>		<b>\$ 420,113,858</b>		

<sup>(1)</sup> Initial interest rate – does not reflect refundings.

<sup>(2)</sup> RIIB loans prior to 2021 include a 0.5% annual service fee. Fee reduced to 0.3% beginning 2021 Series A.

<sup>(3)</sup> 2024 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 2024 projected WIFIA expenditures and the FY 2025 budgeted expenditures are shown in the following table.

<b>WIFIA CIP Expenditures</b>			
<b>Major Project</b>	<b>FY 2024 Projected</b>	<b>FY 2025 Budget</b>	
<b>2020 Series B WIFIA 1</b>			
CSO Phase III A Facilities	\$ 11,652	\$	-
<b>Total 2020 Series B WIFIA 1</b>	<b>11,652</b>		<b>-</b>
<b>2020 Series C WIFIA 2</b>			
CSO Phase III A Facilities	91,328,106		32,703,100
Bucklin Point Resiliency Improvements	6,035,885		7,734,300
<b>Total 2020 Series C WIFIA 2</b>	<b>97,363,991</b>		<b>40,437,400</b>
<b>2022 Series A WIFIA 3</b>			
Field's Point Resiliency Improvements	5,089,374		10,878,014
<b>Total 2022 Series A WIFIA 3</b>	<b>5,089,374</b>		<b>10,878,014</b>
<b>Total WIFIA</b>	<b>\$ 102,465,017</b>	<b>\$</b>	<b>51,315,414</b>

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, 2025, NBC projects outstanding WIFIA debt of \$532.7 million.



### Projected WIFIA Outstanding Debt

	Series 2020 B WIFIA 1 1.42%	Series 2020 C WIFIA 2 1.60%	Series 2022 A WIFIA 3 3.12%	Total
Original Borrowing	\$ 268,710,610	\$ 190,633,824	\$ -	\$ 459,344,434
Capitalized Interest	1,795,352	131,401	-	1,926,753
<b>Outstanding Balance June 30, 2022</b>	<b>270,505,962</b>	<b>190,765,225</b>	<b>-</b>	<b>461,271,187</b>
Original Borrowing			55,499,228	55,499,228
Projected Capitalized Interest FY 2023	3,100,916	404,987	30,624	3,536,527
<b>Outstanding Balance June 30, 2023</b>	<b>273,606,878</b>	<b>191,170,212</b>	<b>55,529,852</b>	<b>520,306,942</b>
Original Borrowing				-
Projected Capitalized Interest FY 2024	3,832,971	1,539,069	110,831	5,482,871
<b>Projected Outstanding Balance June 30, 2024</b>	<b>277,439,849</b>	<b>192,709,281</b>	<b>55,640,683</b>	<b>525,789,813</b>
Original Borrowing				-
Projected Capitalized Interest FY 2025	3,954,575	2,684,044	250,068	6,888,687
<b>Projected Outstanding Balance June 30, 2025</b>	<b>281,394,424</b>	<b>195,393,325</b>	<b>55,890,751</b>	<b>532,678,500</b>
<b>Projected Total Outstanding WIFIA (Original Capitalized Interest per USEPA schedule)</b>	<b>\$ 304,745,382</b>	<b>\$ 216,351,278</b>	<b>\$ 65,542,884</b>	<b>\$ 586,639,544</b>
<b>Final Maturity</b>	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, 2024, NBC has outstanding revenue bond debt of \$242.7 million.

Revenue Bond Issue	Interest Rate	Outstanding June 30, 2024	Final Maturity
2008 Series A - \$66.360 M	2.290%	\$ 52,965,000	September 1, 2034
2015 Series A - \$40.085 M Refunding	3.798%	3,215,000	February 1, 2028
2020 Series A - \$196.36 M Refunding	2.516%	186,555,000	September 1, 2043
<b>Total Outstanding Revenue Bonds</b>		<b>\$ 242,735,000</b>	

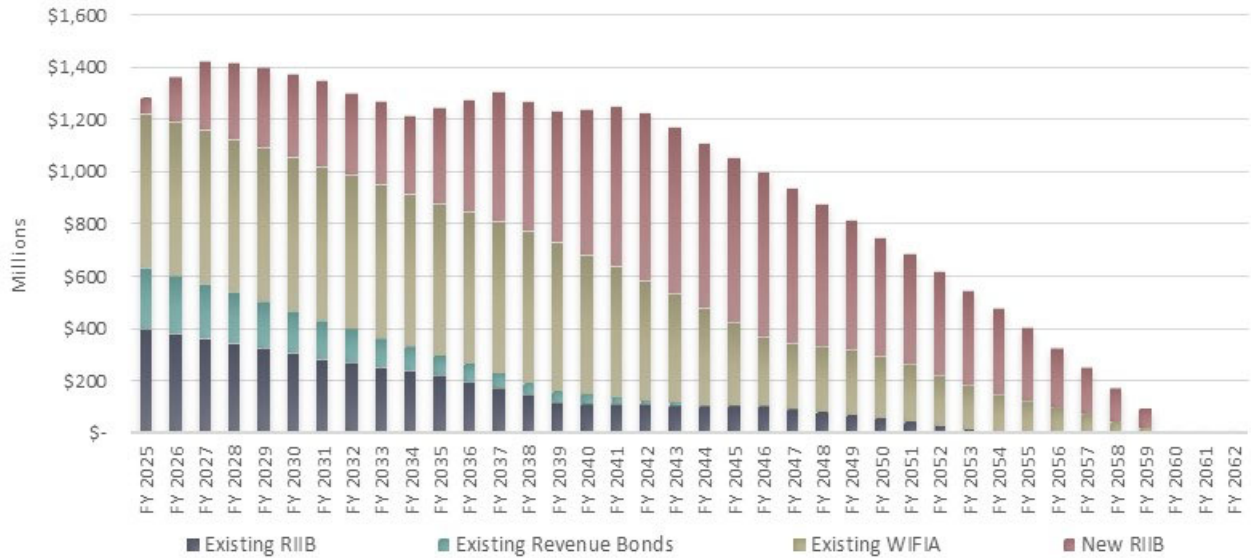
## Outstanding Debt

The table below shows the changes in outstanding debt at fiscal years-ending 2023, 2024, and 2025. The Additions/Principal Payments column reflects the net effect of principal payments, new borrowings, refundings, early redemptions, and capitalized interest. Outstanding debt is projected to increase \$44.4 million from \$1.144 billion as of June 30, 2023, to \$1.189 billion as of June 30, 2024, reflecting the 2024 Series A RIIB loan of \$75.0 million. NBC is projecting an increase in outstanding debt as of June 30, 2025 of \$55.2 million for a total of \$1.244 billion. Projected capitalized interest on the WIFIA loans is reflected as additional debt in both FY 2024 and FY 2025.

<b>Outstanding Debt</b>					
Issuance	Outstanding Debt as of June 30, 2023	Additions/ Principal Payments	Outstanding Debt as of June 30, 2024	Additions/ Principal Payments	Outstanding Debt as of June 30, 2025
<b>RIIB Loans</b>					
RIIB Loans	\$ 371,125,653	\$ 48,988,205	\$ 420,113,858	\$ 54,356,838	\$ 474,470,696
<i>Subtotal RIIB</i>	371,125,653	48,988,205	420,113,858	54,356,838	474,470,696
<b>Revenue Bonds</b>					
2008 Series A - \$66.36 M	55,465,000	(2,500,000)	52,965,000	(3,500,000)	49,465,000
2013 Series C - \$34.97 M	4,950,000	(4,950,000)	-	-	-
2015 Series A - \$40.085 M Refunding	3,215,000	-	3,215,000	-	3,215,000
2020 Series A - \$196.36 M Refunding	189,000,000	(2,445,000)	186,555,000	(2,485,000)	184,070,000
<i>Subtotal Revenue Bonds</i>	252,630,000	(9,895,000)	242,735,000	(5,985,000)	236,750,000
<b>WIFIA</b>					
2020 Series B - WIFIA 1	273,606,878	3,832,972	277,439,850	3,954,575	281,394,425
2020 Series C - WIFIA 2	191,170,212	1,539,071	192,709,283	2,684,044	195,393,327
2022 Series A - WIFIA 3	55,529,852	110,831	55,640,683	250,068	55,890,751
<i>Subtotal WIFIA</i>	520,306,942	5,482,873	525,789,815	6,888,687	532,678,502
<b>Subtotal Bonds</b>	<b>\$ 1,144,062,595</b>	<b>\$ 44,576,078</b>	<b>\$ 1,188,638,674</b>	<b>\$ 55,260,525</b>	<b>\$ 1,243,899,199</b>
<b>Premiums</b>					
2013 Series C	105,236	(105,235)	-	-	-
2015 Series A Refunding Bonds	215,758	(47,046)	168,712	(47,046)	121,666
<b>Subtotal Premiums</b>	<b>\$ 320,994</b>	<b>\$ (152,281)</b>	<b>\$ 168,712</b>	<b>\$ (47,046)</b>	<b>\$ 121,666</b>
<b>Total Outstanding Debt</b>	<b>\$ 1,144,383,589</b>	<b>\$ 44,423,797</b>	<b>\$ 1,188,807,385</b>	<b>\$ 55,213,479</b>	<b>\$ 1,244,020,865</b>

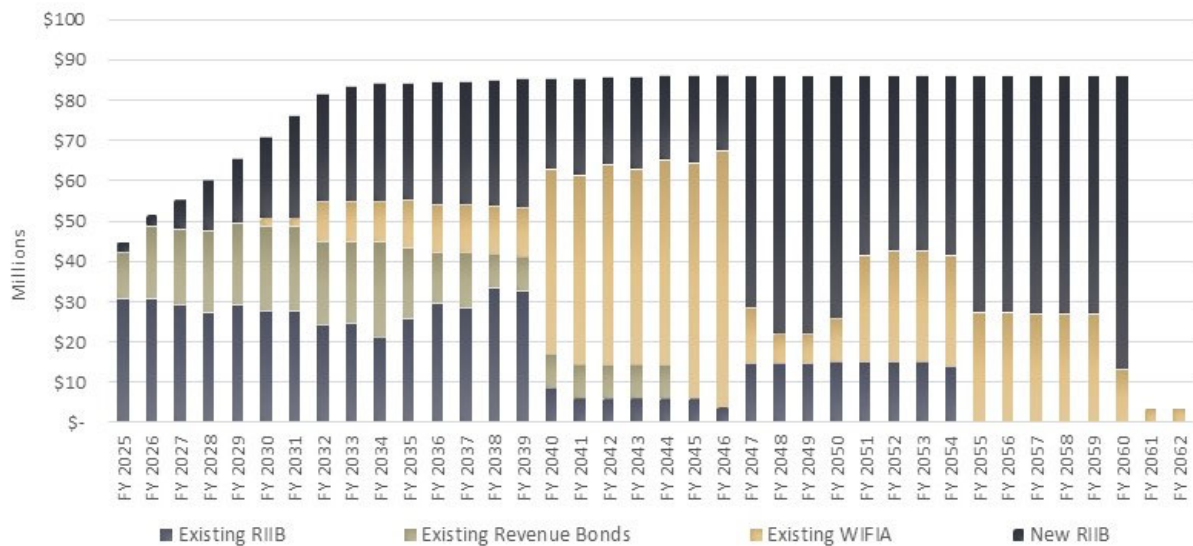
The following graph shows NBC's projected outstanding debt through maturity in FY 2062, incorporating existing debt service and the additional debt issuance required to finance the CIP. Outstanding debt is projected to peak at nearly \$1.4 billion in FY 2027. Please note that the graph below is based 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.

### Current 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.

### Current and Projected Debt Service Payments through Maturity



## Annual Debt Service Payments

Fiscal Year June 30,	RIIB Loans		Revenue Bonds		WIFIA Loan		RIIB Loan FY 2024 Series A <sup>(1)</sup>		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2025	\$ 20,643,162	\$ 9,095,739	\$ 9,200,000	\$ 5,676,238	\$ -	\$ -	\$ -	\$ 1,090,984	\$ 45,706,122
2026	19,854,786	8,625,760	12,140,000	5,504,339	-	-	-	2,595,280	48,720,165
2027	18,528,178	8,177,727	13,570,000	5,260,382	-	-	-	2,595,280	48,131,567
2028	17,223,611	7,725,518	12,140,000	5,007,558	-	-	-	2,595,280	44,691,967
2029	19,711,341	7,232,136	15,670,000	4,596,142	-	-	-	2,595,280	49,804,899
2030	18,451,326	6,686,196	16,710,000	4,258,490	-	2,044,938	-	2,595,280	50,746,230
2031	19,032,943	6,236,669	16,935,000	3,899,355	-	2,044,938	-	2,595,280	50,744,184
2032	16,059,092	5,844,477	17,190,000	3,526,780	-	9,833,943	-	2,595,280	55,049,573
2033	16,702,104	5,446,413	17,095,000	3,142,159	-	9,833,943	-	2,595,280	54,814,899
2034	13,898,353	5,042,260	20,750,000	2,706,252	-	9,833,943	-	2,595,280	54,826,088
2035	18,637,858	4,629,535	15,375,000	2,283,079	1,966,287	9,803,269	-	2,595,280	55,290,308
2036	15,025,420	4,219,088	10,915,000	1,967,085	2,031,829	9,740,898	7,900,000	2,475,990	54,275,311
2037	14,782,385	3,834,668	11,900,000	1,681,244	2,097,372	9,676,483	7,900,000	2,233,460	54,105,611
2038	20,357,110	3,379,229	6,950,000	1,438,692	2,097,372	9,611,045	8,045,000	1,981,098	53,859,546
2039	20,226,173	2,860,133	7,150,000	1,243,225	2,406,711	9,542,853	8,155,000	1,718,641	53,302,738
2040	4,559,086	2,531,419	7,360,000	1,031,597	36,510,179	9,244,259	-	1,585,307	62,821,846
2041	1,921,000	2,430,497	7,575,000	813,770	38,524,410	8,707,056	-	1,585,307	61,557,041
2042	1,986,000	2,365,154	7,805,000	589,453	41,814,883	8,117,148	-	1,585,307	64,262,946
2043	2,052,000	2,297,720	8,035,000	358,426	41,268,801	7,503,855	-	1,585,307	63,101,109
2044	2,121,000	2,228,137	8,270,000	120,618	44,257,440	6,872,663	-	1,585,307	65,455,165
2045	2,192,500	2,156,317	-	-	52,335,652	6,162,339	-	1,585,307	64,432,115
2046	-	2,119,812	-	-	58,364,561	5,352,611	-	1,585,307	67,422,291
2047	6,739,438	2,004,230	-	-	8,837,675	4,830,978	4,695,000	1,500,328	28,607,649
2048	7,015,209	1,768,338	-	-	2,490,630	4,703,623	4,870,000	1,326,714	22,174,514
2049	7,300,655	1,522,821	-	-	2,556,172	4,624,893	5,060,000	1,145,482	22,210,024
2050	7,600,616	1,264,984	-	-	6,472,768	4,513,310	5,250,000	956,022	26,057,699
2051	7,910,253	994,319	-	-	22,072,333	4,244,601	5,455,000	758,242	41,434,747
2052	8,229,566	712,680	-	-	23,933,591	3,835,209	5,665,000	551,955	42,928,000
2053	8,568,231	419,987	-	-	24,258,756	3,407,329	5,890,000	337,032	42,881,334
2054	7,784,463	135,450	-	-	24,562,285	2,973,424	6,115,000	113,739	41,684,360
2055	-	-	-	-	24,909,084	2,533,320	-	-	27,442,404
2056	-	-	-	-	25,234,249	2,086,844	-	-	27,321,093
2057	-	-	-	-	25,559,413	1,634,169	-	-	27,193,582
2058	-	-	-	-	25,906,213	1,175,122	-	-	27,081,335
2059	-	-	-	-	26,253,650	709,026	-	-	26,962,676
2060	-	-	-	-	13,035,224	344,405	-	-	13,379,629
2061	-	-	-	-	3,408,230	161,550	-	-	3,569,780
2062	-	-	-	-	3,473,773	54,191	-	-	3,527,964
<b>Totals</b>	<b>\$ 345,113,858</b>	<b>\$ 113,987,413</b>	<b>\$ 242,735,000</b>	<b>\$ 55,104,884</b>	<b>\$ 586,639,544</b>	<b>\$ 175,758,175</b>	<b>\$ 75,000,000</b>	<b>\$ 53,239,635</b>	<b>\$ 1,647,578,509</b>

<sup>(1)</sup> 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 2024 Series A	Total
2025	\$ 324,470,696	\$ 236,750,000	\$ 586,639,544	\$ 75,000,000	\$ 1,222,860,240
2026	304,615,910	224,610,000	586,639,544	75,000,000	1,190,865,454
2027	286,087,732	211,040,000	586,639,544	75,000,000	1,158,767,276
2028	268,864,121	195,685,000	586,639,544	75,000,000	1,126,188,664
2029	249,152,780	180,015,000	586,639,544	75,000,000	1,090,807,324
2030	230,701,454	163,305,000	586,639,544	75,000,000	1,055,645,997
2031	211,668,511	146,370,000	586,639,544	75,000,000	1,019,678,055
2032	195,609,419	129,180,000	586,639,544	75,000,000	986,428,962
2033	178,907,315	112,085,000	586,639,544	75,000,000	952,631,858
2034	165,008,962	91,335,000	586,639,544	75,000,000	917,983,506
2035	146,371,104	75,960,000	584,673,257	75,000,000	882,004,361
2036	131,345,684	65,045,000	582,641,428	67,100,000	846,132,111
2037	116,563,299	53,145,000	580,544,056	59,200,000	809,452,355
2038	96,206,189	46,195,000	578,446,683	51,155,000	772,002,872
2039	75,980,016	39,045,000	576,039,972	43,000,000	734,064,987
2040	71,420,930	31,685,000	539,529,793	43,000,000	685,635,723
2041	69,499,930	24,110,000	501,005,383	43,000,000	637,615,313
2042	67,513,930	16,305,000	459,190,499	43,000,000	586,009,429
2043	65,461,930	8,270,000	417,921,699	43,000,000	534,653,629
2044	63,340,930	-	373,664,259	43,000,000	480,005,189
2045	61,148,430	-	321,328,607	43,000,000	425,477,037
2046	61,148,430	-	262,964,046	43,000,000	367,112,475
2047	54,408,991	-	254,126,371	38,305,000	346,840,362
2048	47,393,783	-	251,635,741	33,435,000	332,464,524
2049	40,093,128	-	249,079,569	28,375,000	317,547,696
2050	32,492,512	-	242,606,801	23,125,000	298,224,312
2051	24,582,259	-	220,534,468	17,670,000	262,786,727
2052	16,352,693	-	196,600,877	12,005,000	224,958,571
2053	7,784,463	-	172,342,121	6,115,000	186,241,584
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, 2024**

Fiscal Year	\$40,000,000 - 2004 Series B RIIB Loan Dated December 30, 2004		\$30,000,000 - 2005 Series B RIIB Loan Dated December 15, 2005		\$30,000,000 - 2006 Series A RIIB Loan Dated December 21, 2006	
	Principal	Interest	Principal	Interest	Principal	Interest
<b>Ending June 30,</b>						
2025	1,266,000	1.535%	1,755,000	1.555%	1,703,000	1.340%
2026			1,793,000	1.565%	1,734,000	1.350%
2027					1,770,000	1.355%
2028						
2029						
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2055						
<b>Total</b>	<b>\$ 1,266,000</b>		<b>\$ 3,548,000</b>		<b>\$ 5,207,000</b>	

**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	1.904%	1.897%	1.802%

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2024**

Fiscal Year	\$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>		\$2,000,000 - 2010 Series A* RIIB Loan Dated February 12, 2010 <small>*Principal Forgiveness: \$301,895.04</small>		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2025		1,500,000	1.585%	2,978,476	2.450%	95,094	2.370%
2026		1,531,000	1.600%	3,065,929	2.490%	97,641	2.440%
2027		1,563,000	1.615%	3,157,626	2.540%	101,037	2.500%
2028		1,596,000	1.630%	3,252,720	2.590%	104,433	2.560%
2029		1,629,000	1.645%	3,354,606	2.650%	108,679	2.620%
2030				3,459,040	2.690%	112,924	2.680%
2031				3,609,322	2.740%		
2032							
2033							
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2055							
<b>Total</b>	<b>\$</b>	<b>7,819,000</b>		<b>\$</b>	<b>22,877,719</b>	<b>\$</b>	<b>619,808</b>

**Details**

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

**Issuance Details**

Tax Status	Tax-Exempt	Tax-Exempt	Tax-Exempt
Type of Sale	Private Placement	Private Placement	Private Placement
UW/Purchaser	RIIB	RIIB	RIIB
Purpose	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO
Original TIC or Loan Rate.			
Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021	2.030%	1.377%	1.022%

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2024**

Fiscal Year	\$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>		\$25,750,000 - 2012 Series A* RIIB Loan Dated June 28, 2012 <small>*Principal Forgiveness: \$354,202.00</small>		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2025		1,074,000	2.800%	1,464,981	3.050%	1,276,685	2.250%
2026		1,110,000	2.870%	1,517,536	3.140%	1,312,165	2.360%
2027		1,147,000	2.920%	1,571,968	3.230%	1,348,645	2.390%
2028		1,187,000	2.970%	1,632,031	3.270%	1,389,125	2.320%
2029		1,228,000	3.010%	1,692,095	3.310%	1,428,500	2.360%
2030		1,272,000	3.010%	1,756,850	3.340%	1,469,876	2.650%
2031		1,315,000	2.990%	1,824,422	3.380%	1,514,251	2.430%
2032				1,893,870	3.410%	1,559,627	2.750%
2033						1,610,932	2.760%
2034							
2035							
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2055							
<b>Total</b>	<b>\$</b>	<b>8,333,000</b>		<b>\$</b>	<b>13,353,753</b>	<b>\$</b>	<b>12,909,806</b>

**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	3.163%	2.759%	2.588%

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2024**

Fiscal Year	\$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		\$41,753,500 - 2015 Series B* RIIB Loan Dated July 30, 2015 <small>*Principal Forgiveness: \$512,070.00</small>		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2025		1,218,042	2.000%	2,140,000	2.190%	1,161,284	1.800%
2026		1,247,970	2.170%	2,198,000	2.290%	1,187,660	2.050%
2027		1,280,826	2.310%	2,259,000	2.480%	1,218,933	2.230%
2028		1,316,754	2.400%	2,327,000	2.590%	1,251,205	2.360%
2029		1,355,610	2.470%	2,398,000	2.680%	1,287,374	2.460%
2030		1,396,466	2.420%	2,475,000	2.760%	1,325,542	2.550%
2031		1,436,322	2.450%	2,555,000	2.830%	1,365,606	2.610%
2032		1,480,178	2.480%	2,640,000	2.880%	1,408,567	2.670%
2033		1,523,034	2.510%	2,730,000	2.920%	1,453,527	2.710%
2034		1,565,965	2.530%	2,823,000	2.790%	1,499,488	2.610%
2035				2,917,000	2.800%	1,546,448	2.630%
2036						1,631,000	2.650%
2037						1,683,000	2.880%
2038						1,739,000	2.870%
2039						1,798,000	2.860%
2040						1,859,000	2.850%
2041						1,921,000	2.850%
2042						1,986,000	2.840%
2043						2,052,000	2.840%
2044						2,121,000	2.830%
2045						2,192,500	2.830%
2046							
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2052							
2053							
2054							
2055							
<b>Total</b>	<b>\$</b>	<b>13,821,166</b>		<b>\$</b>	<b>27,462,000</b>	<b>\$</b>	<b>33,688,135</b>

**Details**

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

**Issuance Details**

Tax Status	Tax-Exempt	Tax-Exempt	Tax-Exempt
Type of Sale	Private Placement	Private Placement	Private Placement
UW/Purchaser	RIIB	RIIB	RIIB
Purpose	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO
Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021	2.592%	2.967%	3.049%

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2024**

Fiscal Year	\$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>		\$10,000,000 - 2019 Series B RIIB Loan Dated April 4, 2019		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2025		1,047,000	1.200%	1,509,600	1.110%	454,000	0.830%
2026		1,065,000	1.290%	1,533,886	1.170%	461,000	0.880%
2027		1,084,000	1.590%	1,559,143	1.230%	467,000	0.920%
2028		1,107,000	1.770%	1,586,343	1.300%	474,000	0.970%
2029		1,132,000	1.900%	1,614,514	1.360%	480,000	1.020%
2030		1,159,000	1.990%	1,644,629	1.440%	488,000	1.080%
2031		1,188,000	2.050%	1,676,686	1.630%	495,000	1.220%
2032		1,218,000	2.110%	1,712,629	1.790%	504,000	1.340%
2033		1,250,000	2.150%	1,751,486	1.920%	513,000	1.440%
2034		1,283,000	2.190%	1,794,229	2.010%	523,000	1.510%
2035		1,317,000	2.230%	1,838,914	2.090%	534,000	1.570%
2036		1,353,000	2.270%	1,886,514	2.170%	545,000	1.620%
2037		1,390,000	2.300%	1,937,029	2.230%	556,000	1.670%
2038		1,429,000	2.330%	1,990,457	2.290%	568,000	1.720%
2039				2,045,829	2.350%	581,000	1.760%
2040				2,105,086	2.420%	595,000	1.810%
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2055							
<b>Total</b>	<b>\$</b>	<b>17,022,000</b>		<b>\$</b>	<b>28,186,971</b>	<b>\$</b>	<b>8,238,000</b>

**Details**

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

**Issuance Details**

Tax Status	Tax-Exempt	Tax-Exempt	Tax-Exempt
Type of Sale	Private Placement	Private Placement	Private Placement
UW/Purchaser	RIIB	RIIB	RIIB
Purpose	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO
Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021	2.467%	2.300%	1.910%

**Non-callable**

**Callable**

## Outstanding Debt – RIIB Loans

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - RIIB**  
**As of June 30, 2024**

Fiscal Year	\$45,000,000 - 2021 Series A* RIIB Loan Dated November 16, 2021 *Principal Forgiveness: \$1,000,000.00		\$52,404,510 - 2023 Series A* RIIB Loan Dated June 13, 2023 *Principal Forgiveness: \$3,238,500.00		\$47,595,490 - 2023 Series B RIIB Loan Dated June 13, 2023		\$75,000,000 - 2024 Series A* RIIB Loan <sup>(1)</sup> Dated TBD *Principal Forgiveness: TBD	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
<b>Ending June 30,</b>								
2025	-	-	-	-	-	-	-	-
2026	-	-	-	-	-	-	-	-
2027	-	-	-	-	-	-	-	-
2028	-	-	-	-	-	-	-	-
2029	-	-	1,017,736	2.030%	985,227	2.030%	-	-
2030	1,892,000	0.810%	-	-	-	-	-	-
2031	2,053,333	0.890%	-	-	-	-	-	-
2032	3,642,222	0.960%	-	-	-	-	-	-
2033	3,872,000	1.160%	1,015,278	2.060%	982,847	2.060%	-	-
2034	210,222	1.310%	2,133,805	2.090%	2,065,644	2.090%	-	-
2035	7,484,889	1.430%	1,524,146	2.230%	1,475,460	2.230%	-	-
2036	3,867,111	1.520%	2,918,003	2.400%	2,824,792	2.400%	7,900,000	3.020%
2037	3,241,333	1.600%	3,036,001	2.550%	2,939,022	2.550%	7,900,000	3.120%
2038	8,408,889	1.670%	3,161,374	2.680%	3,060,390	2.680%	8,045,000	3.210%
2039	9,328,000	1.730%	3,289,206	2.770%	3,184,138	2.770%	8,155,000	3.270%
2040	-	-	-	-	-	-	-	-
2041	-	-	-	-	-	-	-	-
2042	-	-	-	-	-	-	-	-
2043	-	-	-	-	-	-	-	-
2044	-	-	-	-	-	-	-	-
2045	-	-	-	-	-	-	-	-
2046	-	-	-	-	-	-	-	-
2047	-	-	3,424,413	3.130%	3,315,026	3.130%	4,695,000	3.620%
2048	-	-	3,564,536	3.130%	3,450,673	3.130%	4,870,000	3.640%
2049	-	-	3,709,575	3.130%	3,591,080	3.130%	5,060,000	3.660%
2050	-	-	3,861,990	3.190%	3,738,626	3.190%	5,250,000	3.690%
2051	-	-	4,019,321	3.190%	3,890,931	3.190%	5,455,000	3.700%
2052	-	-	4,181,569	3.190%	4,047,996	3.190%	5,665,000	3.720%
2053	-	-	4,353,650	3.180%	4,214,581	3.180%	5,890,000	3.720%
2054	-	-	3,955,405	3.180%	3,829,057	3.180%	6,115,000	3.720%
2055	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$ 44,000,000</b>		<b>\$ 49,166,010</b>		<b>\$ 47,595,490</b>		<b>\$ 75,000,000</b>	

**Details**

Interest Payment Date(s)	March 1st    September 1st	March 1st    September 1st	March 1st    September 1st	March 1st    September 1st
Principal Payment Date(s)	September 1st	September 1st	September 1st	September 1st
<b>Issuance Details</b>				
Tax Status	Taxable	Taxable	Taxable w/ Tax-Exempt Covenants	Tax-Exempt
Type of Sale	Private Placement	Private Placement	Private Placement	Private Placement
UW/Purchaser	RIIB	RIIB	RIIB	RIIB
Purpose	Wastewater Treatment and Collections, CSO	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	1.803%	3.305%	3.303%	TBD <sup>(1)</sup>

<sup>(1)</sup> 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, 2024**

Fiscal Year	\$66,360,000 - 2008 Series A NBC Wastewater System Refunding Revenue Bonds Dated July 17, 2008		\$40,085,000 - 2015 Series A NBC Wastewater System Revenue Bonds (Partially Refunded) Dated May 5, 2015		\$196,360,000 - 2020 Series A NBC Wastewater System Refunding Revenue Bonds - GREEN Dated March 19, 2020		
	Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2025		3,500,000	2.290%	-	-	2,485,000	1.497%
2026		4,700,000	2.290%	-	-	7,440,000	1.597%
2027		4,200,000	2.290%	-	-	9,370,000	1.764%
2028		4,200,000	2.290%	3,215,000	4.000%	7,940,000	1.864%
2029		4,200,000	2.290%			11,470,000	1.964%
2030		5,000,000	2.290%			11,710,000	2.044%
2031		5,000,000	2.290%			11,935,000	2.094%
2032		5,000,000	2.290%			12,190,000	2.184%
2033		5,700,000	2.290%			11,395,000	2.264%
2034		5,700,000	2.290%			15,050,000	2.344%
2035		5,765,000	2.290%			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%
<b>Total</b>	<b>\$</b>	<b>52,965,000</b>		<b>\$</b>	<b>3,215,000</b>	<b>\$</b>	<b>186,555,000</b>

**Details**

Interest Payment Date(s)	March 1st      September 1st	February 1st      August 1st	March 1st      September 1st
Principal Payment Date(s)	September 1st	February 1st	September 1st
<b>Issuance Details</b>			
Tax Status	Tax-Exempt	Tax-Exempt	Federally Taxable
Type of Sale	Direct Purchase	Negotiated	Negotiated
UW/Purchaser	JP Morgan	Morgan Stanley, Janney Montgomery Scott	Barclays, Janney Montgomery Scott, J.P. Morgan, Ramirez & Co., Inc.
Purpose	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO	Refunding of Series 2013A, 2013C, 2014B, 2015A
True Interest Cost	2.290%	3.798%	2.516%

**Non-callable**

**Callable**

## Outstanding Debt – WIFIA

**Narragansett Bay Commission**  
**Wastewater System Revenue Bonds - WIFIA**  
**As of June 30, 2024**

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, 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%
<b>Total</b>	<b>\$ 304,745,382</b>		<b>\$ 216,351,278</b>		<b>\$ 65,542,884</b>	

**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
<b>Issuance Details</b>			
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 Resiliency Project
True Interest Cost	1.42%	1.60%	3.12%

**Non-callable**

**Callable**



# 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 expenses, 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 2025 - 2030. 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.

NBC PROFORMA FY 2025 - 2030						
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<b>Total Revenue</b>	<b>\$116,518,250</b>	<b>\$125,560,016</b>	<b>\$132,858,907</b>	<b>\$140,267,435</b>	<b>\$148,098,249</b>	<b>\$156,012,673</b>
<b>Expense</b>						
Operating Expense	60,006,548	60,897,937	63,467,765	64,716,668	65,990,256	67,310,061
Debt Service	44,645,826	51,729,664	55,512,914	60,440,614	65,686,394	70,962,090
<b>Transfer to Project Fund</b>	<b>11,865,876</b>	<b>12,932,415</b>	<b>13,878,228</b>	<b>15,110,153</b>	<b>16,421,599</b>	<b>17,740,522</b>
<b>Total Expense and Transfer</b>	<b>\$116,518,250</b>	<b>\$125,560,016</b>	<b>\$132,858,907</b>	<b>\$140,267,435</b>	<b>\$148,098,249</b>	<b>\$156,012,673</b>
<b>Debt Service Coverage</b>	<b>1.27</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>

Capital Sources and Uses FY 2025 - 2030						
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
<b>Capital Sources</b>						
New SRF Bonds	\$ -	\$ 99,060,210	\$ 93,870,427	\$ 30,402,197	\$ 26,245,161	\$ 18,677,376
2023 Series A	6,628,000	-	-	-	-	-
2024 Series A	63,911,700	-	-	-	-	-
2025 Series A	59,415,200	15,584,800	-	-	-	-
Project Fund - Pay-go	12,123,500	18,319,354	9,034,416	10,600,529	11,913,853	14,223,598
Project Fund - OCP	5,248,000	4,554,300	3,898,000	3,277,700	3,196,300	2,198,000
Existing WIFIA	51,315,414	22,274,333	-	-	-	-
<b>Total Capital Sources</b>	<b>\$198,641,814</b>	<b>\$159,792,997</b>	<b>\$106,802,843</b>	<b>\$ 44,280,426</b>	<b>\$ 41,355,314</b>	<b>\$ 35,098,974</b>
<b>Capital Uses</b>						
CIP	\$192,502,586	\$154,091,100	\$101,965,200	\$ 40,698,400	\$ 37,896,300	\$ 32,714,014
OCP	5,248,000	4,554,300	3,898,000	3,277,700	3,196,300	2,198,000
Other	891,228	1,147,597	939,643	304,326	262,714	186,961
<b>Total Capital Uses</b>	<b>\$198,641,814</b>	<b>\$159,792,997</b>	<b>\$106,802,843</b>	<b>\$ 44,280,426</b>	<b>\$ 41,355,314</b>	<b>\$ 35,098,974</b>

## 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 33.9% projected increase in user fee revenue from \$116.5 million in FY 2025 to \$156.0 million in FY 2030. The higher user fee revenue is based on projected annual increases in user fee rates. The model reflects the 8.7% across-the-board rate increase on July 1, 2025, 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 2025 <sup>(1)</sup>	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Percentage Increase User Fees	2.56%	8.70%	5.75%	5.50%	5.50%	5.25%
Average Annual Single-Family Home	\$ 567.29	\$ 616.64	\$ 652.10	\$ 687.97	\$ 725.81	\$ 763.91

<sup>(1)</sup>Approved as part of Docket 22-47-WW

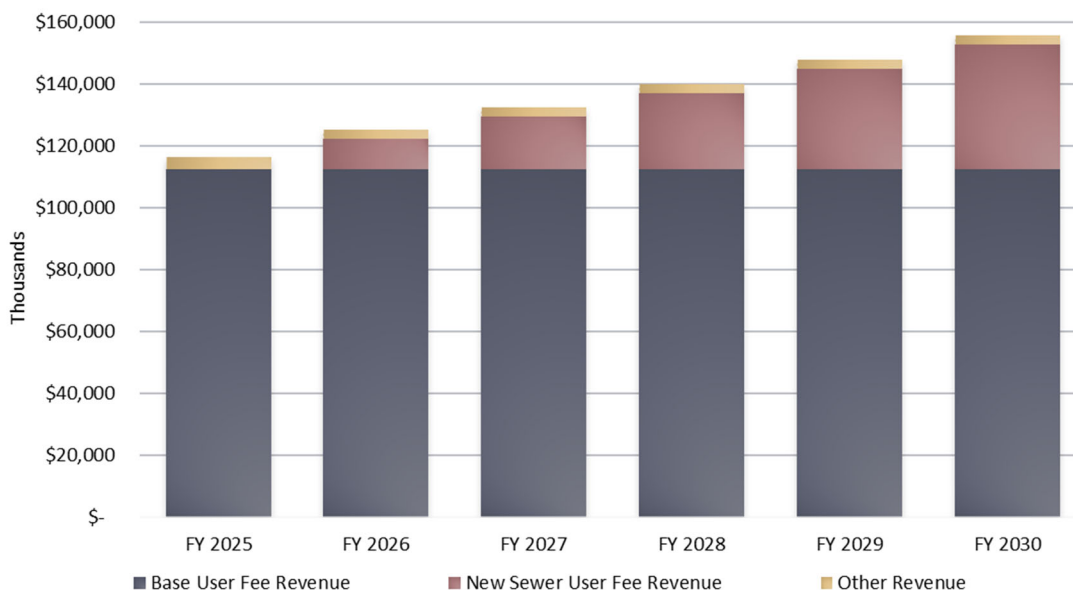
The revenue in FY 2025 – 2030 includes growth of 0.2% per year based on historical growth in flat fee revenue. The CIP projects are projected to generate additional revenue of \$6,570 beginning in FY 2026.

### Projected Revenue

REVENUE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Base User Fee Revenue	\$ 112,537,600	\$ 112,537,600	\$ 112,537,600	\$ 112,537,600	\$ 112,537,600	\$ 112,537,600
User Fee Growth	-	225,075	245,120	259,718	274,535	290,196
CIP New Revenue	-	6,570	6,570	6,570	6,570	6,570
New Sewer User Fee Revenue	-	9,790,771	17,069,617	24,463,547	32,279,544	40,178,307
<b>Total User Fee Revenue</b>	<b>112,537,600</b>	<b>122,560,016</b>	<b>129,858,907</b>	<b>137,267,435</b>	<b>145,098,249</b>	<b>153,012,673</b>
Other Revenue	3,980,650	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Total Other Revenue</b>	<b>3,980,650</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>
<b>Total Revenue</b>	<b>\$ 116,518,250</b>	<b>\$ 125,560,016</b>	<b>\$ 132,858,907</b>	<b>\$ 140,267,435</b>	<b>\$ 148,098,249</b>	<b>\$ 156,012,673</b>

Other Revenue is anticipated to be \$4.0 million in FY 2025 and \$3.0 million through FY 2030, which 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 58.9% increase in debt service. NBC's debt service is projected to increase \$26.3 million for the amortization of existing debt as well as new debt issuance required to support the capital program (see table below). Additionally, debt service on the WIFIA loans commences in FY 2030.

### Projected Debt Issuance

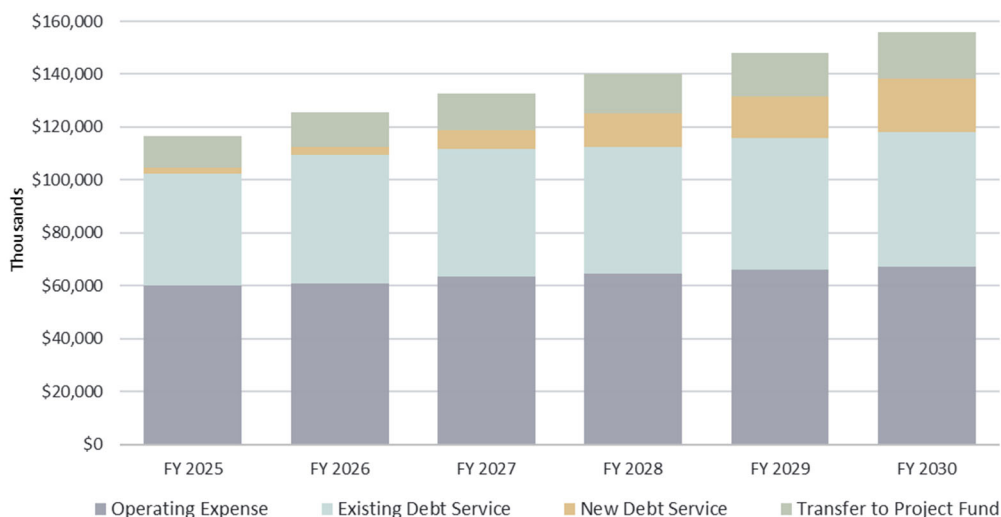
	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
New Debt Issuance	\$15,670,254	\$83,304,502	\$93,870,427	\$30,402,197	\$26,245,161	\$18,677,376

Operating expense is projected to increase 10.4% over the six-year period including an increase of \$1.0 million in FY 2028 when the CSO Phase III A Facilities become fully operational. The net result is a projected 12.2% increase in expense over the six-year period.

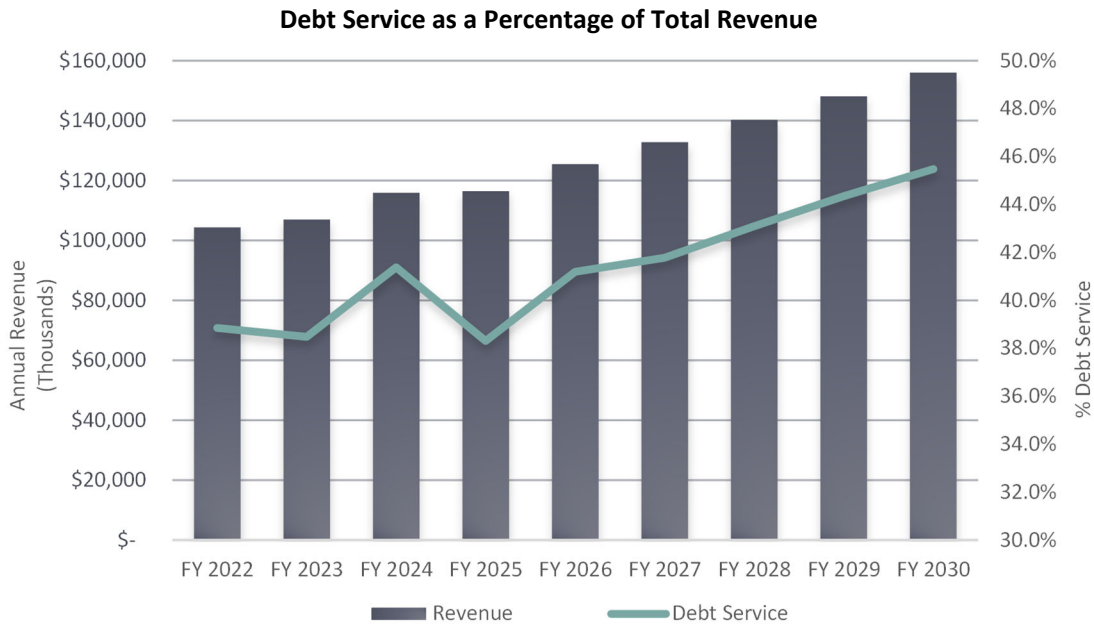
### Projected Expense

EXPENSE	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Base Operating Expense with CPI @ 2%	\$ 60,006,548	\$ 61,206,679	\$ 62,430,813	\$ 63,679,429	\$ 64,953,017	\$ 66,252,078
CIP Net Expense Impact	-	(308,742)	1,036,952	1,037,239	1,037,239	1,057,984
<i>Total Operating Expense</i>	60,006,548	60,897,937	63,467,765	64,716,668	65,990,256	67,310,062
Existing SRF Debt Service	30,810,899	31,075,827	29,301,185	27,544,409	29,518,427	27,732,802
New SRF Debt Service	2,173,689	3,009,498	7,381,347	12,533,647	15,901,826	20,215,859
Existing Revenue Bond Debt Service	11,661,238	17,644,339	18,830,382	20,362,558	20,266,142	20,968,490
WIFIA Debt Service	-	-	-	-	-	2,044,938
<i>Total Debt Service</i>	44,645,826	51,729,664	55,512,914	60,440,614	65,686,395	70,962,089
Transfer to Project Fund	11,865,876	12,932,415	13,878,228	15,110,153	16,421,598	17,740,522
<i>Total Transfer to Project Fund</i>	11,865,876	12,932,415	13,878,228	15,110,153	16,421,598	17,740,522
<b>Total Expense</b>	<b>\$ 116,518,250</b>	<b>\$ 125,560,016</b>	<b>\$ 132,858,907</b>	<b>\$ 140,267,435</b>	<b>\$ 148,098,249</b>	<b>\$ 156,012,673</b>

### Projected Expense

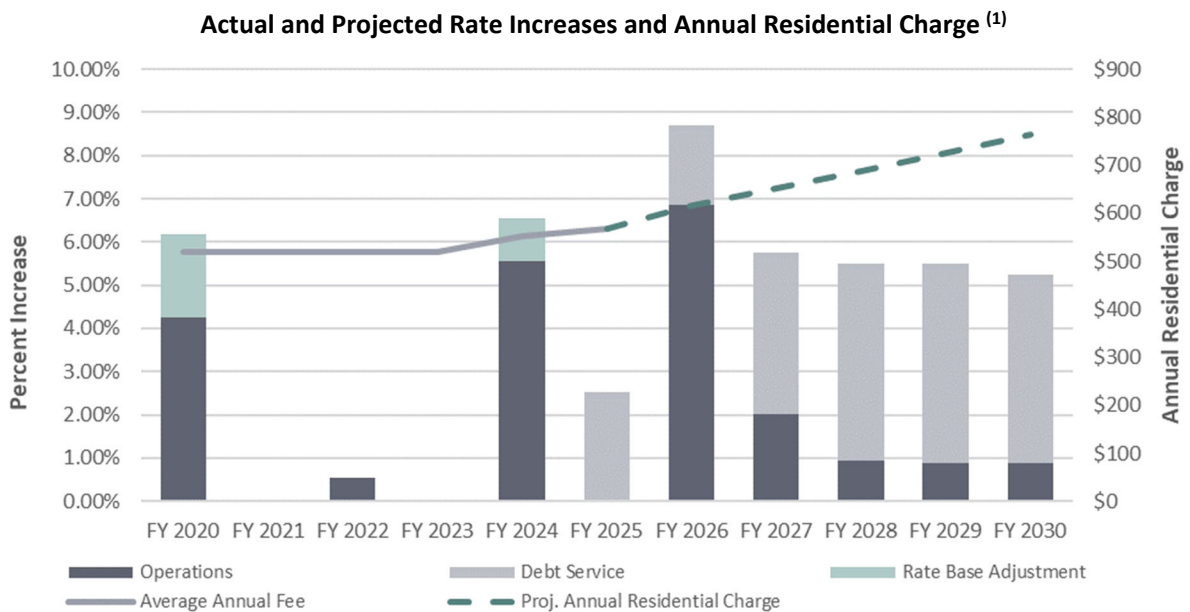


The chart below shows debt service as a percent of total revenue is projected to increase from 38.5% in FY 2023 to 45.5% in FY 2030 as additional debt is issued.



### 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 2030. The chart shows an 8.7% rate increase in FY 2026 for operating expenses. Additional rate increases are projected in FY 2027 – FY 2030, primarily to fund debt service.



<sup>(1)</sup> For a Single-Family Home with average usage of 150 gallons per day





**RESOLUTION 2024:10**

**APPROVAL OF THE NARRAGANSETT BAY COMMISSION  
 FISCAL YEAR 2025 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 2025 Capital Budget; and

WHEREAS, the Board has reviewed the Fiscal Year 2025 Annual Budget;

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2025 Annual Budget is hereby approved as follows:

**Revenue and Source of Funds**

User Fees	\$ 112,559,300
Other	3,522,450
Operation and Maintenance Reserve Fund	458,200
Project Fund - Pay-go Capital	12,123,500
Project Fund - Restricted OCP	5,248,000
2023 Series A (RIIB)	6,628,000
2024 Series A (RIIB)	63,911,700
2025 Series A (RIIB)	59,415,200
2020 Series C (WIFIA 2)	40,437,400
2022 Series A (WIFIA 3)	10,878,014
<b>Total Revenue and Source of Funds</b>	<b><u>\$ 315,181,764</u></b>

**Expense and Use of Funds**

Personnel	\$ 31,304,710
Operating Supplies/Expense	25,548,456
Professional Services	2,814,150
Lease/Subscription Expense	339,232
Principal	26,628,162
Interest	18,017,664
Transfer to Project Fund	11,887,576
Operating Capital Program (OCP)	5,248,000
Capital Improvement Program (CIP)	192,418,814
Cost of Issuance/Other	975,000
<b>Total Expense and Use of Funds</b>	<b><u>\$ 315,181,764</u></b>

BE IT FURTHER RESOLVED; the FY 2025 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 \$104,652,374 for the period July 1, 2024 to June 30, 2025.
2. The number of Full-Time Equivalents (FTEs) included in the FY 2025 Budget is 311. A list of the budgeted 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 an increase in personnel costs not offset by savings in other personnel cost line items (due to attrition, turnover, etc.). Personnel actions that would result in an increase in FTEs or result in a net increase in personnel 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 non-union salary ranges adopted by the Board and effective as of July 5, 2020, included as part of this Resolution as Attachment 2 reflect an adjustment for inflation based on the FY 2025 budgeted non-union merit increase of 4.81%.
6. 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 as the action does not impair NBC from meeting its coverage requirements.
7. 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.
8. 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.
9. 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.
10. 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 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
<b>Administration</b>			
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
<b>Subtotal Administration</b>		12	
<b>Human Resources</b>			
HR002	SENIOR HUMAN RESOURCES REPRESENTATIVE	1	Non-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
HR010	HUMAN RESOURCES REPRESENTATIVE	1	Non-Union
HR004	HUMAN RESOURCES CLERK	1	Union
<b>Subtotal Human Resources</b>		7	
<b>Legal</b>			
LE001	ASSOCIATE LEGAL COUNSEL	1	Non-Union
LE003	CHIEF LEGAL COUNSEL	1	Non-Union
LE004	LEGAL COUNSEL	1	Non-Union
LE009	LEGAL ADMINISTRATIVE ASSISTANT	1	Non-Union
LE010	SENIOR COLLECTIONS PARALEGAL	1	Non-Union
<b>Subtotal Legal</b>		5	
<b>Accounting</b>			
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
AC002	SENIOR FISCAL CLERK	1	Union
<b>Subtotal Accounting</b>		10	

Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
<b>Information Technology</b>			
IT001	IT MANAGER	1	Non-Union
IT004	SENIOR SYSTEMS ADMINISTRATOR	1	Non-Union
IT005	SENIOR APPLICATIONS SYSTEM SUPERVISOR	1	Non-Union
IT007	SYSTEMS ADMINISTRATOR/HELPDESK SUPERVISOR	1	Non-Union
IT008	SENIOR DATABASE AND LINUX ADMINISTRATOR	1	Non-Union
IT010	APPLICATIONS SYSTEM ADMINISTRATOR	1	Non-Union
IT012	SYSTEMS DESIGN PROGRAMMER	1	Non-Union
IT013	HELPDESK TECHNICIAN 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
IT018	ASST. CONTROL SYSTEM ADMINISTRATOR	1	Non-Union
IT019	ASST. CONTROL SYSTEM ADMINISTRATOR	1	Non-Union
IT020	CONTROL SYSTEMS ADMINISTRATOR	1	Non-Union
IT021	CONTROL SYSTEMS ASSOCIATE	1	Non-Union
IT022	CONTROL SYSTEMS ASSOCIATE	1	Non-Union
<b>Subtotal Information Technology</b>		17	
<b>Construction Services</b>			
CG001	DIRECTOR OF CONSTRUCTION AND ENGINEERING	1	Non-Union
CG002	CONSTRUCTION MANAGER	1	Non-Union
CG006	CONSTRUCTION OFFICE COORDINATOR	1	Non-Union
CG007	SENIOR 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
CG021	ASSISTANT DIRECTOR OF CONSTRUCTION AND ENGINEERING	1	Non-Union
<b>Subtotal Construction Services</b>		13	
<b>Finance</b>			
FI001	CHIEF FINANCIAL OFFICER	1	Non-Union
FI004	FINANCIAL ANALYST I	1	Non-Union
FI012	FINANCIAL ANALYST II	1	Non-Union
FI013	PRINCIPAL FINANCIAL ANALYST	1	Non-Union
FI014	FINANCE DIRECTOR	1	Non-Union
FI015	FINANCE AND COMPLIANCE COORDINATOR	1	Non-Union
FI017	SENIOR BUDGET ANALYST	1	Non-Union
FI018	TREASURY AND DEBT MANAGER	1	Non-Union
FI019	REVENUE ANALYST	1	Non-Union
FI020	FINANCIAL ANALYST I	1	Non-Union
FI021	RETIREMENT PLAN ADMINISTRATOR	1	Non-Union
FI333	FINANCE TECHNICAL SPECIALIST	1	Non-Union
<b>Subtotal Finance</b>		12	

Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
<b>Engineering</b>			
EC001	PRINCIPAL FACILITY ENGINEER	1	Non-Union
EC002	ENGINEERING MANAGER	1	Non-Union
EC003	PRINCIPAL ENVIRONMENTAL ENGINEER	1	Non-Union
EC005	ENVIRONMENTAL ENGINEER	1	Non-Union
EC007	ENGINEERING TECHNICAL SPECIALIST	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
EC015	FACILITIES MAINTENANCE SPECIALIST	1	Non-Union
EC333	ENVIRONMENTAL ENGINEER	1	Non-Union
<b>Subtotal Engineering</b>		14	
<b>Technical Analysis and Compliance</b>			
PE001	DIRECTOR OF ENVIRONMENTAL SCIENCE AND COMPLIANCE	1	Non-Union
PE004	ENVIRONMENTAL SUSTAINABILITY ENGINEER	1	Non-Union
PE006	ENVIRONMENTAL SCIENTIST II	1	Non-Union
PE007	TECHNICAL ANALYSIS AND COMPLIANCE MANAGER	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
PE017	ENVIRONMENTAL SCIENCE TECHNICAL ADVISOR	1	Non-Union
PE333	SAFETY COMPLIANCE COORDINATOR I	1	Non-Union
<b>Subtotal Technical Analysis and Compliance</b>		12	
<b>Pretreatment</b>			
PE013	PRETREATMENT INSPECTOR II	1	Non-Union
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
PT018	PRETREATMENT INSPECTOR II	1	Non-Union
PT014	PRETREATMENT CLERK	1	Union
PT015	PRETREATMENT CLERK	1	Union
PT016	PRETREATMENT CLERK	1	Union
<b>Subtotal Pretreatment</b>		14	

Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
<b>Laboratory</b>			
LA001	LABORATORY MANAGER	1	Non-Union
LA002	LABORATORY SUPERVISOR II	1	Non-Union
LA003	ENVIRONMENTAL CHEMIST III	1	Non-Union
LA004	ENVIRONMENTAL CHEMIST II	1	Non-Union
LA006	ENVIRONMENTAL CHEMIST II	1	Non-Union
LA007	LAB SAMPLE COMPLIANCE COORDINATOR	1	Non-Union
LA011	ENVIRONMENTAL CHEMIST II	1	Non-Union
LA020	QUALITY ASSURANCE SPECIALIST	1	Non-Union
LA021	LABORATORY SUPERVISOR I	1	Non-Union
LA023	ENVIRONMENTAL CHEMIST I	1	Non-Union
LA005	BIOLOGIST II	1	Union
LA008	CHEMIST	1	Union
LA009	CHEMIST	1	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
LA022	BIOLOGIST I	1	Union
LA510	LABORATORY TECHNICIAN	1	Union
<b>Subtotal Laboratory</b>		20	
<b>Environmental Monitoring</b>			
EM001	ENVIRONMENTAL MONITORING MANAGER	1	Non-Union
EM007	ENVIRONMENTAL MONITORING SUPERVISOR	1	Non-Union
EM008	ENVIRONMENTAL MONITORING SUPERVISOR	1	Non-Union
EM023	QUALITY ASSURANCE COORDINATOR	1	Non-Union
EM506	ENVIRONMENTAL MONITORING SUPERVISOR	1	Non-Union
EM009	ENVIRONMENTAL MONITOR	1	Union
EM011	ENVIRONMENTAL MONITOR	1	Union
EM012	ENVIRONMENTAL MONITOR	1	Union
EM013	ENVIRONMENTAL MONITOR	1	Union
EM014	ENVIRONMENTAL MONITOR	1	Union
EM015	ENVIRONMENTAL MONITOR	1	Union
EM016	ENVIRONMENTAL MONITOR	1	Union
EM017	ENVIRONMENTAL MONITORING CLERK	1	Union
EM021	ENVIRONMENTAL MONITOR	1	Union
<b>Subtotal Environmental Monitoring</b>		14	
<b>Operations and Maintenance</b>			
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	PERMITS COORDINATOR	1	Non-Union
EN024	ASSET MANAGEMENT SPECIALIST	1	Non-Union
OM333	ADMINISTRATIVE ASSISTANT	1	Non-Union
<b>Subtotal Operations and Maintenance</b>		8	

Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
<b><i>Customer Care</i></b>			
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
CS021	FISCAL SERVICES ANALYST	1	Non-Union
CS028	CUSTOMER CARE COORDINATOR	1	Non-Union
CS030	ASSISTANT BILLING SUPERVISOR	1	Non-Union
CS031	ASST. 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
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
CS022	FISCAL CLERK - CUSTOMER CARE	1	Union
CS024	CUSTOMER CARE REPRESENTATIVE	1	Union
CS026	CUSTOMER CARE REPRESENTATIVE - FISCAL CLERK	1	Union
<b><i>Subtotal Customer Care</i></b>		29	
<b><i>Purchasing</i></b>			
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
<b><i>Subtotal Purchasing</i></b>		4	
<b><i>Interceptor Maintenance</i></b>			
IM001	IM MANAGER	1	Non-Union
IM002	ASST. IM MANAGER	1	Non-Union
IM004	IM INSPECTOR	1	Non-Union
IM027	ENVIRONMENTAL ENGINEER	1	Non-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
IM040	IM SENIOR INSPECTOR	1	Non-Union
IM011	IM OPERATOR III	1	Union
IM012	IM OPERATOR II	1	Union
IM014	IM OPERATOR II	1	Union



Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
IM029	IM OPERATOR IV	1	Union
IM030	IM OPERATOR III	1	Union
IM038	IM CLERK	1	Union
<b>Subtotal Interceptor Maintenance</b>		20	
<b>Field's Point</b>			
FP001	OPERATIONS MANAGER FP	1	Non-Union
FP002	ASST. OPERATIONS MANAGER	1	Non-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
FP045	MAINTENANCE MANAGER	1	Non-Union
FP073	MAINTENANCE SUPERVISOR	1	Non-Union
FP003	FP CLERK	1	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
FP024	PROCESS MONITOR	1	Union
FP025	OPERATOR II	1	Union
FP026	OPERATOR I	1	Union
FP027	FP OPERATOR / HEO	1	Union
FP030	OPERATOR II	1	Union
FP032	OPERATOR II	1	Union
FP035	OPERATOR I	1	Union
FP038	E AND I TECHNICIAN	1	Union
FP043	OPERATOR II	1	Union
FP044	OPERATOR I	1	Union
FP046	INVENTORY CONTROL CLERK	1	Union
FP047	INVENTORY CONTROL CLERK	1	Union
FP049	MECHANIC II	1	Union
FP050	MECHANIC II	1	Union
FP051	MECHANIC II	1	Union
FP053	MECHANIC I	1	Union
FP054	MECHANIC I	1	Union
FP056	MECHANIC I	1	Union
FP057	MECHANIC I	1	Union
FP058	FLEET MECHANIC	1	Union
FP059	SENIOR E AND I TECHNICIAN	1	Union
FP065	MECHANIC I	1	Union

Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
FP066	MECHANIC II	1	Union
FP069	MECHANIC II	1	Union
FP070	E AND I TECHNICIAN	1	Union
FP074	PROCESS MONITOR	1	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
<b>Subtotal Field's Point</b>		52	
<b>Bucklin Point</b>			
BP001	OPERATIONS MANAGER BP	1	Non-Union
BP041	ASSISTANT OPERATIONS MANAGER - BP	1	Non-Union
BP042	MAINTENANCE MANAGER - BP	1	Non-Union
BP043	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP044	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP045	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP046	OPERATIONS SUPERVISOR - BP	1	Non-Union
BP054	MAINTENANCE SUPERVISOR	1	Non-Union
BP055	O AND M TECHNICIAN	1	Non-Union
BP058	OPERATIONS SUPPORT SUPERVISOR	1	Non-Union
BP333	MAINTENANCE SUPERVISOR	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 I	1	Union
BP013	OPERATOR I	1	Union
BP016	OPERATOR I	1	Union
BP017	OPERATOR I	1	Union
BP021	HEAVY EQUIPMENT OPERATOR (BP)	1	Union
BP023	MAINT. 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
BP033	INVENTORY CONTROL CLERK	1	Union
BP034	MECHANIC II	1	Union
BP035	MECHANIC II	1	Union
BP037	OPERATOR II	1	Union
BP039	ASST. MAINT. PLANNER/SCHEDULER (BP)	1	Union
BP040	ASST. E AND I TECHNICIAN	1	Union
BP047	BP CLERK	1	Union
BP048	MECHANIC II	1	Union
BP049	SENIOR E AND I TECHNICIAN	1	Union
BP050	PROCESS MONITOR	1	Union
BP051	PROCESS MONITOR	1	Union

Attachment 1  
FY 2025 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
BP052	PROCESS MONITOR	1	Union
BP053	PROCESS MONITOR	1	Union
BP056	OPERATOR I	1	Union
BP057	OPERATOR I	1	Union
BP059	UTILITY OPERATOR	1	Union
BP103	SENIOR PROCESS MONITOR	1	Union
BP334	INVENTORY CONTROL CLERK	1	Union
BP335	MECHANIC I	1	Union
BP512	OPERATOR II	1	Union
BP519	OPERATOR I	1	Union
	<b>Subtotal Bucklin Point</b>	48	
	<b>Grand Total</b>	311	

**Narragansett Bay Commission**  
 Non-Union Salary Ranges  
 Effective July 1, 2024

Grade	Min	Mid	Max	Range
22	\$205,054	\$287,076	\$369,098	80.00%
21	\$186,413	\$260,978	\$335,544	80.00%
20	\$169,466	\$237,253	\$305,040	80.00%
19	\$154,060	\$215,684	\$277,309	80.00%
18	\$140,056	\$196,077	\$252,099	80.00%
17	\$127,323	\$178,251	\$229,181	80.00%
16	\$115,748	\$162,047	\$208,347	80.00%
15	\$105,225	\$147,316	\$189,405	80.00%
<b>14A</b>	\$115,513	\$153,055	\$190,597	65.00%
14	\$101,075	\$133,923	\$166,773	65.00%
<b>13A</b>	\$105,012	\$139,142	\$173,270	65.00%
13	\$91,886	\$121,748	\$151,611	65.00%
<b>12A</b>	\$95,465	\$126,492	\$157,518	65.00%
12	\$83,533	\$110,680	\$137,828	65.00%
<b>11A</b>	\$86,787	\$114,992	\$143,199	65.00%
11	\$75,939	\$100,619	\$125,298	65.00%
<b>10A</b>	\$78,897	\$104,539	\$130,180	65.00%
10	\$69,035	\$91,472	\$113,908	65.00%
<b>9A</b>	\$71,725	\$95,035	\$118,346	65.00%
9	\$62,759	\$83,156	\$103,552	65.00%
<b>8A</b>	\$65,204	\$86,396	\$107,587	65.00%
8	\$57,053	\$75,596	\$94,138	65.00%
<b>7A</b>	\$59,276	\$78,541	\$97,807	65.00%
7	\$51,867	\$68,724	\$85,581	65.00%
<b>6A</b>	\$53,888	\$71,402	\$88,915	65.00%
6	\$47,152	\$62,476	\$77,800	65.00%
<b>5A</b>	\$51,928	\$64,910	\$77,893	50.00%
5	\$45,437	\$56,797	\$68,156	50.00%
<b>4A</b>	\$47,207	\$59,009	\$70,812	50.00%
4	\$41,307	\$51,634	\$61,959	50.00%
<b>3A</b>	\$42,916	\$53,645	\$64,374	50.00%
3	\$37,551	\$46,939	\$56,327	50.00%
<b>2A</b>	\$39,014	\$48,768	\$58,522	50.00%
2	\$34,138	\$42,672	\$51,207	50.00%
<b>1A</b>	\$35,468	\$44,335	\$53,202	50.00%
1	\$31,034	\$38,793	\$46,551	50.00%



## 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.

**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 1<sup>st</sup> - June 30<sup>th</sup>) along with the proposed means (estimated revenue) for financing those activities.

**ACFR - Annual Comprehensive Financial Report** - A set of financial statements that complies with the requirements of 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 access records.

**Arbitrage** - The investment of tax-exempt bond proceeds at a yield higher than the bond yield.

**Audit** - An independent examination to determine if the financial statements present fairly, in all material respects, an organization's financial position in accordance with GAAP and to identify any deficiencies in internal control.

**AUS - Advanced Utility Systems** - Utility customer service and billing software.

### 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 used to quantify the effects of a substance's exposure on a biological system.

**Biogas** - A sustainable energy source produced by the anaerobic breakdown of organic matter in sewage.

**Biosolids (also referred to as sludge)** - A product of the wastewater treatment process where the liquids are separated from the solids and then treated and disposed of appropriately.

**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** - These are the stormwater management practices identified by the EPA to reduce runoff and improve water quality from different land uses and activities based on the EPA's six minimum control measures.

**BNR - Biological Nutrient Removal** - A biological process for the removal of nitrogen from wastewater.

**Board of Commissioners (Board)** - NBC's 19-member governing board.

**BOD - Biochemical Oxygen Demand** - An indicator of water quality based on the measurement of carbonaceous and nitrogenous oxygen demand.

**Bond** - A fixed-income instrument that represents a loan made by an investor to a borrower.

**Bond Trustee** - A financial institution that has the fiduciary responsibility of administering and enforcing a bond indenture and may also act as a paying agent.

**BPWWTF - Bucklin Point Wastewater Treatment Facility** - NBC's wastewater treatment facility located in East Providence, RI that provides service to the greater Blackstone Valley metropolitan area.

**Budget** - A financial plan of all expected revenue and source of funds and expense and use of funds for a fiscal year.

**Budget Message** - An overview of the budget included in the budget document.

**BVDC - Blackstone Valley District Commission** - The state of RI originally established the BVDC in 1947 to service the Blackstone Valley area, the state merged the BVDC into NBC on January 1, 1992.

**BVI - Blackstone Valley Interceptor**

## C

**Capital Budget** - A planning document that includes the identification of capital expenditures in the budget year and the subsequent five years.

**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 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** - An agreement negotiated between management and union representatives regarding terms and conditions of employment.

**cBOD - Carbonaceous Biochemical Oxygen Demand** - An indicator of water quality based on the measurement of carbonaceous oxygen demand.

**CC - Cost Center** - A department within an organization to which costs can be allocated for accounting purposes.

**Change Order Request** - An industry term for an amendment to a construction contract that adjusts the price, timeline and/or scope of work of the contract.

**CIP - Capital Improvement Program** - A plan that identifies programmed capital investments.

**CIS - Customer Information System**

**Clarifiers** - Components of the wastewater treatment plant that separate sludge and scum from wastewater flows, also called sedimentation tanks.

**COB** - NBC's Corporate Office Building at 1 Service Road, Providence, RI 02905.

**COLA - Cost of Living Adjustment** - An adjustment to salaries as set forth in the CBA.

**Collection System** - System wastewater collection and conveyance facilities including interceptors, pipes, tide gates, pumping stations, manholes, regulators, and catch basins.

**Combined Sewers (Sewage)** - Sewer systems that convey stormwater and wastewater through the same pipes.

**Consent Agreement** - An agreement between RIDEM 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** - An independent state agency established by RI state law for the preservation, protection, development, and where possible, the restoration of coastal property.

**CROMERR - EPA's Cross-Media Electronic Reporting Rule** - The legal framework for electronic reporting under EPA's regulatory programs.

**CSO - Combined Sewer Overflows** - Locations where combined sewers overflow during significant wet weather events.

**Customer Care** - The NBC department responsible for the billing, collection, and payment processing of NBC's customer accounts.

#### **CY - Abbreviation for the Calendar Year**

## **D**

**Debt Service** - Principal and interest payments on bonds.

**Debt Service Coverage** - A measure of a bond issuer's ability to pay its current debt obligations using its operating cash flow, calculated as revenue less expense divided by debt service.

**Defeasance** - A method to remove a bond from the borrower's balance sheet whereby the borrower ensures a bond's principal and interest are paid as they become due through the setting aside of cash or high-quality financial assets.

**Depreciation** - An accounting method used to allocate the cost of an asset over its useful life.

**Digester** - A component of the wastewater treatment facility where organic matter is broken down as part of the treatment process.

**Direct Purchase Agreement** - An agreement whereby a bank or financial institution purchases bonds directly from an issuer without an underwriter or a public offering.

**Discharge Permit** - A permit issued by NBC to regulate the discharge of industrial wastewater into NBC's collection system to ensure compliance with EPA mandates and protect public health.

**Dissemination Agent** - A firm that assists municipal bond issuers with continuing disclosure obligations.

**Dissolved Oxygen** - The level of oxygen dissolved in the water which is an important indicator of the health of the ecosystem.

**Diversions Structure** - Part of a sewer system that can divert stormwater runoff or excess flow from a combined sewer system to a different location to prevent pollution.

**DMR - Discharge Monitoring Report** - A report that NBC must submit to its NPDES permit regulator, the RIDEM, which includes information about the quality and quantity of wastewater discharged, daily sampling results, and permit compliance.

**Drop Shaft** - A vertical shaft which connects flow from the CSO system to a deep tunnel.

**DT - Dry Ton** - Unit of measure of biosolids production.

## **E**

**EEF - Environmental Enforcement Fund** - A fund into which receipts from administrative or civil enforcement actions are deposited, and uses of such funds are restricted and prohibited from use for operating expense per RI state law.

**EEO - Equal Employment Opportunity** - A principle enforced by various federal agencies that prohibits discrimination in the workplace based on factors such as race, color, sex, age, national origin, disability, or gender identity.

**Effluent** - Treated wastewater that is discharged to the receiving waters.

**ELUR - Environmental Land Use Restriction** - A legal document is issued by the RIDEM which limits the use of a property that has been contaminated by hazardous waste or material.

**EMMA - Electronic Municipal Market Access** - EMMA is a website funded and operated by the Municipal Securities Rulemaking Board that provides free public access to municipal market information including disclosure documents.

**Enterococci** - A type of bacteria that live in the intestinal tract of warm-blooded animals and are an indicator of possible fecal contamination or other harmful pathogens.

**Enterprise Fund** - A fund used in governmental accounting to account for operations that provide a public good for a fee that is meant to be self-supporting.

**ERP - Enterprise Resource Planning** - A software system that supports business functions including finance, human resources, purchasing, and other functions.

**ERSRI - Employees' Retirement System of Rhode Island** - The state of RI public pension plan that provides retirement benefits to eligible employees, including NBC's union employees.

**Expense** - Costs incurred for goods and services received.

## **F**

**Facilities Plan** - A document RIDEM may require as a condition for wastewater project approval that identifies existing and future wastewater treatment needs, problems, alternatives, and other information.

**Fecal Coliform** - A type of thermotolerant bacteria associated with the intestinal tract of warm-blooded animals and used to indicate pathogenic bacteria combination.

**Financing Plan** - The identification of revenue or source of funds that will pay for the service programs and capital improvements 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 meter size for non-residential customers.

**Flow Meter** - A meter used to measure the wastewater flow.

**FPWWTF - Field's Point Wastewater Treatment Facility** - NBC's wastewater treatment facility located in Providence, RI that provides service to the greater Providence metropolitan area.

**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 document required by RIDEM for projects funded through the RIIB State Revolving Fund program that describes how the project will be maintained, repaired, and replaced over time including a plan for funding such activities.

**FTE - Full-time Employee**

**Fund Balance (net position)** - Total assets and deferred outflows less liabilities and deferred inflows.

**FY - Fiscal Year** - The twelve-month financial reporting period used by NBC, that runs from July 1<sup>st</sup> through June 30<sup>th</sup> of the following calendar year, with the year being the end date.

## G

**GAAP - Generally Accepted Accounting Principles** - The accounting standards in the United States promulgated by the Financial Accounting Standards Board to ensure the accurate, reliable, and consistent presentation of financial information.

**GASB - Governmental Accounting Standards Board** - An organization that sets the accounting and financial reporting standards for U.S. state and local governments.

**GASB 68 - Government Auditing Standards Board Statement 68** - Statement applies to state and local governments that provide pension benefits and requires recognition of long-term obligations for pension benefits, additional measurement and reporting of pension benefits, as well as enhanced transparency and accountability of pension information.

**GASB 75 - Government Auditing Standards Board Statement 75** - Statement applies to state and local governments that provide other post-employment benefits (OPEB) and requires recognition of long-term obligations for OPEB, additional measurement and reporting of OPEB, as well as enhanced transparency and accountability of OPEB information.

**GASB 83 - Government Auditing Standards Board Statement 83** - This statement provides guidance on the accounting and financial reporting for certain asset retirement obligations (ARO), which represent legally enforceable liabilities associated with the retirement of tangible capital assets.

**GASB 87 - Government Auditing Standards Board Statement 87** - This statement provides guidance on the accounting and financial reporting for leases.

**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).

**GFOA - Government Finance Officers Association** - GFOA is the professional association of public finance officers in the United States and Canada that provides guidance, training, best practices, and other resources for its members.

**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** - A primary treatment step in the wastewater treatment process to physically remove large particles before biological treatment begins by slowing flows to enable grit, gravel, and sand to fall to the bottom.

**GSI - Green Stormwater Infrastructure** - Systems that are implemented to address 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** - NBC department responsible for the administration and processing of employee records, employee recruitment and retention, workers' compensation, and equal employment opportunity.

**HRA - Health Reimbursement Arrangement** - NBC-funded plan that reimburses employees for certain medical expenses that are not covered by the NBC's standard insurance plan.

**HVAC - Heating, Ventilating and Air Conditioning** - 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** - NBC department responsible for monitoring and maintaining NBC's infrastructure and collection system 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.

**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** - NBC department responsible for networks, communications, hardware, software, and databases.

## K

**kWh - Kilowatt-hour** - A unit of energy used to measure electricity usage.

## L

**Late Charge** - Compounded interest of 1% per month assessed on unpaid sewer user fee balances 30 days after the billing date in accordance with PUC approved tariffs.

**LIMs - Laboratory Information Management System** - Software that supports laboratory functions including sampling, testing, workflow, instruments, and data analysis.

**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.

**LIUNA - Laborers' International Union of North America**

**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** - A firm that provides financial advice to public agencies with a fiduciary responsibility to the bond issuer.

**Manhole** - An opening to a confined space such as a shaft, utility vault or large vessel that provides access to sanitary sewer or storm lines.

**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** - An accounting method that combines cash-basis and accrual-basis accounting. This method recognizes revenues when they are available and measurable while recognizing expenditures as they are incurred, thus showing whether a given years revenues were adequate to cover the cost of sewer system operations and debt service requirements for that same year.

**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 (10<sup>6</sup>) 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.

**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.

**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 that 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 company charge card that enables NBC to procure certain goods and services more efficiently.

**Permit Fees** - Charges for NBC permits to connect to NBC's sewer system.

**PFAS - Pre-and Polyfluoroalkyl Substances** - A group of man-made chemicals shown by scientific evidence to 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 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 a seller, who generates electricity and a purchaser.

**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.

**Proprietary Fund** - A fund that is used in governmental accounting to account for activities that involve business-like interactions including internal service funds which provide goods and services to internal customers and enterprise funds which provide goods and services to external customers.

**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 and other information.

**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** - A storage and collection chamber that lifts and distributes wastewater or sewage when it cannot be transported by gravity.

**Purchase Order** - A document authorizing a vendor 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 collected in the secondary clarifiers and returned to the aeration basins to re-seed the wastewater treatment process which contains bacteria that feeds on the organic content in sewage.

**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** - Agency which issues credit ratings on municipal bonds.

**REC - Renewable Energy Credits** - Tradeable, 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.

**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 which promotes 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.

**RIDOH - Rhode Island Department of Health**

**RIGL - Rhode Island General Laws**

**RIIB - Rhode Island Infrastructure Bank** - State agency that administers the State Revolving Fund, a low interest loan program for the financing of wastewater treatment and collection projects.

**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 applied to Narragansett Bay by the URI-Graduate School of Oceanography to predict circulation, thermal and pollutant transport.

**Rule 15c2-12 - Rhode Island U.S. Securities and Exchange Commission (SEC) Rule 15c2-12** - A regulation that requires an underwriter in a primary offering of municipal securities to reasonably determine that an issuer or obligated person agrees to provide certain information to the Municipal Securities Rulemaking Board.

## **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 samples to determine water quality.

**SCADA - Supervisory Control and Data Acquisition** - A control system that uses computers and user interfaces for the supervisory management of process plants or other machinery.

**SCADA Control Room** - A control room where an operator can monitor and manage a SCADA system.

**SEC - Securities 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** - Fee assessed to NBC customers for wastewater collection and treatment services.

**SIUs - Significant Industrial User** - An industrial user that discharges wastewater to a publicly owned treatment works, meeting certain criteria which require more stringent reporting and monitoring.

**Sludge** - See Biosolids.

**SMART - SMART Goals** - is the GFOA 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 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 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 an organization.

**Supplemental Indenture** - A supplemental indenture is executed in connection with the issuance of additional bonds or to amend the terms of the master Trust Indenture.

## **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 removes the remaining inorganic compounds and substances such as nitrogen and phosphorus before the wastewater is reused, recycled, or discharged to the environment.

**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.

**Water Purification System** - A device or method to remove undesired chemical compounds and contaminants from water.

**Wet Weather Flow** - The flow of wastewater that is influenced by storm events.

**Wetland** - An area in which the water table stands near, at, or above the land surface for at least part of the year.

**WIFIA - Water Infrastructure Finance and Innovation Act** - The WIFIA program is a low-cost wastewater infrastructure financing program administered by the USEPA.

**Wind Turbine** - A device that converts wind into electrical energy.

**WQSB - Water Quality Science Building** - NBC's state-of-the-art laboratory and environmental analysis facility that houses the laboratory equipment and monitoring capability required by 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.