

JULY 2025 - JUNE 2028

# Strategic Plan







Working for a  
clean bay today!

## A letter from our Chairman & Executive Director:



**Laurie Horridge**  
*Executive Director*

**Vincent J. Mesolella**  
*Chairman*

**W**hen the Rhode Island General Assembly created the Narragansett Bay Commission in 1980, the mission was clear: fix the failing Providence Sewage Treatment Facility and stop the flow of untreated sewage into the Providence River and Narragansett Bay.

In the forty-plus years since, the Narragansett Bay Commission has matured into a national leader in treatment excellence: pursuing cutting edge science, implementing an aggressive monitoring program, and making tremendous strides in sustainability, all while maintaining strong financial management and a customer-focused attitude.

But, where do we go from here? This Strategic Plan answers that question. In it, we apply a critical lens to our existing strengths while pursuing opportunities for improvement at our agency that require enhanced attention and resources to fully deliver the services our customers and the environment deserve. The Plan will guide our efforts from 2025 through 2028.

We will focus on our core values of environmental stewardship, commitment to excellence, and teamwork to chart our course over the next three years. These values embody what has always made the Narragansett Bay Commission special, and what we seek to accomplish in the future.

We thank the entire Narragansett Bay Commission community---Commissioners, staff, and stakeholders---true environmentalists who collaborated with us on the development of this plan. We are very excited about our enhanced role in improving the quality of life in Rhode Island through innovation for a vibrant and sustainable future.



# MISSION & VISION

## MISSION

The mission of the Narragansett Bay Commission is to:

Protect and enhance water quality in Narragansett Bay by providing safe, cost-effective, and reliable wastewater services.

## VISION

The vision we are working toward:

Improving the quality of life in Rhode Island through innovation for a vibrant and sustainable future.

*Narragansett Bay is **cleaner and healthier** than it has been in more than 150 years.*

# CORE VALUES

## VALUES

The core values that guide our behaviors and decisions are:



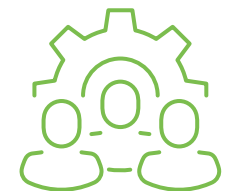
### Environmental Stewardship

- We prioritize water quality of the Bay when delivering our services.
- We approach environmental decisions with a long-term sustainability lens.
- We work to reduce the impact our operations have on natural resources.



### Commitment to Excellence

- We believe fiscal responsibility is an essential duty to our ratepayers.
- We aim for continuous improvement through innovative leadership.
- We earn trust through professionalism and integrity.



### Teamwork

- We keep each other safe.
- We hold ourselves and others accountable to commitments we make.
- We deliver our mission better when we do it together.

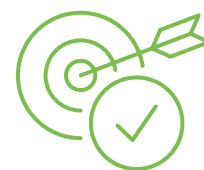


# Operational Excellence



The integrity of our infrastructure is at the very core of effectively delivering our mission. We take proactive measures to protect the condition of current infrastructure, while always looking ahead to the needs of the future and planning appropriately. We take pride in our bold approach to leading innovative operations and in continually prioritizing needs and investments through deliberate asset management.

## Goals to support this pillar:



**GOAL 1:** Initiate a sustainable biosolids management program.

**GOAL 2:** Plan for new regulatory requirements in future RIPDES permits.

**GOAL 3:** Enhance the capital planning process.

**GOAL 4:** Encourage operational efficiency and effectiveness.





# Environmental Sustainability



**W**e are in the business of protecting the environment. We take that responsibility seriously, which means considering broad environmental health beyond our most fundamental duty of cleaning water. Now more than ever we must strengthen our climate-resilient planning and operations in our efforts to preserve natural resources.

## Goals to support this pillar:



**GOAL 1:** Incorporate climate resiliency strategies in operational and capital planning.

**GOAL 2:** Expand sustainability programs.



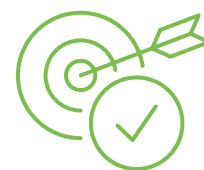


# Financial Management



As stated in one of our core values, “fiscal responsibility is an essential duty to our ratepayers.” Our prudent and prioritized management of financial resources is factored into every decision we make – from capital planning to operations and maintenance budgeting, and everything in between. Diversifying revenue sources and keeping a keen eye on community affordability are strategic factors driving financial planning as we look ahead.

## Goals to support this pillar:



**GOAL 1:** Identify new sources of revenue.

**GOAL 2:** Prioritize affordability of agency services.



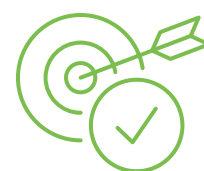


# Workforce Development



It's through our people that essential services are provided around the clock to this community. Providing a purposeful and engaging workplace experience is critical to attract and retain our highly skilled workforce. As we look ahead to the continuously evolving workforce landscape, we are laser-focused on building and retaining institutional knowledge, developing a strong funnel of future employees, and continuing to make this organization a preferred destination for a meaningful career.

## Goals to support this pillar:



**GOAL 1:** Enhance recruitment and diversity efforts.

**GOAL 2:** Increase employee retention.

**GOAL 3:** Capture and transfer institutional knowledge.



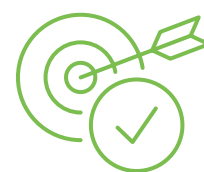


# Customer Focus



**W**e can't operate successfully in a silo – it takes an entire community to understand and support the significant responsibilities of this organization. It's imperative that we educate and inform internal and external customers through diversified means that drive connection, collaboration, and overall satisfaction levels. To do this, we need to keep a continuous pulse on what's most important to the audiences we serve.

## Goals to support this pillar:



**GOAL 1:** Enhance educational opportunities for customers and stakeholders.

**GOAL 2:** Improve internal and external customer satisfaction.







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