

**NARRAGANSETT BAY
COMMISSION**



FY 2026

ANNUAL BUDGET

LAURIE HORRIDGE
EXECUTIVE DIRECTOR

VINCENT J. MESOLELLA
CHAIRMAN



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

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**Narragansett Bay Commission
Rhode Island**

For the Fiscal Year Beginning

July 01, 2024

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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Narragansett Bay Commission, Rhode Island, for its Annual Budget for the fiscal year beginning July 01, 2024.

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.



Narragansett Bay at Sunset
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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Summer Night in Providence
Photo by Michelle McCabe

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Budget Message

“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.”



*Prudence Island, Narragansett Bay
Photo by Michelle McCabe*

Budget Overview

The Narragansett Bay Commission (NBC) is pleased to present its Fiscal Year (FY) 2026 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 2026 Budget is \$301.8 million which is 4.2% lower than the prior year. This is driven by a \$27.2 million reduction in the Capital Budget while the Operating Budget is \$13.8 million higher than the prior year.

FY 2026 Budget (In Millions)

	FY 2025	FY 2026	Difference	Percent Change
Operating Budget	\$ 116.5	\$ 130.4	\$ 13.8	11.9%
Capital Budget	198.7	171.4	(27.2)	(13.7%)
Total	\$ 315.2	\$ 301.8	\$ (13.4)	(4.2%)

Fiscal Year 2026 Outlook

NBC adopted a new Strategic Plan in FY 2025 which established five Pillars shown below. In addition, the Strategic Plan identifies Goals which are more specific activities or strategies for achievement of the Strategic Plan Pillars. This narrative serves to link the allocation of resources in the FY 2026 Budget to the Pillars and Goals. A complete Strategic Plan overview is in the “Budget Process and Policies” section of the Budget.

Strategic Plan Pillars



**Operational
Excellence**



**Environmental
Sustainability**



**Financial
Management**



**Workforce
Development**



**Customer
Focus**

Operational Excellence

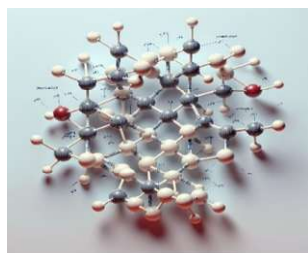
The FY 2026 Budget supports the Operational Excellence Pillar through the support of operations, planning for the future, and protection of infrastructure.

One of NBC's Goals is the development of a sustainable program for managing the disposal of biosolids, a byproduct of the wastewater treatment process. NBC's current biosolids disposal contract expires in May 2026, and this is one of the largest line items in the Operating Budget at nearly \$7.2 million. Accordingly, planning and implementing a biosolids disposal solution is a priority.

The FY 2026 Capital Improvement Program (CIP) includes three projects related to biosolids treatment and disposal totaling \$54.9 million through FY 2031. The Long-Range Biosolids Disposal Project (20700) involves the evaluation, planning, and development of a long-term biosolids management solution at a cost of \$2.4 million. In addition, NBC is making investments in the biosolids handling infrastructure with the Biosolids Management Facility Upgrade Project (20701) totaling \$48.9 million. This project involves the evaluation, planning and development of immediate and long-term upgrades to the Biosolids Dewatering Facilities at both the Field's Point and Bucklin Point Wastewater Treatment Facilities (WWTFs). Lastly, the BPWWTF Sludge Digestion Facility Improvements Project (81800) at a cost of \$3.7 million will address upgrades to the Sludge Digester Complex and related infrastructure.



***Sludge Digester at the Bucklin Point
Wastewater Treatment Facility***



***Copilot Generated
Image of PFAS Molecule***

Another NBC Goal in support of Operational Excellence is planning for new regulatory requirements in future Rhode Island Pollution Discharge Elimination System (RIPDES) permits. To support that Goal, the FY 2026 Budget includes resources to support testing and analysis related to 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. In anticipation of the inclusion of PFAS testing requirements or discharge limits in future RIPDES permits, NBC has included \$902 thousand in the Capital Budget for the PFAS Testing and Monitoring Project (1140700). This project includes the testing and monitoring of the Compounds of Emerging Concerns Study, a Per- and

Polyfluoroalkyl Substances (PFAS) Study, and a site-specific study of PFAS to facilitate improvements to the wastewater treatment and collections systems that may be required to comply with new permit limits, regulations, and mandates. The FY 2026 Operating Budget includes PFAS Nitrogen Generator maintenance, sea urchin tank maintenance used for PFAS testing, and PFAS sampling preparation room maintenance.

Many of the Goals related to the Operational Excellence Pillar are supported in this year's \$171.4 million Capital Budget. This is lower than the prior year due to substantial 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 projects, of which eight are to be completed in FY 2026. The estimated cost for the CSO Phase III A Facilities, excluding costs incurred prior to FY 2020 is \$877.4 million, with \$116.5 million programmed in FY 2026.

FY 2026 programmed CIP funding also includes \$15.4 million for Field's Point Resiliency Improvements, \$13.2 million for Wastewater Treatment Facility Improvements, \$10.2 million for Bucklin Point Resiliency Improvements, and \$10.7 million for other projects. The CIP shows additional planned expenditures during FY 2027 – 2031 of \$345.9 million for a total of \$511.9 million. Please refer to the "Capital Budget" section for additional information regarding the CIP.

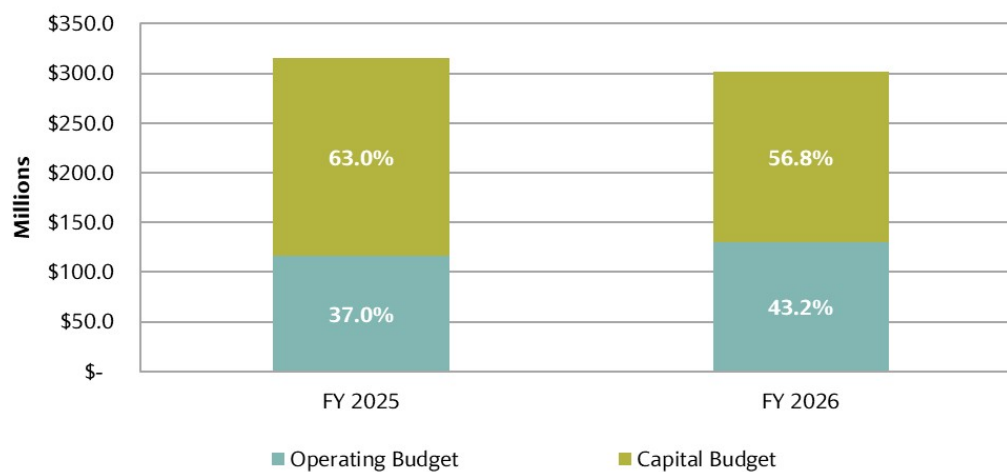
CIP by Major Project

(In Millions)

Major Project	FY 2026	FY 2027 – FY 2031	Total
CSO Phase III Facilities	\$ 116.5	\$ 139.3	\$ 255.8
Field's Point Resiliency Improvements	15.4	89.6	105.0
Wastewater Treatment Facility Improvements	13.2	71.3	84.5
Bucklin Point Resiliency Improvements	10.2	5.0	15.2
All Other Projects	10.7	40.7	51.4
Total CIP	\$ 166.0	\$ 345.9	\$ 511.9

In addition to the Capital Budget, the Operating Budget includes resources for the Operational Excellence Pillar. The following graph shows that the Operating Budget as a percent of the Total Budget has increased from 37.0% to 43.2%, reflecting increased funding for the activities required to support efficient and effective wastewater treatment, ensure compliance with RIPDES permit effluent limitations, and meet monitoring requirements.

Operating vs. Capital Budget



Performance Measures identified in the FY 2026 Budget include meeting or surpassing RIPDES permit limits for NBC's Wastewater Treatment Facilities (WWTFs) located at Field's Point and Bucklin Point. RIPDES permit levels are wastewater industry standards for measuring the effectiveness of wastewater treatment and the quality of effluent discharged into the receiving waters. NBC's RIPDES limits are shown in the following table.

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 2024 Actual	4.32	3.69	9.1	2.99	7.29	3.01	8.2	3.92

The FY 2026 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 set 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.

To achieve Operational Excellence Goals, the FY 2026 Budget includes funding for utilities, repairs, maintenance, and chemicals. The electricity and natural gas budgets total \$7.5 million. NBC uses these utilities to operate pumps and other equipment in support of wastewater collection and treatment as well as for heat and an interim power source for the Biogas Facility. The FY 2026 Budget for chemicals is \$2.2 million and will be used to process, treat and disinfect wastewater before it is discharged into Narragansett Bay. To maintain NBC's assets, the budget includes \$2.5 million for building and ground maintenance, maintenance contracts, electricity contractors and building and structure repairs.

There is funding programmed in the FY 2026 CIP to support operational efficiency and effectiveness, with 38.0% of the projects aligned with this Goal. Specifically, the Data Communications Upgrades and WWTF Network Improvements Project (20801) is \$3.0 million and involves upgrades to control systems with modern Ethernet-based technologies, and integration of new hardware, software, and support services to enhance performance. The Lincoln Septage Receiving Station Replacement Project (71000) includes the design and construction of a new facility that will utilize automated processes and increase efficiency totals \$1.9 million in FY 2026. Please refer to the "Capital Budget" section for further information.



Inventory Control at BPWWTF
Photo by Peter Goldberg

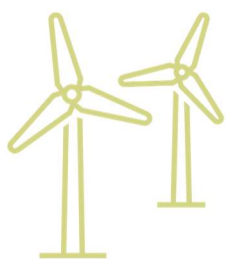
The FY 2026 CIP also includes \$0.4 million for planning and design services to increase the effectiveness and efficiency of NBC's Asset Management program. The Asset Management Program Support Services Project (40600) focuses on assessing NBC's aging infrastructure, developing risk-based asset management strategies, and employing technologies to extend asset lifespan while prioritizing assets for replacement.

The FY 2026 Operating Capital Program (OCP) includes \$4.1 million for asset purchases, replacements, and betterments to support Operational Excellence and encourage operational efficiency and effectiveness. There is \$0.7 million budgeted for Information Technology related items such as network improvements and security upgrades. In addition, \$2.4 million is included in the FY 2026 OCP for Operations and Maintenance purchases including a catch basin sump cleaning vehicle, grit and hot water tank, pumps, mixers and other

essential items. Laboratory upgrades including a new glassware cleaning system and nutrient analyzer are also budgeted in the FY 2026 OCP totaling \$0.3 million.

Approximately 52.5% of the OCP, or \$2.7 million is for the purchase of assets such as transformers, flow meters, actuators, valves, and pumps. The most significant investment at Field's Point is \$0.2 million for the replacement of bar racks which protect downstream equipment from large amounts of debris. At Bucklin Point, \$0.1 million is budgeted for the replacement of doors around the campus.

Environmental Sustainability



NBC's focus on incorporation of climate-resilient strategies into operations and capital planning, as well as expansion of sustainability programs in support of the Environmental Sustainability Pillar, is also evident in the FY 2026 Budget. NBC has programmed the generation of 30.2 million kilowatt hours (kWh) from sustainable energy investments, which is 84.6% of the FY 2026 budgeted electricity use. This is 1.1 million kWh or 3.9% more than the prior year due to an increase in the average electricity production from sustainable sources. On-site sustainable electricity production is budgeted at 9.7 million kWh, reducing the amount of electricity that must be purchased.

FY 2026 Budgeted Sustainable Energy Production

	Total On-Site 9.7M kWh	<ul style="list-style-type: none"> • 6.4M kWh Field's Point Wind Turbines • 3.3M kWh Bucklin Point Biogas Facility
	Total Off-Site 20.5M kWh	<ul style="list-style-type: none"> • 7.0M kWh Coventry Turbines • 13.5M kWh Green PPA
	Total On and Off-Site 30.2M kWh	<ul style="list-style-type: none"> • 84.6% of Total Budgeted Electricity Use

In addition, the FY 2026 Budget reflects 20.5 million kWh of electricity production from NBC's off-site sustainable energy sources. These sources earn Net Metering Credits (NMC), off-setting electricity expense. NBC retains 100% of the NMC generated from the wind turbines in Coventry and 25% of the NMC earned from the Power Purchase Agreements (PPA) sources, for a net reduction in budgeted electricity expense of \$2.3 million. NBC also sells the associated Renewable Energy Credits (RECs), which is reflected in the budget as REC Income of \$0.8 million in FY 2026.

NBC's Capital Budget reflects the incorporation of climate resiliency and sustainability priorities. The Bucklin Point WWTF Ultraviolet (UV) Disinfection Improvements Project (81000) totaling \$9.5 million includes the replacement of NBC's existing UV disinfection equipment with more energy efficient technology. In addition, the Field's Point WWTF Ernest Street Pump Station Improvement Project (20400) totaling \$5.5 million aims to incorporate more efficient technologies. The Capital Budget also includes \$2.5 million for a solar carport on the Field's Point campus. NBC estimates that the project will generate REC revenue of \$9 thousand in FY 2028 along with electricity savings of \$66 thousand based on annual production of 0.3 million kWh.

Financial Management

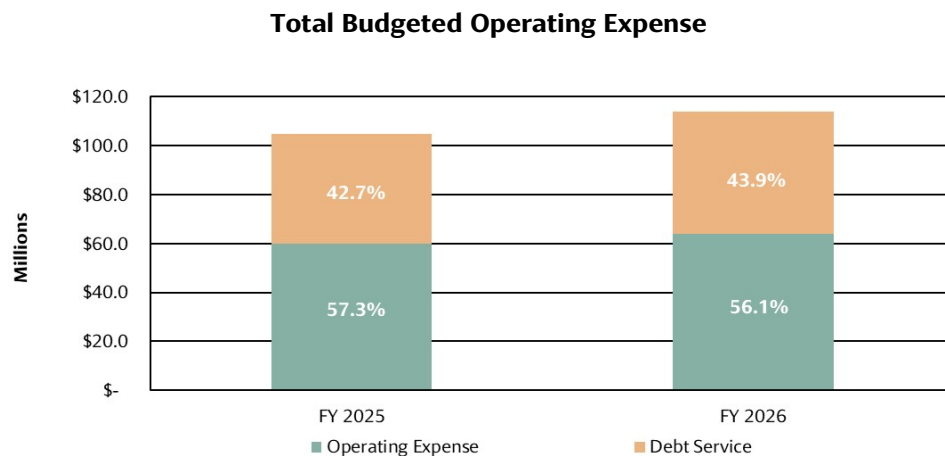
NBC's Financial Management Pillar is supported through a focus on a prudent and prioritized approach to the management of financial resources, diversification of revenue sources and prioritizing affordability.

The most significant financial challenge facing NBC is ensuring sufficient resources for operation, maintenance and capital needs while simultaneously mitigating ratepayer impact. The FY 2026 Operating Budget is \$13.8 million or 11.9% higher than the prior year, including the Transfer to the Project and Debt Service Funds. Please refer to the "Operating Budget" section of the budget for additional information regarding revenue and expenses.

Operating Budget (In Millions)				
	FY 2025	FY 2026	Difference	Percent Change
Revenue	\$ 116.5	\$ 130.4	\$ 13.8	11.9%
Expense				
Operating Expense	60.0	64.0	4.0	6.6%
Debt Service	44.6	50.1	5.4	12.1%
Transfer to Debt Service and Project Funds	11.9	16.3	4.4	37.5%
Expense and Transfer to the Debt Service Fund and the Project Fund	\$ 116.5	\$ 130.4	\$ 13.8	11.9%

With respect to revenue, the FY 2026 budgeted revenue is \$13.8 million or 11.9% higher than the prior year. The increase is due to a projected 10.35% increase in sewer user fee rates effective July 1, 2025, based on NBC's pending General Rate Case filed with the Rhode Island Public Utilities Commission (PUC). The rate increase would incorporate the 3.53% across-the-board rate increase approved by the PUC in December 2024 to support the planned \$100 million 2025 Series A Bonds.

The following chart shows the impact of NBC's debt financing of the CIP. Debt Service is increasing from 42.7% to 43.9% of total Budgeted Expense while Operating Expense is decreasing from 57.3% to 56.1% of total Budgeted Expense.



Operating Expense is \$64.0 million, which is 6.6% higher than the prior year. Operating Expense has four expense categories including Personnel, Operating Supplies and Expense, Professional Services, and Leases and Subscriptions Expense. Personnel Expense is 52.3% of the total Operating Expense and is 6.8% higher on a year-to-year basis.

Personnel increased \$2.1 million from the prior year and includes two new positions. The budget supports a new Grant Writer position to identify potential grant funding sources and submit applications supporting NBC's Goal of identifying new revenue sources. In addition, a new Asset Management Specialist position is included in the budget to enhance the asset management program and support the integration of software systems.

The FY 2026 Budget for Operating Supplies and Expense is \$27.4 million, which is 7.2% higher than the prior year. The line item with the largest increase is Biosolids Disposal expense which is \$1.0 million higher than the prior year due to a projected rate increase in May 2026 when NBC's contract for biosolids expires. Budgeted Electricity expense is \$0.8 million or 14.3% higher than the prior year primarily due to a higher budgeted rate per kWh.



***Measuring Depth of Sludge Blanket
in Final Clarifier
Photo by Peter Goldberg***

The FY 2026 Budget for Professional Services is \$0.3 million or 10.4% lower than the FY 2025 Budget. NBC's commitment to maintaining affordable agency services guides its decision-making process. A new electronic customer payment portal was implemented in FY 2025 and NBC is projecting significant cost savings as a result. Additionally, regulatory expenses paid to the RIPUC have decreased, and the budget reflects these savings.

Leases and Subscriptions Expense increased by \$0.3 million or 84.4% due to the treatment 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 into this category for accounting and budgeting purposes.

The FY 2026 Budget for Debt Service is \$5.4 million or 12.1% higher than the prior year. This is due to a \$3.6 million increase in principal payments on existing debt and a net increase of \$1.8 million in interest payments, driven primarily by the \$100.0 million 2025 Series A RIIB Loan. The FY 2026 budgeted Transfers are \$4.5 million higher than the prior year. Please refer to the "Long-Term Financial Plan" section for more information regarding capital funding, debt, and projected rate impacts.

Workforce Development



The FY 2026 Budget supports the Workforce Development Pillar through the support of strategies designed to enhance recruitment efforts, increase employee retention and capture and transfer institutional knowledge. NBC provides essential services around the clock to the community, and a purposeful and engaging workplace experience is critical to attract and retain a highly skilled workforce.

The FY 2026 Budget supports 294.0 FTEs, which is 1.5 FTEs less than the prior year. This is the combined impact of a decrease in the number of budgeted FTEs from 311.0 to 303.0 positions along with a reduction in budgeted turnover from 15.5 to 9.0 FTEs.

	Budgeted FTEs		
	FY 2025	FY 2026	Change
Total	311.0	303.0	(8.0)
Less: Turnover	(15.5)	(9.0)	(6.5)
Net FTEs	295.5	294.0	(1.5)

NBC supports employee retention efforts in the FY 2026 Budget with the inclusion of Cost-of-Living Adjustments (COLA) and step increases for Union employees and COLAs for Non-Union employees. In addition, the budget includes \$0.1 million for Union and Non-Union compensation surveys and assessments to support recruitment and retention objectives.

The FY 2026 Budget also supports recruitment and retention efforts through funding of a comprehensive NBC's employee benefits package. This includes \$5.2 million for health, \$0.3 million for dental, and \$0.1 million for vision insurance as well as \$6.1 million for union and non-union retirement benefits. The Budget also funds a Workplace Wellness initiative that provides a financial incentive for employees who actively participate in wellness programs such as annual exams, walking challenges, and other activities.



***Central Falls High School Career Day
at NBC***

NBC recognizes the importance of continuous training to encourage employee development, career advancement and succession planning. The FY 2026 Budget includes \$0.2 million for employee education. This includes classroom-based leadership training for different levels of management in addition to safety and professional training. NBC has budgeted \$44 thousand to support a learning management skills software that will be available for all NBC employees to utilize. Safety remains a priority in FY 2026 with over \$0.1 million included to support the purchase of safety related equipment and training. Additionally, NBC prioritizes boosting employee engagement through events, acknowledgments, and various initiatives to enhance retention and minimize turnover. NBC is also increasing its participation in career fairs to strengthen community connections and recruitment initiatives.

Customer Focus

Goals related to the Customer Focus Pillar include the enhancement of education opportunities for customers and stakeholders as well as improvement of customer satisfaction. NBC believes it's important that the community understands and supports the significant responsibilities of NBC. This is why it is imperative that internal and external customers are educated and informed through diversified means that drive connection, collaboration, and overall satisfaction levels.



Watershed Explorers Summer Camp

The FY 2026 Budget supports enhanced education opportunities for customers and stakeholders. The OCP includes \$237 thousand in FY 2026 for the Stormwater Education Resource Center to demonstrate natural methods for mitigating stormwater in addition to enhancing NBC's wastewater treatment plant tours and NBC's Watershed Explorers Program.

Additionally, the Budget includes \$60 thousand for public outreach and education. This will fund transportation and supplies for local schools so that their students may participate in educational field trips organized by NBC and the annual Watershed Explorers conference and summer camp.

In terms of improving internal and external customer satisfaction, the OCP budget includes \$0.3 million for upgrades to the customer care application resulting from a business process review and migration of that application to the Cloud. The Budget also includes \$0.5 million for NBC's new electronic customer payment vendor which provides customers with a more robust online payment interface. The new service also has more payment options, allowing for customer payments at retail establishments throughout the service area.

Focus on the development of Customer Care staff continues in FY 2026 with \$20 thousand budgeted for employee training and educational conferences.

Lastly, sewer connection and stormwater permitting staff will move from Operations and Maintenance to Interceptor Maintenance in FY 2026. This change will help NBC staff to more efficiently serve customers in need of permitting services. Customers will also be able to pay permit fees online.

Fiscal Year 2025 in Review

NBC accomplished numerous Goals in FY 2025. NBC's cost centers reported 76 Accomplishments with 51 or 67% focused on NBC's Operational Excellence. In addition, 16% of the Accomplishments related to Workforce Development and 12% of the Accomplishments related to Financial Management.

In terms of national recognition, NBC received the National Association of Clean Water Agencies (NACWA) Peak Performance Award for the 2023 calendar year. Both Field's Point and Bucklin Point were recognized with a Silver Award for fewer than five permit violations within the year. NBC also received the NACWA National Environmental Achievement Award for Community Leadership. This award was specifically given for NBC's work on green infrastructure projects in Central Falls.



In recognition of its commitment to staff, NBC received the 2024 Best Places to Work in Rhode Island Award for the fourteenth consecutive year from Providence Business News.

NBC also received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 23rd consecutive year for NBC's FY 2025 Budget. The FY 2025 Annual Budget also received Special Recognition for the Long-Range Operating Financial Plans. NBC's consistently sound financial performance is evident with 33 consecutive years of operating surpluses. NBC also received the GFOA Certificate of Excellence in Financial Reporting for the 22nd consecutive year for its FY 2023 Annual Comprehensive Financial Report.

In July 2024, NBC engaged an outside firm to support NBC's leadership team in developing NBC's new three-year Strategic Plan (Plan). The initial phase of the project involved gathering input from key stakeholders through surveys and focus groups to shape NBC's strategic direction, strengths, and priorities. The new Plan includes Pillars, Goals, Strategies, and Work Plans that NBC will focus on over the next three years. The Strategic Plan development process and framework is described in more detail in the "Budget Process and Policies" section of the budget.

NBC's facilities continued to provide highly effective wastewater treatment, protecting Narragansett Bay from high loadings of conventional and other pollutants. From July 1, 2024, through February 28, 2025, Field's Point treated an average of 35.7 million gallons per day (MGD) and Bucklin Point treated an average of 16.4 MGD. In terms of effluent quality, cBOD averaged less than 5 mg/L at each facility, well within the monthly average RIPDES seasonal permit limits of 20-25 mg/L while TSS averaged below 7 mg/L, well below the monthly average RIDPES seasonal permit limits of 20-30 mg/L.



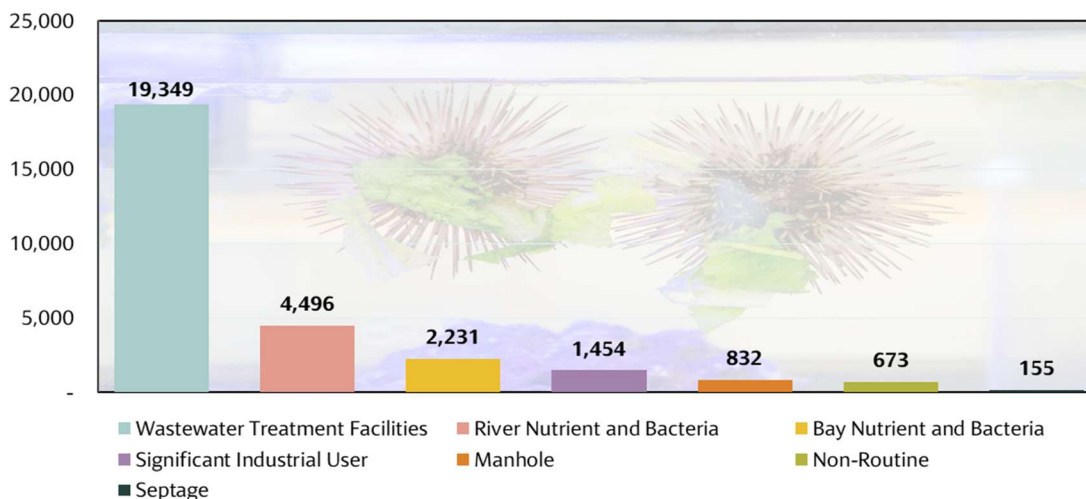
Pre-Anoxic Zone of IFAS Tanks
Photo by Peter Goldberg

NBC's Interceptor Maintenance (IM) section inspected and cleaned 32,379 feet of NBC sewer lines. In addition, IM removed 18 tons of material from CSOs, 62 tons of grit from 469 catch basins, and 112 tons of grit from interceptors.

Permitting staff improved NBC's permit submittal process, implementing updates to the electronic application submittal and payment process to streamline the customer experience.

In CY 2024, NBC conducted daily sampling at both the Field's Point and Bucklin Point treatment facilities to ensure compliance with the RIPDES permit requirements and federal mandates. Staff collected a total of 29,190 samples, with the majority or 66% related to WWTF monitoring. In addition, to assess water quality, 15% of the samples related to river nutrients and bacteria, while 8% of the samples collected were for Narragansett Bay nutrient and bacteria. The Laboratory completed the analysis of 110,598 parameters including nutrient analysis of 10,039 samples and fecal coliform analysis of 3,395 samples.

**Samples Collected by Type
Calendar Year 2024**



NBC's Laboratory continued to test for PFAS in samples from Field's Point and Bucklin Point influent and effluent. Biosolids samples were included for PFAS testing in FY 2025. The Environmental Monitoring section continued to refine clean sample collection 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.

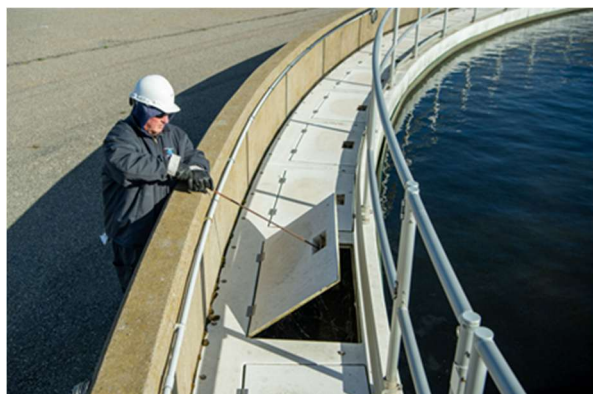
NBC projects expenditures of \$149.3 million on capital projects in FY 2025. NBC completed the Baseline Siphon Inspections and Cleaning Project (30481M) totaling \$0.5 million. This project involved video inspections and cleaning of NBC interceptors and sewer mains. As part of the project, IM inspected 2,697 linear feet and removed 29 cubic yards of grit. Additionally, significant progress was made on the Pawtucket Tunnel and Pump Station Shaft Project (30801). This project is expected to be 94% complete in December 2025 and includes the construction of a 11,600-foot deep-rock tunnel in Pawtucket along with a tunnel pump station to convey the flow of wastewater to BPWWTF.



**CSO Phase III A Pawtucket Tunnel
Pump Station Fit Out**

Financing of the Capital Program continued to be a priority in FY 2025. NBC executed \$25 million in Bond Anticipation Notes. NBC applied for a \$100.0 million loan from the Rhode Island Infrastructure Bank (RIIB), the 2025 Series A, to fund the CIP. The loan includes \$7.1 million of principal forgiveness. NBC's applications for general and compliance rate relief were filed with the PUC, with a projected across-the-board rate increase of 10.35% effective July 1, 2025.

From a financial perspective, NBC anticipates that FY 2025 revenue will be \$0.8 million higher than the budget. User Fees are projected to be on budget while Late Fees are expected to be \$0.2 million higher than budget due to higher receivables. In terms of Non-Operating Revenue, the largest variance is due to a higher than budget transfer from the OMR Fund due to higher utility costs.



Examining the Final Clarifier Water Overflow
Photo by Peter Goldberg

NBC's FY 2025 Operating Expense is projected to be under budget. NBC projects Personnel Expense will be 4.8% or \$1.5 million below budget due to the number of unfilled positions during the year. Chemicals are expected to be 29.2% or \$0.7 below budget due to lower than projected rates and usage. Natural Gas is expected to be 30.5% or \$0.3 million below budget due to delays in the operation of the Biogas Facility. Biosolids expense is projected to be \$0.3 or 4.7% below budget due to slightly lower usage in addition to a lower than budgeted contracted CPI rate increase. NBC projects an unfavorable variance for electricity expense. This account is expected to be \$0.8 or 14.7% over budget due to the net impact of higher kWh purchases and a higher than budgeted rate per kWh.

NBC continued to make public outreach a priority in FY 2025. In celebration of RI's Clean Water Week, NBC hosted an open house in April offering free public tours of FPWWTF and Water Quality Science Building in addition to touch-a-truck, touch-a-boat, pipe walk through activities, and more.

The Watershed Explorers program was successful with many fun and engaging events for schools in NBC's Service Area. 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-hand through sixth-grade students throughout the school year, providing learning activities and educational field trips to students within the service area.

NBC hosted its Annual Watershed Explorers Conference in May with seven schools participating despite the inclement weather. Students enjoyed fun-filled activities, presentations from various environmental organizations, and more. NBC also held its annual Watershed Explorers summer camp. 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 2024



NBC successfully hosted two shellfish transplants in the Oakland Beach and Greenwich Cove areas, involving 64 fishermen who collected a total of 2,409 bags, which is equivalent to 120,450 pounds of shellfish. These shellfish were relocated to areas where their populations can thrive, helping to expand future shellfishing areas.

Summary

Concurrent with this budget document, NBC embarks on a new Strategic Plan. The Plan guides the agency for the next three years and integrates our commitment to environmental excellence, sound science, and a deep sense of teamwork as we continue to deliver on the promise of the NBC's creation of a vibrant and sustainable future. You will see our revised mission, vision, and core values reflected throughout this budget.

The adoption of the Plan underscores that our work for clean water progresses uninterrupted: we are nearing the completion of the CSO Phase III tunnel, we continue our investigation into a sustainable biosolids solution for our state and the region, and we tenaciously pursue contributing to Rhode Island's sustainable energy assets. In addition, we remain committed to working with our partners at the state, local, and federal levels to tackle issues like affordability, emerging contaminants, and resiliency.

I am gratified to be joined in these tasks by the dedicated environmentalists on our staff and Board of Commissioners. Their values embody what has always made the NBC special and what we seek to accomplish in the future.

A handwritten signature in black ink, appearing to read "Laurie Horridge". The signature is fluid and cursive, with a large initial "L" and "H".

Laurie Horridge
Executive Director

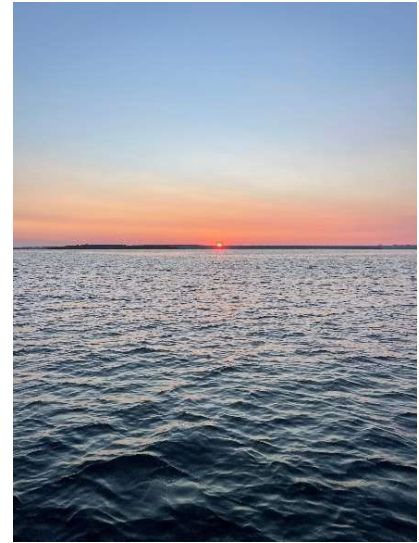
About Narragansett Bay Commission

Importance of Narragansett Bay

Narragansett Bay is an estuary where plankton, microscopic aquatic creatures at the bottom of the food chain, thrive and nourish increasingly complex organisms such as clams, quahogs, crabs, lobsters, snails, shrimps, and sponges. Numerous fish species migrate in and out of Narragansett 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 Narragansett 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 (NBC) serves to protect and enhance the water quality in Narragansett Bay through effective wastewater treatment and collection.



*Sunrise over Narragansett Bay
Photo by Michelle McCabe*

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 system to safeguard 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.

1800's

- Wastewater discharged directly to local rivers - Very polluted, Cholera epidemics

Late 1870's

- City of Providence constructs a sewer system - 65 outfalls directly into rivers and harbor

1901

- Sewage Treatment Plant built at Field's Point

1970

- Due to neglect, Field's Point no longer effectively treating sewage

1972

- Clean Water Act - Pollution reduction standards, defined pollutant release limits

1979

- Providence ordered by USEPA to address pollution from Field's Point and CSO discharges

1980

- Creation of NBC and transfer of ownership of Field's Point from the City of Providence to address USEPA mandates

1992

- Narragansett Bay's acquisition of Bucklin Point

1995

- USEPA awards Field's Point "Best Large Secondary Treatment Facility" in the nation

1998

- NBC receives USEPA National Pretreatment Excellence Award

2001

- Groundbreaking on CSO Phase I

2008

- Completion of CSO Phase I

2011

- Groundbreaking on CSO Phase II

2012

- NBC establishes Rhode Island's first wind farm at Field's Point

2014

- Largest application of IFAS technology in the world at Field's Point
- Completion of CSO Phase II

2016

- NBC named a Utility of the Future

2017

-

2020

- NBC named a Utility of the Future (2nd Award)

2021

- Groundbreaking on CSO Phase III

RIDEM adjust shellfish closure guidelines, reopening previously closed areas

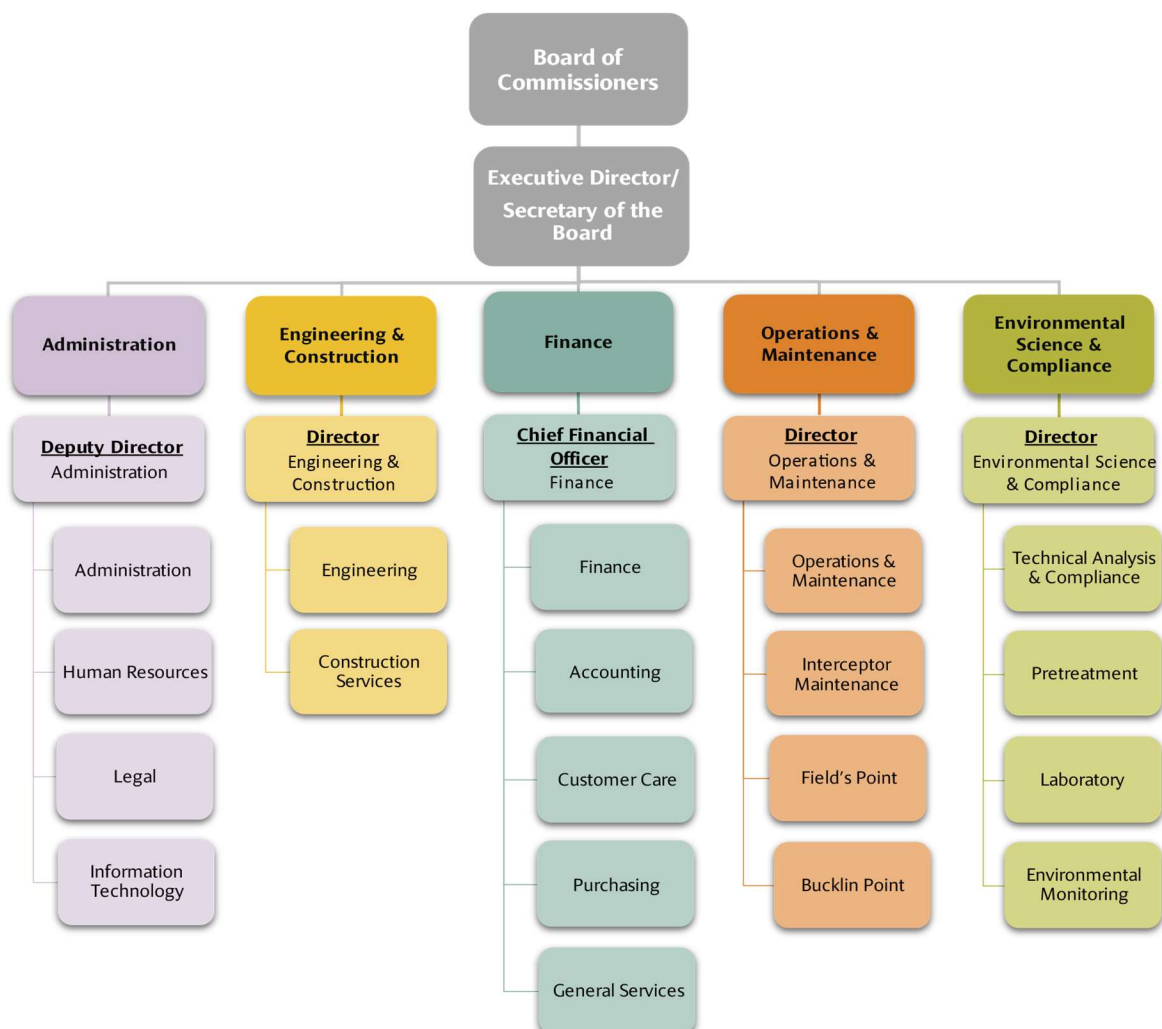
The Commission

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 headed by Cost Center 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 cost centers is found in the "Division Summaries" section of the budget.



Program Level Operational Responsibilities Overview

ADMINISTRATION DIVISION
Responsible for creating, planning, implementing, and integrating the strategic direction of the organization. Provides support function including human resources and information technology.
Administration: Leads and directs the resources of the organization to provide safe and reliable wastewater collection and treatment services to NBC ratepayers at a reasonable cost. Advises the Board of Commissioners on daily operations and collaborates on policy development and strategic issues.
Human Resources: Administers and processes employee records, recruitment and retention, workers' compensation, employee benefits and collective bargaining agreements. This section is also responsible for establishing and maintaining an in-house training program.
Legal: Provides legal advice to NBC staff regarding issues that may arise during NBC's business activities.
Information Technology: Maintains all aspects of NBC networks, security, telecommunications, hardware, software, and databases.
ENGINEERING AND CONSTRUCTION DIVISION
Responsible for the planning, design, and construction of capital improvement projects.
Engineering: Plans and designs facilities necessary for the collection and treatment of wastewater and provides facilities and maintenance services for the NBC Campus.
Construction Services: Manages the construction of NBC's capital improvement projects including bidding, contract award and resident engineering.
FINANCE DIVISION
Responsible for finance, accounting, rate setting, debt issuance, customer service, purchasing, utilities and ensuring compliance with applicable state and federal laws, rules, and regulations.
Finance: Ensures overall sound financial management including the annual budget, operating budget, capital budget, debt management, rate setting, NBC retirement plans, payroll, cash management, and compliance.
Accounting: Maintains NBC financial records, issues monthly financial statements in accordance with GAAP, payment processing, and IRS related reporting.
Customer Care: Provides accurate and timely billing and collection of approximately 86,200 accounts in the NBC service area and all other aspects of providing excellent customer service.
Purchasing: Ensures the legal, timely and cost-effective purchasing of goods and services. This section is also responsible for NBC's insurance and risk management, and the support of renewable energy efforts.
General Services: Responsible for overhead items such as funding of the Health Reimbursement Arrangement, unemployment, gas and electricity utilities, and debt service.
OPERATIONS AND MAINTENANCE DIVISION
Responsible for operating and maintaining NBC's infrastructure.
Operations and Maintenance Services: Supports NBC's wastewater treatment and collection systems. Ensure compliance with state and federal regulations. Maintain the Asset Management Program and Operations and Sewer Permitting Program.
Interceptor Maintenance: Monitors and maintains NBC's infrastructure and collection system throughout the service area to ensure system capacity and proper sewage flow conditions.
Field's Point: Operates and maintains the Field's Point facilities to produce the highest quality effluent in the most efficient manner.
Bucklin Point: Operates and maintains the Bucklin Point facilities to produce the highest quality effluent in the most efficient manner.
ENVIRONMENTAL SCIENCE AND COMPLIANCE DIVISION
Responsible for ensuring agency compliance with state and federal regulations and permits, agency energy and environmental sustainability, and water quality science.
Technical Analysis and Compliance: Ensures compliance with state and federal regulations and develops sound environmental science and resultant data to support NBC's mission. Performs pollution prevention, energy management, environmental compliance and sustainability, and NBC health and safety.
Pretreatment: Maintains the federally mandated Pretreatment Program to protect NBC's wastewater treatment plants and infrastructure from toxins and pollutants, ultimately protecting our receiving waters.
Laboratory: Ensures the production of high-quality analytical data using diagnostic measurements to comply with federal and state regulations.
Environmental Monitoring: Monitors water quality throughout NBC's service area through sampling. Designs and implements monitoring programs to respond to state and federal mandates, including RIPDES permit requirements.

Governmental Regulation

NBC’s Strategic Plan ensures compliance with environmental and financial regulations set forth by the state and federal governments.

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 establish monitoring requirements and discharge limitations with numeric limitations (compliance points). During 2024, Field’s Point evaluated 3,284 compliance points and Bucklin Point evaluated 2,964 compliance points to compare against the discharge limitations established in our RIPDES Permit. NBC conducts extensive sampling and testing to evaluate compliance levels and ensure that facility processes meet 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, 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	April 25, 2024	AA-/Stable	All Outstanding Parity Debt	AA-/Stable	New
Kroll Bond Rating Agency	September 26, 2024	AA/Stable	WIFIA I and II	N/A	N/A

A summary of the most important requirements is set forth below. Please refer to the Debt Policy in the “Budget Process and Policies” section of the budget for more detailed information. Primary compliance items are described below.

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 into a debt obligation with a term greater 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.



*Process Monitor Testing Wastewater
Photo by Peter Goldberg*



Did you know?

There are 3,321 acres of salt marsh, and 479 acres of seagrass in the Bay’s ecosystem.
(www.nbep.org)

NBC Sewer User Charges

The following tables detail NBC's rate history and FY 2026 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	General	General	General	Compliance/ General ⁽¹⁾
Effective Date	5/1/2022	8/1/2023	7/1/2024	7/1/2025
Purpose	O&M	O&M/ Rate Base	Debt	Debt/O&M/ Rate Base
Revenue Increase	0.55%	5.96%	2.42%	10.07%
User Rate Increase	0.56%	6.54%	2.56%	10.35%
Average Annual Residential Fee (150gpd)	\$519	\$553	\$567	\$626

⁽¹⁾ Includes approved 3.53% User Rate Increase effective 7/1/2025 for Debt Service and projected General Rate Filing increase

Projected NBC User Fees Effective July 1, 2025⁽¹⁾

	Billing Unit	Charge ⁽¹⁾
Customer Charge – Fixed Fee		
Customer Class		
Residential	Dwelling Unit	\$287.86
Commercial and Industrial	Meter Size	
	5/8"	\$ 682
	3/4"	1,024
	1"	1,706
	1 1/2"	3,413
	2"	5,461
	3"	10,239
	4"	17,066
	6"	34,131
	8"	54,610
	10"	78,503
Customer Charge – Usage Based Fee		
Customer Class		
Residential	HCF ⁽²⁾	\$ 4.619
Commercial	HCF ⁽²⁾	\$ 6.938
Industrial	HCF ⁽²⁾	\$ 4.545

⁽¹⁾ Projected - Based on Pending Rate Filing

⁽²⁾ HCF = Hundred Cubic Feet

Comparative Sewer User Charges

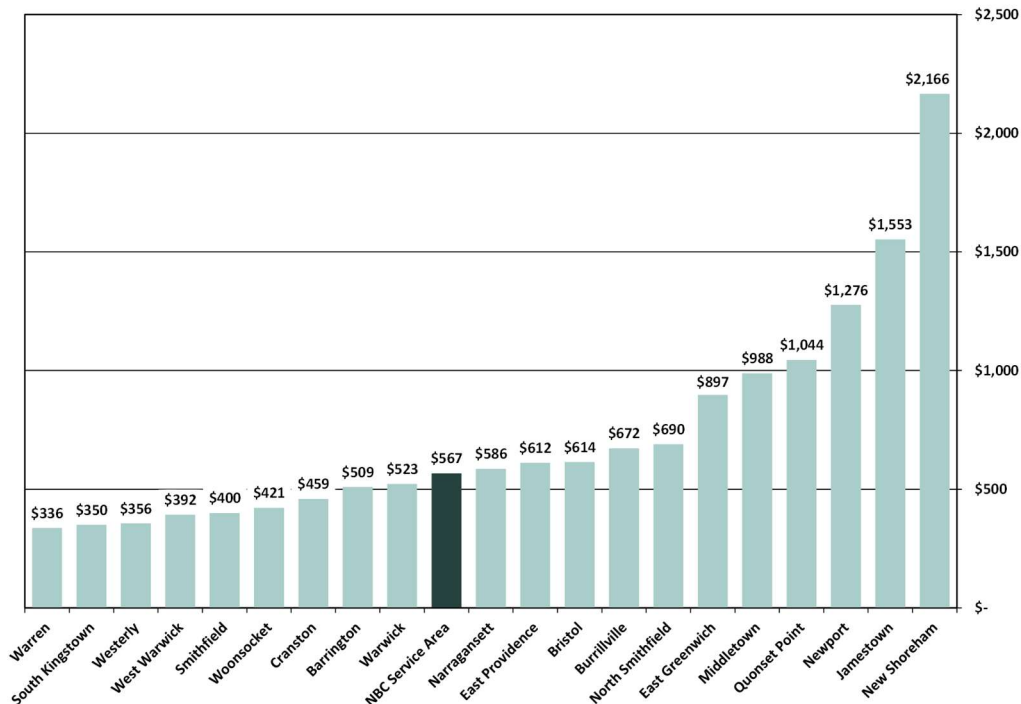
NBC's mission is to provide safe and reliable wastewater collection and treatment services to its customers at a reasonable cost is evident in the survey results. Even with past rate increases required to support the CIP, operating expense and rate base adjustments, NBC's sewer rates remain competitive. When NBC's 2023 rate for residential sewer users is calculated based on consumption of 120 HCF, it is approximately 20.3% below the national average of \$933 for major U.S. Cities. On a state level, when NBC's 2024 residential rate is calculated based on consumption of 73.2 HCF, it is approximately 22.7% below the state average of \$734.

2023 Annual Residential Sewer Charges for Major U.S. Cities			
Seattle, WA	\$	2,116	
San Francisco, CA		2,087	
Portland, ME		1,530	
Washington, DC		1,404	
Honolulu, HI		1,264	
MWRA Service Area		1,162	
Houston, TX		1,086	
Boston, MA		1,039	
Indianapolis, IN		1,032	
Saint Louis, MO		1,017	
New Orleans, LA		961	
Austin, TX		950	
Flint, MI		862	
New York, NY		857	
Detroit, MI	\$	764	
Providence, RI		744	
San Diego, CA		744	
Newark, NJ		700	
Jacksonville, FL		687	
Los Angeles, CA		675	
Columbus, OH		671	
Saint Paul, MN		631	
Dallas, TX		585	
Fort Worth, TX		583	
San Jose, CA		546	
Philadelphia, PA		542	
San Antonio, TX		535	
Milwaukee, WI		357	
Average	\$	933	

Based 120 HCF - 90 kgal

Figures based on 2023 MWRA Survey

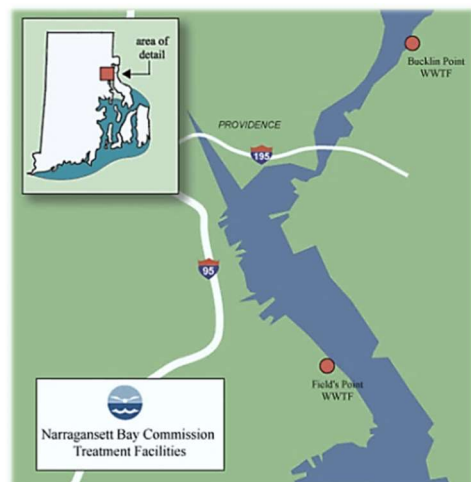
2024 Annual Rhode Island Residential Sewer Charges Annual Usage of 73.2 HCF



* 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.



Field's Point Wastewater Treatment Facilities

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?

Summer Migrant Fish (black sea bass, scup, etc.) have become more prevalent in the Bay. (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.



Bucklin Point Wastewater Treatment Facilities

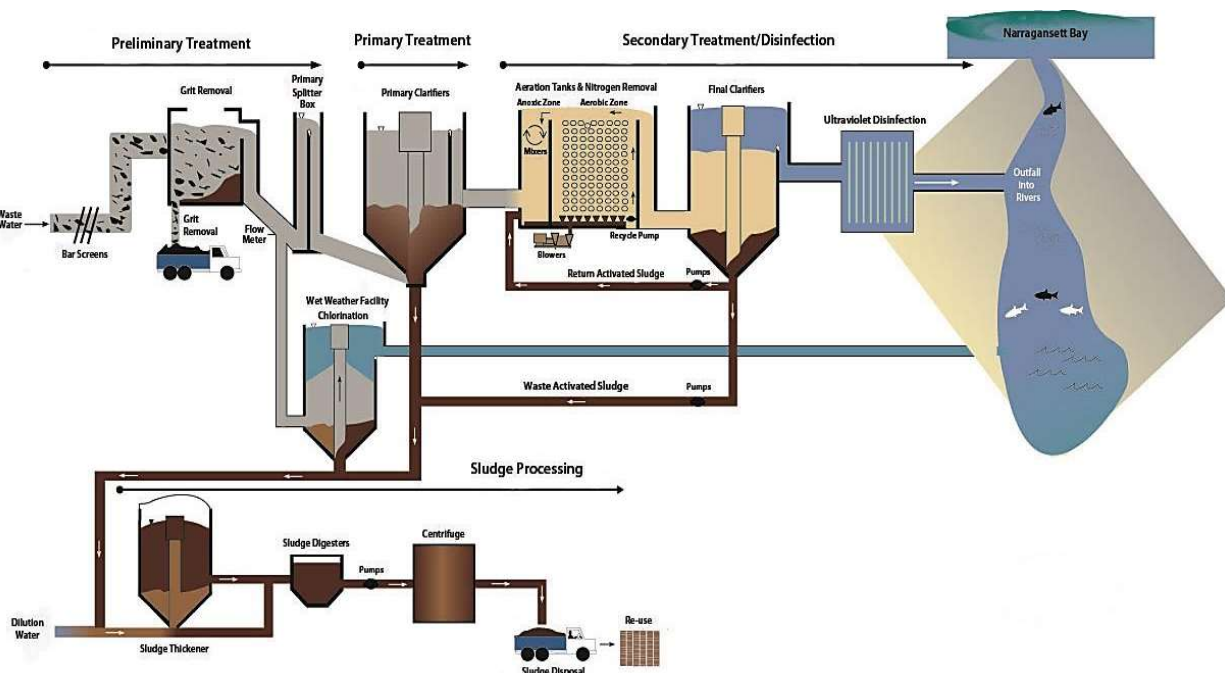
Three pump stations in the Bucklin Point service area are also owned and operated by NBC, including the Omega Pump Station (East Providence), the Saylesville Pump Station (Lincoln) and the Washington Highway Pump Station (Lincoln). NBC also owns and operates a Septage Receiving Station in Lincoln.

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.

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.

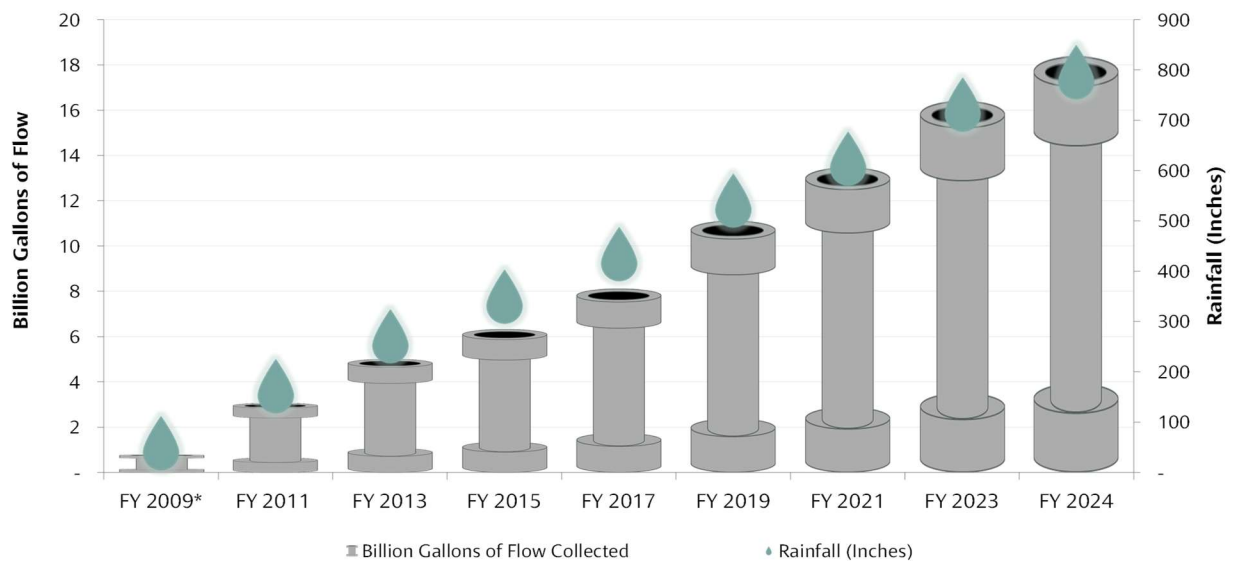
CSO Phase I Facilities

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 eighteen 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



CSO Phase II Facilities

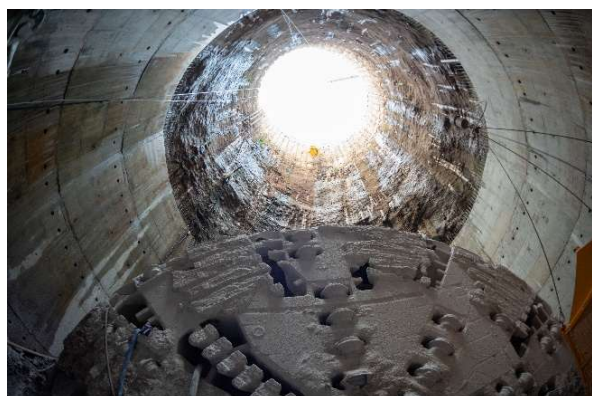
The CSO Phase II Facilities became operational in FY 2015. The most significant components of the Phase II Facilities are two main interceptors in the Field's Point Service area and a wetlands treatment facility. The Seekonk Interceptor is approximately 7,000 feet along the Seekonk River, and the Woonasquatucket 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

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.



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

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 \$877.4 million. Phase III A facilities are scheduled to be operational by FY 2031.

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?

Unhealthy nutrient levels in Narragansett Bay have decreased by 50% compared to the 1990s. (www.mswmag.com)

Energy Conservation and Sustainable Energy

NBC uses more than 37 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

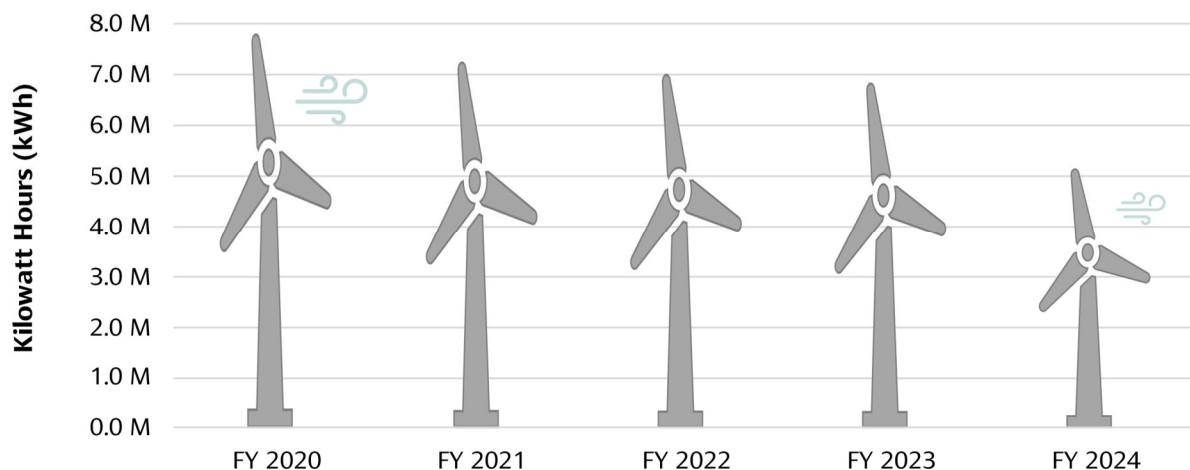
Field's Point Wind Turbines

In October 2012, NBC began operation of three 1.5 MW wind turbines located at the Field's Point. The turbines convert wind energy into electricity which NBC uses on-site to support facility operations. Any excess electricity is net metered to the electric grid to offset billable usage. Despite operational challenges in FY 2024, the wind turbines generated approximately 5.2 million kWh of electricity, reducing NBC's electricity purchases, and generating REC revenue.



Field's Point Turbine
Photo by KITE Architects

Field's Point Wind Turbine kWh Electricity 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 anerobic 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.

Net-Metered Energy Production

Net-metered energy production refers to the generation of wind and solar renewable energy that feeds excess electricity back to the grid. Dispersed as credits, this process reduces NBC's electricity expenses.

NBC's Wind Turbines in Coventry

In 2016, NBC purchased three 1.5 MW wind turbines at a remote site located in Coventry, Rhode Island. 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 electric grid to offset NBC's electricity bills. The Coventry wind turbines also generate REC revenue.

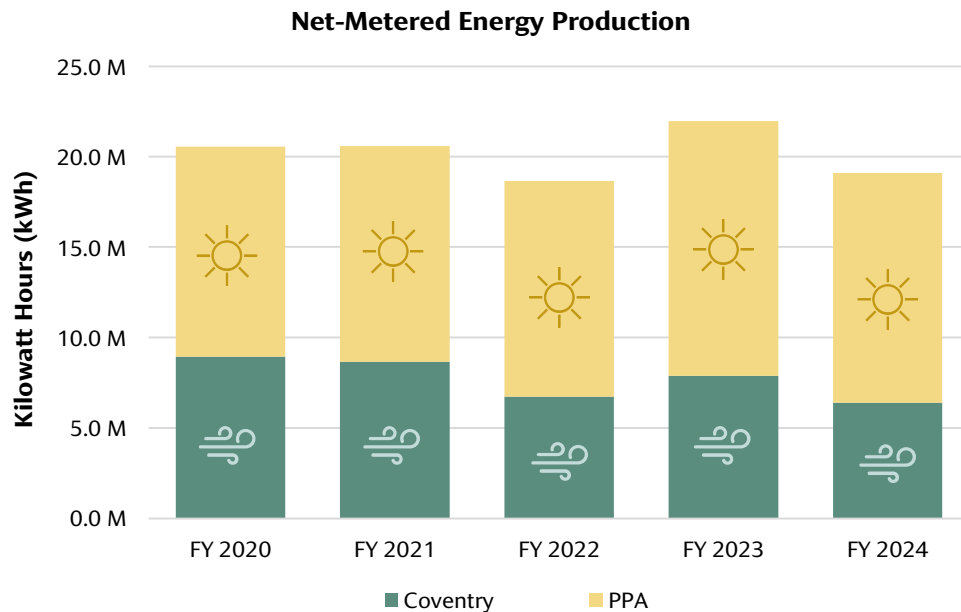
Power Purchase Agreement

NBC has two Power Purchase Agreements (PPA) 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.



Solar PPA Facilities

In FY 2026, the Coventry turbines and the PPA's are anticipated to generate 7.0 million and 13.5 million kWh, respectively. Below is a graph showing the prior five years of kWh production.



Did you know?

Fishing grounds in the upper Narragansett Bay, which were closed for over 70 years, are now open. (www.mswmag.com)

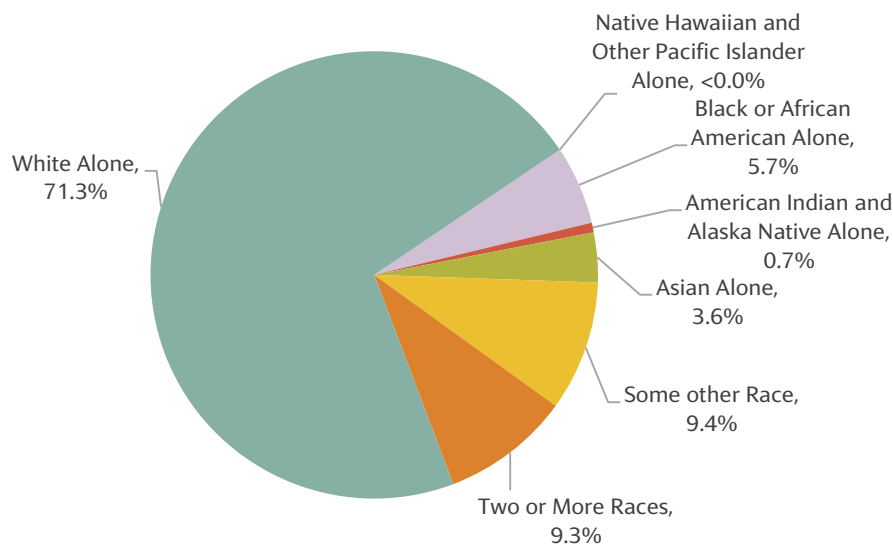
Demographics

Rhode Island Population

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

Race and Ethnicity⁽¹⁾

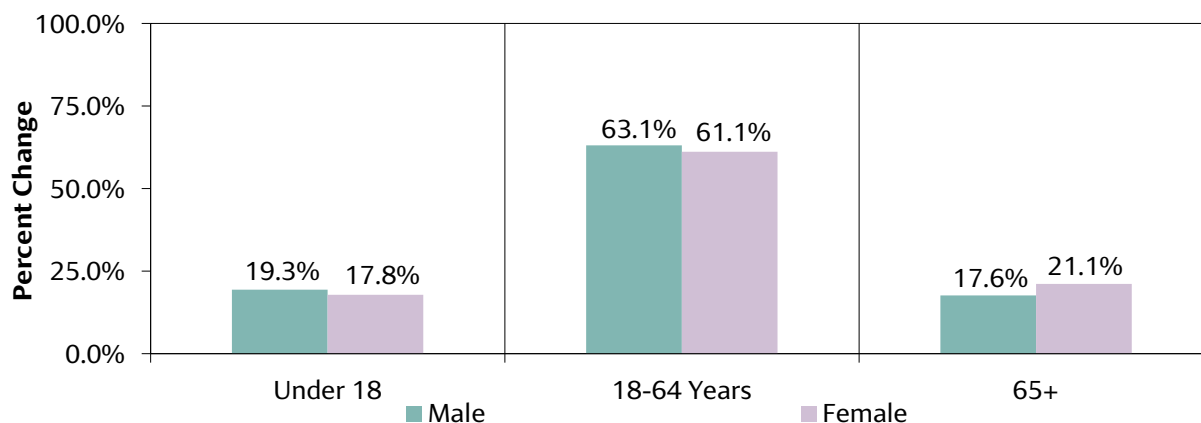
The following chart shows that 71.3% of the Rhode Island population identify as White Alone, 9.4% as Some Other Race, and 9.3% as Two or More Races. Additionally, 5.7% identify as Black or African American Alone, 3.6% as Asian Alone, 0.7% as American Indian and Alaska Native Alone, followed by 0.05%, as Native Hawaiian and Other Pacific Islander Alone.



⁽¹⁾ Based on 2020 U.S. Census

Rhode Island Population Percent by Age Group and Gender 2023⁽²⁾

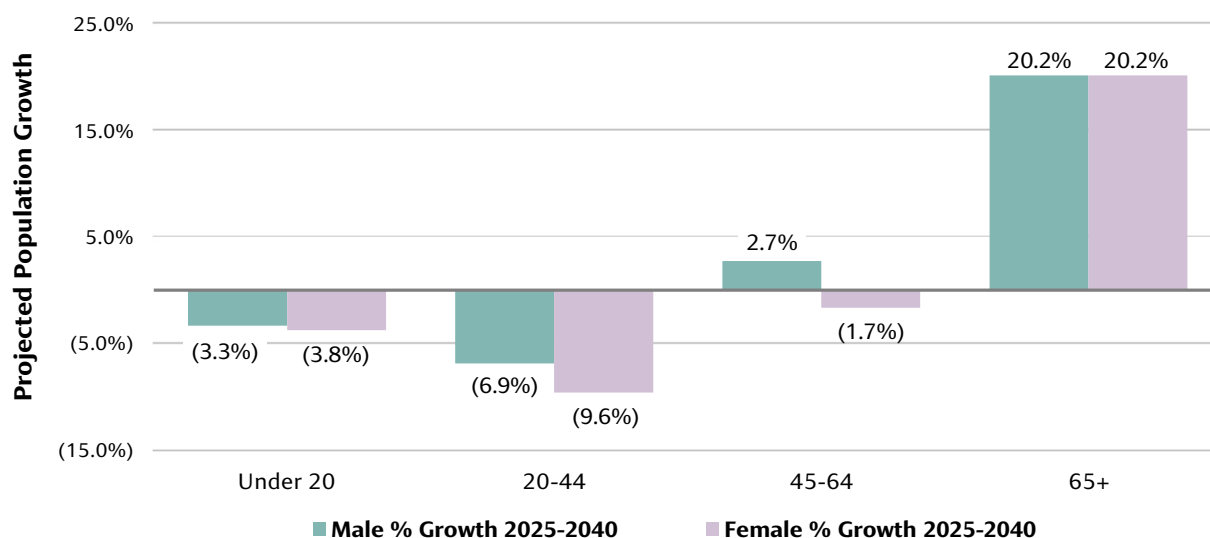
The graph below illustrates the estimated 2023 Rhode Island population by age group and gender. The population is highest in the 18-64 age group for both males and females at 63.1% and 61.1%, respectively. The next largest population is females in the 65+ age group at 21.1%, followed by males in the under 18 age group at 19.3%. The smallest population for males is in the 65+ age group and for females, is in the under 18 age group.



⁽²⁾ Based on 2023 American Community Survey 1-Year Estimates

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

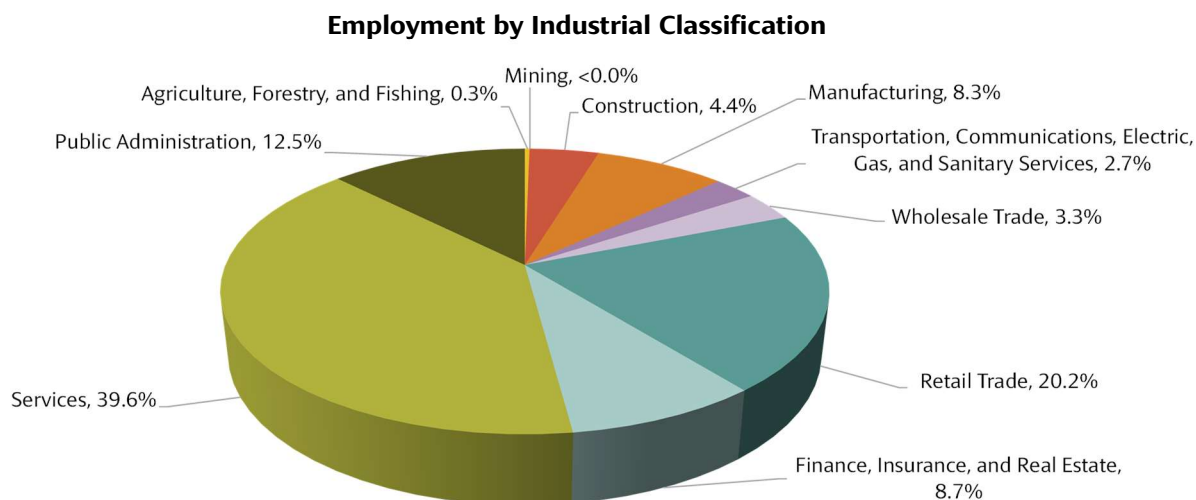
The graph below illustrates the projected population growth from 2025-2040 in Rhode Island by age group and gender. The most significant increase is in the 65+ age group at 20.2% growth in both the male and female populations. Aside from the 65+ age group, female population growth is projected to decrease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



*Source: Rhode Island Statewide Planning - Population Projections

Rhode Island Economy

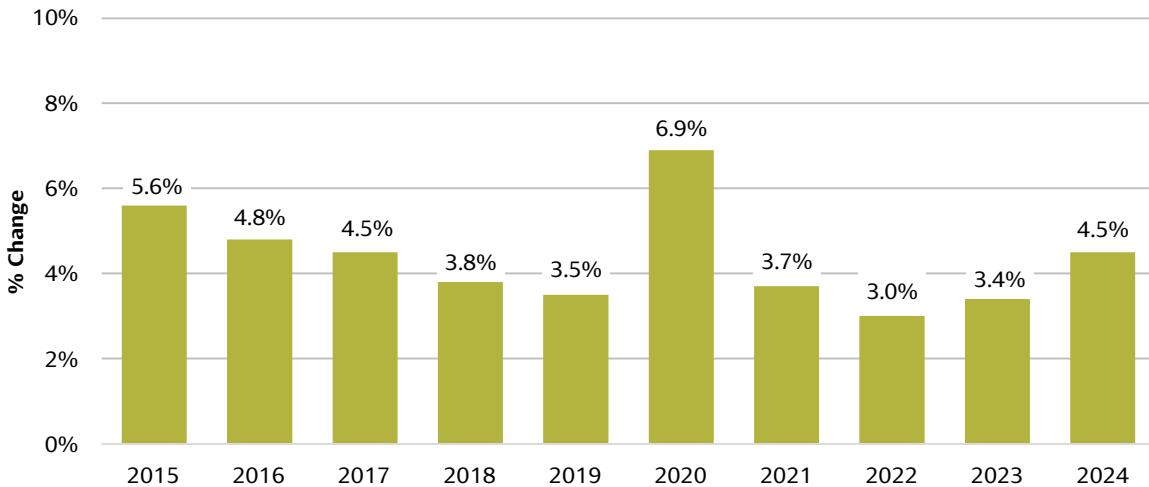
According to the Rhode Island Department of Labor and Training, a majority of the economic base of Rhode Island is the Services Industries at 39.6%, followed by Retail Trade at 20.2%. The chart below shows employment by industrial classification for the calendar year 2023.



*Source: RI Department of Labor and Training Labor Market Information 2023

The graph below shows historical unemployment figures over the past ten years for Rhode Island based on data from the Bureau of Labor Statistics. The Rhode Island unemployment rate decreased each year from 5.6% in 2015 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 3.7%, and it increased up to 4.5%, through 2024.

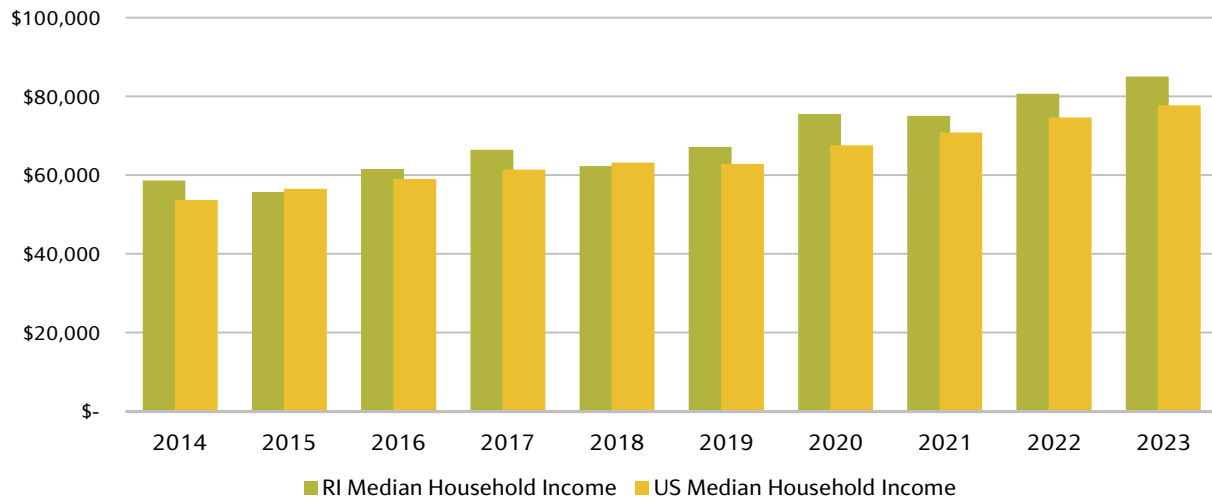
Rhode Island Unemployment Rates



*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 2014-2023 compared to national statistics. The Rhode Island median household income increased by approximately 5.4%, or \$4,322 in 2023 inflation-adjusted dollars, with median household income of \$84,972. 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 1.44% and 1.45%, respectively.

Median Household Income – Rhode Island vs. United States

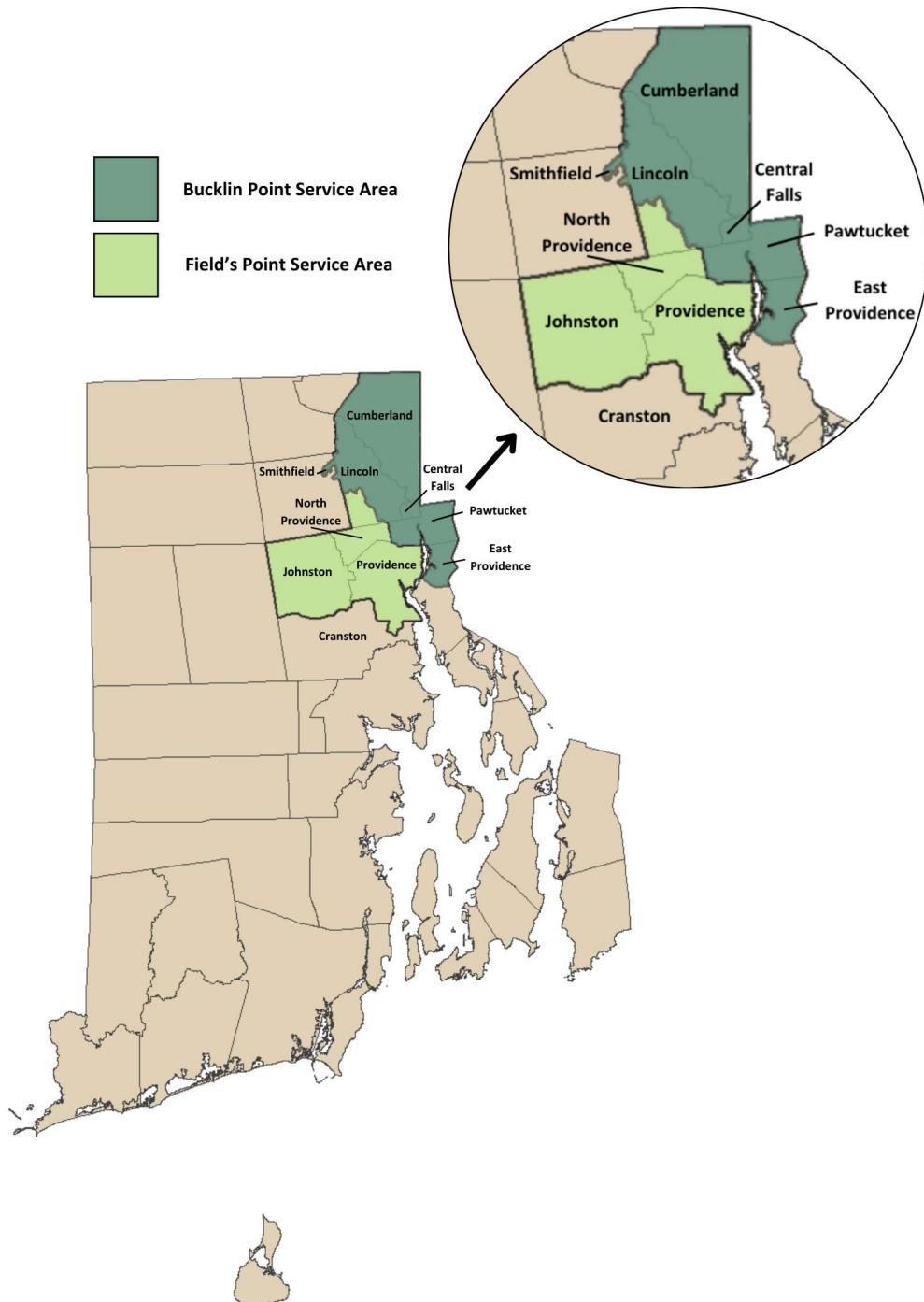


*Source: United States Census Bureau – Household Income in States and Metropolitan Areas: 2023

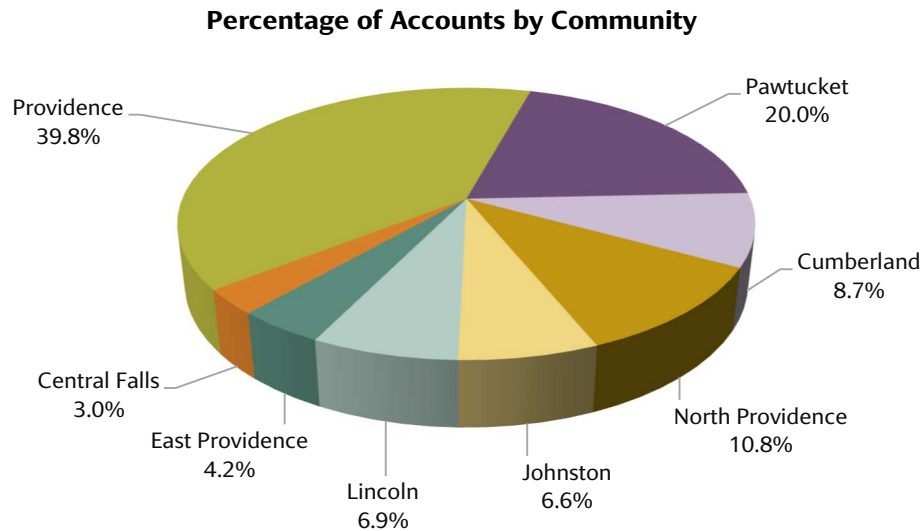
NBC Service Area

NBC provides reliable, cost-effective wastewater collection and treatment services to approximately 395,000 residents and approximately 7,685 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.

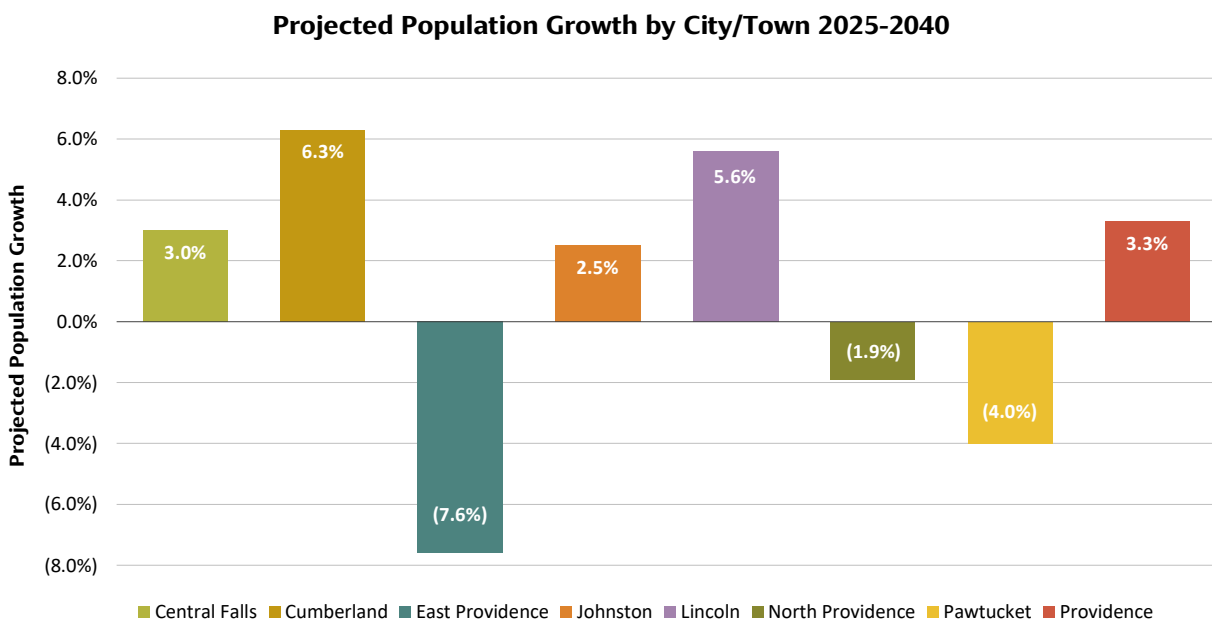


NBC's customer base consists of residential and non-residential customer classes, which include commercial and industrial users. Of the eight major communities serviced by NBC, 79.3% of the accounts are in Providence, Pawtucket, Cumberland, and North Providence. The following chart illustrates the distribution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



NBC Service Area Population and Statistical Information

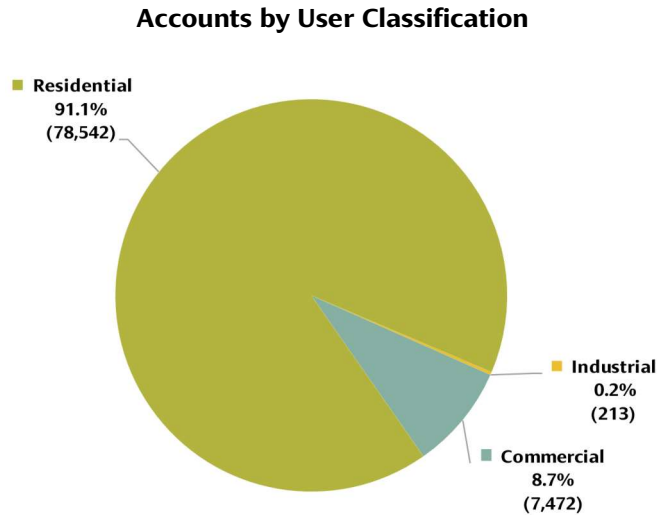
The Rhode Island Office of Statewide Planning projects the state population by city and town. The graph below displays the projected population growth for NBC's service area for the years 2025 to 2040. The most significant projected percentage increases in population over the fifteen years are in the towns of Cumberland and Lincoln, in which the populations are projected to grow by 6.3% and 5.6% respectively. The populations of East Providence and Pawtucket are projected to decline by 7.6% and 4.0% respectively over the same period.



*Source: Rhode Island Statewide Planning – Population Projections

NBC Customer Base

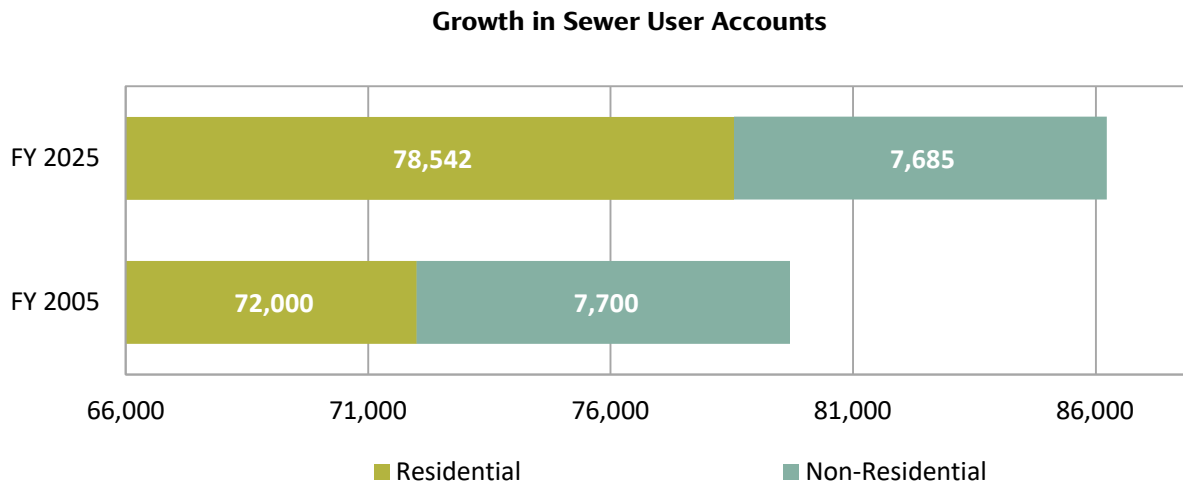
NBC's user fee rate structure classifies users as residential, commercial, or industrial. Residential customers include residential structures with six dwelling units or less and all residential condominiums regardless of the number of dwelling units. NBC has approximately 78,542 residential accounts, which are 91.1% of the total accounts.



Non-residential accounts include commercial and industrial users. NBC classifies industrial properties as structures in which water is used for the production and/or manufacturing based operations including non-contact cooling water, and industrial laundries as defined by the USEPA. NBC has approximately 213 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 7,472 commercial accounts.











Over the last twenty years, there has been an 8.2% increase in the number of customer accounts. This is the net effect of a 0.2% decrease in the number of non-residential accounts from 7,700 to 7,685 and a 9.1% increase in the number of residential accounts from 72,000 to 78,542.



Did you know?

Beach closings in Narragansett Bay are down by 80%.
(www.mswmag.com)

The largest NBC customers are primarily service and education providers. The table below shows NBC's ten largest customers based on FY 2024 billings.

Top Ten NBC Customers			
Customer		FY 2024 Billings	Percentage of Total Annual User Charges
	Providence Housing Authority	\$ 2,059,145	1.88%
	Rhode Island Hospital	1,826,475	1.66%
	Brown University	1,500,445	1.37%
	City of Pawtucket	878,736	0.80%
	Rhode Island Resource Recovery	849,256	0.77%
	City of Providence	817,976	0.74%
	Providence School Department	540,475	0.49%
	Providence College	520,635	0.47%
	State of Rhode Island	427,116	0.39%
	Fairfield Residential	409,856	0.37%



***Rainbow Over Narragansett Bay
Photo by Sara Nadeau***

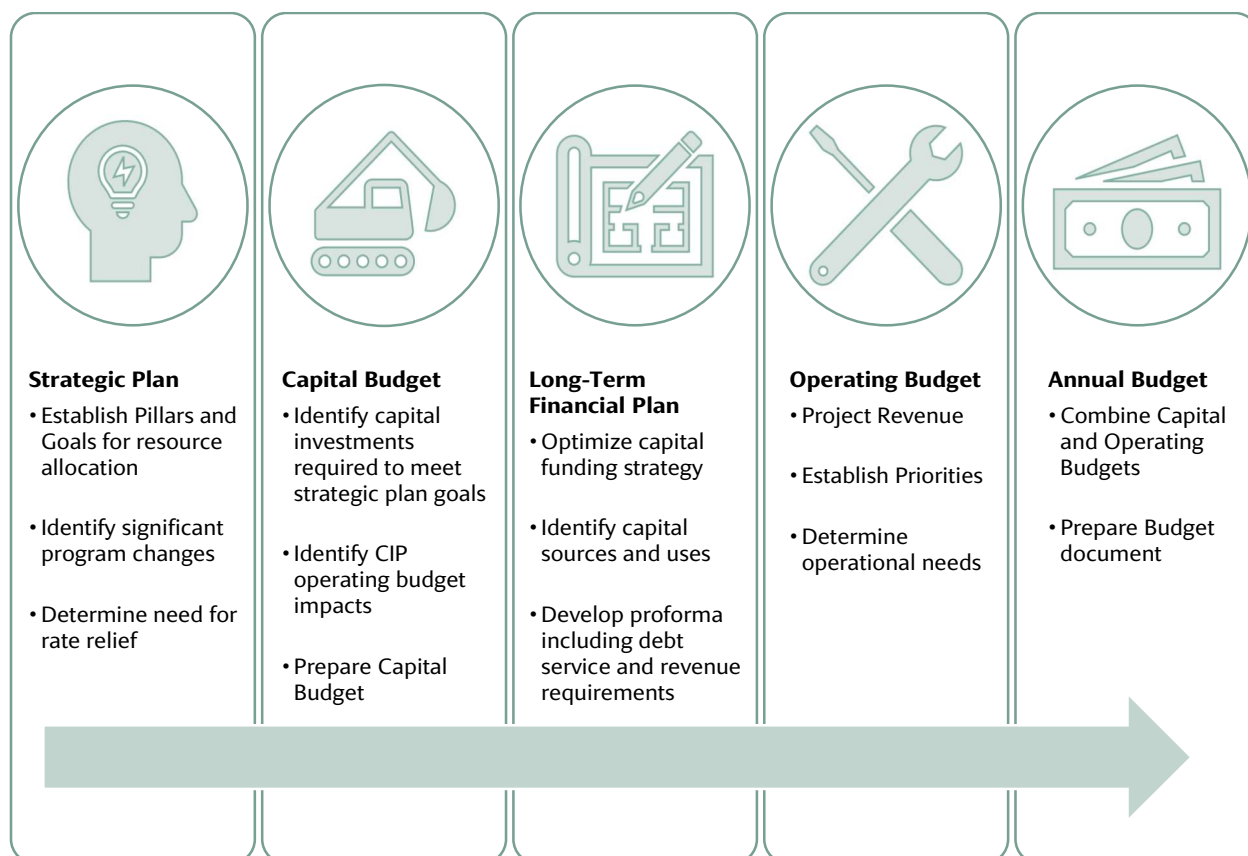
Budget Process and Policies

Development of the Annual Budget is guided 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 (Plan) may be updated. The Capital Budget is comprised of the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). CIP cash draws, available funding and operating cost impacts are Plan inputs. Plan outputs include capital sources and uses, debt service and projected revenue requirements. The Operating Budget is 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 2026 Budget



NBC's first Strategic Plan was developed with the assistance of an outside firm in 2004. It incorporated input of outside stakeholders, NBC Board members and NBC's valued staff. The plan was updated in 2005, 2006, 2011, and 2018. While NBC accomplished much under the original Strategic Plan framework, it was decided that a new approach to strategic planning would best position NBC to meet rising challenges such as climate change, emerging contaminants, employee recruitment and retention, increasing operational costs, and aging infrastructure. In FY 2025, NBC addressed this through the development and adoption of a new three-year Strategic Plan which was adopted by NBC's Board of Commissioners at their April 29, 2025, meeting. The Strategic Plan development process and key components are discussed on the following pages.

Development of the Strategic Plan

The Strategic Plan development process began in July 2024. NBC engaged an outside firm with nationwide expertise in strategic planning to facilitate the development of a new NBC Strategic Plan.

The first phase of the process involved the identification of key stakeholders. Once identified, input from key stakeholders was solicited through an online survey of NBC Board members, employees, service clients, regulatory agencies, and local community groups. A facilitator held in-person workshops with NBC's Leadership Team, NBC's Long-Term Planning Committee, and four Focus Groups consisting of randomly selected NBC employees from all NBC divisions and sections. Information collected during these workshops was used to develop and refine a three-year Strategic Plan for the NBC. The focus of the data collection was input on NBC's direction, strengths, challenges, and strategic priorities.

NBC Key Stakeholders in Strategic Plan Development Process



In addition, the NBC's leadership team updated and developed Strategic Plan components including the Mission Statement, Vision Statement and Core Values which provide a framework for the agency's initiatives over the next three years. They apply a critical lens to NBC's existing strengths while encouraging opportunities for improvement and delivering the services NBC's customers and the environment deserves. These values embody what has always made NBC special and will continue to make NBC a national leader in clean water. NBC's Mission and Vision are outlined in the new Strategic Plan and shown below.



The new Strategic Plan also includes NBC's Core Values, which are shown below.



The NBC leadership team incorporated stakeholder feedback into defining the Strategic Plan's Pillars, Goals and Strategies. Key Strategies to be addressed in FY 2026 were also identified. The next step involves training on methodologies for the development of effective Work Plans. NBC is also implementing a system for monitoring and reporting Work Plan progress.

Strategic Plan Pillars






A *Strategic Plan Pillar* 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 five Strategic Plan Pillars are as follows:

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.
Environmental Sustainability
We are in the business of protecting the environment. And we take that responsibility seriously, which means considering broad environmental health beyond the most fundamental duty we have of cleaning water before its release back into the environment. Now more than ever we must strengthen climate-resilient planning and operations and work toward minimizing negative impacts our organization has on natural resources.
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.
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.
Customer Focus
We 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 and Key Codes



Each Strategic Plan Pillar identifies *Goals* which are more specific activities, or strategies, for the achievement of the Strategic Pillars. The Goals 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 Pillars and Goals.

 Operational Excellence	OE1 - Initiate a sustainable biosolids management program OE2 - Plan for new regulatory requirements in future RIPDES Permits OE3 - Enhance capital planning process OE4 - Encourage operational efficiency and effectiveness
 Environmental Sustainability	ES1 - Incorporate climate resiliency strategies into operational and capital planning ES2 - Expand sustainability programs
 Financial Management	FM1 - Identify new sources of revenue FM2 - Prioritize affordability of agency services
 Workforce Development	WD1 - Enhance recruitment efforts WD2 - Increase employee retention WD3 - Capture and transfer institutional knowledge
 Customer Focus	CF1 - Enhance educational opportunities for customers and stakeholders CF2 - Improve internal and external customer satisfaction



Engineering Staff Reviewing Plans
Photo by Peter Goldberg

Performance Measures

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

Strategic Plan Pillar: Long-term result
NBC is working to achieve

Key Code	Performance Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE3	Ensure 85% of planned projects are completed on time	90%	80%	85%	85%

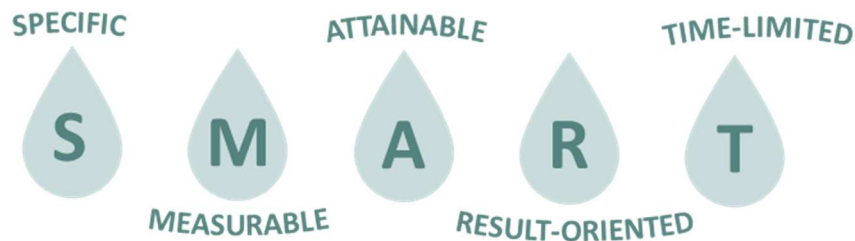
Key Code: To easily identify the Goal in the Strategic Plan

Performance Measure: Shows progress, service level, or achievement of a Goal

Unit of measurement that aligns with the SMART goal framework

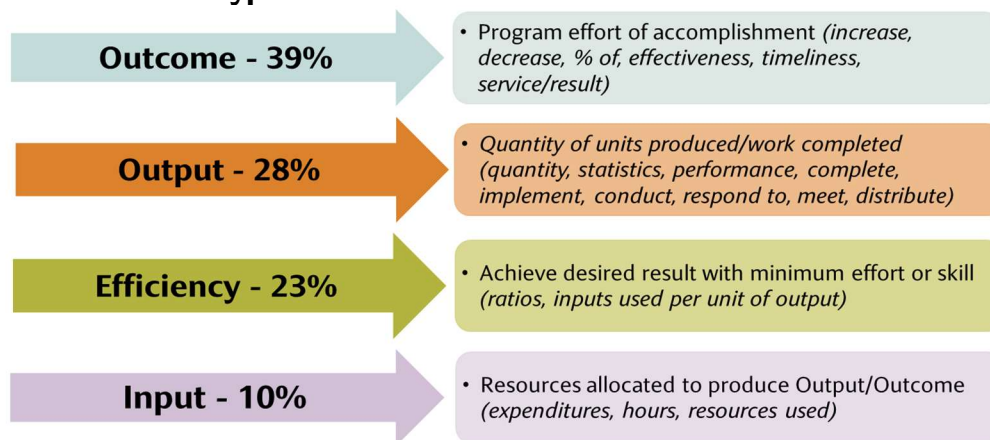
SMART Goal Framework

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



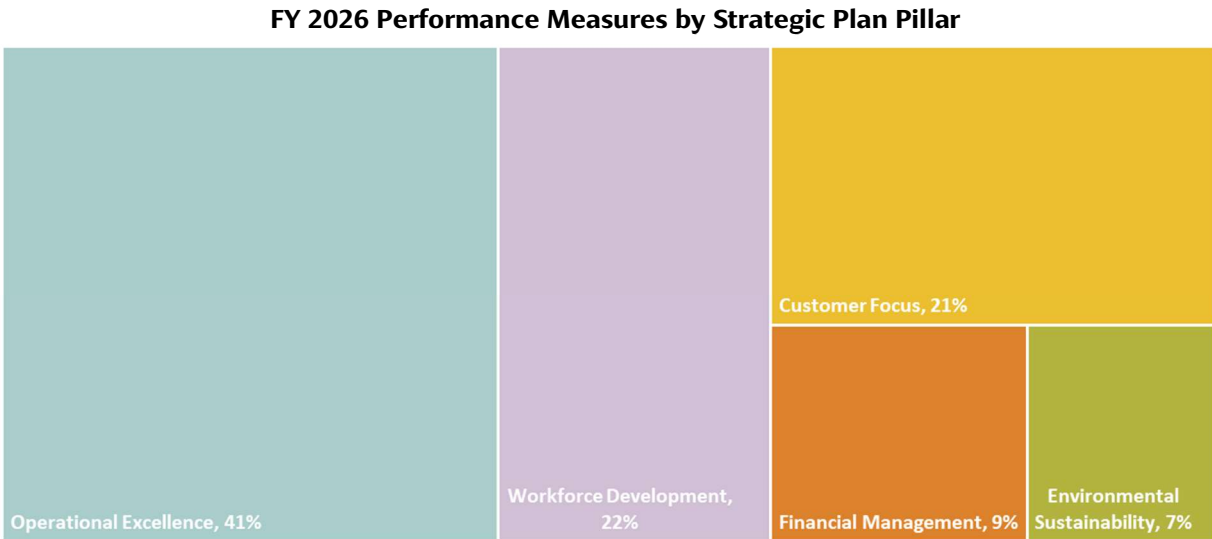
NBC Performance Measures are categorized as Outcome, Output, Efficiency, and Input. Of the 130 Performance Measures included in the budget, the majority or 67% are Outcome and Output related and associated with result or quantifiable measures. The remaining 33% correlate to resources used or productivity and are either Efficiency or Input related.

Performance Measure Types



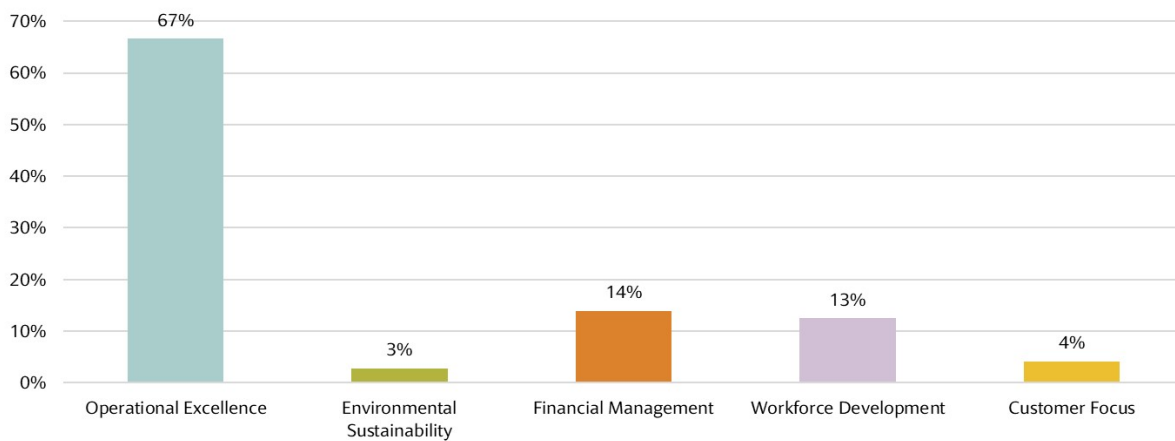
Operating Budget and the Strategic Plan

Finance and Cost Center Managers worked to identify and incorporate Performance Measures into their budgets. The Performance Measures are linked to Goals and indicate a clear pathway forward toward the Strategic Plan. Cost Center Managers determined that approximately 50% of the FY 2026 Performance Measures were aligned to Operational Excellence and Financial Management Pillars. In addition, 22% of the Performance Measures relate to Workforce Development and 21% to Customer Focus. The remaining 7% are aligned to the Environmental Sustainability Pillar. Each of the Performance Measures were reviewed and approved by the Executive Director. The following graph illustrates the percentage of Performance Measures by Strategic Plan Pillar.



Fiscal Year 2026 Priorities

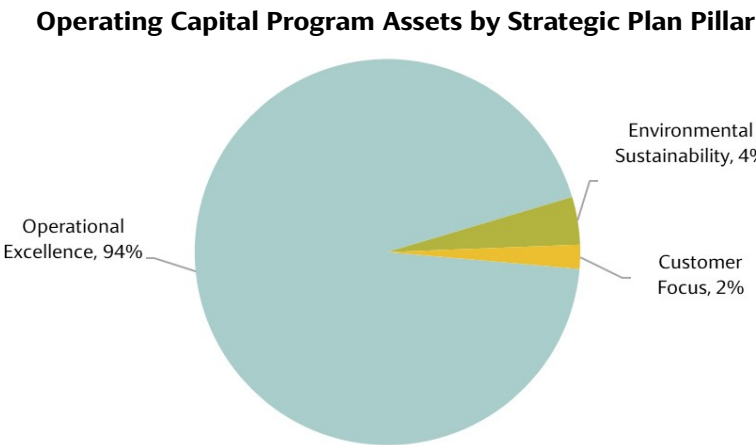
As part of the budget process, each cost center included their top priorities for FY 2026. The chart below shows the percentage of NBC's priorities by Strategic Plan Pillar. Of the 72 priorities for FY 2026 for NBC, 48 or 67% are categorized as Operational Excellence followed by Financial Management at 14% or 10 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.

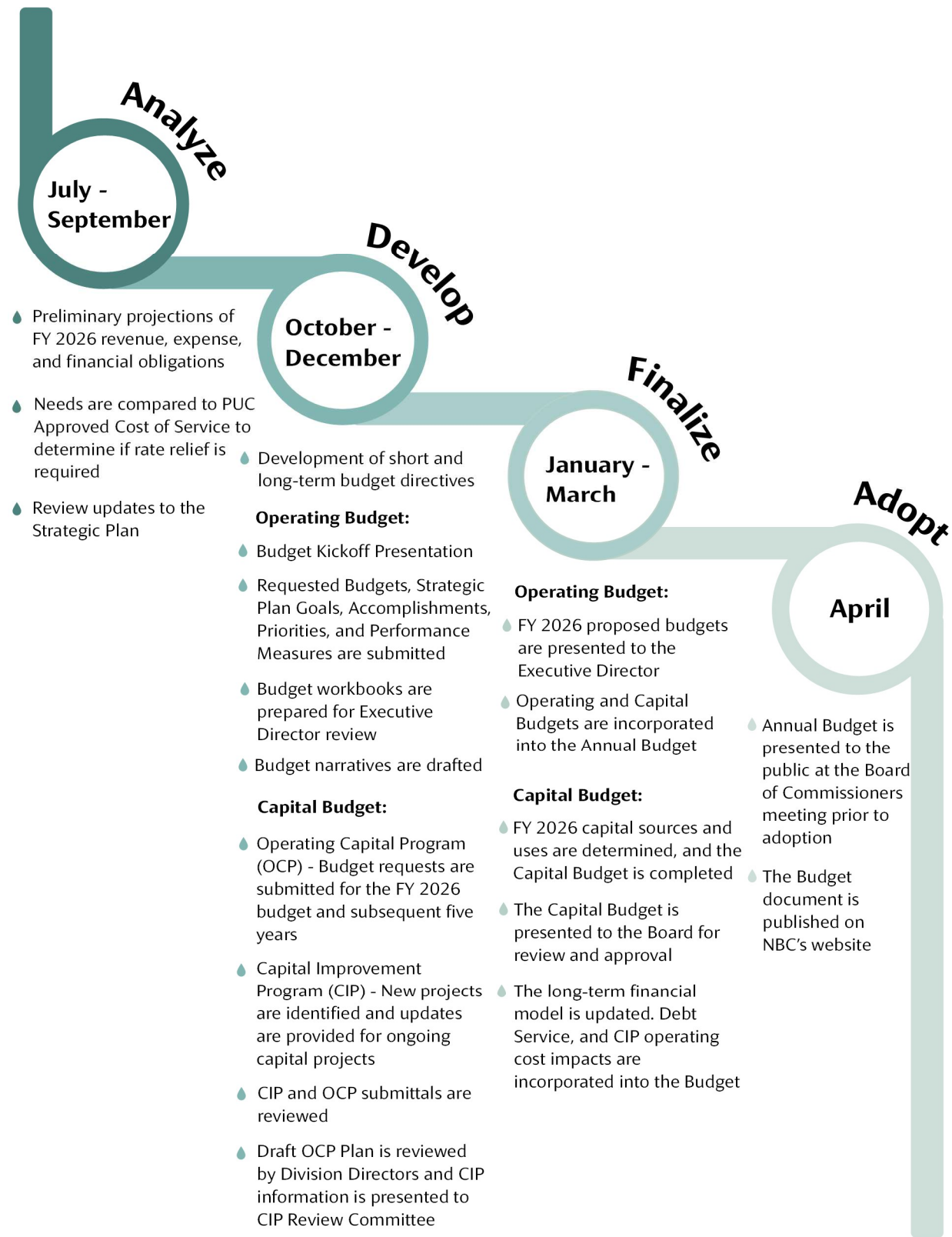
Approximately 94% of programmed OCP assets support NBC's Operational Excellence Pillar. These assets include infrastructure, applications, and compliance. In addition, 4% of assets align with NBC's Environmental Sustainability Pillar and includes equipment to inspect and maintain NBC's collection system. Customer Focus is represented with 2% of OCP assets programmed for this Pillar. The following table outlines the percentage of FY 2026 programmed capital assets by Strategic Plan Goal.



As part of the CIP development process, NBC connects CIP projects to Strategic Plan Goals. Operational Excellence encompasses 80% of the CIP projects included in this year's CIP with 38% of the projects being aligned with OE4, NBC's goal to encourage operational efficiency and effectiveness. Environmental Sustainability is represented with 20% of NBC's planned projects aligned with ES1, which is NBC's goal to incorporate climate resiliency strategies in operational and capital planning.



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 vs. 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.

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

Fiscal Year

NBC’s fiscal year runs from July 1st through the following June and is numbered with the calendar year in which it ends. The FY 2026 budget year begins July 1, 2025, and ends June 30, 2026. The prior fiscal year or FY 2025 is the 12-month period that ends June 30, 2025.

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.

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



Pretreatment Inspection
Photo by Peter Goldberg

Budget

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



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

Revenue, Rates and Charges

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

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

Expense

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

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

An increase in the number of funded Full Time 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-Term 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 $\frac{1}{40}$ th 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.



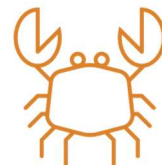
Long-Term Debt Issuance

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.

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.

Investments and Cash Management

NBC shall safeguard, protect and maintain accountability for public funds, identify allowable investment instruments and provide a recorded and structured approach to invest the funds of the Narragansett Bay Commission (hereinafter “NBC”), as authorized by R.I.G.L 46-25-5 (6). NBC employs practices that strengthen NBC’s cash position, as well as efficiently and safely disburse funds. NBC will ensure compliance with PUC Ordered restrictions and 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.

Purpose and Applicability

NBC’s Investment Policy applies to all funds of the NBC except those funds covered by any separate NBC Board-approved agreements, or pension or retirement funds held in trust for the NBC Non-Union Retirement Plans and the NBC Deferred Compensation Plan.

Investment Policy objectives include:

- Compliance with applicable laws and the Investment Policy
- Preservation of the value and safety of capital
- Provision of sufficient liquidity to meet NBC's operating cash flow requirements
- Maximizing earnings while minimizing risk

Delegation and Authority

Management responsibility for investments of Funds resides with the Chief Financial Officer who may delegate the responsibility for executing daily investment transactions to other NBC staff in accordance with internal procedures.

Capital Assets and Depreciation

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

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

Criteria For Capital Assets	
New Purchases	All assets with an acquisition cost of \$5,000 or more and a useful life of three or more years will be capitalized. Any asset with a purchase price of less than \$5,000 or less than three years useful life will be expensed.
Replacements, Renovations, and Betterments	Replacement, renovations, and/or betterments with costs equal to or greater than \$5,000, and equal to or greater than three-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.



***Interceptor Maintenance
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 35 Supplemental Indentures, collectively referred to as the "Trust Indenture".

Indenture Number	Date	Indenture Number	Date
1	April 15, 2004	19	December 12, 2013
2	December 30, 2004	20	March 6, 2014
3	August 4, 2005	21	October 28, 2014
4	December 15, 2005	22	May 5, 2015
5	December 21, 2006	23	July 30, 2015
6	February 8, 2007	24	June 2, 2016
7	October 15, 2007	25	April 4, 2019
8	December 12, 2007	26	August 27, 2019
9	July 1, 2008	27	March 19, 2020
10	November 1, 2008	28	October 26, 2020
11	October 6, 2009	29	October 26, 2020
12	February 12, 2010	30	November 16, 2021
13	June 24, 2010	31	July 25, 2022
14	March 29, 2011	32	June 13, 2023
15	June 28, 2012	33	August 1, 2023
16	November 28, 2012	34	May 23, 2024
17	March 21, 2013	35	February 27, 2025
18	June 6, 2013	36	TBD

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

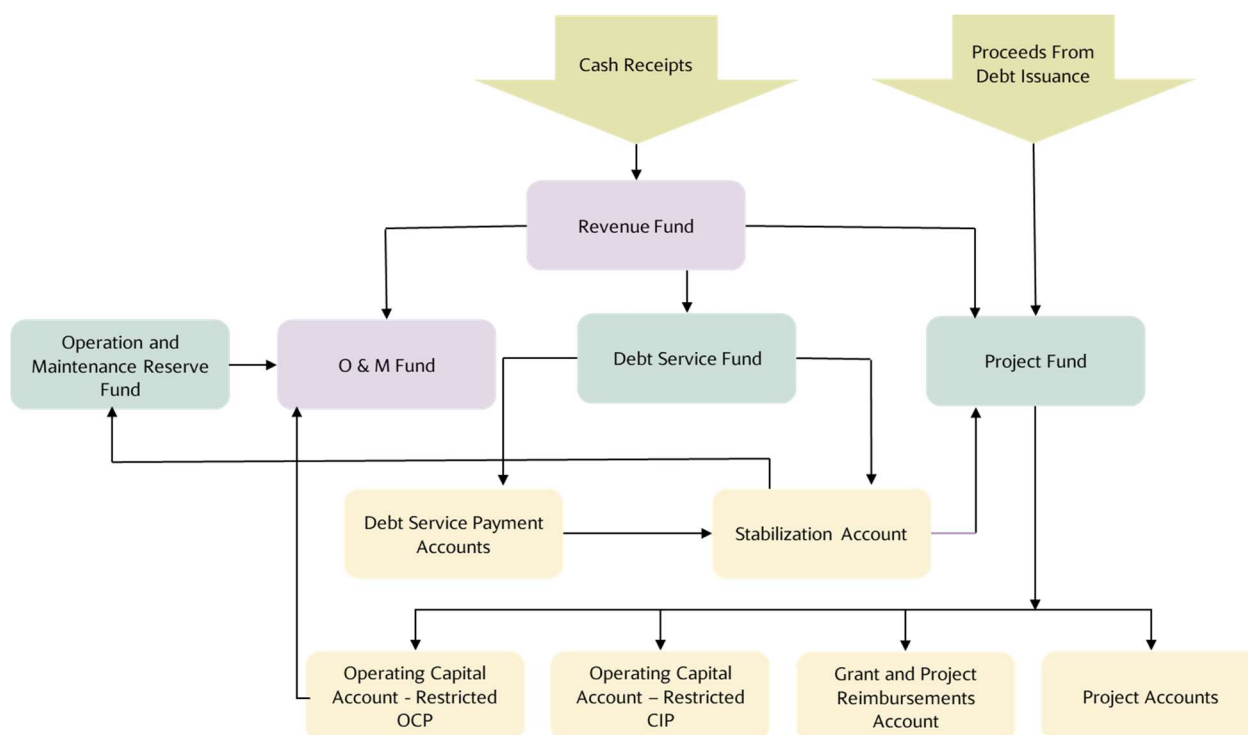
NBC FUNDS ¹		
FUND - USE OF FUNDS and FUNDING STATUS		CUSTODY
<i>Revenue Fund</i>		
The Revenue Fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts. These funds are transferred to the other funds monthly.		NBC
<i>Operation and Maintenance Fund</i>		
The Operation and Maintenance (O and M) Fund is used to pay for current operations, administrative, maintenance, repairs of NBC's facilities and infrastructure expense.		NBC
<i>Debt Service Fund</i>		
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
<i>Project Fund</i>		
Funds from the Project Fund are designated to pay for improvements and additions to NBC's capital assets. This includes expenditures related to the Capital Budget for the Capital Improvement Program (CIP) and Operating Capital Program (OCP).		Trustee
<i>Operating Reserve for Revenue Stability Fund</i>		
The Operating Reserve for Revenue Stability Fund may be used when there are insufficient funds in the Revenue Fund to make the monthly transfers to other accounts.		Trustee

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

NBC FUNDS ¹ (continued)	
FUND - USE OF FUNDS and FUNDING STATUS	CUSTODY
Renewal and Replacement Fund The Renewal and Replacement Fund is used for the replacement or renewal of capital assets of the wastewater treatment system and related infrastructure when the expense is not covered by the Project Fund. This Fund is not currently funded.	N/A
Operation and Maintenance Reserve Fund 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
Redemption Fund The Redemption Fund is used for redemption fees, and/or principal and interest on the redemption of bonds. This Fund is not funded except when bonds are redeemed.	Trustee
Insurance Reserve Fund The Insurance Reserve Fund is used should NBC determine that it cannot reasonably obtain required insurance. This Fund is not funded as NBC is not self-insured.	N/A
Unrestricted Fund The Unrestricted Fund is the depository for any cash surplus once all funds and accounts established under the Trust Indenture are funded. These funds may be used for any deficiency in amounts required by other funds. This Fund is not funded.	N/A

¹ 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 above and is described on the following pages.

Monthly Trust Transfers

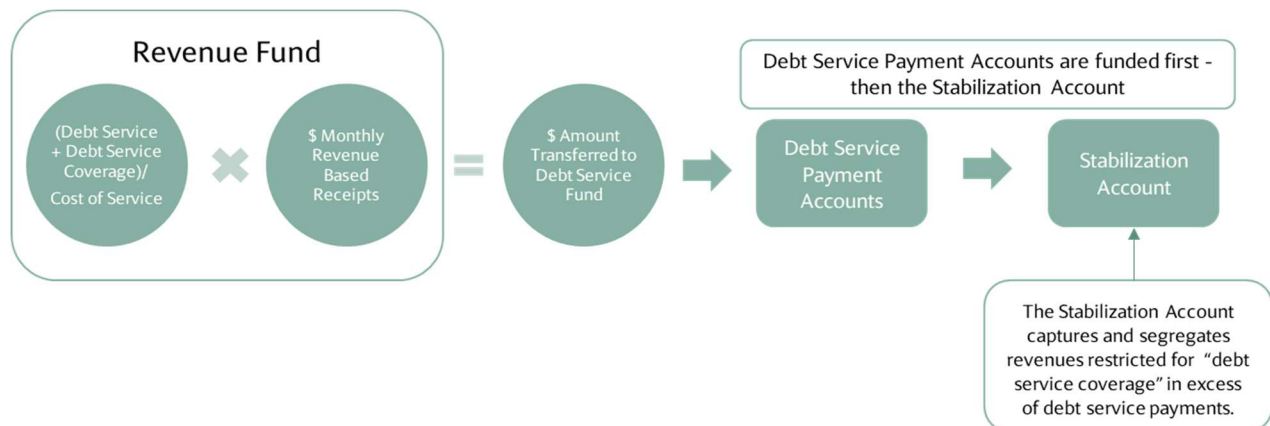
Revenue Fund to Operation and Maintenance Fund

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 2026, multiplied by the percentage increase in the FY 2026 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
Jul 28, 2025	\$7,168,477
Aug 26, 2025	5,972,558
Sep 26, 2025	4,975,949
Oct 28, 2025	5,206,722
Nov 25, 2025	4,852,100
Dec 26, 2025	4,874,716
Jan 27, 2026	5,827,357
Feb 24, 2026	4,822,516
Mar 27, 2026	4,820,857
Apr 27, 2026	5,150,425
May 26, 2026	4,903,981
Jun 26, 2026	5,397,099
Total	\$ 63,972,757

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



The amounts below are the FY 2026 monthly transfers from the Revenue Fund to the Debt Service Payment Accounts in the Debt Service Fund.

FY 2026 Monthly Deposits into the Debt Service Payment Accounts ¹			
Date	Primary	2008 A	Total
Jul 28, 2025	\$3,672,366	\$486,062	\$4,158,428
Aug 26, 2025	3,672,366	486,062	4,158,428
Sep 26, 2025	3,989,968	435,427	4,425,395
Oct 28, 2025	3,989,968	435,427	4,425,395
Nov 25, 2025	3,989,968	435,427	4,425,395
Dec 26, 2025	3,989,968	435,427	4,425,395
Jan 27, 2026	3,989,968	435,427	4,425,395
Feb 24, 2026	3,989,968	435,427	4,425,395
Mar 27, 2026	3,989,968	435,427	4,425,395
Apr 27, 2026	3,989,968	435,427	4,425,395
May 26, 2026	3,989,968	435,427	4,425,395
Total	\$ 47,244,413	\$ 5,326,390	\$ 52,570,803

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

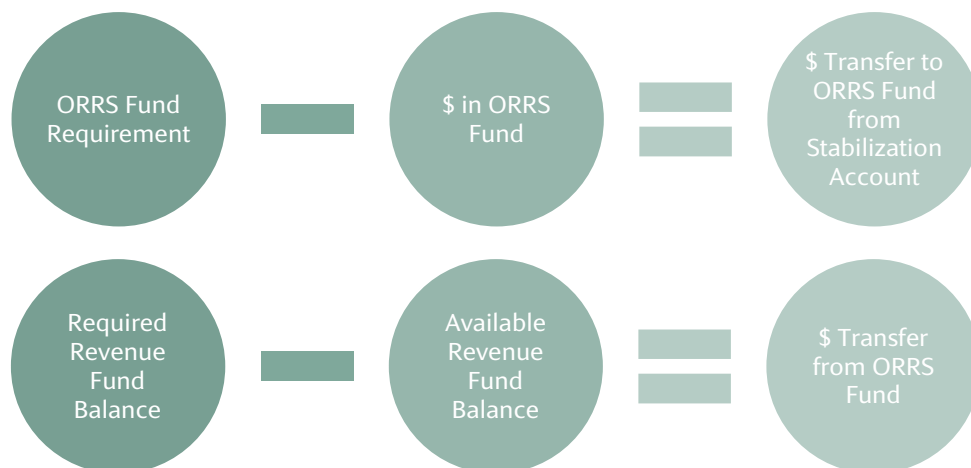
Stabilization Account in the Debt Service Fund

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.



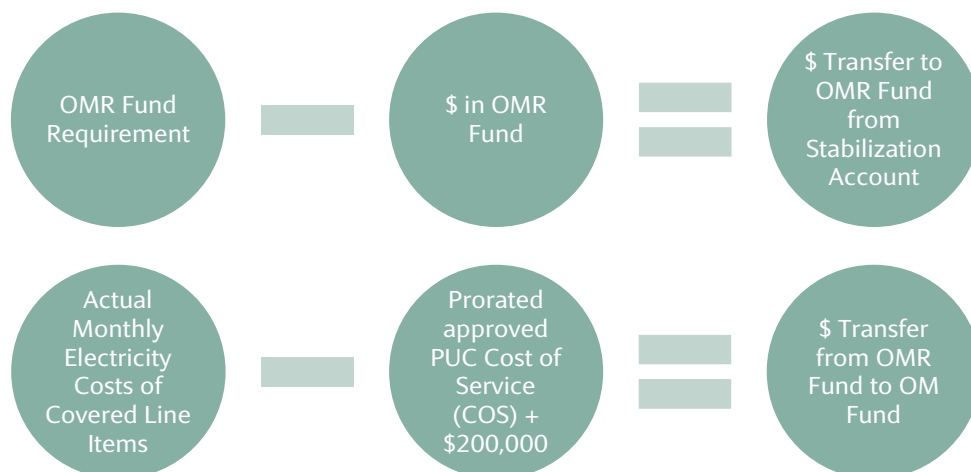
Operating Reserve for Revenue Stability (ORRS) Fund – Section 510

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 2026 Budget is \$301.8 million or \$13.4 million lower than the prior year. The most significant change is the decrease in the Capital Budget related to the construction of the CSO Phase III A Facilities.

Budget Summary

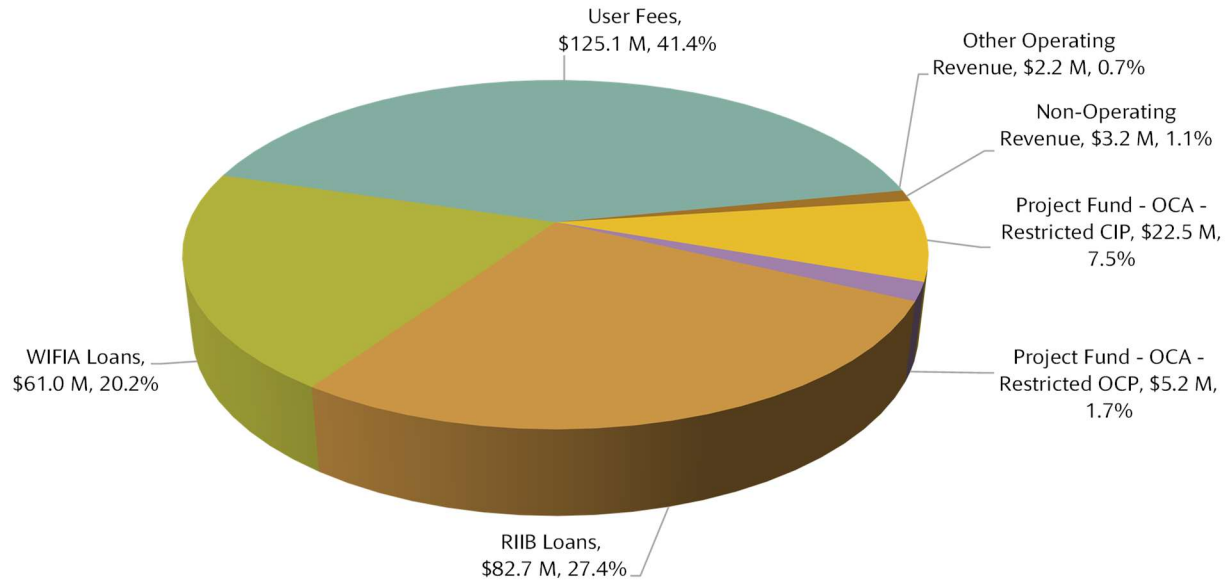
Revenue and Source of Funds	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Operating Revenue					
User Fees	\$ 108,499,540	\$ 112,559,300	\$ 125,068,706	\$ 12,509,406	11.1%
Pretreatment Application Fees	71,660	66,800	66,727	(73)	(0.1%)
Septage Income	382,162	358,300	368,239	9,939	2.8%
Connection/Capacity Fees	229,670	267,000	255,051	(11,949)	(4.5%)
Late Fees	441,046	455,800	441,046	(14,754)	(3.2%)
Customer Service Fees	143,860	181,200	174,359	(6,841)	(3.8%)
Renewable Energy Credits	769,770	884,350	806,418	(77,932)	(8.8%)
Stormwater Permit Application Fee	52,060	29,400	52,060	22,660	77.1%
<i>Total Operating Revenue</i>	110,589,768	114,802,150	127,232,606	12,430,456	10.8%
Non-Operating Revenue					
Investment Income	1,266,671	1,075,000	820,000	(255,000)	(23.7%)
Miscellaneous Income	141,147	204,600	134,389	(70,211)	(34.3%)
Revenue Fund Balance	2,400,000	-	2,000,000	2,000,000	-
OMR Fund Transfer	-	458,200	198,234	(259,966)	(56.7%)
<i>Total Non-Operating Revenue</i>	3,807,818	1,737,800	3,152,623	1,414,823	81.4%
Sources of Capital Funds					
Project Fund - OCA ⁽¹⁾ - Restricted CIP	19,502,083	12,123,500	22,544,341	10,420,841	86.0%
Project Fund - OCA ⁽¹⁾ - Restricted OCP	3,931,742	5,248,000	5,170,500	(77,500)	(1.5%)
2023 Series A (RIIB)	86,074,460	6,628,000	-	(6,628,000)	(100.0%)
2024 Series A (RIIB)	924,391	63,911,700	-	(63,911,700)	(100.0%)
2025 Series A (RIIB)	-	59,415,200	56,325,129	(3,090,071)	(5.2%)
2026 Series A (RIIB)	-	-	26,378,277	26,378,277	-
2020 Series B (WIFIA 1)	11,652	-	-	-	-
2020 Series C (WIFIA 2)	72,016,514	40,437,400	48,719,100	8,281,700	20.5%
2022 Series A (WIFIA 3)	1,946,126	10,878,014	12,307,384	1,429,370	13.1%
<i>Total Sources of Capital Funds</i>	184,406,968	198,641,814	171,444,731	(27,197,083)	(13.7%)
Total Revenue and Source of Funds	\$ 298,804,554	\$ 315,181,764	\$ 301,829,960	\$ (13,351,804)	(4.2%)

⁽¹⁾ Operating Capital Account

Expense and Use of Funds	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Operating Expense					
Personnel	\$ 28,377,013	\$ 31,304,710	\$ 33,436,859	\$ 2,132,149	6.8%
Operating Supplies/Expense	23,786,714	25,548,456	27,387,611	1,839,155	7.2%
Professional Services	1,911,854	2,814,150	2,522,580	(291,570)	(10.4%)
Lease/Subscriptions Expense	309,908	339,232	625,707	286,475	84.4%
<i>Total Operating Expense</i>	54,385,489	60,006,548	63,972,757	3,966,209	6.6%
Debt Service					
Principal	31,344,795	26,628,162	30,201,787	3,573,625	13.4%
Interest	14,496,746	18,017,664	19,859,497	1,841,833	10.2%
<i>Total Debt Service</i>	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
Transfers					
Transfer to Debt Service Fund	2,253,845	4,200,937	2,509,520	(1,691,417)	(40.3%)
Transfer to Project Fund	11,916,711	7,686,639	13,841,668	6,155,029	80.1%
<i>Total Transfers</i>	14,170,556	11,887,576	16,351,188	4,463,612	37.5%
Uses of Capital Funds					
Operating Capital Program (OCP)	3,931,742	5,248,000	5,170,500	(77,500)	(1.5%)
Capital Improvement Program (CIP)	179,451,736	192,418,814	166,010,184	(26,408,630)	(13.7%)
Cost of Issuance/Other	1,023,491	975,000	264,047	(710,953)	(72.9%)
<i>Total Uses of Capital Funds</i>	184,406,968	198,641,814	171,444,731	(27,197,083)	(13.7%)
Total Expense and Use of Funds	\$ 298,804,554	\$ 315,181,764	\$ 301,829,960	\$ (13,351,804)	(4.2%)

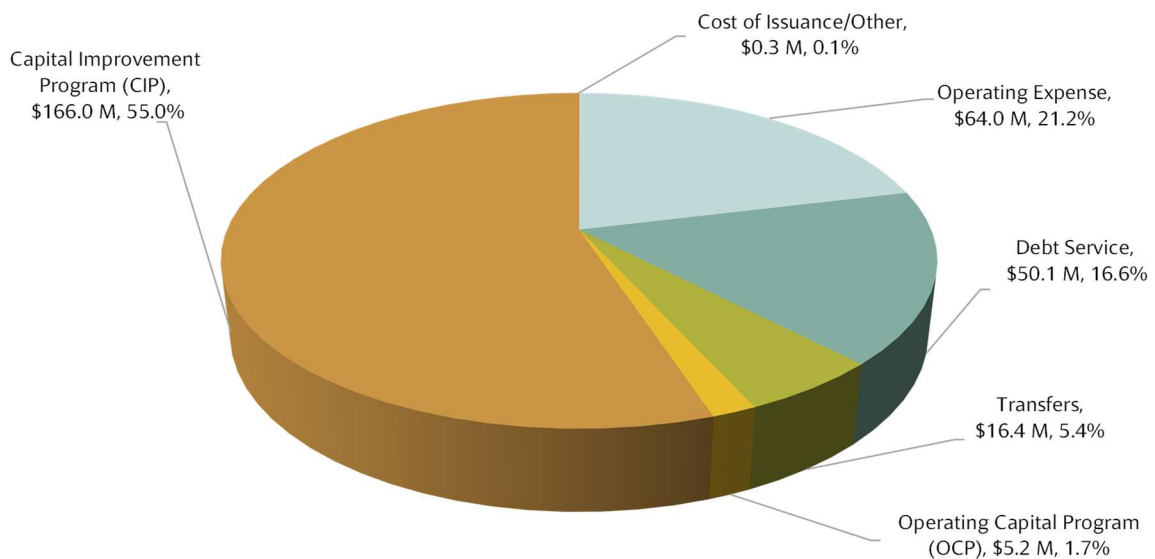
The following graphs show FY 2026 budgeted revenue and source of funds. User Fees are the largest source of funds at \$125.1 million or 41.4% of the total. RIIB Loans are the next largest source of funds at \$82.7 million or 27.4% of the total.

Revenue and Source of Funds



The graph below shows the FY 2026 budgeted expense and use of funds. The largest programmed line item is \$166.0 million or 55.0% for capital improvements. Operating Expense, consisting of Personnel, Operating Supplies/Expense, Professional Services, and Leases/Subscriptions Expense is \$64.0 million or 21.2% of the total budgeted expense and use in FY 2026. FY 2026 budgeted Debt Service is \$50.1 million or 16.6%.

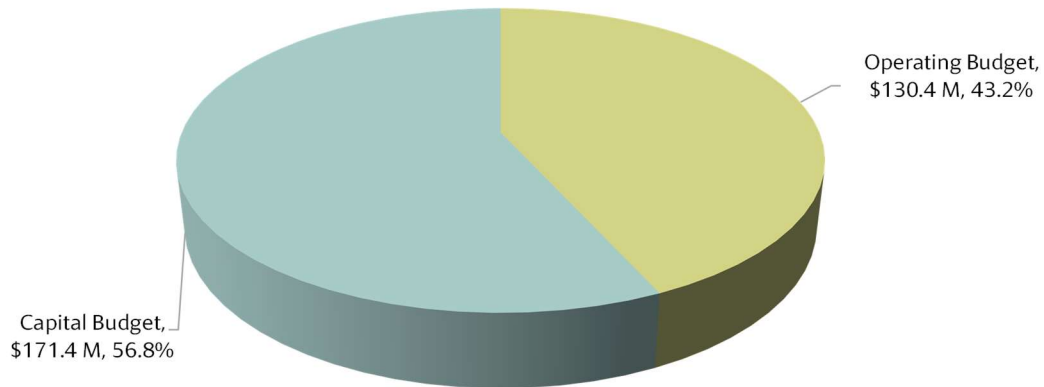
Expense and Use of Funds



FY 2026 Budget Overview

NBC's FY 2026 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 \$171.4 million or 56.8% of the FY 2026 Budget is programed for the Capital Budget.

FY 2026 Annual Budget



FY 2026 Operating Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Difference	Percent Change
Revenue					
Operating Revenue	\$ 110,589,768	\$ 114,802,150	\$ 127,232,606	\$ 12,430,456	10.8%
Non-Operating Revenue	3,807,818	1,737,800	3,152,623	1,414,823	81.4%
<i>Total Revenue</i>	114,397,586	116,539,950	130,385,229	13,845,279	11.9%
Expense					
Operating Expense	54,385,489	60,006,548	63,972,757	3,966,209	6.6%
Debt Service	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
<i>Total Expense</i>	100,227,030	104,652,374	114,034,041	9,381,667	9.0%
Transfers					
Transfer to Debt Service Fund	2,253,845	4,200,937	2,509,520	(1,691,417)	(40.3%)
Transfer to Project Fund	11,916,711	7,686,639	13,841,668	6,155,029	80.1%
<i>Total Transfers</i>	14,170,556	11,887,576	16,351,188	4,463,612	37.5%
Total Expense and Transfers	\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%

FY 2026 Capital Budget

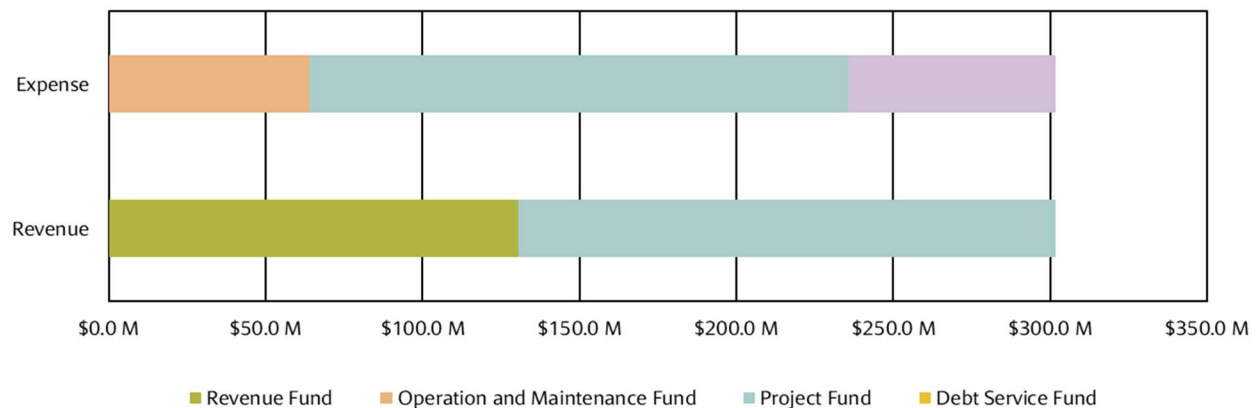
	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Difference	Percent Change
Sources					
Project Fund - OCA - Restricted	\$ 23,433,825	\$ 17,371,500	\$ 27,714,841	\$ 10,343,341	59.5%
RIIB Bonds	86,998,851	129,954,900	82,703,406	(47,251,494)	(36.4%)
WIFIA	73,974,292	51,315,414	61,026,484	9,711,070	18.9%
<i>Total Sources of Capital Funds</i>	184,406,968	198,641,814	171,444,731	(27,197,083)	(13.7%)
Uses					
Operating Capital Program (OCP)	3,931,742	5,248,000	5,170,500	(77,500)	(1.5%)
Capital Improvement Program (CIP)	179,451,736	192,418,814	166,010,184	(26,408,630)	(13.7%)
Cost of Issuance/Other	1,023,491	975,000	264,047	(710,953)	(72.9%)
<i>Total Uses of Capital Funds</i>	\$ 184,406,968	\$ 198,641,814	\$ 171,444,731	\$ (27,197,083)	(13.7%)

FY 2026 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 2026 Budget by Fund. The amounts budgeted in the Project Fund reflect NBC's programmed CIP activity in FY 2026.

	Revenue Fund	Operation and Maintenance Fund	Project Fund	Debt Service Fund	Total
Revenue and Sources of Funds					
User Fees	\$ 125,068,706	\$ -	\$ -	\$ -	\$ 125,068,706
Other	2,163,900	-	-	-	2,163,900
Investment Income	820,000	-	-	-	820,000
Miscellaneous Income	134,389	-	-	-	134,389
Revenue Fund Balance	2,000,000	-	-	-	2,000,000
OMR Fund Transfer	198,234	-	-	-	198,234
Project Fund - OCA - Restricted CIP	-	-	22,544,341	-	22,544,341
Project Fund - OCA - Restricted OCP	-	-	5,170,500	-	5,170,500
2025 Series A (RIIB)	-	-	56,325,129	-	56,325,129
2026 Series A (RIIB)	-	-	26,378,277	-	26,378,277
2020 Series C (WIFIA 2)	-	-	48,719,100	-	48,719,100
2022 Series A (WIFIA 3)	-	-	12,307,384	-	12,307,384
Total Revenue and Source of Funds	\$ 130,385,229	\$ -	\$ 171,444,731	\$ -	\$ 301,829,960
Expense and Use of Funds					
Personnel	\$ -	\$ 33,436,859.00	\$ -	\$ -	\$ 33,436,859
Operating Supplies/Expense	-	27,387,611	-	-	27,387,611
Professional Services	-	2,522,580	-	-	2,522,580
Lease/Subscriptions Expense	-	625,707	-	-	625,707
Debt Service	-	-	-	50,061,284	50,061,284
Transfers	-	-	-	16,351,188	16,351,188
Operating Capital Program (OCP)	-	-	5,170,500	-	5,170,500
Capital Improvement Program (CIP)	-	-	166,010,184	-	166,010,184
Cost of Issuance/Other	-	-	264,047	-	264,047
Total Expense and Use of Funds	\$ -	\$ 63,972,757	\$ 171,444,731	\$ 66,412,472	\$ 301,829,960

Revenue and Expense by Fund



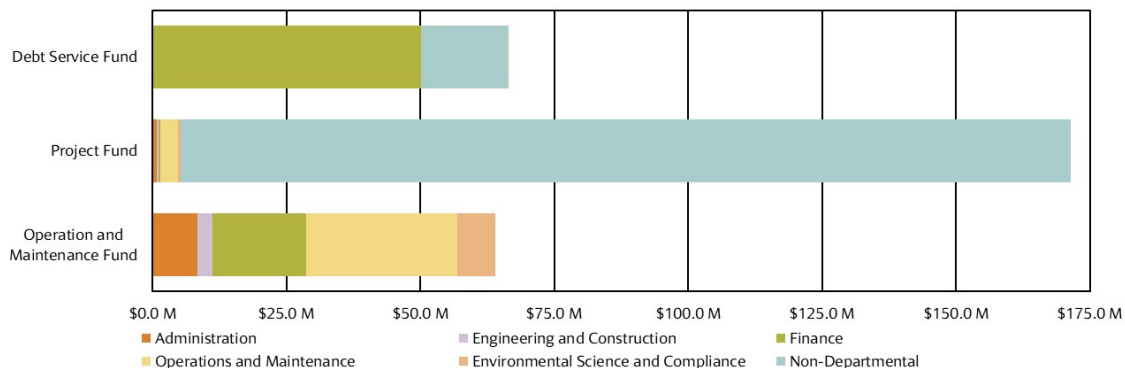
FY 2026 Budget by Fund and Organization

The following table and chart show the relationship between major funds and the divisions and sections.

Fund - Organization Matrix

Division / Section	Operation and Maintenance Fund	Project Fund	Debt Service Fund	Total
Administration				
Administration	\$ 2,137,269	\$ -	\$ -	\$ 2,137,269
Human Resources	1,030,363	-	-	1,030,363
Legal	633,282	-	-	633,282
IT	4,568,214	835,000	-	5,403,214
<i>Subtotal</i>	8,369,128	835,000	-	9,204,128
Engineering and Construction				
Engineering	2,569,890	240,000	-	2,809,890
Construction	269,360	45,000	-	314,360
<i>Subtotal</i>	2,839,250	285,000	-	3,124,250
Finance				
Finance	3,389,466	75,000	-	3,464,466
Accounting	895,177	-	-	895,177
Customer Care	3,796,778	300,000	-	4,096,778
Purchasing	461,398	-	-	461,398
General Services	8,831,872	-	50,061,284	58,893,156
<i>Subtotal</i>	17,374,691	375,000	50,061,284	67,810,975
Operations and Maintenance				
Interceptor Maintenance	2,742,997	430,000	-	3,172,997
Operations and Maintenance Services	810,509	55,000	-	865,509
Field's Point	15,494,126	1,705,000	-	17,199,126
Bucklin Point	9,178,505	1,040,500	-	10,219,005
<i>Subtotal</i>	28,226,137	3,230,500	-	31,456,637
Environmental Science and Compliance				
Technical Analysis and Compliance	1,239,893	-	-	1,239,893
Pretreatment	1,405,067	-	-	1,405,067
Laboratory	2,627,920	293,000	-	2,920,920
Environmental Monitoring	1,890,671	152,000	-	2,042,671
<i>Subtotal</i>	7,163,551	445,000	-	7,608,551
Non-Departmental				
Capital Improvement Program (CIP)	-	166,010,184	-	166,010,184
Transfer to Debt Service Fund	-	-	2,509,520	2,509,520
Transfer to Project Fund	-	-	13,841,668	13,841,668
Cost of Issuance/Other	-	264,047	-	264,047
<i>Subtotal</i>	-	166,274,231	16,351,188	182,625,419
TOTAL	\$ 63,972,757	\$ 171,444,731	\$ 66,412,472	\$ 301,829,960

FY 2026 Expense and Use by Fund and Division



FY 2026 Projected Net Position

Net position is defined as total assets and deferred outflows less liabilities and deferred inflows. The data in the FY 2026 Budget has been used to project net position by fund for June 30, 2026.

Projected Net Position

Fund	Net Position June 30, 2024	Net Change	Projected Net Position June 30, 2025	Net Change	Projected Net Position June 30, 2026
Revenue Fund	\$ 25,020,201	\$ 3,149,534	\$ 28,169,735	\$ (2,000,000)	\$ 26,169,735
Operation and Maintenance Fund	(11,116,415)	3,626,119	(7,490,296)	(3,626,119)	(11,116,415)
Debt Service Fund	40,391,376	(3,192,463)	37,198,913	619,635	37,818,548
Project Fund	598,400,671	25,371,072	623,771,743	24,294,474	648,066,217
Operating Reserve for Revenue Stability Fund	4,519,324	(19,324)	4,500,000	-	4,500,000
Renewal and Replacement Fund	-	-	-	-	-
Debt Service Reserve Fund	-	-	-	-	-
Operation and Maintenance Reserve Fund	2,008,588	(829,275)	1,179,313	622,453	1,801,766
Redemption Fund	-	-	-	-	-
Insurance Reserve Fund	-	-	-	-	-
Unrestricted Fund	-	-	-	-	-
Rebate Fund	-	-	-	-	-
Net Position	\$ 659,223,745	\$ 28,105,663	\$ 687,329,408	\$ 19,910,443	\$ 707,239,851

Significant changes in the net position are as follows:

Revenue Fund: The Revenue Fund net position is expected to increase by \$3.1 million or 12.6% from FY 2024 to FY 2025 as a result of revenue exceeding the cash transfers to the Debt Service Fund and the O&M Fund. The Revenue Fund net position is projected to decrease \$2.0 million between FY 2025 and FY 2026 due to the budgeting of a \$2.0 million revenue fund balance (surplus).

Operation and Maintenance (O&M) Fund: The FY 2025 negative net position reflects the net pension liability and OPEB liability recorded as a result of GASB Statements 68 and 75. From FY 2024 to FY 2025, the O&M Fund net position is projected to increase by \$3.6 million based on the difference between the O&M budgeted transfers and the projected FY 2025 actual O&M expense. No change to the O&M Fund net position is projected between FY 2025 and FY 2026 since the budget is balanced.

Debt Service Fund: The Debt Service Fund net position is projected to decrease by 7.9% in FY 2025 based on transfers out from the Stabilization Account (prior year Debt Service coverage) exceeding the transfers into the Stabilization Account. The Debt Service Fund net position is projected to increase \$620 thousand from FY 2025 to FY 2026 due to an increase in the projected cash balance in the Debt Service Payment Accounts (monthly deposits of 1/6 of interest and 1/12 of principal) plus Debt Service coverage in the Stabilization Account, less accrued interest from the new loans.

Project Fund: In FY 2025, the Project Fund net position is projected to increase by 4.2% or \$25.4 million. This is the net result of the annual transfer of prior year Debt Service coverage from the Debt Service Fund to the Project Fund, depreciation expense, and payment of principal. The Project Fund net position is projected to increase 3.9% or \$24.3 million from FY 2025 to FY 2026 due to the net change resulting from the prior year Debt Service coverage transfer, depreciation expense, and principal payments.

Operating Reserve for Revenue Stability Fund: The PUC maximum cash balance allowed in this fund is \$4.5 million. The interest earnings in 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 Fund (DSRF): This fund has no assets or liabilities, and NBC does not plan on using this fund.

Operating 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.

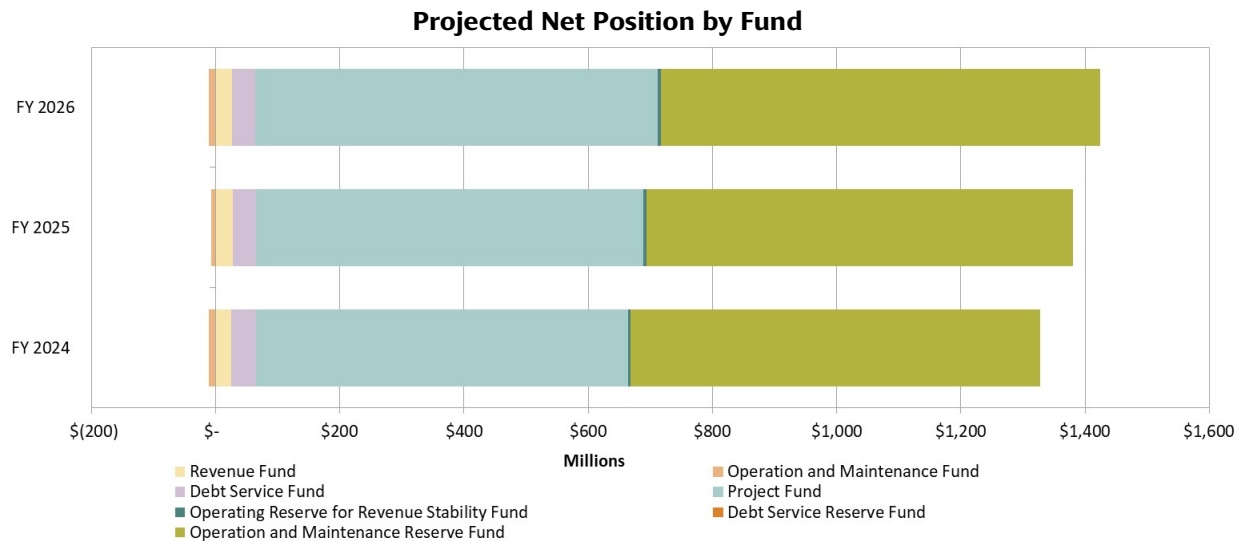
Redemption Fund: This fund has no assets or liabilities at the end of the fiscal year. However, NBC did use the redemption fund during FY 2025.

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 2024, FY 2025 and FY 2026 is shown in the chart below with the largest increase in the fund balance in the Project Fund.



Environmental Monitor Testing Samples
Photo by Peter Goldberg

FY 2026 Budget – Key Assumptions

The development of the FY 2026 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 – 10.35% across-the-board increase in sewer user fees effective July 1, 2025.
 - 123,558 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 \$0.8 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 \$30.00/REC and assumes 26.9 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 \$0.2 million transfer from the OMR Fund in FY 2026 which represents the difference between the proposed PUC allowance in cost of service and the FY 2026 budgeted expense for these accounts.

Account	Docket 24-41-WW	FY 2026 Budget	Variance
54090 Electricity	\$ 6,145,740	\$ 6,135,297	\$ (10,443)
54091 NBC Net Metering Credit	(1,526,883)	(1,569,171)	(42,288)
54092 FP Turbines	344,853	415,398	70,545
54093 Coventry Wind	252,940	478,724	225,784
54095 Green PPA	2,133,098	2,265,203	132,105
54096 Green PPA Net Metering Credits	(2,844,760)	(3,020,271)	(175,511)
54097 Biogas	154,758	152,800	(1,958)
Total	\$ 4,659,746	\$ 4,857,980	\$ 198,234

- The FY 2026 Budget incorporates 2.0 new and 10.0 eliminated FTEs. There are 9.0 FTE positions budgeted for turnover.

FY 2026 Budgeted FTEs	
FY 2025 FTEs	311.0
FY 2026 Net Decrease FTEs	(8.0)
Total FTEs	303.0
Less: Turnover	(9.0)
Net Budgeted FTEs	294.0

- Contracted COLA of 4.0% and step increases for union employees in FY 2026 and 4.0% COLAs for non-union employees.
- FY 2026 Personnel includes a 3.0% increase for compensated absences.
- NBC's FY 2026 budgeted contribution rate to the Rhode Island State Retirement System on behalf of participating union employees of 31.91%.
- NBC's contribution rate to the State Retirement Health Benefit for participating union employees of 3.25% in FY 2026.
- Benefits are budgeted based on actual enrollment and a weighted average for turnover.
 - Health insurance reflects an 8.0% increase in the health insurance premium and NBC contributions of \$1,800 (individual) or \$3,600 (family) to the Health Reimbursement Arrangement (HRA).
 - Dental insurance premiums reflect a 5.0% increase over the prior year.
 - Vision insurance premiums are unchanged from FY 2025.
- Biosolids expense reflects an 18.6% increase to the contracted biosolids disposal rate. This increase includes the contracted Consumer Price Index (CPI) adjustment as well as an anticipated rate increase in May 2026 due to the expiration of the current contract. Budgeted dry ton production is based on historical actuals and is 185 dry tons or 1.8% lower than the prior year.

- Electricity expense is 14.3% higher than FY 2025 and is based on:

FY 2026 Budgeted Electricity		
Expense Factor	kWh	% Change from FY 2024
Electricity Use	35.7 million kWh	(7.1%)
Produced "behind-the-meter"	9.7 million kWh	(8.8%)
Electricity Purchases	26.0 million kWh	(6.4%)
Average Supply Rate	\$0.1328/kWh	23.8%
Average Composite Rate	\$0.2361/kWh	22.2%

- Net Metering Credits (NMC) kWh production is 2.1 million kWh or 11.3% higher than the prior year. The budgeted NMC rate is \$0.2241/kWh, which is 2.6% lower than the prior year.
- Natural gas usage is based on a 3-year average with adjustments to reflect new buildings coming online at Bucklin Point and the projected operation of the Biogas Facility. Total Therms budgeted are 1.8% higher than the prior year. The contracted natural gas supply rate is based on the contracted rate through May 2026, at \$0.6530/Therm.

- The FY 2026 chemical rates were budgeted based on the average rates from the previous years, except for Sodium Bisulfite, Manich Polymer, and Powder Polymer, where the prior year's increase was applied to the FY 2025 actual rates. FY 2026 budgeted rates are as follows:

FY 2026 Budgeted Chemical Prices		
Chemical	FY 2026	% Change from FY 2025
Sodium Hypochlorite	\$ 1.5167	6%
Sodium Bisulfite	2.044878	5%
Carbon Feed	3.2300	5%
Sodium Hydroxide	2.4770	16%
Polymer-Emulsion	16.2125	27%
Polymer-Manich	1.65	9%
Polymer-Powder	3.69	1%
Soda Ash (ton)	535.2500	2%

Budgeted Revenue

Account Number	Account	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
41000	RESIDENTIAL-FLAT FEE	\$ 31,059,538	\$ 32,195,000	\$ 35,683,790	\$ 3,488,790	10.8%
41100	RESIDENTIAL-CONSUMPTION	31,294,353	33,466,400	36,728,847	3,262,447	9.7%
41501	COMMERCIAL-FLAT FEE	15,708,919	16,138,200	18,000,576	1,862,376	11.5%
41502	INDUSTRIAL-FLAT FEE	754,069	790,200	859,710	69,510	8.8%
41510	COMMERCIAL-CONSUMPTION	27,300,729	27,647,500	31,216,703	3,569,203	12.9%
41511	INDUSTRIAL-CONSUMPTION	2,381,932	2,322,000	2,579,080	257,080	11.1%
42001	PRETREATMENT APPLICATION FEES	71,660	66,800	66,727	(73)	(0.1%)
42500	SEWER CONNECTION PERMIT FEES	49,995	47,500	48,883	1,383	2.9%
42501	STORMWATER PERMIT APPLICATION FEE	52,060	29,400	52,060	22,660	77.1%
TBD	ABATEMENT REINSTATEMENT FEE	-	-	12,060	12,060	0.0%
42595	CAPACITY CHARGE FEES	179,675	219,500	206,168	(13,332)	(6.1%)
42599	REAL ESTATE CLOSING	102,690	141,500	128,540	(12,960)	(9.2%)
42600	ABATEMENT APPLICATION FEE	3,010	2,700	4,142	1,442	53.4%
42602	RETURNED CHECK FEE REVENUE	38,160	37,000	29,617	(7,383)	(20.0%)
42604	REC INCOME - FP TURBINES	177,660	244,800	202,202	(42,598)	(17.4%)
42605	REC INCOME - COVENTRY	207,810	222,820	221,511	(1,309)	(0.6%)
42606	REC INCOME - PPA	384,210	416,730	382,705	(34,025)	(8.2%)
42607	REC INCOME - BIOGAS ELECTRIC	90	-	-	-	0.0%
43500	SEPTAGE INCOME	382,162	358,300	368,239	9,939	2.8%
45500	LATE CHARGE PENALTY	441,046	455,800	441,046	(14,754)	(3.2%)
TOTAL OPERATING REVENUE		\$ 110,589,768	\$ 114,802,150	\$ 127,232,606	\$ 12,430,456	10.8%
45100	INTEREST INCOME REVENUE	\$ 632,445	\$ 500,000	\$ 400,000	\$ (100,000)	(20.0%)
45200	INTEREST INCOME O AND M	251,256	250,000	200,000	(50,000)	(20.0%)
45309	INTEREST INCOME DSR	100,363	-	-	-	0.0%
45419	INTEREST INCOME ORRF	237,409	225,000	180,000	(45,000)	(20.0%)
45426	INTEREST INCOME OMR	45,198	100,000	40,000	(60,000)	(60.0%)
49000	DISCOUNTS EARNED	630	1,300	630	(670)	(51.5%)
49002	MISCELLANEOUS INCOME	128,517	191,300	121,759	(69,541)	(36.4%)
49003	RENTAL REVENUE	12,000	12,000	12,000	-	0.0%
49999	REVENUE FUND BALANCE	2,400,000	-	2,000,000	2,000,000	0.0%
49998	OMR FUND TRANSFER	-	458,200	198,234	(259,966)	(56.7%)
TOTAL NON OPERATING REVENUE		\$ 3,807,818	\$ 1,737,800	\$ 3,152,623	\$ 1,414,823	81.4%
TOTAL REVENUE		\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%



Customer Payment Window in Customer Care
Photo by Peter Goldberg

Budgeted Operating Expense

ACCOUNT NUMBER	ACCOUNT	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
PERSONNEL						
52100	UNION REGULAR	\$ 6,752,272	\$ 6,853,170	\$ 7,171,050	\$ 317,880	4.6%
52150	UNION OVERTIME	731,633	727,341	751,522	24,181	3.3%
52300	NON-UNION REGULAR	13,750,743	15,707,693	16,540,878	833,185	5.3%
52350	NON-UNION OVERTIME	239,866	296,784	304,368	7,584	2.6%
52400	NON-UNION LIMITED	63,780	90,900	95,400	4,500	5.0%
52800	UNION PENSION	1,872,114	2,024,426	2,216,571	192,145	9.5%
52801	UNION DC	-	-	71,709	71,709	0.0%
52810	FICA	1,577,224	1,811,205	1,902,036	90,831	5.0%
52820	UNEMPLOYMENT	77,928	100,000	100,000	-	0.0%
52920	NON UNION PENSION	1,494,008	1,639,536	877,033	(762,503)	(46.5%)
52921	NON UNION DC	-	-	847,033	847,033	0.0%
52940	UNION RETIREMENT HEALTH	283,255	270,017	233,058	(36,959)	(13.7%)
52950	HEALTH INSURANCE	4,088,911	5,085,004	5,171,512	86,508	1.7%
52970	DENTAL INSURANCE	294,570	341,906	343,555	1,649	0.5%
52980	VISION INSURANCE	49,811	56,969	55,135	(1,834)	(3.2%)
52990	LTD INSURANCE	55,239	67,543	74,434	6,891	10.2%
TOTAL PERSONNEL		\$ 31,331,354	\$ 35,072,494	\$ 36,755,294	\$ 1,682,800	4.8%
59000	SALARY REIMBURSEMENT	(1,919,728)	(2,430,829)	(2,140,926)	289,903	(11.9%)
59001	FRINGE REIMBURSEMENT	(1,034,614)	(1,336,955)	(1,177,509)	159,446	(11.9%)
NET PERSONNEL SERVICES		\$ 28,377,013	\$ 31,304,710	\$ 33,436,859	\$ 2,132,149	6.8%
OPERATING SUPPLIES/EXPENSES						
52610	MEDICAL SVCS.	\$ 13,453	\$ 16,000	\$ 16,000	\$ -	0.0%
53210	POSTAGE	426,239	486,100	439,042	(47,058)	(9.7%)
53240	DUES & SUBSCRIPTIONS	85,677	117,450	111,470	(5,980)	(5.1%)
53250	FREIGHT	32,085	55,600	39,150	(16,450)	(29.6%)
53310	PRINTING & BINDING	132,285	213,600	175,214	(38,386)	(18.0%)
53320	ADVERTISING	4,960	13,300	12,700	(600)	(4.5%)
53330	RENTAL- EQUIPMENT	21,029	49,000	44,000	(5,000)	(10.2%)
53340	RENTAL- CLOTHING	35,742	46,300	42,200	(4,100)	(8.9%)
53350	RENTAL-OUTSIDE PROPERTY	8,917	19,500	18,000	(1,500)	(7.7%)
53360	MISCELLANEOUS EXPENSE	7,649	10,000	10,000	-	0.0%
53370	PUBLIC OUTREACH ED.	53,515	53,000	60,000	7,000	13.2%
53410	LOCAL TRAVEL	860	9,600	7,000	(2,600)	(27.1%)
53420	LONG DISTANCE TRAVEL	72,832	158,890	135,000	(23,890)	(15.0%)
53470	BLDG. & GRND. MAINT.	285,978	397,775	392,297	(5,478)	(1.4%)
53480	BIOSOLID DISPOSAL	5,795,004	6,157,775	7,168,434	1,010,659	16.4%
53490	SCREENING & GRIT DISPOSAL	362,329	369,600	460,696	91,096	24.6%
53510	VEHICLE FUEL & MAINTENANCE	225,676	282,655	264,300	(18,355)	(6.5%)
53610	REPAIRS BUILDING & STRUCTURE	451,113	791,700	565,900	(225,800)	(28.5%)
53612	ELECTRICITY CONTRACTOR	486,124	505,000	538,000	33,000	6.5%
53615	REPAIRS PROCESS EQUIPMENT	706,046	719,350	725,000	5,650	0.8%
53620	REPAIR-HIGHWAY & WALKS	30,263	47,500	35,000	(12,500)	(26.3%)
53630	MAINTENANCE CONTRACTS	610,679	915,811	954,554	38,743	4.2%
53635	MAINT. CONTRACTS-OFFICE EQUIP.	253,216	262,000	271,346	9,346	3.6%
53640	SERVICE AGREEMENTS	113,711	166,775	105,286	(61,489)	(36.9%)
53645	SOFTWARE SUBSCRIPTIONS	140,485	329,328	273,094	(56,234)	(17.1%)
53646	COMP. HARDWARE, SOFTWARE & NET. MAIN	1,051,250	1,025,855	1,143,058	117,203	11.4%
53650	HIGHWAY & LANDSCAPE	14,170	18,000	20,000	2,000	11.1%
53660	INSURANCE	1,281,838	1,510,334	1,603,291	92,957	6.2%
53680	WORK. COMP. INSURANCE	550,137	611,770	706,678	94,908	15.5%
54000	TELEPHONE	364,324	370,950	377,200	6,250	1.7%
54020	DIESEL FOR EQUIPMENT	30,738	65,000	45,000	(20,000)	(30.8%)
54060	NATURAL GAS	486,274	1,040,265	1,370,301	330,036	31.7%

Budgeted Operating Expense (continued)

ACCOUNT NUMBER	ACCOUNT	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
54090	ELECTRICITY	\$ 6,993,925	\$ 5,365,549	\$ 6,135,297	\$ 769,748	14.3%
54091	NBC NET METERING CREDIT	(1,450,031)	(1,475,468)	(1,569,171)	(93,703)	6.4%
54092	FP TURBINES	443,615	334,809	415,398	80,589	24.1%
54093	COVENTRY WIND	184,806	430,173	478,724	48,551	11.3%
54095	GREEN PPA	2,025,710	2,069,665	2,265,203	195,538	9.4%
54096	GREEN PPA NET METERING CREDITS	(2,701,576)	(2,759,553)	(3,020,271)	(260,718)	9.4%
54097	BIOGAS	13,851	150,250	152,800	2,550	1.7%
54110	WATER	150,073	136,900	158,700	21,800	15.9%
54200	CLOTHING	60,078	68,200	70,450	2,250	3.3%
54332	CHLORINE/HYPOCHLORITE	1,319,524	1,389,493	1,389,493	-	0.0%
54333	CARBON FEED	73,446	133,258	73,446	(59,812)	(44.9%)
54335	POLYMER	195,527	105,975	139,324	33,349	31.5%
54336	SODIUM HYDROXIDE	-	97,653	19,531	(78,122)	(80.0%)
54337	SODIUM BISULFITE	582,707	540,091	540,091	-	0.0%
54338	SODA ASH	74,210	75,953	60,925	(15,028)	(19.8%)
54339	UV DISINFECTION	169,800	200,550	180,790	(19,760)	(9.9%)
54340	LAB SUPPLIES	371,515	411,500	421,700	10,200	2.5%
54345	LAB CHEMICALS & GASES	240,071	291,200	276,000	(15,200)	(5.2%)
54370	SUPPLIES BUILDING & MAINT.	486,837	632,750	571,580	(61,170)	(9.7%)
54410	EDUCATIONAL SUPP. & EXP.	82,635	131,060	123,250	(7,810)	(6.0%)
54420	COMPUTER SUPPLIES	98,053	101,000	97,100	(3,900)	(3.9%)
54430	OTHER OP. SUPPLIES & EXP.	25,787	18,100	18,550	450	2.5%
54440	SAFETY EQUIPMENT	63,388	108,215	95,470	(12,745)	(11.8%)
54500	OFFICE EXPENSE	148,169	155,350	164,020	8,670	5.6%
TOTAL OPERATING SUPPLIES/EXPENSE		\$ 23,786,714	\$ 25,548,456	\$ 27,387,611	\$ 1,839,155	7.2%
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	\$ 548,940	\$ 735,800	\$ 643,900	\$ (91,900)	(12.5%)
52630	EDUCATIONAL PROFESSIONAL SERVICES	38,705	51,000	46,000	(5,000)	(9.8%)
52650	SECURITY SERVICES	19,810	36,200	34,500	(1,700)	(4.7%)
52660	LEGAL SERVICES	110,127	352,500	269,000	(83,500)	(23.7%)
52670	MGMT/AUDIT SERVICES	204,179	414,000	422,800	8,800	2.1%
52680	TEMPORARY/CLERICAL SERVICES	5,556	30,400	15,400	(15,000)	(49.3%)
52690	OTHER SERVICES	984,538	1,194,250	1,090,980	(103,270)	(8.6%)
TOTAL PROFESSIONAL SERVICES		\$ 1,911,854	\$ 2,814,150	\$ 2,522,580	\$ (291,570)	(10.4%)
LEASE/SUBSCRIPTIONS EXPENSE						
55000	LEASES PAID	\$ 105,310	\$ 105,710	\$ 106,120	\$ 410	0.4%
56000	SUBSCRIPTIONS PAID	186,080	220,547	505,686	285,139	129.3%
57950	INTEREST EXPENSE - LEASES	8,090	7,690	7,285	(405)	(5.3%)
57960	INTEREST EXPENSE - SUBSCRIPTIONS	10,428	5,285	6,616	1,331	25.2%
TOTAL LEASE/SUBSCRIPTIONS EXPENSE		\$ 309,908	\$ 339,232	\$ 625,707	\$ 286,475	84.4%
TOTAL OPERATING EXPENSE		\$ 54,385,489	\$ 60,006,548	\$ 63,972,757	\$ 3,966,209	6.6%
DEBT SERVICE						
57903	INTEREST EXPENSE-2015 SERIES A	\$ 128,600	\$ 128,600	\$ 128,600	\$ -	0.0%
57905	INTEREST EXPENSE-2013 SERIES C	95,375	-	-	-	0.0%
57907	INTEREST EXPENSE-2008 SERIES A	1,222,440	1,146,107	1,043,057	(103,050)	(9.0%)
57912	INTEREST EXPENSE SRF	8,651,049	12,380,543	14,430,640	2,050,097	16.6%
57917	INTEREST EXPENSE-2020 SERIES A	4,399,282	4,362,414	4,257,200	(105,214)	(2.4%)
57918	REVENUE ANTICIPATION NOTES	-	-	-	-	0.0%
57920	PRINCIPAL PAID	31,344,795	26,628,162	30,201,787	3,573,625	13.4%
TOTAL DEBT SERVICE		\$ 45,841,541	\$ 44,645,826	\$ 50,061,284	\$ 5,415,458	12.1%
TRANSFERS						
	TRANSFER TO DEBT SERVICE FUND	\$ 2,253,845	\$ 4,200,937	\$ 2,509,520	\$ (1,691,417)	(40.3%)
	TRANSFER TO PROJECT FUND	11,916,711	7,686,639	13,841,668	6,155,029	80.1%
TOTAL TRANSFERS		\$ 14,170,556	\$ 11,887,576	\$ 16,351,188	\$ 4,463,612	37.5%
TOTAL EXPENSE AND TRANSFERS		\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%

Budgeted Capital Sources of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
CAPITAL SOURCES						
11370/11381	PROJECT FUND - OCA - RESTRICTED CIP	\$ 19,502,083	\$ 12,123,500	\$ 22,544,341	\$ 10,420,841	86.0%
11380	PROJECT FUND - OCA - RESTRICTED OCP	3,931,742	5,248,000	5,170,500	(77,500)	(1.5%)
11495/11496	RECEIVABLE - RIIB-PL23	86,074,460	6,628,000	-	(6,628,000)	(100.0%)
11497	RECEIVABLE - RIIB-PL24	924,391	63,911,700	-	(63,911,700)	(100.0%)
TBD	RECEIVABLE - RIIB-PL25	-	59,415,200	56,325,129	(3,090,071)	(5.2%)
TBD	RECEIVABLE - RIIB-PL26	-	-	26,378,277	26,378,277	0.0%
11550	RECEIVABLE - WIFIA 1	11,652	-	-	-	0.0%
11552	RECEIVABLE - WIFIA 2	72,016,514	40,437,400	48,719,100	8,281,700	20.5%
11553	RECEIVABLE - WIFIA 3	1,946,126	10,878,014	12,307,384	1,429,370	13.1%
TOTAL SOURCES OF FUNDS		\$ 184,406,968	\$ 198,641,814	\$171,444,731	\$ (27,197,083)	(13.7%)

Budgeted Capital Uses of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
OPERATING CAPITAL PROGRAM						
16510	VEHICLE AND RELATED EQUIPMENT	\$ 5,000	\$ -	\$ -	\$ -	0.0%
16515	VEHICLE AND RELATED EQUIPMENT REPLACEMENT	429,318	940,000	522,000	(418,000)	(44.5%)
16520	BUILDING & PLANT EQUIPMENT	75,000	40,000	-	(40,000)	(100.0%)
16525	BUILDING & PLANT EQUIPMENT REPLACEMENT	2,555,571	2,563,000	2,713,500	150,500	5.9%
16550	COMPUTER HARDWARE, SOFTWARE AND NETWORK	109,120	530,000	465,000	(65,000)	(12.3%)
16555	COMPUTER HARDWARE, SOFTWARE AND NETWORK RI	137,758	125,000	700,000	575,000	460.0%
16570	LAB & SAMPLING EQUIPMENT	-	-	-	-	0.0%
16575	LAB & SAMPLING EQUIPMENT REPLACEMENT	491,135	660,000	445,000	(215,000)	(32.6%)
16580	OFFICE FURNITURE & EQUIPMENT	-	-	-	-	0.0%
16586	OFFICE FURNITURE & EQUIPMENT REPLACEMENT	10,902	25,000	160,000	135,000	540.0%
16595	OTHER EQUIPMENT REPLACEMENT	-	60,000	20,000	(40,000)	(66.7%)
16610	BUILDINGS & OTHER STRUCTURES	-	60,000	-	(60,000)	(100.0%)
16565	OTHER EQUIPMENT REPLACEMENT	-	-	-	-	0.0%
16615	BUILDINGS & OTHER STRUCTURES REPLACEMENT	117,937	245,000	100,000	(145,000)	(59.2%)
16620	SPECIAL STUDIES	-	-	45,000	45,000	0.0%
TOTAL OPERATING CAPITAL PROGRAM		\$ 3,931,742	\$ 5,248,000	\$ 5,170,500	\$ (77,500)	(1.5%)
CAPITAL IMPROVEMENT PROGRAM						
16700	WASTEWATER TREATMENT FACILITY IMPROVEMENTS	\$ 2,187,810	\$ 12,309,600	\$ 13,212,800	\$ 903,200	7.3%
16700	BUCKLIN POINT RESILIENCY	9,967,141	11,328,000	10,236,700	(1,091,300)	(9.6%)
16700	FIELD'S POINT RESILIENCY	2,537,273	10,878,014	15,408,884	4,530,870	41.7%
16700	INFRASTRUCTURE MANAGEMENT	173,259	2,140,400	3,365,700	1,225,300	57.2%
16700	CSO PHASE III A FACILITIES	163,541,863	150,609,500	116,451,100	(34,158,400)	(22.7%)
16700	SEWER SYSTEM IMPROVEMENTS	184,299	2,840,900	5,335,000	2,494,100	87.8%
16700	INTERCEPTOR CLEANING & RESTORATION	421,752	812,400	500,000	(312,400)	(38.5%)
16700	INTERCEPTOR RESTORATION & CONSTRUCTION	438,338	1,500,000	1,500,000	-	0.0%
TOTAL CAPITAL IMPROVEMENT PROGRAM		\$ 179,451,736	\$ 192,418,814	\$166,010,184	\$ (26,408,630)	(13.7%)
COST OF ISSUANCE/OTHER						
11277	COST OF ISSUANCE/OTHER	\$ 1,023,491	\$ 975,000	\$ 264,047	\$ (710,953)	(72.9%)
TOTAL COST OF ISSUANCE/OTHER		\$ 1,023,491	\$ 975,000	\$ 264,047	\$ (710,953)	(72.9%)
TOTAL CAPITAL BUDGET		\$ 184,406,968	\$ 198,641,814	\$171,444,731	\$ (27,197,083)	(13.7%)



*Osprey Nest at Bucklin Point
Photo by Peter Goldberg*

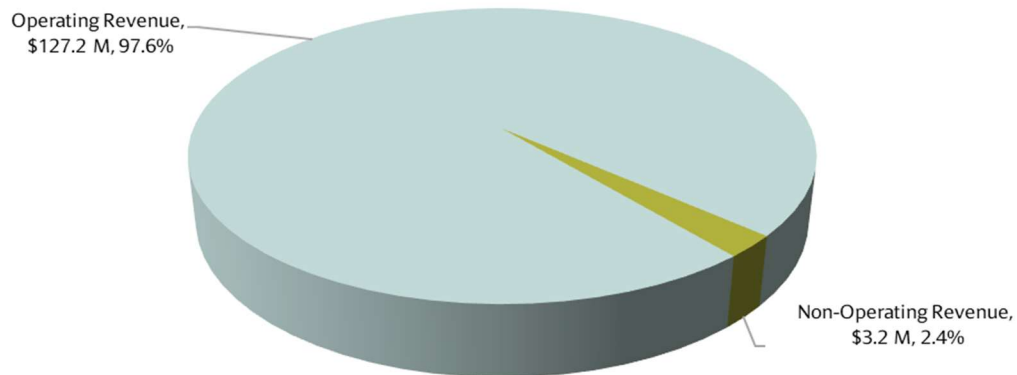
Operating Budget

NBC's FY 2026 Operating Budget is \$130.4 million, which is an increase of \$13.8 million or 11.9% over the FY 2025 budget.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Revenue					
Operating Revenue					
User Fees	\$ 108,499,540	\$ 112,559,300	\$ 125,068,706	\$ 12,509,406	11.1%
Other	2,090,228	2,242,850	2,163,900	(78,950)	(3.5%)
<i>Total Operating Revenue</i>	110,589,768	114,802,150	127,232,606	12,430,456	10.8%
Non-Operating Revenue:					
Investment Income	1,266,671	1,075,000	820,000	(255,000)	(23.7%)
Miscellaneous Income	141,147	204,600	134,389	(70,211)	(34.3%)
Revenue Fund Balance	2,400,000	-	2,000,000	2,000,000	-
OMR Fund Transfer	-	458,200	198,234	(259,966)	(56.7%)
<i>Total Non-Operating Revenue</i>	3,807,818	1,737,800	3,152,623	1,414,823	81.4%
Total Revenue	\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%
Expense					
Operating Expense					
Personnel	\$ 28,377,013	\$ 31,304,710	\$ 33,436,859	\$ 2,132,149	6.8%
Operating Supplies/Expense	23,786,714	25,548,456	27,387,611	1,839,155	7.2%
Professional Services	1,911,854	2,814,150	2,522,580	(291,570)	(10.4%)
Lease/Subscriptions Expense	309,908	339,232	625,707	286,475	84.4%
<i>Total Operating Expense</i>	54,385,489	60,006,548	63,972,757	3,966,209	6.6%
Debt Service					
Principal	31,344,795	26,628,162	30,201,787	3,573,625	13.4%
Interest	14,496,746	18,017,664	19,859,497	1,841,833	10.2%
<i>Total Debt Service</i>	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
Total Expense	\$ 100,227,030	\$ 104,652,374	\$ 114,034,041	\$ 9,381,667	9.0%
Transfers					
Transfer to Debt Service Fund	\$ 2,253,845	\$ 4,200,937	\$ 2,509,520	\$ (1,691,417)	(40.3%)
Transfer to Project Fund	11,916,711	7,686,639	13,841,668	6,155,029	80.1%
<i>Total Transfers</i>	14,170,556	11,887,576	16,351,188	4,463,612	37.5%
Total Expense and Transfers	\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%

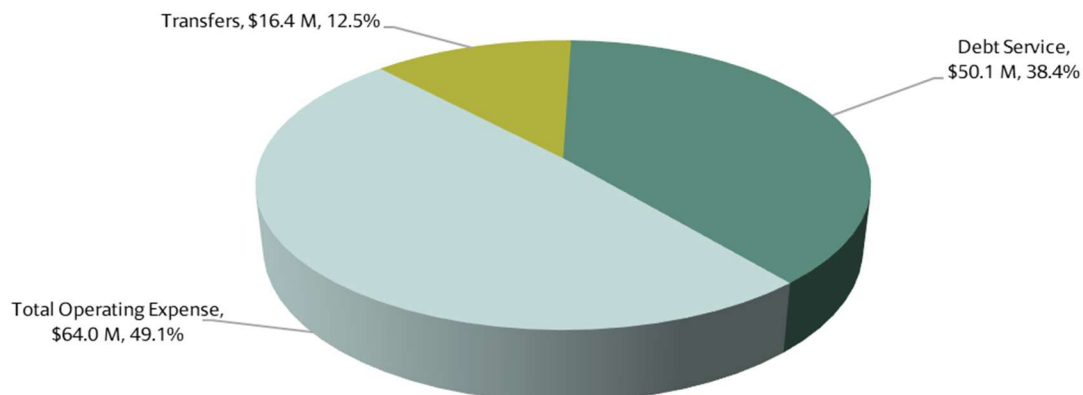
The FY 2026 Budgeted Revenue is \$130.4 million, which is \$13.8 million higher than last year's budget. Operating Revenue is \$127.2 million, which is \$12.4 million or 10.8% higher than the prior year. Non-Operating Revenue is \$3.2 million, which is \$1.4 million higher than the prior year. The chart below illustrates the split of FY 2026 Budgeted Operating and Non-Operating Revenue.

Sources of Revenue



The largest budgeted use of revenue in FY 2026 is Operating Expense, at \$64.0 million which is 49.1% of total uses of revenue. Budgeted Debt Service expense is \$50.1 million or 38.4% of total expense. The budget also includes Transfers to the Project Fund and Debt Service Fund totaling \$16.4 million. The chart below illustrates FY 2026 budgeted uses of revenue.

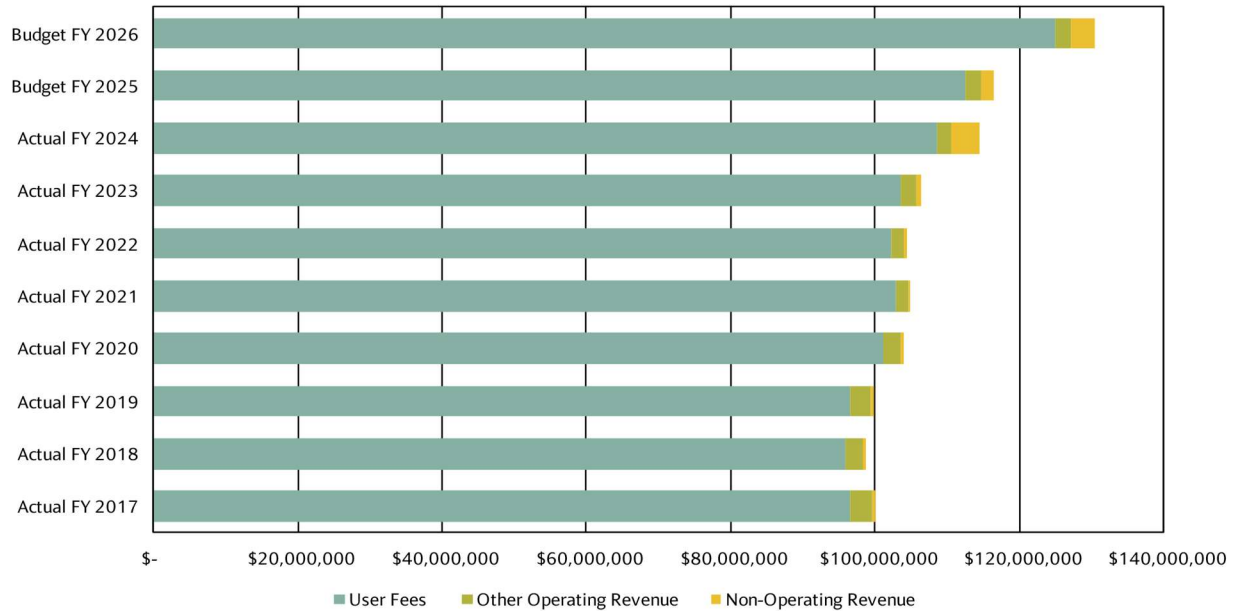
Uses of Revenue



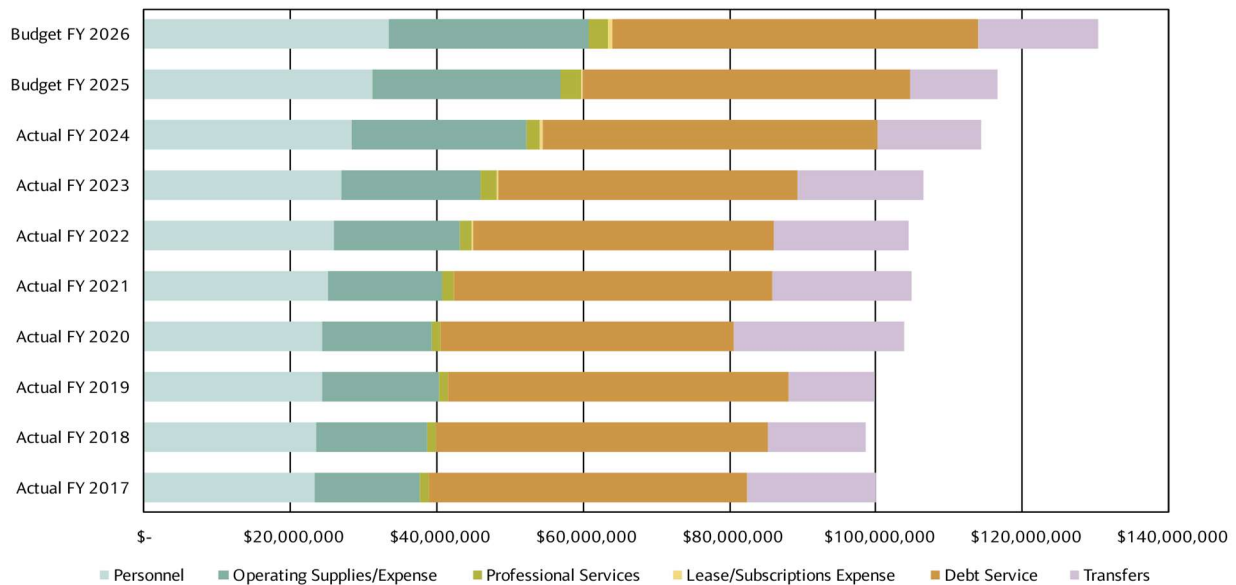
Historical Overview

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

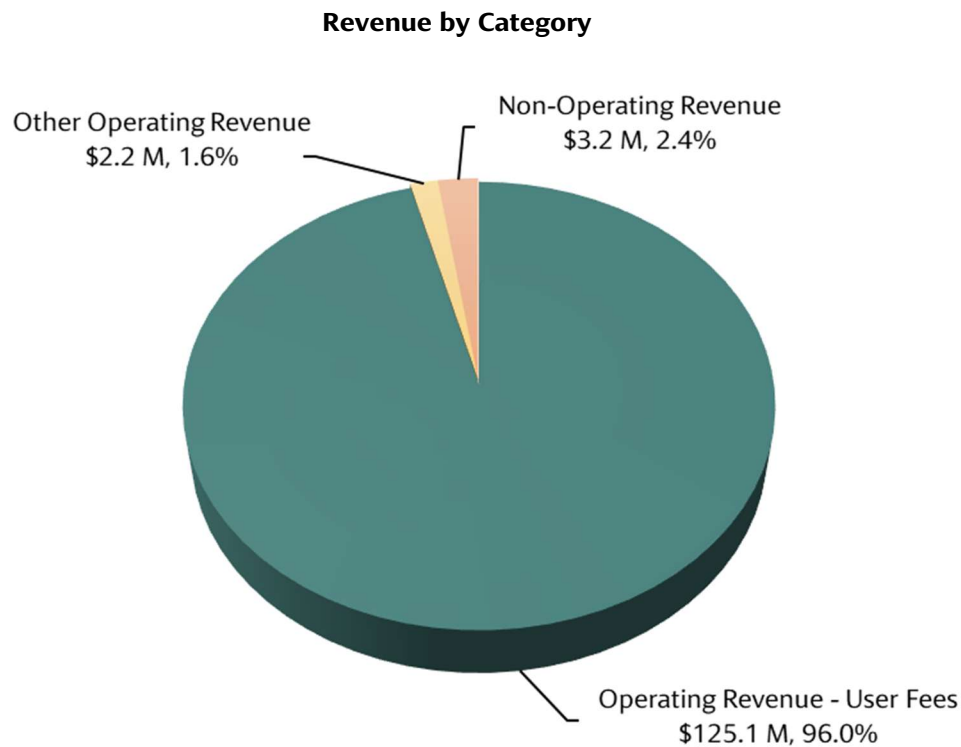


Ten-Year Historical Expense Comparison



Revenue Profile

FY 2026 budgeted revenue is \$130.4 million, an increase of \$13.8 million or 11.9% compared to FY 2025. Operating Revenue is \$127.2 million and Non-Operating Revenue is \$3.2 million.



Historical and budgeted revenue are shown in the table below.

Revenue	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Operating Revenue					
User Fees	\$ 108,499,540	\$ 112,559,300	\$ 125,068,706	\$ 12,509,406	11.1%
Application Fees	173,715	143,700	167,670	23,970	16.7%
Septage Income	382,162	358,300	368,239	9,939	2.8%
Capacity Charge Fees	179,675	219,500	206,168	(13,332)	(6.1%)
Late Fees	441,046	455,800	441,046	(14,754)	(3.2%)
Customer Service Fees	143,860	181,200	174,359	(6,841)	(3.8%)
Renewable Energy Credits	769,770	884,350	806,418	(77,932)	(8.8%)
<i>Total Operating Revenue</i>	<i>\$ 110,589,768</i>	<i>\$ 114,802,150</i>	<i>\$ 127,232,606</i>	<i>\$ 12,430,456</i>	<i>10.8%</i>
Non-Operating Revenue					
Investment Income	\$ 1,266,671	\$ 1,075,000	\$ 820,000	\$ (255,000)	(23.7%)
Miscellaneous Income	141,147	204,600	134,389	(70,211)	(34.3%)
Revenue Fund Balance	2,400,000	-	2,000,000	2,000,000	100.0%
OMR Fund	-	458,200	198,234	(259,966)	(56.7%)
<i>Total Non-Operating Revenue</i>	<i>\$ 3,807,818</i>	<i>\$ 1,737,800</i>	<i>\$ 3,152,623</i>	<i>\$ 1,414,823</i>	<i>81.4%</i>
Total Revenue	\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%

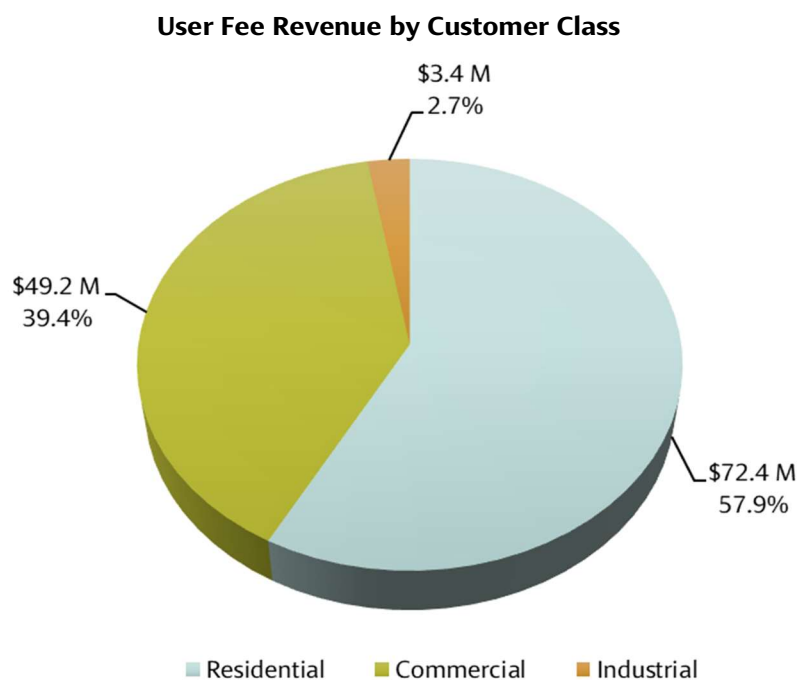
Operating Revenue

User Fee Revenue

FY 2026 budgeted User Fee Revenue is \$125.1 million, a 11.1% increase over the prior year. This is driven by a projected 10.35% across-the-board increase in sewer user rates effective July 1, 2025. The projected rate increase is a composite rate that reflects a 3.53% rate increase to support the planned 2025 Series A \$100.0 million loan from RIIB approved by the Public Utilities Commission (PUC) as part of Docket 24-40-WW, and an estimated additional rate increase for operating expense and rate base adjustments resulting from NBC's pending General Rate Case, Docket 24-41-WW. It is anticipated that the PUC will render its decision on the Commission's General Rate Case, including any adjustments to debt service and debt service coverage based on final debt service schedules, in early July 2025.

User Fee Revenue by Customer Class

The majority of the FY 2026 budgeted User Fee Revenue, \$72.4 million or 57.9%, is from the residential customer class. This is an increase of 10.3% from the previous year. Non-residential customers account for \$52.6 million or 42.1% of total User Fee Revenue. Budgeted revenue from commercial customers is \$49.2 million, an increase of 12.4% from the prior year. Budgeted revenue from industrial customers is \$3.4 million, which is 10.5% more than the prior year. To learn more about NBC's customer base, please refer to the "About NBC" section of the budget.

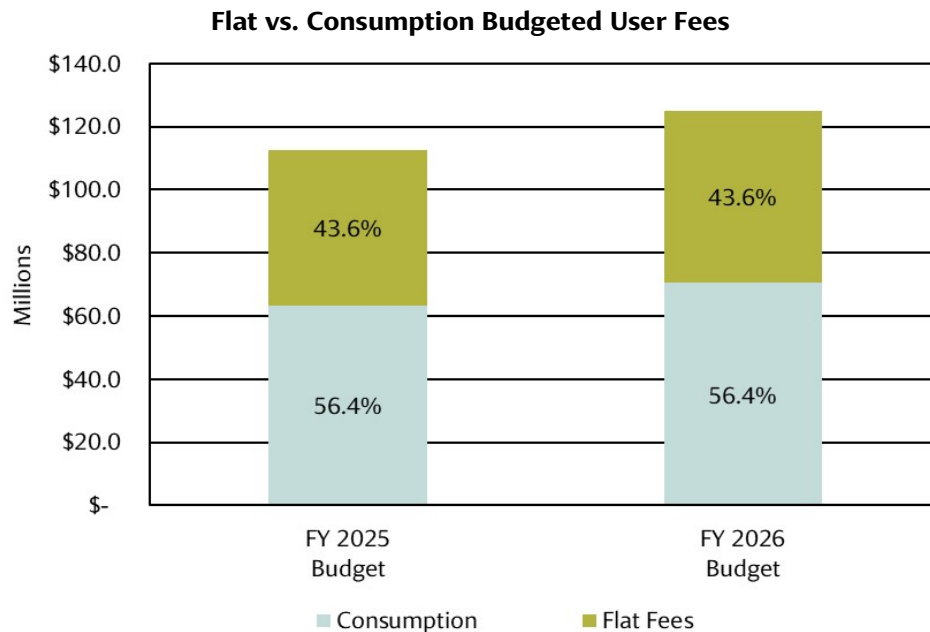


Budgeted User Fee Revenue by Customer Class

Customer Class	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Residential	\$ 65,661,400	\$ 72,412,637	\$ 6,751,237	10.3%
Commercial	43,785,700	49,217,279	5,431,579	12.4%
Industrial	3,112,200	3,438,790	326,590	10.5%
Total User Fee Revenue	\$ 112,559,300	\$125,068,706	\$ 12,509,406	11.1%

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 chart below shows that the percentage of budgeted flat fee revenue versus consumption fees has remained consistent compared to the previous year. In FY 2026, 43.6% of budgeted user fee revenue is from flat fees and 56.4% is from consumption fees.



FY 2026 budgeted consumption fees are 11.2% or \$7.1 million higher, and budgeted flat fees are 11.0% or \$5.4 million, higher than the previous year.

Revenue Type	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Consumption Fees	\$ 63,435,900	\$ 70,524,630	\$ 7,088,730	11.2%
Flat Fees	49,123,400	54,544,076	5,420,676	11.0%
Total User Fee Revenue	\$ 112,559,300	\$ 125,068,706	\$ 12,509,406	11.1%

Consumption Fees

Consumption Fees are based on billable water usage, with distinct consumption rates for each customer class. FY 2026 budgeted billable consumption is based on the levels requested in the rate case, which reflect historical trends. Total budgeted billable consumption is 0.5% higher than the prior year. The largest percentage increase in billable consumption is for the commercial customer class at 2.3% or 102,311 Hundred Cubic Feet (HCF). The residential customer class shows a reduction of 0.5% or 43,306 HCF.

Billable Consumption (HCF)				
Customer Class	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Residential	7,994,772	7,951,466	(43,306)	(0.5%)
Commercial	4,397,380	4,499,691	102,311	2.3%
Industrial	563,659	567,430	3,771	0.7%
Total Billable Consumption	12,955,811	13,018,587	62,776	0.5%

Budgeted consumption fees reflect the projected 10.35% rate increase effective July 1, 2025. The new rates, when applied to the projected billable units, result in a \$7.1 million or 11.2% increase in budgeted consumption fees for FY 2026 compared to the previous year. Consumption fees are higher across all customer classes.

Budgeted Consumption Fees				
Customer Class	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Residential	\$ 33,466,400	\$ 36,728,847	\$ 3,262,447	9.7%
Commercial	27,647,500	31,216,703	3,569,203	12.9%
Industrial	2,322,000	2,579,080	257,080	11.1%
Total	\$ 63,435,900	\$ 70,524,630	\$ 7,088,730	11.2%

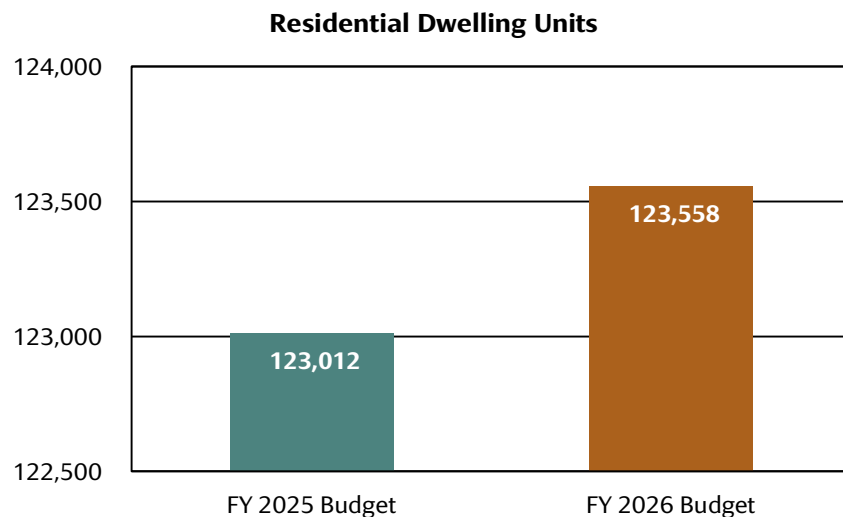
Flat Fees

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 2026 are \$5.4 million or 11.0% higher than the prior year.

Budgeted Flat Fees				
Customer Class	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Residential	\$ 32,195,000	\$ 35,683,790	\$ 3,488,790	10.8%
Commercial	16,138,200	18,000,576	1,862,376	11.5%
Industrial	790,200	859,710	69,510	8.8%
Total	\$ 49,123,400	\$ 54,544,076	\$ 5,420,676	11.0%



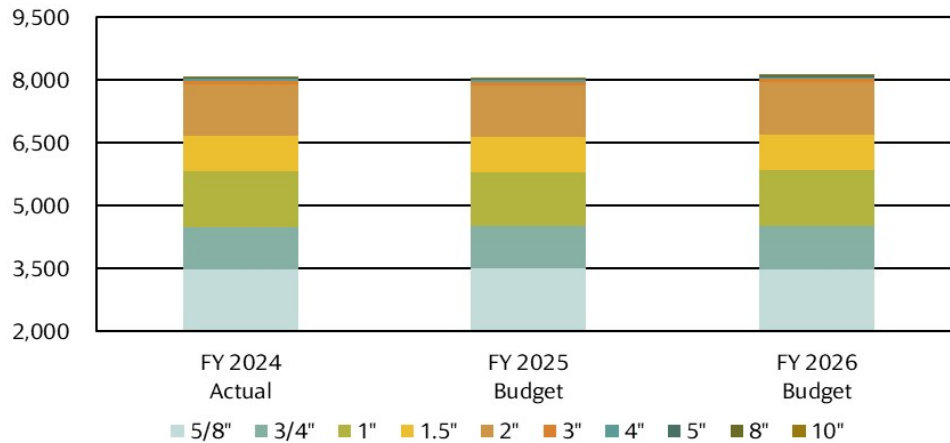
FY 2026 budgeted residential flat fee revenue is based on the projected number of DUs multiplied by the rate per DU. FY 2026 budgeted DUs are 123,558 which is 0.4% higher than the prior year. This is based on the actual growth from FY 2020 through FY 2024 and is consistent with the methodology used in the pending rate case.





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 \$682 for a 5/8" meter to \$78,503 for a 10" meter. The number of budgeted non-residential meters is 0.1% higher than the prior year. This is based on the actual growth from FY 2020 through FY 2024 and is consistent with the methodology used in the pending rate case.

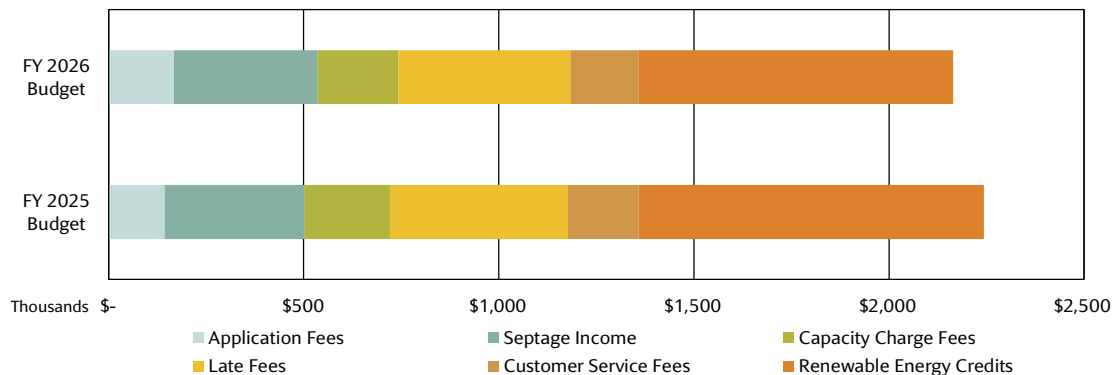
Non-Residential Meters by Meter Size



Other Operating Revenue

While NBC's primary source of operating revenue is from User Fees, NBC has Other Operating Revenue, which is 1.6% of the total revenue. The chart below shows NBC's sources of Other Operating Revenue which include Application Fees, Late Fees, Capacity Charge Fees, Customer Service Fees, Renewable Energy Credit (REC) Revenue, and Septage Income. As shown below, budgeted Other Operating Revenue is \$79 thousand or 3.5% lower in FY 2026 than the prior year. This is primarily due to lower budgeted REC Income.

Other Operating Revenue



Customer Service Fees

FY 2026 budgeted Customer Service Fees are \$7 thousand or 3.8% lower than the prior year. This includes revenue from a proposed new Abatement Reinstatement Fee in FY 2026. This fee is for the recovery of administrative costs associated with allowing customers that have been removed from the Abatement Program for non-compliance to be reinstated. Please see the following table for a comparison of the budgeted revenue from the Customer Service Fees.

Customer Service Fees				
	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Real Estate Closing Fees	\$ 141,500	\$ 128,540	\$ (12,960)	(9.2%)
Abatement Application Fees	2,700	4,142	1,442	53.4%
Abatement Reinstatement Fees	-	12,060	12,060	100.0%
Returned Check Fees	37,000	29,617	(7,383)	(20.0%)
Total	\$ 181,200	\$ 174,359	\$ (6,841)	(3.8%)

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 \$0.4 million, reflecting a 3.2% decrease compared to the previous year due to lower receivables.

Pretreatment Permit Application Fees

New customers regulated under R.I.G.L. § 46-25-25 and NBC's Rules and Regulations pay Pretreatment Permit Application Fees. The FY 2026 budgeted revenue reflects a 0.1% decrease in Pretreatment Permit Application Fees from the prior year based on a three-year average.

Sewer Connection Permit Fees and Capacity Charge Fees

Sewer Connection Permit Fees and Capacity Charge Fees are charged for all new direct and indirect connections to NBC facilities. Compared to the prior year, budgeted Sewer Connection Permit Fees are 2.9% higher and the budgeted Capacity Charges are 6.1% lower.

Stormwater Permit Application Fees

NBC's Stormwater Permit Application Fee is applicable to all new sewer connections and commercial projects undergoing new development or redevelopment whether connecting directly or indirectly to NBC sanitary sewer lines. The FY 2026 budgeted revenue from these fees is \$52 thousand an increase of 77.1%.

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 2026 budgeted septage revenue is \$0.4 million, which is \$10 thousand or 2.8% higher than the prior year.

The FY 2026 budgeted revenue from these fees is \$0.7 million, representing a 2.9% increase compared to the previous year.

Application Fees and Septage Income				
	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Pretreatment Permit Application Fees	\$ 66,800	\$ 66,727	\$ (73)	(0.1%)
Sewer Connection Permit Fees	47,500	48,883	1,383	2.9%
Capacity Charge Fees	219,500	206,168	(13,332)	(6.1%)
Stormwater Permit Application Fees	29,400	52,060	22,660	77.1%
Septage Income	358,300	368,239	9,939	2.8%
Total	\$ 721,500	\$ 742,077	\$ 20,577	2.9%

Renewable Energy Credits

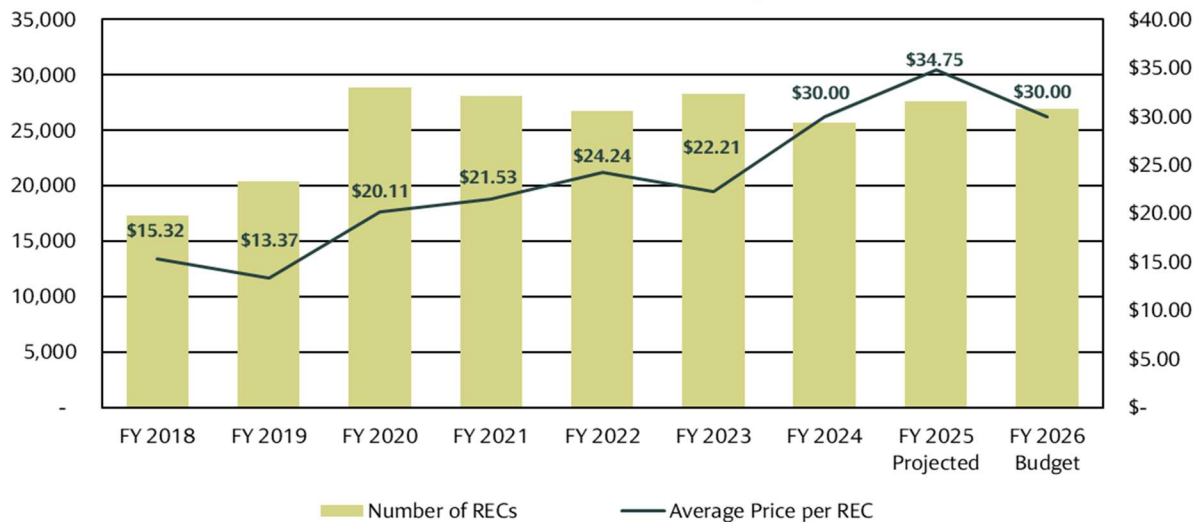
The FY 2026 budget reflects a \$78 thousand or 8.8% decrease in Renewable Energy Credits (RECs) over the prior year. This is the net result of a new contract price per REC of \$30.00 and a slight increase in the number of RECs generated. The total REC revenue budgeted for FY 2026 is \$0.8 million.



Budgeted REC Revenue

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
REC Revenue	\$ 884,350	\$ 806,418	\$ (77,932)	(8.8%)
Average Rate/REC	\$34.75	\$30.00	\$(5)	(13.7%)
Number of RECs	25,449	26,881	1,432	5.6%

Number of RECs Sold and Average Price



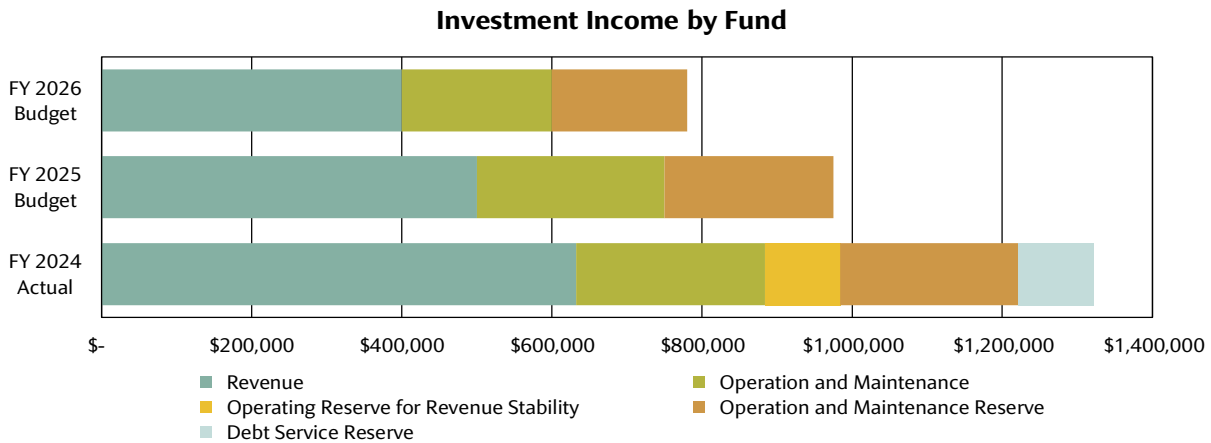
Non-Operating Revenue

Non-Operating Revenue includes Investment Income and Miscellaneous Income. The following table shows that Non-Operating Revenue is projected to increase by \$1.4 million or 81.4%.

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Interest Income				
Revenue	\$ 500,000	\$ 400,000	\$ (100,000)	(20.0%)
Operation and Maintenance	250,000	200,000	(50,000)	(20.0%)
Operating Reserve for Revenue Stability	225,000	180,000	(45,000)	(20.0%)
Operation and Maintenance Reserve	100,000	40,000	(60,000)	(60.0%)
Subtotal Interest Income	\$ 1,075,000	\$ 820,000	\$ (255,000)	(23.7%)
Other Non-Operating Revenue				
Discount Earned	\$ 1,300	\$ 630	\$ (670)	(51.5%)
Miscellaneous Income	191,300	121,759	(69,541)	(36.4%)
Rental Income	12,000	12,000	-	0.0%
Revenue Fund Balance	-	2,000,000	2,000,000	-
OMR Fund Transfer	458,200	198,234	(259,966)	(56.7%)
Subtotal Other Non-Operating Revenue	\$ 662,800	\$ 2,332,623	\$ 1,669,823	251.9%
Total Non-Operating Revenue	\$ 1,737,800	\$ 3,152,623	\$ 1,414,823	81.4%

Investment Income

FY 2026 budgeted interest income is \$0.3 million less than the prior year. This is due to projected lower interest rates. Historical and budgeted Investment Income is shown in the chart below.



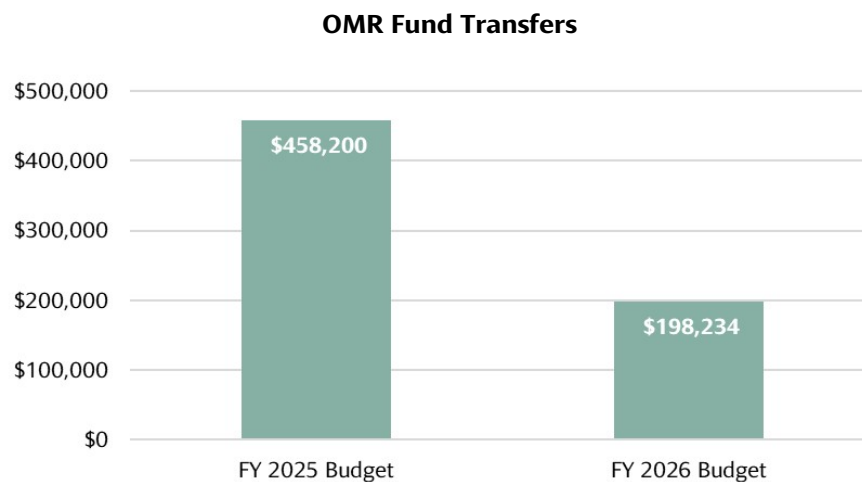
Miscellaneous Income

The budgeted Miscellaneous Income, based on three years of actual income minus a one-time credit recognized in FY 2022, is \$70 thousand or 34.3% lower than the previous year.

Miscellaneous Income				
	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Discount Earned	\$ 1,300	\$ 630	\$ (670)	(51.5%)
Miscellaneous Income	191,300	121,759	(69,541)	(36.4%)
Rental Income	12,000	12,000	-	0.0%
Total	\$ 204,600	\$ 134,389	\$ (70,211)	(34.3%)

Operation and Maintenance Reserve (OMR) Fund Transfer

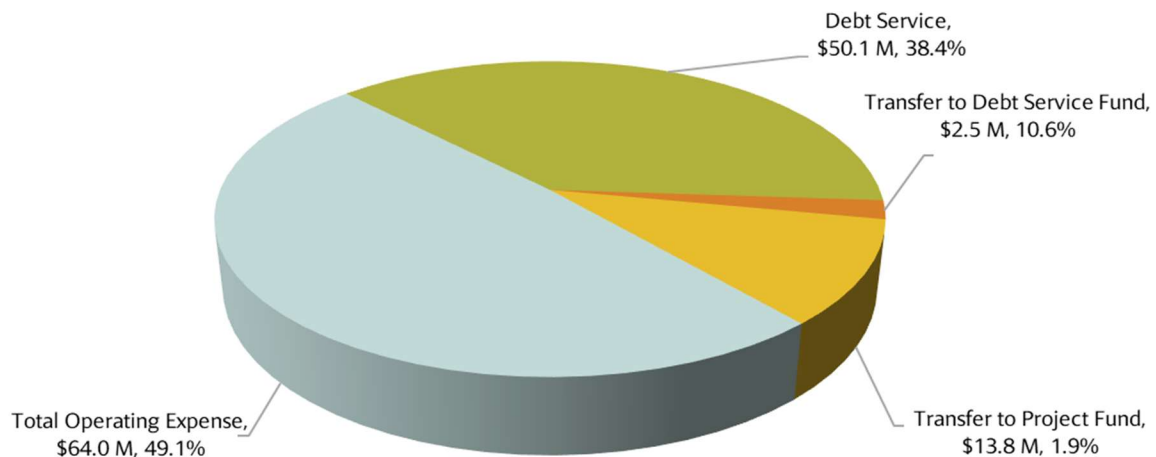
NBC established the OMR Fund in Docket 22-47-WW to mitigate risks associated with the variability in expense related to NBC's electricity and sustainable energy-related accounts. NBC may use these funds, when necessary, through a transfer from the OMR Fund to the Operation and Maintenance Fund. This amount reflects the difference between the net electricity expense included in the pending rate case and the FY 2026 budgeted expense for these accounts. The OMR fund transfer is \$0.3 million lower than the previous year.



Expense Profile

FY 2026 Budgeted Expense and Transfers are \$130.4 million. This is an increase of \$13.8 million or 11.9% from the prior year's budget. Operating Expense is the largest expense category at \$64.0 million, which is \$4.0 million or 6.6% more than the prior year. Budgeted Debt Service is 38.4% of the total and is \$5.4 million higher than the prior year. The calculation for debt service coverage is revenue less operating expense and debt service and is shown as Transfers. The Transfer to the Debt Service Fund reflects increased deposits into the debt service payment accounts based on the amortization schedules. The Transfer to the Project Fund is the amount available in the next fiscal year to fund the Capital Budget. FY 2026 Budgeted Transfers are \$4.5 million higher than the FY 2025 budget.

FY 2026 Expense by Category



The table below shows historical and budgeted expenses.

Expense	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Operations and Maintenance					
Personnel	\$ 28,377,013	\$ 31,304,710	\$ 33,436,859	\$ 2,132,149	6.8%
Operating Supplies/Expense	23,786,714	25,548,456	27,387,611	1,839,155	7.2%
Professional Services	1,911,854	2,814,150	2,522,580	(291,570)	(10.4%)
Lease/Subscriptions	309,908	339,232	625,707	286,475	84.4%
<i>Total Operating Expense</i>	<i>\$ 54,385,489</i>	<i>\$ 60,006,548</i>	<i>\$ 63,972,757</i>	<i>\$ 3,966,209</i>	<i>6.6%</i>
Debt Service	\$ 45,841,541	\$ 44,645,826	\$ 50,061,284	\$ 5,415,458	12.1%
Total Expense	\$ 100,227,030	\$ 104,652,374	\$ 114,034,041	\$ 9,381,667	9.0%
Transfers					
Transfer to Debt Service Fund	\$ 2,253,845	\$ 4,200,937	\$ 2,509,520	\$ (1,691,417)	(40.3%)
Transfer to Project Fund	11,916,711	7,686,639	13,841,668	6,155,029	80.1%
<i>Total Transfers</i>	<i>\$ 14,170,556</i>	<i>\$ 11,887,576</i>	<i>\$ 16,351,188</i>	<i>\$ 4,463,612</i>	<i>37.5%</i>
Total Expense and Transfers	\$ 114,397,586	\$ 116,539,950	\$ 130,385,229	\$ 13,845,279	11.9%

Operating Expense

The following table shows that the largest percentage change to Operating Expense in FY 2026 is an 84.4% increase in Lease/Subscriptions Expense. This increase is attributed to the reclassification of contracts in accordance with GASB 96 rules for software subscriptions, followed by a 10.4% decrease in Professional Services. Operating Supplies/Expense increased 7.2% and Personnel expenses increased by 6.8% over the prior year.

Operating Expense by Category					
Expense	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change	Percent of Total
Personnel	\$ 31,304,710	\$ 33,436,859	\$ 2,132,149	6.8%	52.3%
Operating Supplies/Expense	25,548,456	27,387,611	1,839,155	7.2%	42.8%
Professional Services	2,814,150	2,522,580	(291,570)	(10.4%)	3.9%
Lease/Subscriptions Expense	339,232	625,707	286,475	84.4%	1.0%
Total Operating Expense	\$ 60,006,548	\$ 63,972,757	\$ 3,966,209	6.6%	100.0%

Personnel

The FY 2026 Personnel budget is 52.3% 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 2026 budgeted Personnel expense by major component. Salaries and wages are \$1.2 million higher than the prior year. The budget includes an estimated Cost of Living Adjustment (COLA) and step increases for union employees and an estimated COLA for non-union employees. In addition, a 3.0% increase is included in Personnel for compensated absences. Budgeted retirement is \$0.4 million or 7.0% higher and benefits are \$0.1 million or 1.7% higher. The FY 2026 budgeted capital reimbursements are \$0.4 million or 11.9% lower than the prior year.

Budgeted Personnel Expense				
	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Salaries and Wages ¹	\$ 23,675,888	\$ 24,863,218	\$ 1,187,330	5.0%
Retirement ²	5,745,184	6,147,440	402,256	7.0%
Benefits	5,551,422	5,644,636	93,214	1.7%
Other	100,000	100,000	-	0.0%
Capital Reimbursements	(3,767,784)	(3,318,435)	449,349	(11.9%)
Total	\$ 31,304,710	\$ 33,436,859	\$ 2,132,149	6.8%

¹ Includes overtime

² Includes FICA and Medicare

NBC employs non-union employees and union employees. NBC's union employees are members of either the Rhode Island Laborers' District Council Public Service Employees' Local 1033 of the Laborers' International Union of North America (LIUNA), American Federation of Labor - Congress of Industrial Organizations (AFL-CIO), or of the Rhode Island Council 94, American Federation of State, County, and Municipal Employees (AFSCME), AFL-CIO, Local 1010 and Local 2884.

Budgeted Full-Time Equivalents (FTEs)

The number of net budgeted positions included in the FY 2026 budget is 294.0 FTEs, which is 1.5 less than the prior year. This is the combined result of 8.0 fewer budgeted FTE's and a 6.5 FTE reduction in budgeted turnover. The following table shows the number of positions budgeted by the department for the last ten years.

Budgeted FTEs by Cost Center

Section	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 25 vs. FY 26
Administration	8	8	8	8	6	7	7	9	12	12	12	0
Human Resources	4	4	4	4	6	6	6	7	7	7	7	0
Information Technology	12	12	12	12	12	13	13	12	17	17	17	0
Legal	5	5	5	6	7	7	7	7	5	5	5	0
Engineering	0	0	6	7	10	10	10	12	13	14	12	(2)
Construction	11	11	10	10	9	10	11	12	12	13	11	(2)
Finance	5	5	6	7	8	10	10	11	11	12	13	1
Accounting	10	10	10	10	10	10	10	10	10	10	8	(2)
Customer Care	25	25	25	25	27	28	28	29	29	29	28	(1)
Purchasing	4	4	3	3	2	4	4	4	4	4	4	0
Interceptor Maintenance	20	20	18	20	19	23	24	21	21	20	22	2
Operations and Maintenance Svcs	9	9	7	6	7	7	8	11	6	8	6	(2)
Field's Point	59	59	54	54	54	54	54	55	55	52	52	0
Bucklin Point	43	45	45	47	47	47	47	47	48	48	47	(1)
Technical Analysis and Compliance	5	5	4	4	10	10	10	10	10	12	12	0
Pretreatment	14	14	14	14	14	14	14	14	14	14	14	0
Laboratory	17	17	17	17	18	19	19	19	20	20	19	(1)
ESTA	4	4	4	4	0	0	0	0	0	0	0	0
Environmental Monitoring	17	17	17	17	15	15	15	15	15	14	14	0
Total FTEs	272.0	274.0	269.0	275.0	281.0	294.0	297.0	305.0	309.0	311.0	303.0	(8.0)
Turnover	(4.0)	(4.0)	(2.0)	(6.0)	(9.0)	(9.0)	(8.0)	(8.0)	(14.0)	(15.5)	(9.0)	6.5
Net Budgeted FTEs	268.0	270.0	267.0	269.0	272.0	285.0	289.0	297.0	295.0	295.5	294.0	(1.5)
Increase (Decrease) Budgeted FTEs	6.0	2.0	(3.0)	2.0	3.0	13.0	4.0	8.0	(2.0)	0.5	(1.5)	

Turnover

Budgeted turnover is based on the projected number of vacant positions (FTEs) during the year due to hiring challenges and administrative wait times due to terminations, new hires, and promotions. The budget reflects a decrease in turnover from 15.5 FTEs to 9.0 FTEs.

New Positions

The FY 2026 Budget includes funding for two new positions.

FY 2026 Budget Summary of New Positions

Position	Section
Grant Writer - Prepare and submit applications for grant funding of NBC initiatives and projects.	Administration
Asset Management Specialist - Enhance the asset management program and support the integration of new software and assets.	Operations and Maintenance

Eliminated Positions

As part of the FY 2026 Budget preparation, it was determined that certain positions previously budgeted but unfilled were no longer required to meet operation needs during the year and could be removed from the budget. The following table shows the positions that were eliminated in the FY 2026 Budget.

FY 2026 Budget Summary of Eliminated Positions

Position	Section
Information Security Analyst	<i>Administration</i>
Fiscal Coordinator	<i>Engineering</i>
Financial Analyst	<i>Finance</i>
Mechanical Inspector	<i>Construction</i>
Resident Representative	<i>Construction</i>
Senior Environmental Engineer	<i>Engineering</i>
Customer Care Support Specialist	<i>Customer Care</i>
IM Operator III	<i>Interceptor Maintenance</i>
Assistant Maintenance Planner/Scheduler	<i>Bucklin Point</i>
Environmental Chemist I	<i>Laboratory</i>

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 2026 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 a net of employee premium co-payments. FY 2026 budgeted healthcare premiums are higher than the prior year budget by 7.7% and 7.9% for individual and family plans, respectively. See the following table for comparative information.



NBC Mechanics
Photo by Peter Goldberg

Budgeted Salary Adjustments and Benefits

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Individual Healthcare Premium	\$ 9,785	\$ 10,543	\$ 758	7.7%
Family Healthcare Premium	\$ 26,032	\$ 28,091	\$ 2,059	7.9%
Employee Co-Pay	20%	20%	-	0%
NBC Individual HRA Contribution	\$ 1,800	\$ 1,800	-	0%
NBC Family HRA Contribution	\$ 3,600	\$ 3,600	-	0%
Maximum Wellness Benefit	\$500	\$ 500	-	0%
Healthcare Waiver	\$ 2,500	\$ 2,500	-	0%
Dental Waiver	\$ 110	\$ 110	-	0%
Individual Dental Premium	\$ 495	\$ 520	\$ 25	5.1%
Family Dental Premium	\$ 1,435	\$ 1,507	\$ 72	5.0%
Individual Vision Premium	\$107	\$ 107	-	0%
Family Vision Premium	\$230	\$230	-	0%

Retirement

The following table shows the budgeted percentages for retirement benefits. Union employees participate in the Employees' Retirement System of Rhode Island (ERSRI). ERSRI sets the annual employer contribution rate for both the retirement (pension) and retiree health benefits. The FY 2026 budgeted employer contribution to the union pension increased from 29.5% to 31.9% and the union retiree health benefits decreased by 17.5% 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 2026 Budget for non-union retirement expense remains unchanged at 10.0% of the budgeted non-union salaries and wages.

Employer Retirement Contributions			
	FY 2025 Budget	FY 2026 Budget	Percent Change
Union			
Retirement	29.5%	31.9%	8.0%
Retirement Health	3.9%	3.3%	(17.5%)
Total Union	33.5%	35.2%	5.0%
Non-Union			
Retirement	10.0%	10.0%	-
Total Non-Union	10.0%	10.0%	-
All Employees FICA	7.65%	7.65%	-

Operating Supplies and Expense

Operating Supplies and Expense is 42.8% of the FY 2026 Operating Expense and increased by 7.2% or \$1.8 million from the prior year. The largest Operating Supplies and Expense line items relate to wastewater treatment processes and utilities. The following table shows the significant changes in those line items on a year-over-year basis and additional information about these accounts is in the following section.

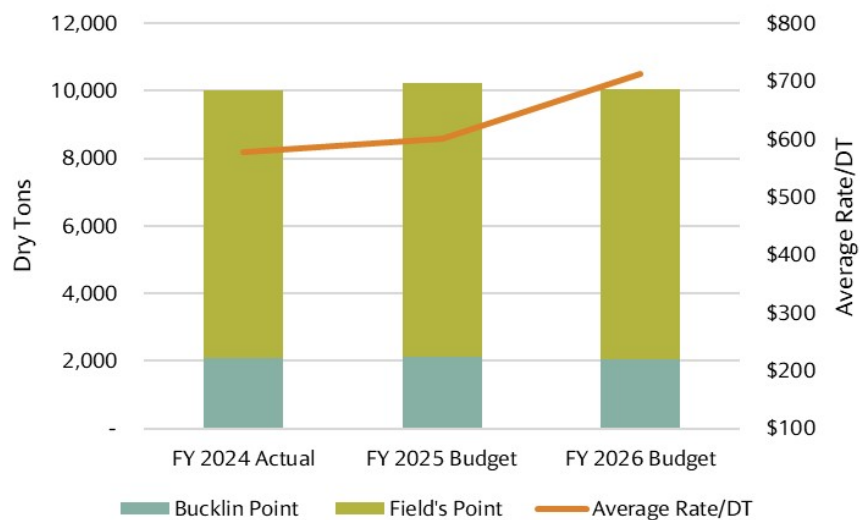
Budgeted Operating Supplies and Expense				
	FY 2025 Budget	FY 2026 Budget	Difference	Percent Change
Biosolids Disposal	\$ 6,157,775	\$ 7,168,434	\$ 1,010,659	16.4%
Natural Gas	1,040,265	1,370,301	330,036	31.7%
Electricity	5,365,549	6,135,297	769,748	14.3%
Net Metering Credits (NMC)	(4,235,021)	(4,589,442)	(354,421)	8.4%
Power Purchase Agreement (PPA)	2,069,665	2,265,203	195,538	9.4%
Biogas	150,250	152,800	2,550	1.7%
Chemicals	2,342,423	2,222,810	(119,613)	(5.1%)
Contracts and Service Agreements	2,699,769	2,747,338	47,569	1.8%
Insurance/Workers Comp. Insurance	2,122,104	2,309,969	187,865	8.9%
Screening and Grit Disposal	369,600	460,696	91,096	24.6%
Electricity Contractor	505,000	538,000	33,000	6.5%
Other	6,961,077	6,606,205	(354,872)	(5.1%)
Total Operating Supplies and Expense	\$ 25,548,456	\$ 27,387,611	\$ 1,839,155	7.2%

Biosolids

FY 2026 budgeted biosolids disposal expense is \$7.2 million, which is \$1.0 million or 16.4% higher than the prior year. The FY 2026 budgeted dry tons is based on historical actuals and is 185 dry tons or 1.8% lower than the prior year. The average rate per dry ton for FY 2026 is \$713.22, an 18.6% increase from the FY 2025 budget. This rate includes adjustments to the contracted Consumer Price Index (CPI) adjustment as well as an anticipated increase expected in May 2026 when the current contract for biosolids disposal expires.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Bucklin Point	2,098	2,106	2,067	(39)	(1.9%)
Field's Point	7,923	8,130	7,984	(146)	(1.8%)
Dry Tons (D/T)	10,020	10,236	10,051	(185)	(1.8%)
Expense	\$ 5,795,004	\$ 6,157,775	\$ 7,168,434	\$ 1,010,659	16.4%
Average Rate/DT	\$ 578.32	\$ 601.58	\$ 713.22	\$ 111.64	18.6%

Biosolids Dry Tons and Disposal Rate

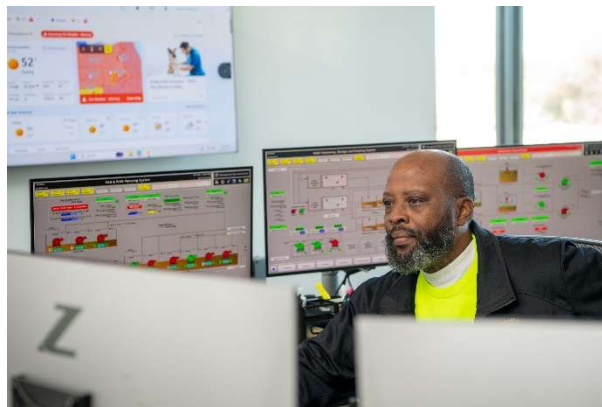
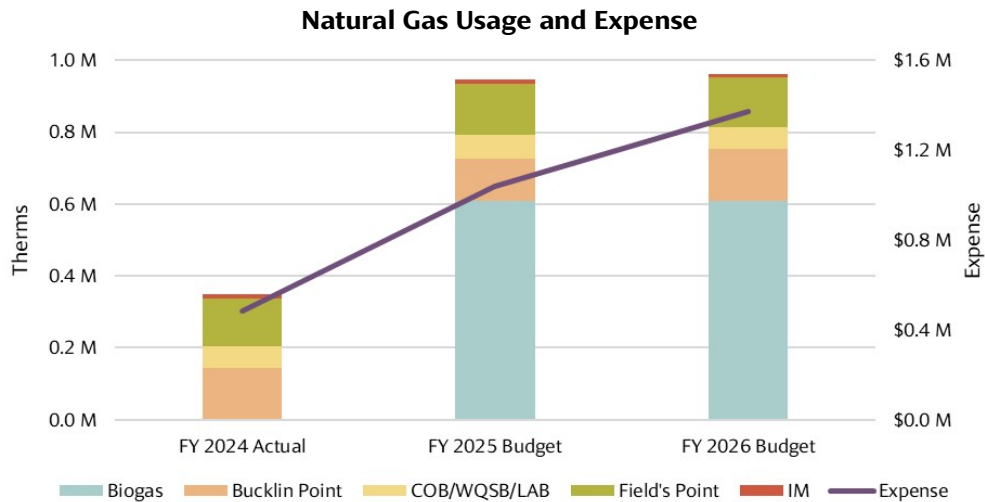


*Integrated Fixed Film Activated Sludge (IFAS) Tank
Photo by Peter Goldberg*

Natural Gas

The FY 2026 Natural Gas budget is \$1.4 million which is 31.7% higher than the prior year. The budget includes a 1.8% increase in Therms primarily due to new buildings coming online at Bucklin Point. Also included is a projected 29.4% increase in the composite rate to \$1.4235 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 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Biogas Facility	-	608,612	608,612	-	0.0%
Bucklin Point	144,995	119,083	144,995	25,912	21.8%
COB/WQSB/LAB	60,726	64,257	61,350	(2,907)	(4.5%)
Field's Point	131,128	142,474	136,716	(5,758)	(4.0%)
IM	13,659	11,151	10,976	(175)	(1.6%)
Therms	350,508	945,577	962,648	17,071	1.8%
Rate per Therm	\$ 1.3873	\$ 1.1001	\$1.4235	\$ 0.3233	29.4%
Expense	\$ 486,274	\$ 1,040,265	\$ 1,370,301	\$ 330,036	31.7%



Process Monitor Assessing Data in SCADA Room
Photo by Peter Goldberg

Electricity



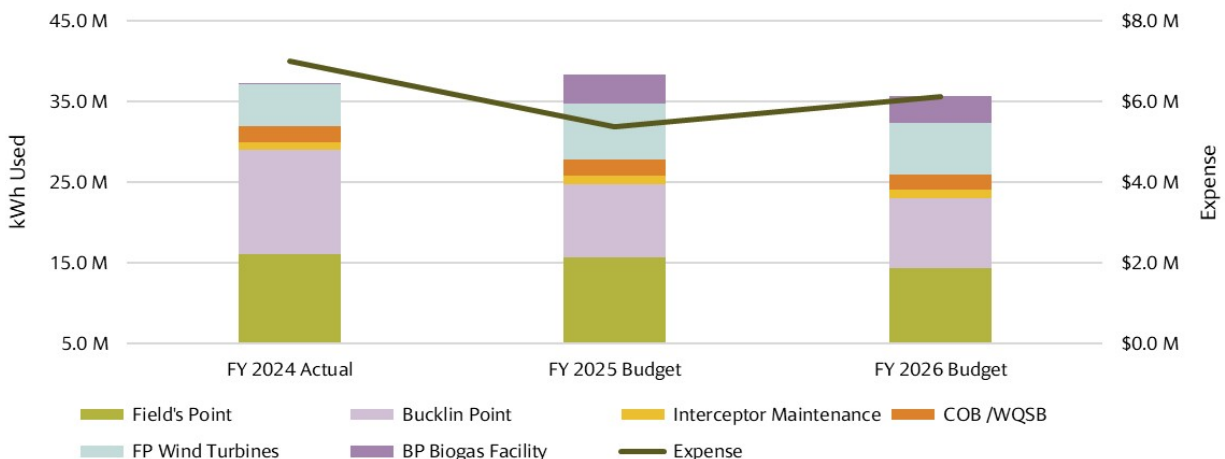
The FY 2026 budget for electricity expense is \$6.1 million, calculated by applying the projected composite rate, which includes supply costs, to the kWh purchases by location. Electricity purchases are determined by subtracting the “behind the meter” production from the total use. The budgeted use is based on three-year averages by location with an adjustment included at Bucklin Point to account for kWh savings from the Biogas facility. Behind the meter production of the Biogas Facility is based on engineering estimates and the Field’s Point Wind Turbine production is based on the three-year average.

The budgeted electricity supply rate is estimated at \$0.1328 per kWh and reflects the average of the prior two contracted rates. A new contracted rate will be effective mid-June 2025. The supply rate plus delivery charges, taxes, and other fees, results in a composite rate of \$0.2361/kWh, which is 22.2% higher than the prior year. As shown in the table below, the FY 2026 budgeted electricity expense is \$0.8 million or 14.3% higher than the prior year budget.

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

Location	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Field's Point	16,033,228	15,642,830	14,312,674	(1,330,156)	(8.5%)
Bucklin Point	12,988,074	9,146,826	8,751,390	(395,436)	(4.3%)
Interceptor Maintenance	940,831	1,083,233	1,003,032	(80,201)	(7.4%)
COB /WQSB	1,987,605	1,893,240	1,914,201	20,961	1.1%
Total kWh Purchased	31,949,738	27,766,129	25,981,296	(1,784,833)	(6.4%)
FP Wind Turbines	5,166,825	7,044,461	6,346,754	(697,707)	(9.9%)
Biogas Facility	823	3,569,904	3,336,408	(233,496)	(6.5%)
"Behind the Meter" kWh	5,167,648	10,614,365	9,683,162	(931,203)	(8.8%)
Total kWh Used	37,117,386	38,380,494	35,664,458	(2,716,036)	(7.1%)
Expense	\$ 6,993,925	\$ 5,365,549	\$ 6,135,297	\$ 769,748	14.3%
Rate per kWh Purchased	\$ 0.2189	\$ 0.1932	\$ 0.2361	\$ 0.0429	22.2%

Electricity Use and Expense



Net Metering Credits (NMC) and Green Power Purchase Agreement

NBC budgets NMC as a reduction in expense. NBC earns NMC through renewable energy that is produced off-site and is net metered. The calculation of the NMC is based on a PUC approved rate per kWh which is applied to NBC's electricity invoices. NBC owns three off-site wind turbines in Coventry, RI and retains 100% of the NMC generated from those facilities. NBC also has Power Purchase Agreements (PPAs) for sustainable energy facilities that are located off-site. NBC retains 25% of the NMC generated from those facilities and pays the vendor 75% of the NMC. NBC sells the RECs generated from all facilities and retains 100% of the REC sales.

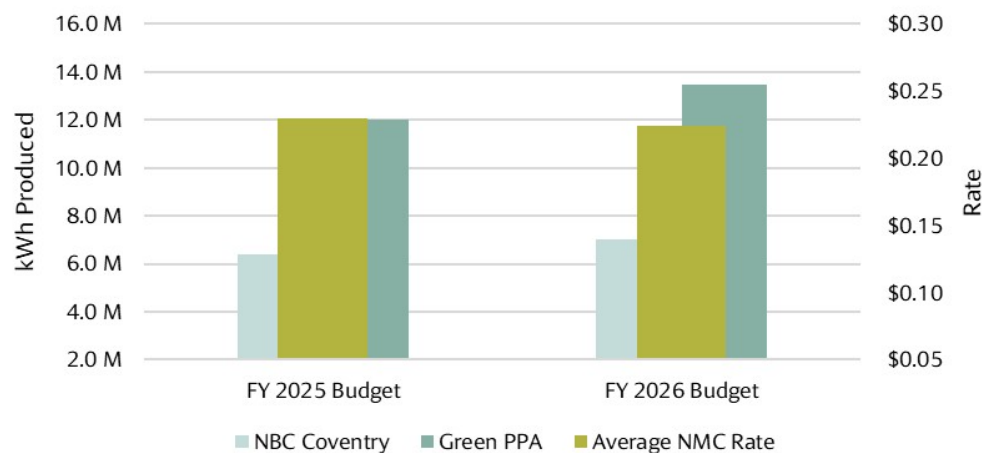


The FY 2026 budgeted kWh production from the net-metered sources is 20.5 million kWh, which is 11.3% or 2.1 million kWh more than FY 2025. This is the net impact of increased budgeted kWh production at both the NBC owned turbines and PPA sources. Historical averages for kWh production were used for each source. The FY 2026 budgeted NMC rate decreased 2.6% from \$0.2301/kWh to \$0.2241/kWh. The resulting total NMC budget is \$4.6 million credits, which is \$0.4 million or 8.4% higher than the prior year. The payment to the PPA vendor is budgeted at 75% of the NMC from the PPA facilities or \$2.3 million in the FY 2026 budget.

Budgeted Net Metering Credits and PPA Expense

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
kWh from NMC Sources				
NBC Coventry	6,411,873	7,001,791	589,918	9.2%
PPA	11,992,061	13,476,734	1,484,673	12.4%
<i>Total Budgeted kWh</i>	18,403,934	20,478,525	2,074,591	11.3%
PPA Payments				
NBC Coventry NMC	\$ (1,475,468)	\$ (1,569,171)	\$ (93,703)	6.4%
PPA NMC	(2,759,553)	(3,020,271)	(260,718)	9.4%
<i>Total Budgeted NMC</i>	\$ (4,235,021)	\$ (4,589,442)	\$ (354,421)	8.4%
75% of PPA NMC Earned	\$ 2,069,665	\$ 2,265,203	\$ 195,538	9.4%
<i>Net Retained NMC</i>	\$ (2,165,356)	\$ (2,324,239)	\$ (158,883)	7.3%
<i>Budgeted NMC Rate/kWh</i>	\$ 0.2301	\$ 0.2241	\$ (0.0060)	(2.6%)

Budgeted kWh from Net-Metered Sources and Average NMC Rate



Chemicals

Budgeted Chemical expense in FY 2026 is \$2.2 million which is \$0.1 million or 5.1% lower than the prior year, based on projected usage and rates.

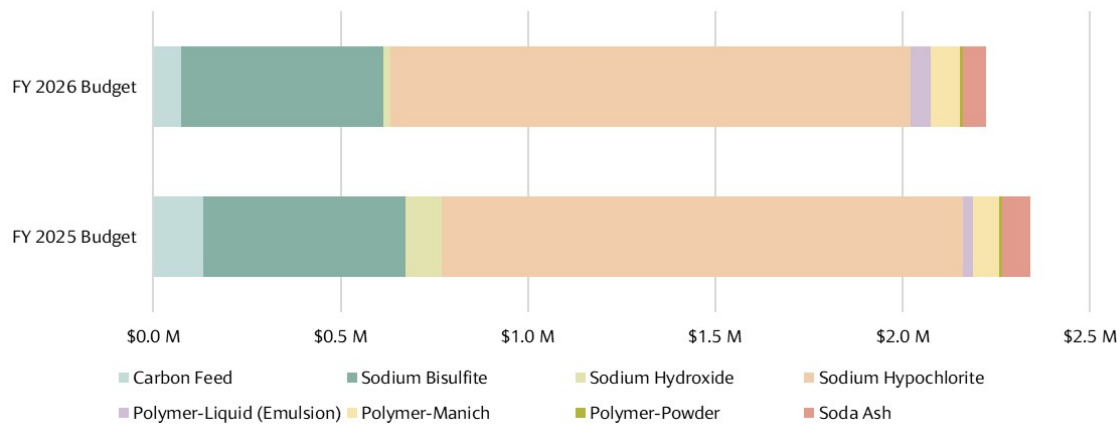


Various projection methods were used to calculate the Chemicals budget for FY 2026. Polymer and Soda Ash are based on the average total expense over the prior three years. Sodium Hydroxide and Carbon Feeds were decreased based on historical usage. Sodium Bisulfite and Hypochlorite are based on the prior year budget which considers historical usage and rate adjustments. The table and chart below show the change in budgeted chemicals compared to the prior year.

Budgeted Chemical Expense by Location

Chemical	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Field's Point				
Carbon Feed	\$ 119,223	\$ 60,816	\$ (58,407)	(49.0%)
Sodium Bisulfite	475,449	490,298	14,849	3.1%
Sodium Hydroxide	97,653	19,531	(78,122)	(80.0%)
Sodium Hypochlorite	1,275,901	1,289,442	13,541	1.1%
Field's Point Total	\$ 1,968,226	\$ 1,860,087	\$ (108,139)	(5.5%)
Bucklin Point				
Carbon Feed	\$ 14,035	\$ 12,630	\$ (1,405)	(10.0%)
Polymer-Liquid (Emulsion)	27,919	51,364	23,445	84.0%
Polymer-Manich	68,251	79,213	10,962	16.1%
Polymer-Powder	9,805	8,748	(1,057)	(10.8%)
Soda Ash	75,953	60,925	(15,028)	(19.8%)
Sodium Bisulfite	64,642	49,793	(14,849)	(23.0%)
Sodium Hypochlorite	113,592	100,051	(13,541)	(11.9%)
Bucklin Point Total	\$ 374,197	\$ 362,724	\$ (11,473)	(3.1%)
Total Chemical Expense	\$ 2,342,423	\$ 2,222,810	\$ (119,613)	(5.1%)

Budgeted Chemical Expense



Contract and Service Agreements

The FY 2026 budget for five related expense accounts, referred to collectively as Contract and Service Agreements, is \$2.7 million. Computer Hardware, Software and Network Maintenance expenses are the majority, or 41.6% of the total, followed by Maintenance Contracts, Software Subscriptions, Office Equipment Contracts and Service Agreements. The 1.8% increase is the net result of new contracts being included in the budget and a maintenance contract originally part of the capital budget being shifted to operating expenses. The table below shows that the FY 2026 budget for these line items is 1.8% or \$48 thousand higher than the prior year.

Budgeted Contract and Service Agreements

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Maintenance Contracts	\$ 915,811	\$ 954,554	\$ 38,743	4.2%
Software Subscriptions	329,328	273,094	(56,234)	(17.1%)
Service Agreements	166,775	105,286	(61,489)	(36.9%)
Office Equipment Contracts	262,000	271,346	9,346	3.6%
Computer Hardware, Software & Network Maintenance	1,025,855	1,143,058	117,203	11.4%
Total	\$ 2,699,769	\$ 2,747,338	\$ 47,569	1.8%

Insurance



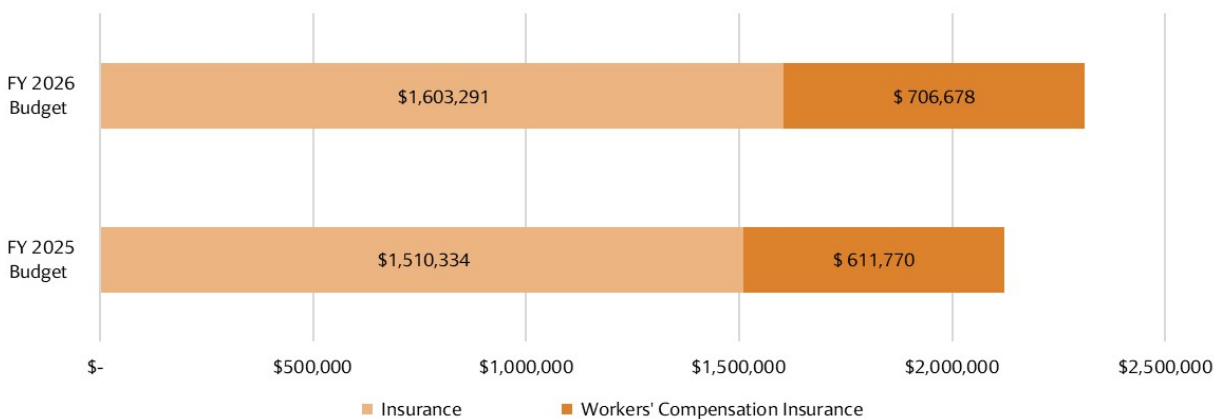
The FY 2026 budget for Insurance is \$2.3 million, which is 8.9% higher than the prior year. Budgeted Insurance expense is \$93 thousand or 6.2% higher than the prior year, primarily due to increased commercial property insurance. Workers' Compensation Insurance expense is \$95 thousand or 15.5% higher based on a projected increase due to a higher loss ratio during the past year.

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

Budgeted Insurance Accounts

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Insurance	\$ 1,510,334	\$ 1,603,291	\$ 92,957	6.2%
Workers' Compensation Insurance	611,770	706,678	94,908	15.5%
Total	\$ 2,122,104	\$ 2,309,969	\$ 187,865	8.9%

Budgeted Insurance



Screening and Grit Disposal

Screening and Grit Disposal expense increased by \$91 thousand or 24.6% in the FY 2026 budget. The budgeted rate per dry ton, including transportation costs at Bucklin Point is based on the average annual rate increase over the prior three years and totals \$255.80/dry ton. The FY 2026 budgeted tons are 13.7% higher than the prior year, reflecting the average increase over the past three years.

Location	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Interceptor Maintenance	\$ 59,733	\$ 84,158	\$ 24,425	19.8%
Field's Point	210,467	252,219	41,752	40.9%
Bucklin Point	99,400	124,319	24,919	25.1%
Total	\$ 369,600	\$ 460,696	\$ 91,096	24.6%
Dry Tons	1,584	1,801	217	13.7%

Electricity Contractor



The Electricity Contractor account was introduced in FY 2025 and captures the expense associated with electrical repair and maintenance activities. The FY 2026 budgeted expense for this account is \$33 thousand or 6.5% higher than the prior year.

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Electricity Contractor	\$ 505,000	\$ 538,000	\$ 33,000	6.5%
Total	\$ 505,000	\$ 538,000	\$ 33,000	6.5%

Professional Services

The budget for Professional Services in FY 2026 is \$2.5 million, representing a 10.4% decrease from the previous year. This reduction is attributed to savings from a new online customer payment vendor and decreases in Regulatory and Legal Expense based on FY 2025 experience. Conversely, there is a 2.1% increase in Management and Audit Services for a compensation study and an increased cost for water meter readings. The following table shows the Professional Services expense on a year-to-year basis.

Budgeted Professional Services Expense

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Regulatory	\$ 735,800	\$ 643,900	\$ (91,900)	(12.5%)
Management and Audit Services	414,000	422,800	8,800	2.1%
Legal Services	352,500	269,000	(83,500)	(23.7%)
Other Professional Services	1,311,850	1,186,880	(124,970)	(9.5%)
Total	\$ 2,814,150	\$ 2,522,580	\$ (291,570)	(10.4%)

Lease/Subscriptions Expense

Budgeted Lease/Subscriptions Expense increased by 84.4% or \$286 thousand in FY 2026. The increase is due to GASB 96 and the accounting of subscription-based information technology arrangements (SBITAS). There are additional subscriptions budgeted in FY 2026 that meet the criteria of GASB 96 and have been moved from Operating Supplies/Expense to the Lease/Subscriptions Expense category.

Net lease expense remains unchanged for FY 2026. 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 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Leases Paid	\$ 105,710	\$ 106,120	\$ 410	0.4%
Interest Expense – Lease	7,690	7,285	(405)	(5.3%)
Subscriptions Paid	220,547	505,686	285,139	129.3%
Interest Expense – Subscriptions	5,285	6,616	1,331	25.2%
Total	\$ 339,232	\$ 625,707	\$ 286,475	84.4%

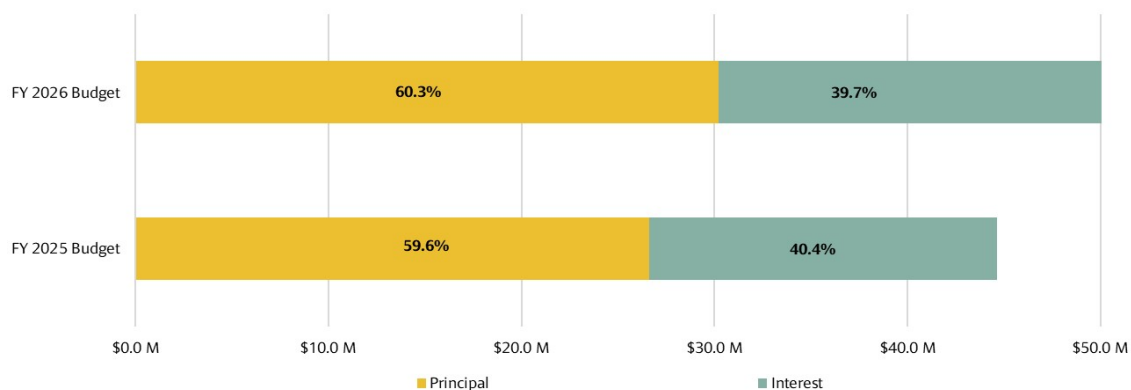
Debt Service

Budgeted Debt Service in FY 2026 is \$50.1 million which is 12.1% or \$5.4 million more than the prior year. This is due to a \$3.6 million increase in principal payments on existing debt and a net increase of \$1.8 million in interest payments, driven primarily by the \$100 million 2025 Series A RIIB Loan.

	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
Principal	\$ 26,628,162	\$ 30,201,787	\$ 3,573,625	13.4%
Interest	18,017,664	19,859,497	1,841,833	10.2%
Total	\$ 44,645,826	\$ 50,061,284	\$ 5,415,458	12.1%

The chart below shows that as a percentage of total debt service, the principal increased slightly from 59.6% in FY 2025 to 60.3% in FY 2026.

Budgeted Debt Service (In Millions)



FY 2026 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 2026 Budgeted Principal and Interest (Accrued)					
Series	Par Amount (Millions)	Purpose	Interest/Fees	Principal	Total
RIIB Loans					
2006 Series A	\$ 30.000	Wastewater Treatment & Collections	\$ 12,308	\$ 1,734,000	\$ 1,746,308
2007 Series B	25.000	Wastewater Treatment & Collections	27,171	1,531,000	1,558,171
2009 Series A	55.000	Wastewater Treatment & Collections	444,307	3,065,929	3,510,235
2010 Series A	2.000	Wastewater Treatment & Collections	10,476	97,641	108,117
2010 Series B	20.000	Wastewater Treatment & Collections	188,110	1,110,000	1,298,110
2011 Series A	30.000	Wastewater Treatment & Collections	345,827	1,517,536	1,863,363
2012 Series A	25.750	Wastewater Treatment & Collections	319,132	1,312,165	1,631,297
2013 Series B	25.000	Wastewater Treatment & Collections	340,542	1,247,970	1,588,512
2014 Series A	45.000	Wastewater Treatment & Collections	763,202	2,198,000	2,961,202
2015 Series B	41.754	Wastewater Treatment & Collections	1,013,880	1,187,660	2,201,540
2016 Series A	23.000	Wastewater Treatment & Collections	389,503	1,065,000	1,454,503
2019 Series A	35.000	Wastewater Treatment & Collections	610,273	1,533,886	2,144,159
2019 Series B	10.000	Wastewater Treatment & Collections	142,076	461,000	603,076
2021 Series A	45.000	Wastewater Treatment & Collections	767,713	-	767,713
2023 Series A	52.405	Wastewater Treatment & Collections	1,574,841	-	1,574,841
2023 Series B	47.595	Wastewater Treatment & Collections	1,524,536	-	1,524,536
2024 Series A	75.000	Wastewater Treatment & Collections	2,388,303	-	2,388,303
2025 Series A	100.000	Wastewater Treatment & Collections	3,152,441	-	3,152,441
2026 Series A	26.378	Wastewater Treatment & Collections	416,000	-	416,000
Subtotal RIIB Loans	\$ 713.882		\$14,430,640	\$18,061,786	\$32,492,426
Revenue Bonds					
Bond Issue	Par Amount (Millions)	Purpose	Interest	Principal	Total
2008 Series A	\$ 66.360	Wastewater Treatment & Collections	1,043,057	4,700,000	5,743,057
2015 Series A	40.085	Wastewater Treatment & Collections	128,600	-	128,600
2020 Series A	196.360	Wastewater Treatment & Collections	4,257,200	7,440,000	11,697,200
Subtotal Revenue Bonds	\$ 302.805		\$ 5,428,857	\$12,140,000	\$17,568,857
WIFIA Loans					
Issues	Par Amount (Millions)	Purpose	Interest	Principal	Total
WIFIA 1 - 2020 SERIES B	\$ 268.711	CSO Phase III A Facilities	-	-	-
WIFIA 2 - 2020 SERIES C	190.634	CSO Phase III/Bucklin Point Resiliency Imp.	-	-	-
WIFIA 3 - 2022 SERIES A	55.499	Field's Point Resiliency Improvements	-	-	-
Subtotal WIFIA Loans	\$ 514.844		\$ -	\$ -	\$ -
Total Debt Service	\$ 1,531.531		\$19,859,496	\$30,201,786	\$50,061,283

Transfers

Budgeted debt service coverage, shown as Transfers to the Debt Service Fund and Project Fund, is calculated as revenue less operating expense and is 12.5% of the FY 2026 Total Expense. FY 2026 budgeted Transfers are \$16.4 million, which is \$4.5 million more than the prior year. This includes a \$2.5 million transfer to the Debt Service Fund, and a \$13.8 million transfer to Project Fund. Please refer to the “Budget Process and Policies” and “Long-Term Financial Plan” sections for more information regarding this line item.

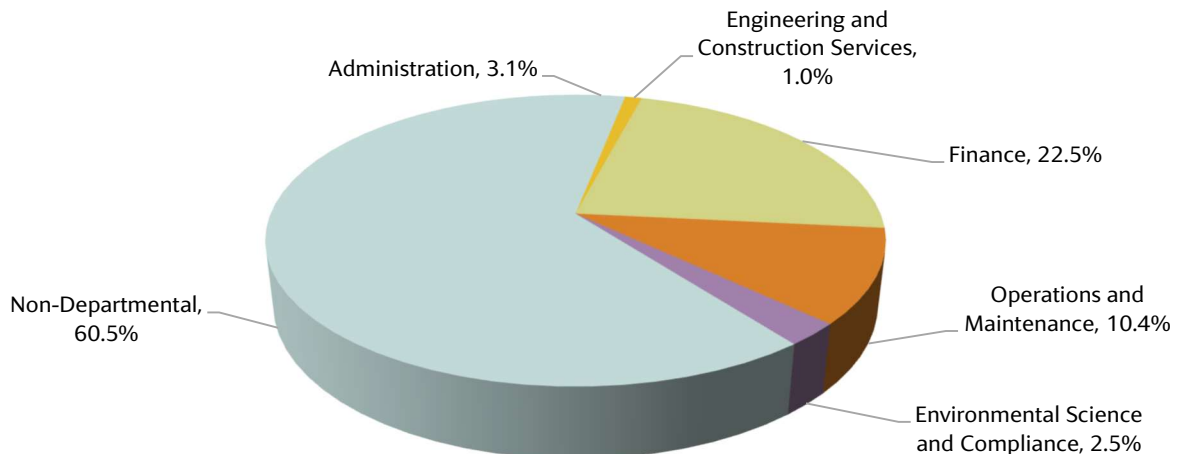


Division Summaries

The graph below shows the FY 2026 Budget by Division. Most of the budget, or 60.5%, is Non-Departmental and related to the Capital Improvement Program. The Finance Division accounts for 22.5% of the total and includes Debt Service. Operations and Maintenance represent 10.4% of the total budget.

FY 2026 Budget by Division

Division	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Percent Change	Percent of Budget
Operating Budget					
Administration	\$ 6,837,719	\$ 7,834,437	\$ 8,369,128	6.8%	2.8%
Engineering and Construction Services	2,180,073	2,391,227	2,839,250	18.7%	0.9%
Finance	60,808,584	60,947,107	67,435,975	10.6%	22.3%
Operations and Maintenance	24,103,786	26,286,337	28,226,137	7.4%	9.4%
Environmental Science and Compliance	6,296,868	7,193,266	7,163,551	(0.4%)	2.4%
Non-Departmental	14,170,556	11,887,576	16,351,188	37.5%	5.4%
Total Operating Budget	114,397,586	116,539,950	130,385,229	11.9%	43.2%
Capital Budget					
Administration	210,646	305,000	835,000	173.8%	0.3%
Engineering and Construction Services	118,002	155,000	285,000	83.9%	0.1%
Finance	36,006	415,000	375,000	(9.6%)	0.1%
Operations and Maintenance	3,011,785	3,558,000	3,230,500	(9.2%)	1.1%
Environmental Science and Compliance	555,302	815,000	445,000	(45.4%)	0.1%
Non-Departmental	180,475,227	193,393,814	166,274,231	(14.0%)	55.1%
Total Capital Budget	184,406,968	198,641,814	171,444,731	(13.7%)	56.8%
Annual Budget					
Administration	7,048,365	8,139,437	9,204,128	13.1%	3.1%
Engineering and Construction Services	2,298,075	2,546,227	3,124,250	22.7%	1.0%
Finance	60,844,590	61,362,107	67,810,975	10.5%	22.5%
Operations and Maintenance	27,115,571	29,844,337	31,456,637	5.4%	10.4%
Environmental Science and Compliance	6,852,170	8,008,266	7,608,551	(5.0%)	2.5%
Non-Departmental	194,645,783	205,281,390	182,625,419	(11.0%)	60.5%
Total Annual Budget	\$ 298,804,554	\$ 315,181,764	\$ 301,829,960	(4.2%)	100.0%



Administration Division

Division Summary

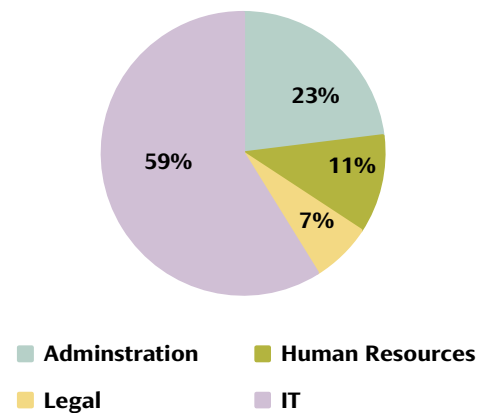
The Administration Division is responsible for creating, planning, implementing, and integrating the strategic direction of the organization. The division includes the Administration, Human Resources, Legal and Information Technology (IT) Cost Centers.

Significant Budget Modifications

The Administration Division FY 2026 budget is \$9.2 million, including \$8.4 million for Operating Expense.

Total Operating Expense increased by \$535 thousand or 6.8% from the prior year. Most of this increase is due to Personnel and Leases/Subscriptions expense, which increased by \$415 thousand and \$201 thousand, respectively. Personnel costs include COLA and contracted increases for union employees, along with COLAs for non-union employees. The Administration Division includes 1.0 new FTE and 1.0 eliminated FTE. Leases/Subscriptions increased by 105.9% and includes a learning management system and critical communications software. Professional Services decreased by 12.6%, primarily due to reductions in legal services. Budgeted Operating Capital is \$530 thousand or 173.8% higher than the prior fiscal year.

**FY 2026 Administration Division
Budget by Cost Center**



Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 4,449,678	\$ 4,826,731	\$ 5,241,813	\$ 415,082	8.6%
Operating Supplies/Expense	1,955,736	2,194,674	2,191,588	(3,086)	(0.1%)
Professional Services	264,499	623,200	544,790	(78,410)	(12.6%)
Lease/Subscriptions Expense	167,806	189,832	390,937	201,105	105.9%
Total Operating Expense	6,837,719	7,834,437	8,369,128	534,691	6.8%
Debt Service	-	-	-	-	-
Operating Capital Program	210,646	305,000	835,000	530,000	173.8%
Total Expense and Use of Funds	7,048,365	8,139,437	9,204,128	1,064,691	13.1%
FUNDING SOURCES					
Revenue Fund	6,837,719	7,834,437	8,369,128	534,691	6.8%
Project Fund	210,646	305,000	835,000	530,000	173.8%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 7,048,365	\$ 8,139,437	\$ 9,204,128	\$ 1,064,691	13.1%
FTE's	41.0	41.0	41.0	0.0	0.0%

Administration Division

FY 2025 Accomplishments

Key Code	Administration
OE4	Updated Strategic Plan for the first time since 2018
OE1	Completed Phase I of Regional Biosolids Study
CF1	Created media package for CSO III Breakthrough
CF1	Held Watershed Explorers Summer Camp for service area students
WD2	Initiated Collective Bargaining Agreement Negotiations with NBC Union Employee representatives
Key Code	Human Resources
WD2	Developed a process and templates to support employee development conversations
OE4	Launched a new Leadership Development course focusing on strategic thinking
WD2	Received the Best Places to Work in RI award for the 14th consecutive year
WD1	Attended multiple local school career fairs to spread awareness of the NBC as an employer in the state
WD2	Increased employee engagement through events, acknowledgements, and other activities
Key Code	Legal
FM2	Completed two lien sales
FM2	Updated contract templates and purchasing documents to ensure compliance with requirements associated with federally funded projects
OE4	Advised and assisted with implementation of internal procedures relating to public works projects and prevailing wages
OE1	Assisted with the continued evaluation of long-term biosolids disposal options and supported the resolution of challenges with NBC's existing biosolids disposal vendor
Key Code	Information Technology
OE4	Implemented additional technologies to strengthen the NBC's cybersecurity stance
OE4	Upgraded WWTF operations technology including PI and Goldwind from V3 to V5
OE4	Migrated an anti-virus solution from TrendMicro to Microsoft Windows Defender
OE4	Migrated from on-premises Oracle databases to the Oracle cloud infrastructure
OE4	Migrated from SharePoint on-premises to SharePoint online

Administration Division

Budget Detail

Account Number	Account	Administration CC 21	Human Resources CC 23	Legal CC 24	Information Technology CC 33	Account Total
PERSONNEL						
52100	UNION REGULAR	\$ -	\$ 58,937	\$ -	\$ -	\$ 58,937
52300	NON-UNION REGULAR	1,420,957	540,087	471,099	1,565,272	3,997,415
52350	NON-UNION OVERTIME	-	-	2,500	-	2,500
52400	NON-UNION LIMITED	7,000	-	7,500	5,000	19,500
52800	UNION PENSION	-	18,218	-	-	18,218
52801	UNION DC	-	589	-	-	589
52810	FICA	109,239	45,825	36,804	120,126	311,994
52920	NON UNION PENSION	71,398	27,004	24,055	78,514	200,971
52921	NON UNION DC	71,398	27,004	24,055	78,514	200,971
52940	UNION RETIREMENT HEALTH	-	1,915	-	-	1,915
52950	HEALTH INSURANCE	209,628	131,438	51,535	248,547	641,148
52970	DENTAL INSURANCE	15,370	9,562	4,574	17,313	46,819
52980	VISION INSURANCE	2,420	1,487	781	2,819	7,507
TOTAL PERSONNEL		1,907,410	862,066	622,903	2,116,105	5,508,484
59000	SALARY REIMBURSEMENT	(161,091)	-	(8,175)	(2,780)	(172,046)
59001	FRINGE REIMBURSEMENT	(88,600)	-	(4,496)	(1,529)	(94,625)
NET PERSONNEL SERVICES		1,657,719	862,066	610,232	2,111,796	5,241,813
OPERATING SUPPLIES/EXPENSES						
52610	MEDICAL SVCS.	-	10,000	-	-	10,000
53240	DUES & SUBSCRIPTIONS	50,000	11,470	6,000	4,460	71,930
53250	FREIGHT	500	200	200	500	1,400
53310	PRINTING & BINDING	12,000	700	100	100	12,900
53320	ADVERTISING	1,500	5,000	1,000	-	7,500
53350	RENTAL-OUTSIDE PROPERTY	15,000	-	-	-	15,000
53360	MISCELLANEOUS EXPENSE	-	10,000	-	-	10,000
53370	PUBLIC OUTREACH ED.	60,000	-	-	-	60,000
53410	LOCAL TRAVEL	250	100	250	300	900
53420	LONG DISTANCE TRAVEL	30,000	6,000	7,000	15,000	58,000
53510	VEHICLE FUEL & MAINTENANCE	2,000	-	-	500	2,500
53610	REPAIRS BUILDING & STRUCTURE	-	-	-	20,000	20,000
53635	MAINT. CONTRACTS-OFFICE EQUIP.	200	-	-	148,913	149,113
53640	SERVICE AGREEMENTS	-	-	-	66,166	66,166
53645	SOFTWARE SUBSCRIPTIONS	-	-	-	211,306	211,306
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	-	-	940,053	940,053
54000	TELEPHONE	-	-	-	377,200	377,200
54200	CLOTHING	2,000	750	-	-	2,750
54410	EDUCATIONAL SUPP. & EXP.	10,000	3,750	2,000	10,000	25,750
54420	COMPUTER SUPPLIES	500	-	200	90,000	90,700
54430	OTHER OP. SUPPLIES & EXP.	500	-	-	4,800	5,300
54440	SAFETY EQUIPMENT	100	-	-	720	820
54500	OFFICE EXPENSE	40,000	8,500	2,300	1,500	52,300
TOTAL OPERATING SUPPLIES/EXPENSE		224,550	56,470	19,050	1,891,518	2,191,588
PROFESSIONAL SERVICES						
52630	EDUCATIONAL PROFESSIONAL SERVICES	-	46,000	-	-	46,000
52650	SECURITY SERVICES	-	3,000	-	-	3,000
52660	LEGAL SERVICES	140,000	-	4,000	-	144,000
52670	MGMT/AUDIT SERVICES	110,000	9,800	-	-	119,800
52680	TEMPORARY/CLERICAL SERVICES	5,000	5,400	-	-	10,400
52690	OTHER SERVICES	-	3,200	-	218,390	221,590
TOTAL PROFESSIONAL SERVICES		255,000	67,400	4,000	218,390	544,790
TOTAL OPERATING EXPENSE		2,137,269	985,936	633,282	4,221,704	7,978,191
LEASE/SUBSCRIPTIONS EXPENSE						
56000	SUBSCRIPTIONS PAID	-	44,427	-	345,254	389,681
57960	INTEREST EXPENSE SUBSCRIPTIONS	-	-	-	1,256	1,256
TOTAL LEASE/SUBSCRIPTIONS EXPENSE		-	44,427	-	346,510	390,937
TOTAL		\$ 2,137,269	\$ 1,030,363	\$ 633,282	\$ 4,568,214	\$ 8,369,128
Division Total				\$8,369,128		

Administration Division

Snapshot of Responsibilities

Administration
- Future Commission wide planning
- Public education and outreach
- Labor relations and workforce development
- Provide Legal advice to all NBC departments
- Assure a safe and secure work environment for all NBC employees
- Maintain an effective presence at the State House assuring legislators are educated regarding NBC concerns
Human Resources
- Implement employee training programs
- Maintain education and learning programs that support vertical career progression
- Evaluate comparable benefit solutions prior to renewal
- Manage NBC's wellness program
- Investigate workers' compensation injuries and make recommendations to prevent recurrence
- Conduct exit interviews
- Maintain the number of grievances filed
Legal
- 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 contamination and other regulatory concerns and requirements
- Provide sound legal advice and recommendations to internal staff to ensure regulatory compliance and risk mitigation
- Execute 2 lien sales annually in conformance with all statutory requirements
Information Technology
- 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 the NBC environment
- Complete planned capital items
- Provide employee training hours
- Ensure PCs do 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	
CF1	Provide new interpretive signage at the WWTFs to help with public and employee education efforts
OE1	Initiate development of long-term Biosolids Management Plan to help assure NBC has sustainable biosolids management options at the close of NBC's current third party biosolids management contract in May 2026
OE2	Proceed with CSO Phase III Projects including Pawtucket Tunnel Pump Station Fit-out construction, Bucklin Point Final Clarifier construction, and construction of Drop Shaft 212 flow conveyance infrastructure
WD2	Initiate Workforce Development and Employee Retention Actions through expanded recruiting efforts and improved employee relation programs

Significant Budget Modifications

Total Operating Expense increased \$139 thousand in FY 2026. Personnel expense increased 11.4% or \$170 thousand and includes step and COLA increases for union employees as well as COLAs for non-union employees. A new Grant Writer position was added to research grant funding opportunities and submit applications. The Information Security Analyst position was removed due to a change in operational needs. FY 2026 Operating Capital for Administration decreased by \$50 thousand.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,372,300	\$ 1,487,571	\$ 1,657,719	\$ 170,148	11.4%
Operating Supplies/Expense	184,920	232,025	224,550	(7,475)	(3.2%)
Professional Services	127,764	279,000	255,000	(24,000)	(8.6%)
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,684,984	1,998,596	2,137,269	138,673	6.9%
Debt Service	-	-	-	-	-
Operating Capital Program	-	50,000	-	(50,000)	(100.0%)
Total Expense and Use of Funds	1,684,984	2,048,596	2,137,269	88,673	4.3%
FUNDING SOURCES					
Revenue Fund	1,684,984	1,998,596	2,137,269	138,673	6.9%
Project Fund	-	50,000	-	(50,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,684,984	\$ 2,048,596	\$ 2,137,269	\$ 88,673	4.3%
FTE's	12.0	12.0	12.0	0.0	0.0%

Administration Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF1	Conduct a minimum of 40 lessons at schools in the NBC service area	120	40	40	65
CF1	Arrange a minimum of 10 water quality testing field trips for local schools	15	10	10	10
CF1	Ensure 100% of participating schools attend the Watershed Explorer Environmental Education Conference	90%	100%	100%	100%
CF1	Respond to 100% of requests for WWTF presentations/tours	100%	100%	100%	100%
CF2	Meet with one city or town official quarterly	4	4	4	4
CF1	Post all draft and approved meeting minutes within 35 days on RI Secretary of website	< 35 days	< 35 days	< 35 days	< 35 days
CF1	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	> 48 hours



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE2	Meet with RIDEM Officials quarterly	4	4	4	4
OE2	Meet and/or correspond 4 or more times with Rhode Island's Congressional Delegation	4	4	4	4
OE2	Review 100% of bills introduced	100%	100%	100%	100%



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Hold informational meetings with union and non-union staff	2	2	2	2
WD3	Include NBC staff articles in monthly newsletter	28	35	35	35

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	
OE4	Optimize new technologies to enhance employee performance by using AI to convert PowerPoint presentations into training videos
OE4	Leverage new Human Resources Payroll technology for a better employee self-service experience
OE4	Reduce workers' compensation modification rating to improve workers' compensation rates
WD2	Improve the initial job-related training provided for new hires
WD2	Implement a new onboarding roadmap for new employees

Significant Budget Modifications

Total Operating Expense increased by \$84 thousand or 8.8% in Human Resources. Personnel expense increased 9.3% or \$74 thousand, reflecting COLA and contracted step increases for union employees, in addition to COLAs for non-union employees. Operating Supplies and Expense decreased by 35.9% or \$32 thousand due to the reallocation of software subscriptions to Leases/Subscriptions.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 775,217	\$ 788,430	\$ 862,066	\$ 73,636	9.3%
Operating Supplies/Expense	72,222	88,065	56,470	(31,595)	(35.9%)
Professional Services	46,632	70,200	67,400	(2,800)	(4.0%)
Lease/Subscriptions Expense	-	-	44,427	44,427	-
Total Operating Expense	894,071	946,695	1,030,363	83,668	8.8%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	894,071	946,695	1,030,363	83,668	8.8%
FUNDING SOURCES					
Revenue Fund	894,071	946,695	1,030,363	83,668	8.8%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 894,071	\$ 946,695	\$ 1,030,363	\$ 83,668	8.8%
FTE's	7.0	7.0	7.0	0.0	0.0%

Human Resources Cost Center

Performance Measures



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Implement a new employee training program	1 Program	1 Program	1 Program	1 Program
WD2	Attend a minimum of 2 outside HR related seminars	3	3	3	3
WD2	Implement a minimum of 1 leadership training event	N/A	N/A	1 Program	1 program
WD2	Implement at least 1 employee engagement event per quarter	N/A	N/A	4	4
WD2	Implement a minimum of 2 "Good Health" programs	2	2	2	2
WD2	Implement a minimum of 6 Wellness Incentive programs	11	7	7	6
WD2	Achieve a minimum of 50% participation in Wellness Incentive programs	64%	50%	50%	50%
WD2	Achieve at least 25% of employees reaching the wellness incentive maximum	20%	25%	25%	25%
WD2	Maintain a workers' compensation experience modification rating of 2.0 or lower	1.35	≤ 2.0	≤ 2.0	≤ 2.0
WD1	Prepare and distribute 100% of employment postings within 1 week of approval	100%	100%	100%	100%
WD1	Receive the Best Places to Work in RI Award	14th Year	14th Year	15th year	16th Year

Legal Cost Center

Summary

The Legal Cost Center provides legal advice and services related to issues that arise during 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	
OE2	Monitor State of Rhode Island and Federal environmental regulations and guidance
CF1	Manage and assist with contractual challenges, issues of concern, and pre-litigation disputes
FM2	Complete two lien sales
OE1	Assist with the development of a long-term biosolids management plan, provide support related to short-term biosolids disposal concerns, and assist with finalizing a course of action for the approaching expiration of NBC's existing Biosolids Processing Services Agreement
OE2	Stay informed and up to date on requirements, guidance, and developments related to PFAS in wastewater and biosolids

Significant Budget Modifications

FY 2026 Total Operating Expense increased slightly by 1.0% primarily due to Personnel. The \$9 thousand or 31.5% decrease in Operating Supplies and Expense reflects reduced long-distance travel expense. Professional Services are 20.0% less than the prior year.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 469,404	\$ 594,019	\$ 610,232	\$ 16,213	2.7%
Operating Supplies/Expense	14,224	27,800	19,050	(8,750)	(31.5%)
Professional Services	760	5,000	4,000	(1,000)	(20.0%)
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	484,389	626,819	633,282	6,463	1.0%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	484,389	626,819	633,282	6,463	1.0%
FUNDING SOURCES					
Revenue Fund	484,389	626,819	633,282	6,463	1.0%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 484,389	\$ 626,819	\$ 633,282	\$ 6,463	1.0%
FTE's	5.0	5.0	5.0	0.0	0.0%

Legal Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF2	Respond to all public records requests within 30 days	100%	100%	100%	100%
CF2	Maintain Access to Public Records Act Certifications	3 Certifications	3 Certifications	3 Certifications	3 Certifications



FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
FM2	Conduct a minimum of 2 lien sales annually	2	2	2	2
FM2	Ensure at least 65% of accounts are paid prior to lien sale	> 65%	> 65%	> 65%	> 65%



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE2	Review all bills referred to the Legal section from the Legislative Liaison	100%	100%	100%	100%



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Engage in a minimum of 40 training hours	40 hours	40 hours	40 hours	40 hours
WD3	Communicate relevant regulatory changes to NBC staff	100%	100%	100%	100%

Information Technology Cost Center

Summary

The Information Technology (IT) Cost Center is responsible for NBC's networks, security, telecommunications, hardware, software, and databases. IT ensures NBC has the technology needed to fulfill its duties and responsibilities efficiently and effectively.

Priorities

Key Code	
OE4	Upgrade the NBC paging system
OE4	Upgrade the Sample Manager Laboratory Information System
OE4	Roll out a copier refresh program company-wide, for copiers reaching end-of-life
OE4	Complete the Triennial Security Assessment and implement suggested actions

Significant Budget Modifications

Total Operating Expense and Use of Funds increased \$886 thousand or 19.6% from the prior year. Leases/Subscriptions increased \$157 thousand or 82.5% due to the reallocation of subscriptions per GASB 96. Personnel costs increased by \$155 thousand or 7.9% and reflect COLAs for non-union employees. Professional Services decreased 18.8% following a reduction in network services. The FY 2026 Operating Capital budget reflects a 227.5% increase primarily for network and security upgrades.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,832,757	\$ 1,956,711	\$ 2,111,796	\$ 155,085	7.9%
Operating Supplies/Expense	1,684,370	1,846,784	1,891,518	44,734	2.4%
Professional Services	89,343	269,000	218,390	(50,610)	(18.8%)
Lease/Subscriptions Expense	167,806	189,832	346,510	156,678	82.5%
Total Operating Expense	3,774,276	4,262,327	4,568,214	305,887	7.2%
Debt Service	-	-	-	-	-
Operating Capital Program	210,646	255,000	835,000	580,000	227.5%
Total Expense and Use of Funds	3,984,922	4,517,327	5,403,214	885,887	19.6%
FUNDING SOURCES					
Revenue Fund	3,774,276	4,262,327	4,568,214	305,887	7.2%
Project Fund	210,646	255,000	835,000	580,000	227.5%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 3,984,922	\$ 4,517,327	\$ 5,403,214	\$ 885,887	19.6%
FTE's	17.0	17.0	17.0	0.0	0.0%

Information Technology Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Ensure safe web browsing through third-party name protection, blocking malicious website browsing	Blocked 70.6K (256M Total)	100%	100%	100%
OE4	Maintain and update email filters to prevent malicious emails	Blocked 2.1M (2.9M Total)	100%	100%	100%
OE4	Initiate a response to 100% help desk requests within two hours	100%	100%	100%	100%
OE4	Ensure the hardware and operating systems of all PCs and servers are using the current versions	100%	75%	100%	100%

Engineering and Construction Division

Division Summary

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

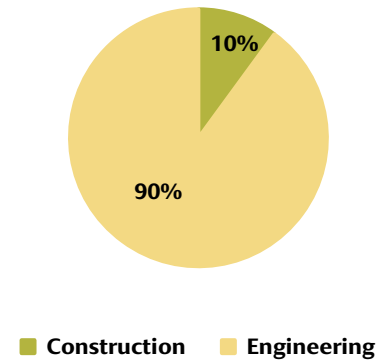
Significant Budget Modifications

The FY 2026 budget for the Engineering and Construction Division increased \$578 thousand from the prior year.

Personnel expense increased \$255 thousand or 33.5%. Although 4.0 FTEs were deleted from this year's budget, net Personnel Expense increased due to lower capital reimbursements, COLA and contracted raises for union employees, along with COLAs for non-union employees.

Operating Supplies and Expense increased by \$173 thousand, or 11.0%, primarily due to increased repair expense for the Field's Point and Coventry Turbines. Professional Services increased by 39.1% and includes the addition of a sustainable energy consultant. Operating Capital is \$130 thousand higher than the prior year and includes the replacement of air conditioning and HVAC units.

FY 2026 Engineering and Construction Division Budget by Cost Center



Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 910,394	\$ 763,358	\$ 1,018,761	\$ 255,403	33.5%
Operating Supplies/Expense	1,235,000	1,577,119	1,749,899	172,780	11.0%
Professional Services	34,679	50,750	70,590	19,840	39.1%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	2,180,073	2,391,227	2,839,250	448,023	18.7%
Debt Service	-	-	-	-	-
Operating Capital Program	118,002	155,000	285,000	130,000	83.9%
Total Expense and Use of Funds	2,298,075	2,546,227	3,124,250	578,023	22.7%
FUNDING SOURCES					
Revenue Fund	2,180,073	2,391,227	2,839,250	448,023	18.7%
Project Fund	118,002	155,000	285,000	130,000	83.9%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,298,075	\$ 2,546,227	\$ 3,124,250	\$ 578,023	22.7%
FTE's	25.0	27.0	23.0	(4.0)	(14.8%)

Engineering and Construction Division

FY 2025 Accomplishments

Key Code	Engineering
OE1	Completed a detailed condition assessment of sludge dewatering facilities at both Field's Point and Bucklin Point WWTF
OE3	Completed all Phase III A and B designs in accordance with the schedule detailed in the Consent Agreement with RIDEM
OE4	Advertised the RFQ for Reservoir Ave Pump Station Improvements, procured design consultant and initiated planning phase services
WD3	Trained new employees from Environmental Monitoring, IM, Permits, Construction and Operations in GIS
OE4	Advanced to detailed design of the NBC System-Wide Regulator Modifications
OE3	Completed Coventry Turbine foundation repairs
Key Code	Construction
OE4	Awarded and began construction of Outfall 210, 213, and 214 Facilities (Contract 308.04C)
OE4	Achieved substantial completion of the near surface work at Outfall-205
OE4	Awarded and began construction of the Ernest Street Pump Station Improvements project
OE4	Ensured that the required federal language was incorporated into construction contracts

Engineering and Construction Division

Budget Detail

Account Number	Account	Engineering CC 25	Construction CC 22	Account Total
PERSONNEL				
52300	NON-UNION REGULAR	\$ 1,172,416	\$ 1,268,220	\$ 2,440,636
52350	NON-UNION OVERTIME	-	50,000	50,000
52400	NON-UNION LIMITED	7,500	7,500	15,000
52810	FICA	90,264	101,418	191,682
52920	NON UNION PENSION	58,996	66,286	125,282
52921	NON UNION DC	58,996	66,286	125,282
52950	HEALTH INSURANCE	201,897	180,591	382,488
52970	DENTAL INSURANCE	15,000	15,837	30,837
52980	VISION INSURANCE	2,373	2,436	4,809
	TOTAL PERSONNEL	1,607,442	1,758,574	3,366,016
59000	SALARY REIMBURSEMENT	(529,333)	(985,025)	(1,514,358)
59001	FRINGE REIMBURSEMENT	(291,133)	(541,764)	(832,897)
	NET PERSONNEL SERVICES	786,976	231,785	1,018,761
OPERATING SUPPLIES/EXPENSES				
53240	DUES & SUBSCRIPTIONS	2,280	2,275	4,555
53250	FREIGHT	500	-	500
53310	PRINTING & BINDING	500	250	750
53320	ADVERTISING	-	2,000	2,000
53330	RENTAL- EQUIPMENT	2,000	-	2,000
53410	LOCAL TRAVEL	600	550	1,150
53420	LONG DISTANCE TRAVEL	10,000	13,000	23,000
53470	BLDG. & GRND. MAINT.	182,805	-	182,805
53510	VEHICLE FUEL & MAINTENANCE	2,000	6,000	8,000
53610	REPAIRS BUILDING & STRUCTURE	180,000	-	180,000
53612	ELECTRICITY CONTRACTOR	8,000	-	8,000
53615	REPAIRS PROCESS EQUIPMENT	-	1,000	1,000
53630	MAINTENANCE CONTRACTS	333,576	-	333,576
53635	MAINT. CONTRACTS-OFFICE EQUIP.	74,036	-	74,036
53640	SERVICE AGREEMENTS	5,000	-	5,000
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	8,005	-	8,005
54092	FP TURBINES	415,398	-	415,398
54093	COVENTRY WIND	464,124	-	464,124
54200	CLOTHING	1,500	2,500	4,000
54370	SUPPLIES BUILDING & MAINT.	10,000	500	10,500
54410	EDUCATIONAL SUPP. & EXP.	7,000	3,500	10,500
54420	COMPUTER SUPPLIES	500	1,000	1,500
54430	OTHER OP. SUPPLIES & EXP.	1,000	-	1,000
54440	SAFETY EQUIPMENT	500	1,000	1,500
54500	OFFICE EXPENSE	3,000	4,000	7,000
	TOTAL OPERATING SUPPLIES/EXPENSE	1,712,324	37,575	1,749,899
PROFESSIONAL SERVICES				
52650	SECURITY SERVICES	500	-	500
52690	OTHER SERVICES	70,090	-	70,090
	TOTAL PROFESSIONAL SERVICES	70,590	-	70,590
	TOTAL OPERATING EXPENSE	2,569,890	269,360	2,839,250
	TOTAL	\$ 2,569,890	\$ 269,360	\$ 2,839,250
	Division Total	\$2,839,250		

Engineering and Construction Division

Snapshot of Responsibilities

Engineering
- Ensure NBC records are recorded and archived as required
- Perform required quarterly inspections for elevators and fire alarms
- Ensure planning and design contract expense is less than 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
- 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
- Prepare the Annual MBE/WBE Report

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	
OE3	Complete the Basis of Design Report for needed improvements of the Field's Point and Bucklin Point Sludge Dewatering Facilities
OE3	Complete an evaluation of financial conditions for the CSO Program as required by the Consent Agreement
OE3	Complete Basis of Design Report for Reservoir Avenue Pump Station improvements
OE3	Complete Basis of Design Report for Field's Point Wet Weather Facilities Improvements
OE3	Complete design of needed improvements at the Lincoln Septage Receiving Facility

Significant Budget Modifications

Engineering's Total Expense and Use of Funds increased \$445 thousand over the previous fiscal year. Operating Supplies and Expense increased \$179 thousand, primarily due to increased expense related to the turbines. Personnel costs increased by 9.2% following a reduction in salary and fringe reimbursement due to the elimination of 2.0 FTEs. Similarly, Professional Services grew by 39.1% or \$20 thousand, primarily due to the addition of a sustainable energy consultant. The Operating Capital Budget increased by \$180 thousand or 300.0% and includes HVAC upgrades.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 764,694	\$ 720,476	\$ 786,976	\$ 66,500	9.2%
Operating Supplies/Expense	1,217,540	1,533,194	1,712,324	179,130	11.7%
Professional Services	34,679	50,750	70,590	19,840	39.1%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	2,016,913	2,304,420	2,569,890	265,470	11.5%
Debt Service	-	-	-	-	-
Operating Capital Program	71,843	60,000	240,000	180,000	300.0%
Total Expense and Use of Funds	2,088,756	2,364,420	2,809,890	445,470	18.8%
FUNDING SOURCES					
Revenue Fund	2,016,913	2,304,420	2,569,890	265,470	11.5%
Project Fund	71,843	60,000	240,000	180,000	300.0%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,088,756	\$ 2,364,420	\$ 2,809,890	\$ 445,470	18.8%
FTE's	13.0	14.0	12.0	(2.0)	(14.3%)

Engineering Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE3	Ensure 85% of planned projects are completed on time	90%	85%	85%	85%
OE3	Ensure there is no more than a 10% increase in planning and design contract expense for approved contracts	0%	<10%	<10%	<10%
OE4	Complete 85% of building maintenance requests within two weeks	95%	85%	85%	85%
OE4	Apply for Certificates of Approval from RIDEM for applicable projects	N/A	N/A	N/A	100%



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Attend a minimum of 25 professional training sessions per year	33	2	25	25

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	
OE4	Achieve substantial completion of the BPWWTF Sludge Digestion Facility Improvements (Contract 818.00C)
OE4	Achieve substantial completion of the Ernest St. Pump Station rehabilitation project (Project 204.00C)

Significant Budget Modifications

Total Operating Expense and Use of Funds increased by \$133 thousand or 72.9%. Personnel costs increased by \$189 thousand, or 440.5%, due to the net effect of lower salary and fringe reimbursements and COLAs for non-union employees. In FY 2026, 2.0 FTEs were eliminated from this cost center, resulting in lower salary and fringe reimbursement. The FY 2026 Operating Capital Program decreased by \$50 thousand or 52.6%.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 145,700	\$ 42,882	\$ 231,785	\$ 188,903	440.5%
Operating Supplies/Expense	17,461	43,925	37,575	(6,350)	(14.5%)
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	163,160	86,807	269,360	182,553	210.3%
Debt Service	-	-	-	-	-
Operating Capital Program	46,159	95,000	45,000	(50,000)	(52.6%)
Total Expense and Use of Funds	209,319	181,807	314,360	132,553	72.9%
FUNDING SOURCES					
Revenue Fund	163,160	86,807	269,360	182,553	210.3%
Project Fund	46,159	95,000	45,000	(50,000)	(52.6%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 209,319	\$ 181,807	\$ 314,360	\$ 132,553	72.9%
FTE's	12.0	13.0	11.0	(2.0)	(15.4%)

Construction Services Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE3	Ensure resident engineering cost is 15% or less of construction cost (non-CSO contracts)	7.5%	≤ 15%	≤ 15%	≤ 15%
OE3	Ensure contract cost is less than 8% higher than original bid amount on an annual basis	6.4%	≤ 8%	≤ 8%	≤ 8%
OE3	Ensure 100% of Phase III contracts are completed in accordance with the schedule in the consent agreement	N/A	N/A	N/A	100%
OE4	Apply for Certificates of Approval from RIDEM for applicable projects	N/A	N/A	N/A	100%
OE3	Ensure BABA language is included in all contracts	N/A	N/A	N/A	100%
OE3	Ensure timely completion of capital cash draws for projects	N/A	N/A	N/A	90%

Finance Division

Division Summary

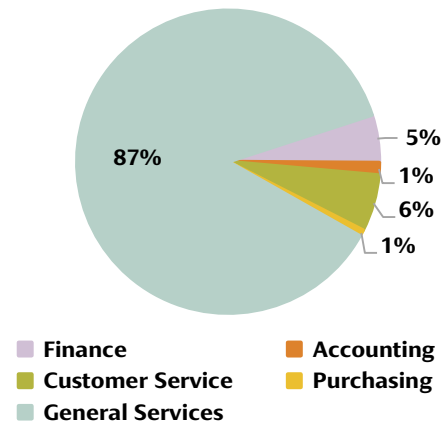
The Finance Division is responsible for finance, accounting, payroll, rate setting, debt issuance, purchasing and customer care. NBC's debt service, utilities, sustainable energy, and specific employee benefits are budgeted in the Finance Division's budget.

Significant Budget Modifications

The Finance Division's FY 2026 budget totals \$67.8 million and increased 10.5% over the prior year.

The increase is primarily driven by a \$5.4 million increase in Debt Service. Personnel increased \$320 thousand, or 4.9%, and reflects the elimination of 2.0 FTEs. The increase is due to personnel changes, in addition to COLA and step increases for union employees and COLAs for non-union employees. Operating Supplies and Expense increased \$900 thousand or 11.9%, primarily due to higher Natural Gas and Electricity costs. In contrast, Professional Services decreased \$232 thousand or 11.3%. Leases and Subscriptions expense increased 57.1% to support new payroll and human resources software. The Operating Capital Budget was reduced by \$40 thousand or 9.6%.

**FY 2026 Finance Division Budget
by Cost Center**



Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 5,320,634	\$ 6,549,909	\$ 6,869,652	\$ 319,743	4.9%
Operating Supplies/Expense	7,971,089	7,548,472	8,448,969	900,497	11.9%
Professional Services	1,533,217	2,053,500	1,821,300	(232,200)	(11.3%)
Lease/Subscriptions Expense	142,102	149,400	234,770	85,370	57.1%
Total Operating Expense	14,967,043	16,301,281	17,374,691	1,073,410	6.6%
Debt Service	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
Operating Capital Program	36,006	415,000	375,000	(40,000)	(9.6%)
Total Expense and Use of Funds	60,844,590	61,362,107	67,810,975	6,448,868	10.5%
FUNDING SOURCES					
Revenue Fund	14,967,043	16,301,281	17,374,691	1,073,410	6.6%
Project Fund	36,006	415,000	375,000	(40,000)	(9.6%)
Debt Service Fund	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
Total Funding Sources	\$60,844,590	\$61,362,107	\$67,810,975	\$ 6,448,868	10.5%
FTE's	54.0	55.0	53.0	(2.0)	(3.6%)

Finance Division

FY 2025 Accomplishments

Key Code		Finance
FM2		Received the GFOA Distinguished Budget Presentation Award for FY 2025 with Special Recognition in Long-Range Operating Financial Plans
OE4		Implemented a new payroll and human resources management system
FM1		Executed a \$100 million loan from the Rhode Island Infrastructure Bank
WD1		Amended and restated the Non-Union Defined Benefit Plan
OE4		Ensured sufficient future operating and debt service coverage through the submission of a General Rate Application and Debt Compliance Filing with the RIPUC
Key Code		Accounting
FM2		Received an unmodified opinion with no management letter for the FY 2024 Financial Audit and Single Audit
FM2		Assisted with the implementation of a new electronic payment solution
FM2		Assisted with the implementation of a new payroll solution
FM2		Assisted with the general rate filing
Key Code		Customer Care
CF2		Successfully implemented NBC's new online payment processing platform
OE4		Ensured complete and accurate billing and streamline collection strategies to maximize results
CF2		Refined billing processes using billing batches and exceptions
OE4		Completed a Business Process Review
Key Code		Purchasing
FM2		Negotiated new insurance policies
WD3		Updated the Purchase Order form as well as created the Request for Quote form which legally connects the vendor to NBC's Terms and Conditions
WD3		Incorporated Prevailing Wage confirmation, law, and wage determination where applicable
WD3		Included debarment language and certificate to bids where applicable
OE4		Reviewed renewable energy expense and contracts

Finance Division

Budget Detail

Account Number	Account	Finance CC 31	Accounting CC 32	Customer Care CC 34	Purchasing CC 36	General Services CC 80	Account Total
PERSONNEL							
52100	UNION REGULAR	\$ -	\$ 70,991	\$ 665,323	\$ -	\$ -	\$ 736,314
52150	UNION OVERTIME	-	-	5,000	-	-	5,000
52300	NON-UNION REGULAR	1,338,749	639,974	1,202,324	332,371	-	3,513,418
52350	NON-UNION OVERTIME	-	50	2,000	-	-	2,050
52400	NON-UNION LIMITED	5,000	5,000	6,000	-	-	16,000
52800	UNION PENSION	-	21,943	205,651	-	-	227,594
52801	UNION DC	-	710	6,653	-	-	7,363
52810	FICA	102,797	54,775	143,869	25,426	-	326,867
52820	UNEMPLOYMENT	-	-	-	-	100,000	100,000
52920	NON UNION PENSION	67,187	32,251	60,516	16,619	30,000	206,573
52921	NON UNION DC	67,187	32,251	60,516	16,619	-	176,573
52940	UNION RETIREMENT HEALTH	-	2,307	21,623	-	-	23,930
52950	HEALTH INSURANCE	156,031	107,401	468,232	56,825	756,540	1,545,029
52970	DENTAL INSURANCE	15,520	10,082	34,177	5,041	-	64,820
52980	VISION INSURANCE	2,480	1,594	5,438	797	-	10,309
52990	LTD INSURANCE	-	-	-	-	74,434	74,434
TOTAL PERSONNEL		1,754,951	979,329	2,887,322	453,698	960,974	7,036,274
59000	SALARY REIMBURSEMENT	-	(107,498)	-	-	-	(107,498)
59001	FRINGE REIMBURSEMENT	-	(59,124)	-	-	-	(59,124)
NET PERSONNEL SERVICES		1,754,951	812,707	2,887,322	453,698	960,974	6,869,652
OPERATING SUPPLIES/EXPENSES							
53210	POSTAGE	-	-	399,042	-	40,000	439,042
53240	DUES & SUBSCRIPTIONS	5,865	2,520	1,250	2,000	-	11,635
53250	FREIGHT	-	100	200	-	18,000	18,300
53310	PRINTING & BINDING	6,000	400	150,064	250	-	156,714
53320	ADVERTISING	-	-	-	200	-	200
53410	LOCAL TRAVEL	250	250	-	250	-	750
53420	LONG DISTANCE TRAVEL	5,000	-	12,000	-	-	17,000
53510	VEHICLE FUEL & MAINTENANCE	-	-	6,500	-	-	6,500
53635	MAINT. CONTRACTS-OFFICE EQUIP.	-	200	1,500	-	3,000	4,700
53645	SOFTWARE SUBSCRIPTIONS	32,000	-	-	-	-	32,000
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	10,000	185,000	-	-	195,000
53660	INSURANCE	-	-	-	-	1,603,291	1,603,291
53680	WORK. COMP. INSURANCE	-	-	-	-	706,678	706,678
54060	NATURAL GAS	-	-	-	-	1,370,301	1,370,301
54090	ELECTRICITY	-	-	-	-	6,135,297	6,135,297
54091	NBC NET METERING CREDIT	-	-	-	-	(1,569,171)	(1,569,171)
54093	COVENTRY WIND	-	-	-	-	3,000	3,000
54095	GREEN PPA	-	-	-	-	2,265,203	2,265,203
54096	GREEN PPA NET METERING CREDITS	-	-	-	-	(3,020,271)	(3,020,271)
54110	WATER	-	-	-	-	6,000	6,000
54200	CLOTHING	-	-	2,100	-	-	2,100
54410	EDUCATIONAL SUPP. & EXP.	7,000	3,000	8,000	2,500	10,000	30,500
54430	OTHER OP. SUPPLIES & EXP.	-	-	-	-	5,500	5,500
54440	SAFETY EQUIPMENT	-	-	500	-	-	500
54500	OFFICE EXPENSE	10,400	6,000	8,000	2,500	1,300	28,200
TOTAL OPERATING SUPPLIES/EXPENSE		66,515	22,470	774,156	7,700	7,578,128	8,448,969
PROFESSIONAL SERVICES							
52600	REGULATORY EXPENSE	625,000	-	-	-	-	625,000
52650	SECURITY SERVICES	-	-	16,300	-	-	16,300
52660	LEGAL SERVICES	125,000	-	-	-	-	125,000
52670	MGMT/AUDIT SERVICES	243,000	60,000	-	-	-	303,000
52680	TEMPORARY/CLERICAL SERVICES	-	-	5,000	-	-	5,000
52690	OTHER SERVICES	575,000	-	114,000	-	58,000	747,000
TOTAL PROFESSIONAL SERVICES		1,568,000	60,000	135,300	-	58,000	1,821,300
LEASE/SUBSCRIPTIONS EXPENSE							
55000	LEASES PAID	-	-	-	-	106,120	106,120
56000	SUBSCRIPTIONS PAID	-	-	-	-	116,005	116,005
57950	INTEREST EXPENSE - LEASES	-	-	-	-	7,285	7,285
57960	INTEREST EXPENSE SUBSCRIPTIONS	-	-	-	-	5,360	5,360
TOTAL LEASE/SUBSCRIPTIONS EXPENSE		-	-	-	-	234,770	234,770
TOTAL OPERATING EXPENSE		3,389,466	895,177	3,796,778	461,398	8,831,872	17,374,691
DEBT SERVICE							
PRINCIPAL		-	-	-	-	30,201,787	30,201,787
INTEREST		-	-	-	-	19,859,497	19,859,497
TOTAL DEBT SERVICE		-	-	-	-	50,061,284	50,061,284
TOTAL		\$ 3,389,466	\$ 895,177	\$ 3,796,778	\$ 461,398	\$ 58,893,156	\$ 67,435,975
Division Total				\$67,435,975			

Finance Division

Snapshot of Responsibilities

Finance
- File for General Rate and Debt Service with PUC to maintain sufficient operating and capital funding
- Manage debt program
- 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 funded projects does not exceed 80% of the total eligible project costs
- Manage post-issuance compliance including continuous disclosure commitments
- Ensure compliance with the Trust Indenture
- Manage NBC's retirement plans
Accounting
- Prepare monthly financial statements and post quarterly financial statements on NBC's website
- Complete the annual Comprehensive Financial Report by September 30th of each year
- Complete the Single Audit by March 21st of each year
- Prepare W-2s and 1099s at the calendar year-end
- Prepare quarterly 941 payroll tax returns
- Prepare 1095 at the calendar year-end
Customer Care
- Campaign for AutoPay and Paperless billing to increase enrollment
- Send foreclosure letters to 100% of properties going into foreclosure
- Send collection notices
- Add new meters into the customer service application and automate processes
- 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
Purchasing
- Process purchase requisitions
- Conduct bids
- Manage Purchase Card Program
- Process insurance claims
- Track repetitive purchases to ensure compliance
- SAM check capital project PO's
- Ensure compliance with Legislative changes

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 the 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 and payroll processing.

Priorities

Key Code	
FM2	Maintain 125% debt coverage
FM2	Receive the GFOA Distinguished Budget Award for the FY 2026 budget
FM2	Maintain AA- rating from S&P Global Ratings and AA rating from Kroll Bond Rating Agency

Significant Budget Modifications

The FY 2026 Total Expense and Use of Funds decrease of 2.9% or \$104 thousand in Finance is primarily driven by a 15.6% decrease in Professional Services. Professional Services decreased \$290 thousand due to the combination of lower regulatory expense and increased savings from the new electronic customer payment vendor. Personnel increased by 13.2%, reflecting COLAs for non-union employees. Additionally, 1.0 FTE was eliminated, and 2.0 FTEs were transferred to Finance from Accounting. Operating Supplies and Expense increased by 33.8% due to the reclassification of a software subscription from Leases/Subscriptions expense as part of GASB 96. Operating Capital remains unchanged from the prior year.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,075,642	\$ 1,549,849	\$ 1,754,951	\$ 205,102	13.2%
Operating Supplies/Expense	23,777	49,705	66,515	16,810	33.8%
Professional Services	1,432,631	1,857,500	1,568,000	(289,500)	(15.6%)
Lease/Subscriptions Expense	28,702	36,000	-	(36,000)	(100.0%)
Total Operating Expense	2,560,751	3,493,054	3,389,466	(103,588)	(3.0%)
Debt Service	-	-	-	-	-
Operating Capital Program	-	75,000	75,000	-	0.0%
Total Expense and Use of Funds	2,560,751	3,568,054	3,464,466	(103,588)	(2.9%)
FUNDING SOURCES					
Revenue Fund	2,560,751	3,493,054	3,389,466	(103,588)	(3.0%)
Project Fund	-	75,000	75,000	-	0.0%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,560,751	\$ 3,568,054	\$ 3,464,466	\$ (103,588)	(2.9%)
FTE's	11.0	12.0	13.0	1.0	8.3%

Finance Cost Center

Performance Measures



FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
FM2	Maintain at Least "AA-" credit rating from S&P Global Ratings	AA-	AA-	AA-	AA-
FM2	Maintain at Least "AA" credit rating from Kroll Bond Rating Agency	AA	AA	AA	AA
FM2	Receive GFOA Distinguished Budget Presentation Award	22 Years	22 Years	23 Years	24 Years
FM2	Evaluate 100% of any new investments to ensure they are permitted	100%	100%	100%	100%



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE3	Revise capital cash flow projected draw a minimum of two times per year	2 Updates	2 Updates	2 Updates	2 Updates



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Fund minimum ARC for Non-Union Defined Benefit Plan	123%	100%	100%	100%
WD2	Review retirement plan investments quarterly	4	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 vendor payments, capital project expenditures, maintaining the general ledger and assisting with rate filings.

Priorities

Key Code	
FM2	Prepare monthly financial statements in a timely manner
FM2	Ensure proper calculation of monthly trust transfers and PUC restricted accounts
FM2	Receive an unmodified opinion with no management letter on the Annual Comprehensive Financial Report
FM2	Implement GASB 102 Certain Risk Disclosures, GASB 103 Financial Reporting Model Improvements, and GASB 104 Disclosure of Certain Capital Assets if applicable

Significant Budget Modifications

Total Expense and Use of Funds decreased \$105 thousand or 10.5%, primarily due to a \$119 thousand reduction in Personnel. This decrease is a result of 2.0 FTE transfers to the Finance Cost Center. Operating Supplies and Expense increased 75.5%, or \$10 thousand from the prior year to support new audit reporting software. Professional Services increased 7.1%, mainly for management and audit services.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 816,462	\$ 931,428	\$ 812,707	\$ (118,721)	(12.7%)
Operating Supplies/Expense	7,340	12,800	22,470	9,670	75.5%
Professional Services	48,500	56,000	60,000	4,000	7.1%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	872,302	1,000,228	895,177	(105,051)	(10.5%)
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	872,302	1,000,228	895,177	(105,051)	(10.5%)
FUNDING SOURCES					
Revenue Fund	872,302	1,000,228	895,177	(105,051)	(10.5%)
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 872,302	\$ 1,000,228	\$ 895,177	\$ (105,051)	(10.5%)
FTE's	10.0	10.0	8.0	(2.0)	(20.0%)

Accounting Cost Center

Performance Measures



FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
FM2	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	22 Years	22 Years	23 Years	24 Years
FM2	Years without management letter received for Annual Comprehensive Financial Report (ACFR)	25 Years	25 Years	26 Years	27 Years



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE3	Process Capital invoices within 30 days	100%	100%	100%	100%



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Complete a minimum of 50 training hours	60 Hours	50 Hours	50 Hours	65 Hours

Customer Care Cost Center

Summary

The Customer Care Cost Center is responsible for the billing and collection of approximately \$125.1 million in annual user charges. It bills approximately 86,200 customers monthly with a flat fee and consumption charge based on meter readings from seven water suppliers. Customer Care includes Field Investigators to conduct site visits, research accounts, support collection activity, and manage the abatement program. Customer Care processes multiple types of payments including in-person at the Corporate Office Building as well a lockbox, electronic banking and the online portal. This cost center manages collection activities including phone calls, payment arrangements, water service termination, and support for the lien sale.

Priorities

Key Code	
OE4	Upgrade the CIS application to V5
OE4	Maximize the use of CIS scheduler to increase efficiency
CF2	Provide excellent customer service
CF2	Provide additional staff training and cross training to optimize coverage
WD3	Review and update Customer Care manuals, handbooks and reference materials

Significant Budget Modifications

Total Operating Expense increased \$171 thousand or 4.7%, due to increased Personnel costs, which reflect COLA and contracted step increases for union employees, along with COLAs for non-union employees. Professional Services increased by 71.3% or \$56 thousand, based on higher expense for the provision of meter readings. Operating Supplies and Expense decreased by \$60 thousand or 7.2%, due to decreased postage and printing and binding related costs. The Operating Capital Budget decreased \$40 thousand or 11.8%.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 2,444,627	\$ 2,712,499	\$ 2,887,322	\$ 174,823	6.4%
Operating Supplies/Expense	679,273	833,805	774,156	(59,649)	(7.2%)
Professional Services	20,798	79,000	135,300	56,300	71.3%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	3,144,698	3,625,304	3,796,778	171,474	4.7%
Debt Service	-	-	-	-	-
Operating Capital Program	36,006	340,000	300,000	(40,000)	(11.8%)
Total Expense and Use of Funds	3,180,704	3,965,304	4,096,778	131,474	3.3%
FUNDING SOURCES					
Revenue Fund	3,144,698	3,625,304	3,796,778	171,474	4.7%
Project Fund	36,006	340,000	300,000	(40,000)	(11.8%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 3,180,704	\$ 3,965,304	\$ 4,096,778	\$ 131,474	3.3%
FTE's	29.0	29.0	28.0	(1.0)	(3.4%)

Customer Care Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF2	Resolve 85% of all account disputes within 30 days	81% (580)	85%	85%	85%
CF2	Increase the percentage of customers enrolled in autopay	9% (7,851)	> 5%	> 5%	>10%
CF1	Increase the percentage of customers registered online	47% (40,296)	> 30%	> 30%	>35%
CF2	Process 95% of closing requests within 48 hours	3,122 81%	95%	95%	95%
CF2	Keep the number of abandoned calls below 5%	5%	<5%	<5%	<5%
CF2	Ensure a minimum of 98% of accounts have an actual meter reading within the last 12 months	100%	98%	98%	98%
CF2	Create a minimum of 5% of payment arrangements for accounts with over 30-day balance	3% (2,306)	8%	8%	5%



FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
FM2	Increase the percentage of customers enrolled in paperless billing	21% (18,021)	> 3%	> 3%	>3%



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Ensure 100% of eligible accounts receive Water Shut-Off (WSO) eligibility letters	100% (21,214)	100%	100%	100%
OE4	Schedule a minimum of 110 accounts per week for posting during WSO	4,593	2,600	2,600	2,600
OE4	Schedule a minimum of 40 accounts per week for termination during WSO	2,152	960	960	960



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Provide a minimum of 1,500 employee training hours	1,785 Hours	1,500 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	
FM2	Prepare robust purchasing specifications to ensure competitive bids
FM2	Encourage vendors to participate in NBC's P-Card program
WD3	Conduct Purchasing training
OE4	Ensure compliance with federal and state law
OE4	Manage utility supply contracts

Significant Budget Modifications

Purchasing's Total Operating Expense increased by \$59 thousand or 14.6% and is driven by a 15.4% rise in personnel costs. The \$61 thousand increase in Personnel expense reflects COLAs for non-union employees. Conversely, Operating Supplies and Expense declined by \$2 thousand, or 18.9%, due to reductions in dues and subscription costs.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 366,968	\$ 392,990	\$ 453,698	\$ 60,708	15.4%
Operating Supplies/Expense	4,933	9,500	7,700	(1,800)	(18.9%)
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	371,901	402,490	461,398	58,908	14.6%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	371,901	402,490	461,398	58,908	14.6%
FUNDING SOURCES					
Revenue Fund	371,901	402,490	461,398	58,908	14.6%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 371,901	\$ 402,490	\$ 461,398	\$ 58,908	14.6%
FTE's	4.0	4.0	4.0	0.0	0.0%

Purchasing Cost Center

Performance Measures



FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
FM2	Ensure all P-Card transactions are reviewed and approved at the month-end	100%	100%	100%	100%
FM2	Complete 85% of bid specifications within 30 days	85%	85%	85%	85%
FM2	Evaluate and ensure that 100% of insurance policies are sufficient and in effect prior to expiration	100% (24 policies)	100% (24 Policies)	100% (24 policies)	100% (24 policies)



ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
ES1	Ensure NBC does not have more than 50 vehicles that weigh less than 8,500 tons	48	47	48	48



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Increase the number of vendors participating in the P-Card Program	510 Vendors	630 Vendors	700 Vendors	700 Vendors

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, insurance, and debt service.

Significant Budget Modifications

General Services' FY 2026 Total Expense and Use of Funds increased by \$6.5 million, driven by a 12.1% increase in Debt Service. Additionally Operating Supplies and Expense increased \$935 thousand or 14.1%, because of increases in electricity, natural gas, and insurance costs.

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 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 616,936	\$ 963,143	\$ 960,974	\$ (2,169)	(0.2%)
Operating Supplies/Expense	7,255,766	6,642,662	7,578,128	935,466	14.1%
Professional Services	31,288	61,000	58,000	(3,000)	(4.9%)
Lease/Subscriptions Expense	113,400	113,400	234,770	121,370	107.0%
Total Operating Expense	8,017,390	7,780,205	8,831,872	1,051,667	13.5%
Debt Service	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	53,858,932	52,426,031	58,893,156	6,467,125	12.3%
FUNDING SOURCES					
Revenue Fund	8,017,390	7,780,205	8,831,872	1,051,667	13.5%
Project Fund	-	-	-	-	-
Debt Service Fund	45,841,541	44,645,826	50,061,284	5,415,458	12.1%
Total Funding Sources	\$53,858,932	\$52,426,031	\$58,893,156	\$ 6,467,125	12.3%

Operations and Maintenance Division

Division Summary

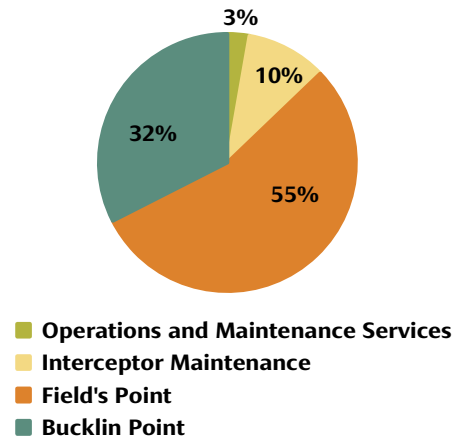
The Operations and Maintenance Division is responsible for the operation and maintenance of NBC's two wastewater treatment facilities and collections system. The division includes the Operations and Maintenance Services, Interceptor Maintenance, Field's Point and Bucklin Point Cost Centers.

Significant Budget Modifications

The FY 2026 Operations and Maintenance Division budget is \$31.5 million or 5.4% higher than the prior year.

Personnel increased \$1.0 million or 8.0%. This is the net impact of the elimination of 1.0 FTE, COLA and contracted step increases for union employees, as well as COLAs for non-union employees. Operating Supplies and Expense is \$894 thousand higher than the prior year, driven by increases in biosolids disposal, maintenance contract, and screening and grit-related costs. Operating Capital decreased 9.2% and includes the replacement, betterment, and new purchases of assets necessary to run the facilities.

FY 2026 Operations and Maintenance Division Budget by Cost Center



Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$12,326,164	\$13,156,030	\$14,204,591	\$ 1,048,561	8.0%
Operating Supplies/Expense	11,755,589	13,089,307	13,983,346	894,039	6.8%
Professional Services	22,033	41,000	38,200	(2,800)	(6.8%)
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	24,103,786	26,286,337	28,226,137	1,939,800	7.4%
Debt Service	-	-	-	-	-
Operating Capital Program	3,011,785	3,558,000	3,230,500	(327,500)	(9.2%)
Total Expense and Use of Funds	27,115,571	29,844,337	31,456,637	1,612,300	5.4%
FUNDING SOURCES					
Revenue Fund	24,103,786	26,286,337	28,226,137	1,939,800	7.4%
Project Fund	3,011,785	3,558,000	3,230,500	(327,500)	(9.2%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$27,115,571	\$29,844,337	\$31,456,637	\$ 1,612,300	5.4%
FTE's	130.0	128.0	127.0	(1.0)	(0.8%)

Operations and Maintenance Division

FY 2025 Accomplishments

Key Code	Operations and Maintenance Services
OE4	Worked with Engineering staff to assist in choosing a vendor for the new Asset Management System
OE4	Updated critical asset information including their condition and location in the Asset Management System to aid capital planning
Key Code	Interceptor Maintenance
OE4	Launched a new Permitting System and updated Permit Application Forms
OE3	Completed the cleaning and inspections of Hope Street, Pitman Street and Ericson Place (Project 304.81M)
OE4	Assisted Field's Point with Gate and Screening Site Flow Monitoring equipment upgrades
OE4	Completed multi-year manhole cover and frame replacements and upgrades within the NBC District
OE4	Decreased number of dry weather overflows and recorded 1 minor 5-gallon surcharge in March 2024
Key Code	Field's Point
OE3	Tagged and inventoried all equipment and spare parts
OE3	Conducted condition assessments on equipment scheduled for replacement and adjusted planned operating capital purchases based on the assessment
OE4	Implemented additional Preventative Maintenance contracts for plant equipment to increase the asset and equipment useful life
OE4	Replaced the roofs at Venturi Chamber 1, Plant Water Pump Station and RAS 2 Pump Station
Key Code	Bucklin Point
OE4	Implemented additional Preventative Maintenance contracts for plant equipment to increase the asset and equipment useful life
OE4	Completed the replacement of exterior stairs throughout the Facility
OE4	Catalogued and labeled all Operations and Maintenance manuals
OE4	Rebuilt Bar Rack #3
OE4	Labeled stock areas and arranged all inventory by process in Operations and Maintenance building

Operations and Maintenance Division

Budget Detail

Account Number	Account	Interceptor Maintenance CC 43	Operations & Maintenance CC 44	Field's Point CC 46	Bucklin Point CC 47	Account Total
PERSONNEL						
52100	UNION REGULAR	\$ 570,013	\$ -	\$ 2,458,298	\$ 2,081,308	\$ 5,109,619
52150	UNION OVERTIME	50,000	-	283,632	322,390	656,022
52300	NON-UNION REGULAR	906,352	598,152	1,041,957	1,048,741	3,595,202
52350	NON-UNION OVERTIME	20,000	-	106,228	106,090	232,318
52400	NON-UNION LIMITED	5,000	2,500	-	-	7,500
52800	UNION PENSION	176,191	-	759,860	643,332	1,579,383
52801	UNION DC	5,700	-	24,583	20,813	51,096
52810	FICA	118,679	45,950	297,594	272,227	734,450
52920	NON UNION PENSION	46,568	30,033	57,409	57,742	191,752
52921	NON UNION DC	46,568	30,033	57,409	57,742	191,752
52940	UNION RETIREMENT HEALTH	18,525	-	79,895	67,642	166,062
52950	HEALTH INSURANCE	372,662	100,978	611,849	622,837	1,708,326
52970	DENTAL INSURANCE	28,713	6,905	54,390	48,256	138,264
52980	VISION INSURANCE	4,503	1,056	8,912	7,823	22,294
	TOTAL PERSONNEL	2,369,474	815,607	5,842,016	5,356,943	14,384,040
59000	SALARY REIMBURSEMENT	(78,687)	(15,747)	(4,220)	(17,119)	(115,773)
59001	FRINGE REIMBURSEMENT	(43,278)	(8,661)	(2,321)	(9,416)	(63,676)
	NET PERSONNEL SERVICES	2,247,509	791,199	5,835,475	5,330,408	14,204,591
OPERATING SUPPLIES/EXPENSES						
53240	DUES & SUBSCRIPTIONS	3,645	4,110	6,000	2,000	15,755
53250	FREIGHT	2,500	250	6,000	8,000	16,750
53310	PRINTING & BINDING	1,250	200	200	200	1,850
53330	RENTAL- EQUIPMENT	2,000	-	20,000	20,000	42,000
53340	RENTAL- CLOTHING	2,200	-	22,000	18,000	42,200
53410	LOCAL TRAVEL	800	500	250	200	1,750
53420	LONG DISTANCE TRAVEL	4,500	5,000	4,000	-	13,500
53470	BLDG. & GRND. MAINT.	18,000	-	94,292	85,000	197,292
53480	BIOSOLID DISPOSAL	-	-	5,694,082	1,474,352	7,168,434
53490	SCREENING & GRIT DISPOSAL	84,158	-	252,219	124,319	460,696
53510	VEHICLE FUEL & MAINTENANCE	70,000	1,500	85,000	55,000	211,500
53610	REPAIRS BUILDING & STRUCTURE	15,000	-	195,000	150,000	360,000
53612	ELECTRICITY CONTRACTOR	-	-	265,000	265,000	530,000
53615	REPAIRS PROCESS EQUIPMENT	60,000	-	380,000	255,000	695,000
53620	REPAIR-HIGHWAY & WALKS	35,000	-	-	-	35,000
53630	MAINTENANCE CONTRACTS	6,000	-	321,161	198,491	525,652
53635	MAINT. CONTRACTS-OFFICE EQUIP.	4,465	-	12,560	26,472	43,497
53640	SERVICE AGREEMENTS	22,120	-	2,000	10,000	34,120
53645	SOFTWARE SUBSCRIPTIONS	18,950	-	-	-	18,950
53650	HIGHWAY & LANDSCAPE	8,000	-	5,500	6,500	20,000
54020	DIESEL FOR EQUIPMENT	-	-	20,000	25,000	45,000
54097	BIOGAS	-	-	-	152,800	152,800
54110	WATER	4,000	-	24,000	115,000	143,000
54200	CLOTHING	7,000	1,500	15,000	16,000	39,500
54332	CHLORINE/HYPOCHLORITE	-	-	1,289,442	100,051	1,389,493
54333	CARBON FEED	-	-	60,816	12,630	73,446
54335	POLYMER	-	-	-	139,324	139,324
54336	SODIUM HYDROXIDE	-	-	19,531	-	19,531
54337	SODIUM BISULFITE	-	-	490,298	49,793	540,091
54338	SODA ASH	-	-	-	60,925	60,925
54339	UV DISINFECTION	-	-	-	180,790	180,790
54340	LAB SUPPLIES	-	-	30,000	10,000	40,000
54345	LAB CHEMICALS & GASES	-	-	27,000	8,000	35,000
54370	SUPPLIES BUILDING & MAINT.	90,000	-	248,000	215,000	553,000
54410	EDUCATIONAL SUPP. & EXP.	5,000	2,500	10,000	4,000	21,500
54420	COMPUTER SUPPLIES	1,200	1,000	-	750	2,950
54430	OTHER OP. SUPPLIES & EXP.	2,500	-	2,000	2,000	6,500
54440	SAFETY EQUIPMENT	8,000	750	27,000	20,000	55,750
54500	OFFICE EXPENSE	7,000	2,000	16,800	25,000	50,800
	TOTAL OPERATING SUPPLIES/EXPENSE	483,288	19,310	9,645,151	3,835,597	13,983,346
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	-	-	8,000	10,500	18,500
52650	SECURITY SERVICES	12,200	-	2,500	-	14,700
52690	OTHER SERVICES	-	-	3,000	2,000	5,000
	TOTAL PROFESSIONAL SERVICES	12,200	-	13,500	12,500	38,200
	TOTAL OPERATING EXPENSE	2,742,997	810,509	15,494,126	9,178,505	28,226,137
	TOTAL	\$ 2,742,997	\$ 810,509	\$ 15,494,126	\$ 9,178,505	\$ 28,226,137
Division Total				\$28,226,137		

Operations and Maintenance Division

Snapshot of Responsibilities

Operations and Maintenance Services
- Submit the annual dry ton report to RIDEM
- Conduct monthly planning/scheduling meeting with each WWTF manager
- Attend professional training sessions
- Update and maintain NBC's Asset Management Program
- Maintain Communication between Customer Service and Permits
Interceptor Maintenance
- 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 collection system maintenance assistance to NBC communities
- Provide company-wide assistance with inspections, repairs, moving, snow removal and landscaping
Field's Point
- Ensure residual chlorine complies with permit limit of 65 parts per billion
- Process 100% of regulatory permits for treatment by due date
- Utilize Asset Management Program to identify OCP assets
- Process all flows that enter the Plant to the greatest extent
- Offer training and safety classes
- Ensure staff are up to date on Baynet Academy required training
Bucklin Point
- Utilize Asset Management Program to identify OCP assets
- Process all flows that enter the Plant to the greatest extent
- Offer training and safety classes
- Ensure staff are up to date on Baynet Academy 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.

Priorities

Key Code	
OE4	Implement a new Asset Management System
OE3	Submit the Asset Management Manual to Finance
WD3	Reinstate Quarterly Asset Management Committee meetings
WD3	Provide training in creating and closing work orders to employees

Significant Budget Modifications

Total Operating Expense and Use of Funds decreased by 2.5% or \$22 thousand in FY 2026. Personnel expense is \$70 thousand lower. This is the net impact of 2.0 fewer FTEs, COLA and step increases for union employees and COLAs for non-union employees. The budget reflects the reallocation of 3.0 FTEs that support permitting to the Interceptor Maintenance Cost Center. A new Asset Management Specialist position is funded to enhance the Asset Management Program and support the integration of new software and assets. Operating Supplies and Expense decreased 28.6% or \$8 thousand. The FY 2026 Operating Capital budget includes \$55 thousand for vehicle and office furniture replacement.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 776,654	\$ 860,856	\$ 791,199	\$ (69,657)	(8.1%)
Operating Supplies/Expense	11,434	27,040	19,310	(7,730)	(28.6%)
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	788,088	887,896	810,509	(77,387)	(8.7%)
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	55,000	55,000	-
Total Expense and Use of Funds	788,088	887,896	865,509	(22,387)	(2.5%)
FUNDING SOURCES					
Revenue Fund	788,088	887,896	810,509	(77,387)	(8.7%)
Project Fund	-	-	55,000	55,000	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 788,088	\$ 887,896	\$ 865,509	\$ (22,387)	(2.5%)
FTE's	6.0	8.0	6.0	(2.0)	(25.0%)

Operations and Maintenance Services Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF2	Meet with city and town officials within NBC's Service Area to strengthen lines of communication and to review any changes to standards and practices	2	3	2	2



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Close out 100% of completed work orders	N/A	N/A	100%	100%
OE3	Conduct quarterly Asset Management Committee meetings	N/A	N/A	N/A	4

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, minor construction repairs, identifying capital improvements associated with CSO facilities, wastewater pumping facilities and general sewer system repairs and upgrades. IM monitors new development projects that may impact the collection system and assist communities and NBC operations as needed. IM also manages the Collection System Flow Monitoring Program. This section also manages sewer and stormwater permitting.

Priorities

Key Code	
OE4	Ensure NBC Overflow Notification Website is monitored and maintained daily for all potential overflow events
OE4	Clean and inspect 15,000 feet of NBC interceptors (304.82M)
OE4	Replace manhole structure frames and covers throughout service area
OE4	Upgrade Reservoir Avenue Pump Station (Project 720.00D)
OE4	Upgrade and improve Septage Station and Discharge System (Project 710.00)

Significant Budget Modifications

The FY 2026 budget reflects a 25.7% increase in Total Operating Expense and Use of Funds. Personnel costs increased by \$453 thousand due to the net effect of transferring 3.0 FTEs that support the permitting function from Operations and Maintenance and the elimination of one FTE. Also included are COLA and contracted step increases for union employees, and COLAs for non-union employees. Operating Supplies and Expense decreased slightly by 3.7%, mainly due to reduced costs for repairs and building maintenance supplies. Operating Capital increased 100.0% or \$215 thousand and includes the replacement of a vehicle and office furniture and equipment.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,714,942	\$ 1,794,721	\$ 2,247,509	\$ 452,788	25.2%
Operating Supplies/Expense	359,326	501,703	483,288	(18,415)	(3.7%)
Professional Services	3,203	12,500	12,200	(300)	(2.4%)
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	2,077,471	2,308,924	2,742,997	434,073	18.8%
Debt Service	-	-	-	-	-
Operating Capital Program	171,479	215,000	430,000	215,000	100.0%
Total Expense and Use of Funds	2,248,950	2,523,924	3,172,997	649,073	25.7%
FUNDING SOURCES					
Revenue Fund	2,077,471	2,308,924	2,742,997	434,073	18.8%
Project Fund	171,479	215,000	430,000	215,000	100.0%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,248,950	\$ 2,523,924	\$ 3,172,997	\$ 649,073	25.7%
FTE's	21.0	20.0	22.0	2.0	10.0%

Interceptor Maintenance Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF2	Inspect new sewer connections within 72 hours of request	100%	100%	100%	100%
CF2	Issue 75% of residential sewer connection permits within 10 business days	N/A	N/A	N/A	75%
CF2	Issue 75% of non-residential sewer connection permits within 30 business days	N/A	N/A	N/A	75%
CF2	Issue 75% of sewer alteration permits within 30 business days	N/A	N/A	N/A	75%



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Report 100% of events as required by RIPDES permit	100%	100%	100%	100%
OE4	Perform no less than 90% Preventative Maintenance work orders based on total work orders	100%	90%	90%	90%
OE4	Respond to dry weather bypass within 6 hours of initial notification	≤6 Hours	≤6 hours	≤6 hours	≤6 Hours
OE4	Remove 100% of floatable material from various CSO's	100%	100%	100%	100%



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Provide staff with a minimum of 150 technical or standard operating procedure training hours	88 Hours	100 Hours	100 Hours	150 Hours
WD2	Limit number of workers compensation incidents	<4 incidents	<5 incidents	<5 incidents	<4 incidents



ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
ES1	Ensure 75% of stormwater connection permits for new construction projects will remove a 3-month storm event from the NBC system	N/A	N/A	N/A	75%

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 to meet each of the permit requirements.

Priorities

Key Code	
OE3	Initiate semi-annual meetings with Engineering to inform them of the plant status and any needs that should be included in a capital project
OE4	Update staff on changes in biosolids disposal
OE4	Maintain communication between IT, Operations Technology and the plant managers on any WWTF upgrades

Significant Budget Modifications

Field's Point Total Operating Expense is 7.3% or \$1.1 million higher than FY 2025, driven by a \$661 thousand increase in Operating Supplies and Expense for increased biosolid disposal and screening and grit costs. Personnel expense increased by \$394 thousand, or 7.2%, reflecting COLA and contracted step increases for union employees, and COLAs for non-union employees. Operating Capital decreased by \$247 thousand, or 12.7% and includes the replacement of bar racks, gates, a grit tank, and more.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 5,367,806	\$ 5,441,031	\$ 5,835,475	\$ 394,444	7.2%
Operating Supplies/Expense	8,083,544	8,984,650	9,645,151	660,501	7.4%
Professional Services	9,110	16,000	13,500	(2,500)	(15.6%)
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	13,460,460	14,441,681	15,494,126	1,052,445	7.3%
Debt Service	-	-	-	-	-
Operating Capital Program	1,767,308	1,952,000	1,705,000	(247,000)	(12.7%)
Total Expense and Use of Funds	15,227,768	16,393,681	17,199,126	805,445	4.9%
FUNDING SOURCES					
Revenue Fund	13,460,460	14,441,681	15,494,126	1,052,445	7.3%
Project Fund	1,767,308	1,952,000	1,705,000	(247,000)	(12.7%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$15,227,768	\$16,393,681	\$17,199,126	\$ 805,445	4.9%
FTE's	55.0	52.0	52.0	0.0	0.0%

Field's Point Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Meet or exceed discharge parameter permit levels for TSS (mg/L)	4.93	<20	<20	<20
OE4	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	11.48	<35	<35	<35
OE4	Meet or exceed discharge parameter permit levels for cBOD (mg/L)	3.32	<20	<20	<20
OE4	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	2.97	<5	<5	<5
OE4	Ensure treatment of 100% wastewater and stormwater collected through the Tunnel Pump Station	98%	100%	100%	100%
OE4	Perform no less than 90% Preventative Maintenance work orders based on total work orders	90%	>90%	>90%	>90%

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	
OE3	Initiate semi-annual meetings with Engineering to inform them of the plant status and any needs that should be included in a capital project
OE4	Update staff on changes in biosolids disposal
OE4	Maintain communication between IT, Operations Technology and the plant managers on any WWTF upgrades

Significant Budget Modifications

Bucklin Point's FY 2026 Total Operating Expense and Use of Funds is 1.8% or \$180 thousand higher than the prior year. Personnel costs increased by \$271 thousand or 5.4%, due to COLA and contracted step increases for union employees, and COLAs for non-union employees. Operating Supplies and Expense increased \$260 thousand or 7.3%, reflecting higher anticipated costs for biosolids disposal, building repairs and polymer chemicals. Operating Capital decreased \$351 thousand and includes door, pump, bar rack replacements and more.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 4,466,762	\$ 5,059,422	\$ 5,330,408	\$ 270,986	5.4%
Operating Supplies/Expense	3,301,284	3,575,914	3,835,597	259,683	7.3%
Professional Services	9,720	12,500	12,500	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	7,777,766	8,647,836	9,178,505	530,669	6.1%
Debt Service	-	-	-	-	-
Operating Capital Program	1,072,998	1,391,000	1,040,500	(350,500)	(25.2%)
Total Expense and Use of Funds	8,850,764	10,038,836	10,219,005	180,169	1.8%
FUNDING SOURCES					
Revenue Fund	7,777,766	8,647,836	9,178,505	530,669	6.1%
Project Fund	1,072,998	1,391,000	1,040,500	(350,500)	(25.2%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 8,850,764	\$10,038,836	\$10,219,005	\$ 180,169	1.8%
FTE's	48.0	48.0	47.0	(1.0)	(2.1%)

Bucklin Point Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Meet or exceed discharge parameter permit levels for TSS (mg/L)	6.35	≤20	≤20	≤20
OE4	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	7.72	≤35	≤35	≤35
OE4	Meet or exceed discharge parameter permit levels for cBOD (mg/L)	2.1	≤20	≤20	≤20
OE4	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	3.57	≤5.0	≤5.0	≤5.0
OE4	Conduct a minimum of 20 inspections of the UV Disinfection system per month	20	20	20	20
OE4	Perform no less than 90% of Preventative Maintenance work orders based on total work orders	91.35%	90%	90%	90%

Environmental Science and Compliance Division

Division Summary

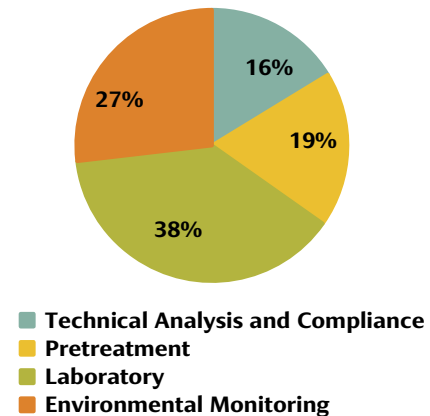
The Environmental Science and Compliance Division is responsible for ensuring compliance with state and federal regulations and permits, NBC's energy and environmental sustainability initiatives, and water quality science. The Environmental Science and Compliance Division includes the Technical Analysis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

Significant Budget Modifications

The FY 2026 Environmental Science and Compliance Division budget totals \$7.6 million which is \$400 thousand lower than the prior year.

Personnel expense increased 1.6% or \$93 thousand due to contracted COLA and step increases for union employees, along with COLA for non-union employees. The FY 2026 budget reflects a decrease of 1.0 FTE. Operating Supplies and Expense decreased 11.0% or \$125 thousand, reflecting reductions in building and structure repairs and maintenance contracts. Operating Capital decreased by \$370 thousand or 45.4%, following the purchase of laboratory systems in FY 2025.

FY 2026 Environmental Science and Compliance Division Budget by Cost Center



Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 5,370,142	\$ 6,008,682	\$ 6,102,042	\$ 93,360	1.6%
Operating Supplies/Expense	869,300	1,138,884	1,013,809	(125,075)	(11.0%)
Professional Services	57,426	45,700	47,700	2,000	4.4%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	6,296,868	7,193,266	7,163,551	(29,715)	(0.4%)
Debt Service	-	-	-	-	-
Operating Capital Program	555,302	815,000	445,000	(370,000)	(45.4%)
Total Expense and Use of Funds	6,852,170	8,008,266	7,608,551	(399,715)	(5.0%)
FUNDING SOURCES					
Revenue Fund	6,296,868	7,193,266	7,163,551	(29,715)	(0.4%)
Project Fund	555,302	815,000	445,000	(370,000)	(45.4%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 6,852,170	\$ 8,008,266	\$ 7,608,551	\$ (399,715)	(5.0%)
FTE's	59.0	60.0	59.0	(1.0)	(1.7%)

Environmental Science and Compliance Division

FY 2025 Accomplishments

Key Code	Technical Analysis and Compliance
WD2	Completed timely accident investigations to help reduce workplace injuries and injury prevention to reduce employee time away from work
ES2	Provided leadership for the NBC's Renewable Energy Program
OE4	Provided support and technical expertise to all NBC technical departments to help assure RIPDES compliance
CF1	Educated the NBC community and the public on wastewater science
Key Code	Pretreatment
OE4	Conducted inspections of 100% of Significant Industrial Users within the required 12-month period
OE4	Issued 2,178 Notices of Violation for all incidents of Non-Compliance
OE4	Published list of industrial users in Significant Non-Compliance
OE4	Issued Wastewater Discharge and Zero-Process Wastewater – Sanitary Discharge Permits
Key Code	Laboratory
OE2	Obtained 100% accuracy for all mandatory EPA analytical proficiency tests conducted in the laboratory
OE2	Completed the second EPA required testing of the Environmental Resource Associates (ERA) quality control samples for PFAS analyses
OE4	Maintained laboratory equipment and ensured electronic submission of the analytical data in Laboratory Information Management System
OE4	Analyzed 118,749 samples including all RIPDES permit required samples for the two WWTFs, SIUs samples, Wastewater Process control samples, and the mandatory EPA quality control samples for routine and non-routine tests
OE4	Provided high quality analytical testing for all NBC studies and samples collected to evaluate NBC receiving waters
Key Code	Environmental Monitoring
OE4	Collected 28,823 samples to satisfy federal, state, and NBC requirements
OE4	Replaced water purification equipment for quality assurance purposes
WD2	Implemented personnel changes to help improve overall operation of Environmental Monitoring
OE4	Organized, revised and developed Standard Operating Procedures to optimize accessibility

Environmental Science and Compliance Division

Budget Detail

Account Number	Account	Technical Analysis & Compliance CC 51	Pretreatment CC 52	Laboratory CC 53	Environmental Monitoring CC 55	Account Total
PERSONNEL						
52100	UNION REGULAR	\$ -	\$ 163,109	\$ 592,149	\$ 510,922	\$ 1,266,180
52150	UNION OVERTIME	-	1,000	36,000	53,500	90,500
52300	NON-UNION REGULAR	913,317	757,581	827,570	495,739	2,994,207
52350	NON-UNION OVERTIME	2,200	600	5,500	9,200	17,500
52400	NON-UNION LIMITED	7,000	2,000	15,800	12,600	37,400
52800	UNION PENSION	-	50,417	183,033	157,926	391,376
52801	UNION DC	-	1,631	5,921	5,109	12,661
52810	FICA	70,573	70,708	112,992	82,770	337,043
52920	NON UNION PENSION	46,126	38,009	42,443	25,877	152,455
52921	NON UNION PENSION	46,126	38,009	42,443	25,877	152,455
52940	UNION RETIREMENT HEALTH	-	5,301	19,245	16,605	41,151
52950	HEALTH INSURANCE	160,185	228,608	258,314	247,414	894,521
52970	DENTAL INSURANCE	12,629	16,370	17,406	16,410	62,815
52980	VISION INSURANCE	2,038	2,574	2,970	2,634	10,216
TOTAL PERSONNEL		1,260,194	1,375,917	2,161,786	1,662,583	6,460,480
59000	SALARY REIMBURSEMENT	(77,361)	-	(143,969)	(9,921)	(231,251)
59001	FRINGE REIMBURSEMENT	(42,548)	-	(79,183)	(5,456)	(127,187)
NET PERSONNEL SERVICES		1,140,285	1,375,917	1,938,634	1,647,206	6,102,042
OPERATING SUPPLIES/EXPENSES						
52610	MEDICAL SVCS.	6,000	-	-	-	6,000
53240	DUES & SUBSCRIPTIONS	4,000	800	1,510	1,285	7,595
53250	FREIGHT	100	100	1,000	1,000	2,200
53310	PRINTING & BINDING	500	2,000	-	500	3,000
53320	ADVERTISING	-	3,000	-	-	3,000
53350	RENTAL-OUTSIDE PROPERTY	3,000	-	-	-	3,000
53410	LOCAL TRAVEL	1,500	50	400	500	2,450
53420	LONG DISTANCE TRAVEL	10,000	3,000	8,000	2,500	23,500
53470	BLDG. & GRND. MAINT.	-	200	12,000	-	12,200
53510	VEHICLE FUEL & MAINTENANCE	800	5,000	-	30,000	35,800
53610	REPAIRS BUILDING & STRUCTURE	-	-	5,900	-	5,900
53615	REPAIRS PROCESS EQUIPMENT	-	-	-	29,000	29,000
53630	MAINTENANCE CONTRACTS	-	-	92,626	2,700	95,326
53645	SOFTWARE SUBSCRIPTIONS	10,838	-	-	-	10,838
54093	COVENTRY WIND	11,600	-	-	-	11,600
54110	WATER	-	-	9,700	-	9,700
54200	CLOTHING	1,050	2,000	7,500	11,550	22,100
54340	LAB SUPPLIES	500	2,000	268,200	111,000	381,700
54345	LAB CHEMICALS & GASES	-	-	231,300	9,700	241,000
54370	SUPPLIES BUILDING & MAINT.	-	250	-	7,830	8,080
54410	EDUCATIONAL SUPP. & EXP.	20,000	4,000	8,000	3,000	35,000
54420	COMPUTER SUPPLIES	700	250	750	250	1,950
54430	OTHER OP. SUPPLIES & EXP.	250	-	-	-	250
54440	SAFETY EQUIPMENT	11,350	2,500	9,800	13,250	36,900
54500	OFFICE EXPENSE	5,720	4,000	8,000	8,000	25,720
TOTAL OPERATING SUPPLIES/EXPENSE		87,908	29,150	664,686	232,065	1,013,809
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	-	-	400	-	400
52690	OTHER SERVICES	11,700	-	24,200	11,400	47,300
TOTAL PROFESSIONAL SERVICES		11,700	-	24,600	11,400	47,700
TOTAL OPERATING EXPENSE		1,239,893	1,405,067	2,627,920	1,890,671	7,163,551
TOTAL		\$ 1,239,893	\$ 1,405,067	\$ 2,627,920	\$ 1,890,671	\$ 7,163,551
Division Total				\$7,163,551		

Environmental Science and Compliance Division

Snapshot of Responsibilities

Technical Analysis and Compliance
- Submit RIPDES DMR Report by the 15th of each month
- Submit the biosolids report to the EPA by February 19th of each year
- Monitor 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
Pretreatment
- Complete and submit the Pretreatment Annual Report and post it on www.narrabay.com
- Review process operations and pretreatment system plan submittals
- Process Wastewater Discharge Permit applications and issue Wastewater Discharge Permits
- Respond to all reports of unusual influent, illegal dumping, spills, and blockages
- 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
Laboratory
- Complete EPA or RIDEM mandated analyses at the FPWWTF and BPWWTF within the required hold time in compliance with permit requirements
- Complete EPA or RIDEM mandated SIU, Manhole, and Septage analyses 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 related environmental impacts
- Maintain and continuously update laboratory equipment to ensure uninterrupted operation, compliance with RIPDES permit requirements, and analytical data integrity
- Continuously verify the inventory of chemicals and supplies to ensure uninterrupted laboratory operation and compliance with permit requirements, and complete purchases as needed
Environmental Monitoring
- 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 limit evaluations 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
- Conduct sampling to assist Engineering and other sections in support of studies as they relate to NBC projects

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 and seeks grant and award opportunities. TAC 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	
OE2	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
OE4	Identify opportunities for data handling and reporting efficiency improvements by using new technologies or other tools
ES2	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
WD2	Reduce workplace injuries by expanding safety education programs and promoting a culture of safety at NBC

Significant Budget Modifications

FY 2026 Total Expense and Use of Funds decreased by 10.0% or \$137 thousand from the prior year. The reduction is primarily attributed to a \$115 thousand decrease in Personnel expense. Operating Supplies and Expense decreased by 12.1%. TAC'S Operating Capital Program decreased by \$10 thousand or 100%.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 964,823	\$ 1,255,657	\$ 1,140,285	\$ (115,372)	(9.2%)
Operating Supplies/Expense	51,779	99,983	87,908	(12,075)	(12.1%)
Professional Services	15,163	11,700	11,700	-	0.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,031,765	1,367,340	1,239,893	(127,447)	(9.3%)
Debt Service	-	-	-	-	-
Operating Capital Program	-	10,000	-	(10,000)	(100.0%)
Total Expense and Use of Funds	1,031,765	1,377,340	1,239,893	(137,447)	(10.0%)
FUNDING SOURCES					
Revenue Fund	1,031,765	1,367,340	1,239,893	(127,447)	(9.3%)
Project Fund	-	10,000	-	(10,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,031,765	\$ 1,377,340	\$ 1,239,893	\$ (137,447)	(10.0%)
FTE's	10.0	12.0	12.0	0.0	0.0%

Technical Analysis and Compliance Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF1	Submit technical papers, posters and abstracts for presentation or publication	5	≥4	4	4
CF1	Educate the public and NBC stakeholders by giving presentations about NBC and water quality improvements	8	5	5	5
CF1	Post a minimum of 12 updates to NBC's Snapshot of the Upper Bay	12	12	12	12
CF1	Conduct 100% of requested technical site visits within 30 days	100%	100%	100%	100%



ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
ES1	Perform internal environmental health and safety audits	38	≥8	≥8	15
ES2	Provide grants to support the Earth Day River Clean Up event in NBC Service Area	16	10	10	10
ES2	Complete internal energy assessments to ensure NBC facilities are energy efficient	6	≥3	3	3



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Initiate accident investigations within 7 days for each reported accident	100%	N/A	100%	100%
WD2	Issue accident report within 30 days	100%	N/A	100%	100%
WD3	Conduct monthly data meetings to disseminate data and optimize operations	12	12	12	12
WD2	Provide a minimum of 25 health and safety training classes each year	30	≥25	≥25	>25

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 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	
OE4	Complete and submit the Pretreatment Annual Report to DEM by March 15th in accordance with RIPDES permits
OE4	Protect NBC facilities from pollutant discharge that would impact operations and prevent passing through of these pollutants to Narragansett Bay
OE4	Ensure all Significant Industrial Users are continuously permitted and inspected in accordance with state and federal requirements
CF2	Develop a program to educate categories of industrial and commercial users on the impact of PFAS compounds on NBC treatment operations, sewer system, and receiving waters, how to identify materials used at their facilities that contain PFAS compounds and the importance of finding alternatives

Significant Budget Modifications

Pretreatment's Total Expense and Use of Funds increased 6.8% over the prior year, driven by a \$140 thousand increase in Personnel. This is attributed to COLA and contracted step increases for union employees and COLAs for non-union employees. Operating Supplies and Expense decreased 16.4% or \$6 thousand, primarily due to a reduction in telephone costs. Pretreatment's Operating Capital Program decreased \$45 thousand.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,122,448	\$ 1,235,911	\$ 1,375,917	\$ 140,006	11.3%
Operating Supplies/Expense	19,495	34,850	29,150	(5,700)	(16.4%)
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,141,943	1,270,761	1,405,067	134,306	10.6%
Debt Service	-	-	-	-	-
Operating Capital Program	-	45,000	-	(45,000)	(100.0%)
Total Expense and Use of Funds	1,141,943	1,315,761	1,405,067	89,306	6.8%
FUNDING SOURCES					
Revenue Fund	1,141,943	1,270,761	1,405,067	134,306	10.6%
Project Fund	-	45,000	-	(45,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,141,943	\$ 1,315,761	\$ 1,405,067	\$ 89,306	6.8%
FTE's	14.0	14.0	14.0	0.0	0.0%

Pretreatment Cost Center

Performance Measures



CUSTOMER FOCUS

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
CF2	Issue a minimum of 8 educational form letters	9	8	8	8
CF2	Participate in a minimum of 3 public presentations or workshops	3	3	3	3



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Conduct non-sampling inspections of Significant Industrial Users (SIUs) within the required 12-month period	100% (69 SIUs)	100%	100%	100%
OE4	Issue Notices of Violation (NOVs) for incidents of non-compliance	100% (2,178)	100%	100%	100%
OE4	Compile and publish in the newspaper a list of companies in significant non-compliance	2/29/2024	2/28/2024	2/28/2025	2/28/2026
OE4	Issue Wastewater Discharge and Zero Process Wastewater - Sanitary Permits	100% (426)	100%	100%	100%
OE4	Respond to reports of unusual influent, illegal dumping, spills and blockages	100% (11)	100%	100%	100%
OE4	Issue Wastewater Discharge Permits to previously unpermitted users within 30 days from the submittal of the permit application package	17 days	<30 days	<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 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	
OE2	Complete development of the testing procedure for PFAS compounds in Biosolid samples
OE4	Maintain 100% accuracy for the laboratory's EPA required analytical proficiency tests
OE2	Maintain the Laboratory license issued by Rhode Island Department of Health
OE4	Provide quality analytical service for all studies and samples collected
OE4	Perform high quality analyses and produce accurate data to assist facility managers in optimizing their daily plant operations

Significant Budget Modifications

FY 2026 Total Operating Expense and Use of Funds decreased by 12.5%, or \$418 thousand. This includes a 3.6% decrease in Personnel expense, due to the elimination of 1.0 FTE. Operating Supplies and Expense were reduced by \$53 thousand, primarily due to fewer maintenance contracts. Operating Capital decreased 50.1% and includes glass cleaning systems, robotic digesters, refrigerators and more.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,836,673	\$ 2,011,939	\$ 1,938,634	\$ (73,305)	(3.6%)
Operating Supplies/Expense	603,474	717,426	664,686	(52,740)	(7.4%)
Professional Services	21,875	23,000	24,600	1,600	7.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	2,462,023	2,752,365	2,627,920	(124,445)	(4.5%)
Debt Service	-	-	-	-	-
Operating Capital Program	386,280	587,000	293,000	(294,000)	(50.1%)
Total Expense and Use of Funds	2,848,303	3,339,365	2,920,920	(418,445)	(12.5%)
FUNDING SOURCES					
Revenue Fund	2,462,023	2,752,365	2,627,920	(124,445)	(4.5%)
Project Fund	386,280	587,000	293,000	(294,000)	(50.1%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 2,848,303	\$ 3,339,365	\$ 2,920,920	\$ (418,445)	(12.5%)
FTE's	20.0	20.0	19.0	(1.0)	(5.0%)

Laboratory Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Calibrate all laboratory instrumentation annually	100% (34)	100%	100%	100%
OE2	Prepare and submit the Department of Health certification license renewal application	11/21/2023	12/1/2023	12/2/2024	12/3/2025
OE4	Ensure scheduled laboratory equipment required maintenance is completed within 7 days	≤ 7 days	≤ 7 Days	≤ 7 days	≤ 7 days



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Provide a minimum of 190 training hours	410	150	190	200
WD3	Audit and improve compliance measures of at least two laboratory procedures per month	46 Audits	24 Audits	24 Audits	24 Audits

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	
OE2	Expand industrial monitoring program to include sampling of PFAS from industrial and commercial sources identified in RIPDES permits
OE4	Replace aging freezer and refrigerator in Environmental Monitoring Lab to ensure continuous operation and adequate preservation of samples
OE4	Replace water purification systems for quality assurance purposes
ES2	Develop a refrigerated autosampler parts replacement program to extend the life of the equipment
WD3	Develop, train, and promote an atmosphere of learning for Environmental Monitoring staff to maximize retention and growth

Significant Budget Modifications

FY 2026 Total Expense and Use of Funds increased by 3.4% or \$67 thousand. Personnel costs increased \$142 thousand, or 9.4%, reflecting COLA and contracted steps for union employees, along with COLAs for non-union employees. Operating Supplies and Expense decreased 19.0% or \$55 thousand due to reduced repairs related to building and structures. The Operating Capital Program decreased by 12.1%.

Budget

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	\$ 1,446,197	\$ 1,505,175	\$ 1,647,206	\$ 142,031	9.4%
Operating Supplies/Expense	194,552	286,625	232,065	(54,560)	(19.0%)
Professional Services	20,388	11,000	11,400	400	3.6%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,661,137	1,802,800	1,890,671	87,871	4.9%
Debt Service	-	-	-	-	-
Operating Capital Program	169,022	173,000	152,000	(21,000)	(12.1%)
Total Expense and Use of Funds	1,830,159	1,975,800	2,042,671	66,871	3.4%
FUNDING SOURCES					
Revenue Fund	1,661,137	1,802,800	1,890,671	87,871	4.9%
Project Fund	169,022	173,000	152,000	(21,000)	(12.1%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	\$ 1,830,159	\$ 1,975,800	\$ 2,042,671	\$ 66,871	3.4%
FTE's	15.0	14.0	14.0	0.0	0.0%

Environmental Monitoring Cost Center

Performance Measures



OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
OE4	Conduct Sampling of 100% of Significant Industrial Users who discharged process wastewater to sewer	100% (67 SIUs)	100%	100%	100%
OE2	Conduct quarterly RIPDES Multi Sector General Permit stormwater collections at each NBC treatment facility	8 Collections	4 Collections	4 Collections	4 Collections



ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
ES1	Ensure river samples are collected weekly to support water quality monitoring efforts	100% (4,917 Samples)	100%	100%	100%
ES1	Ensure bay samples are collected weekly, weather permitting, to support water quality monitoring efforts	100% (2,975 Samples)	100%	100%	100%
ES1	Annually deploy fixed site monitoring equipment at a minimum of two sites for receiving water	2 sites	2 sites	2 sites	2 sites
ES1	Determine impact of nutrient reductions on ecology through video monitoring a minimum of four times per year	0 videos*	4 videos	4 videos	4 videos



WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2024 Actual	FY 2024 Goal	FY 2025 Goal	FY 2026 Goal
WD2	Provide a minimum of 270 training hours to staff	287 Hours	220 Hours	270 Hours	270 Hours

Capital Budget

NBC's Capital Budget includes the Operating Capital Program (OCP) and the Capital Improvement Program (CIP). The FY 2026 Capital Budget is \$171.4 million which is \$27.2 million or 13.7% lower than the prior year.

	FY 2024 Actual	FY 2025 Budget	FY 2026 Budget	Budgeted Difference	%
Sources of Funds					
OCA* - Restricted CIP	\$ 19,502,083	\$ 12,123,500	\$ 22,544,341	\$ 10,420,841	186.0%
OCA* - Restricted OCP	3,931,742	5,248,000	5,170,500	(77,500)	98.5%
2023 Series A (RIIB)	86,074,460	6,628,000	-	(6,628,000)	0.0%
2024 Series A (RIIB)	924,391	63,911,700	-	(63,911,700)	0.0%
2025 Series A (RIIB)	-	59,415,200	56,325,129	(3,090,071)	94.8%
2026 Series A (RIIB)	-	-	26,378,277	26,378,277	-
2020 Series B (WIFIA 1)	11,652	-	-	-	-
2020 Series C (WIFIA 2)	72,016,514	40,437,400	48,719,100	8,281,700	120.5%
2022 Series A (WIFIA 3)	1,946,126	10,878,014	12,307,384	1,429,370	113.1%
Total Source of Funds	\$ 184,406,968	\$ 198,641,814	\$ 171,444,731	\$ (27,197,083)	86.3%
Uses of Funds					
Operating Capital	\$ 3,931,742	\$ 5,248,000	\$ 5,170,500	\$ (77,500)	98.5%
Total CIP	179,451,736	192,418,814	166,010,184	(26,408,630)	86.3%
Cost of Issuance/Other	1,023,491	975,000	264,047	(710,953)	27.1%
Total Use of Funds	\$ 184,406,968	\$ 198,641,814	\$ 171,444,731	\$ (27,197,083)	86.3%

*Operating Capital Account

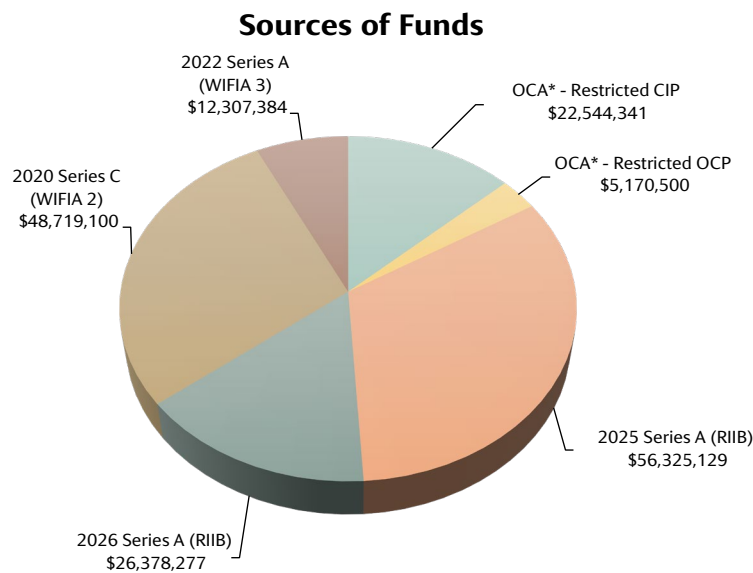
The CIP and OCP identify capital expenditures in the current budget year and subsequent five years and are developed within the context of the Strategic Plan's short-term and long-term goals. NBC staff identify capital needs based on the Asset Management Program as well as system and facility inspections. In addition, NBC engineers and scientists identify improvements that may be required to meet new permit requirements such as more stringent discharge limits and 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



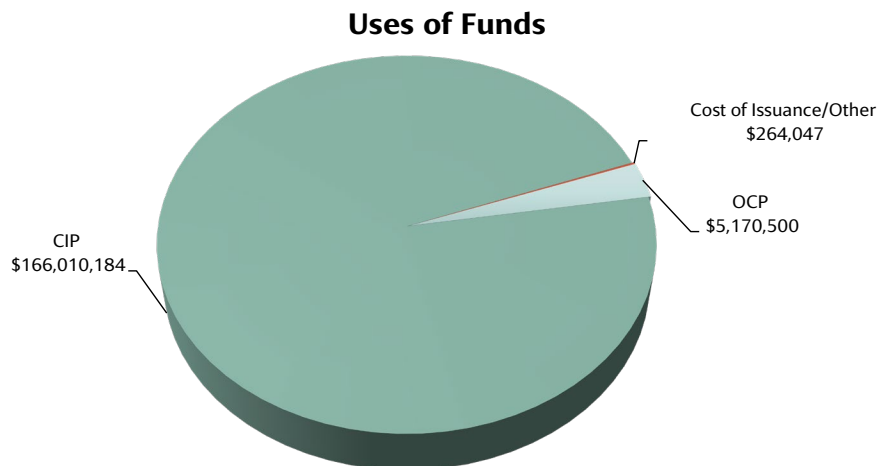
asset criteria are further discussed in the OCP portion of this document. In general, assets that are to be purchased and installed by NBC staff within the fiscal year are included in the OCP. The highest priority items are included in the budget year with the remaining assets programmed into subsequent 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 CIP. Funds in the Grant and Projects Reimbursements Account in the Project Fund are also used to fund the CIP. The CIP is financed primarily through long-term debt. NBC funds the CIP with interest-subsidized loans from the Rhode Island Infrastructure Bank (RIIB) (also referred to as State Revolving Fund (SRF) loans). NBC has also financed the CIP 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 may also issue taxable and tax-exempt revenue bonds to meet capital needs.

In FY 2026, the largest programmed funding source is existing and new RIIB loans at \$82.7 million. NBC also plans to fund \$61.0 million from existing WIFIA proceeds. In addition, NBC has programmed the use of \$27.7 million from the Operating Capital Account – Restricted CIP and OCP.



The FY 2026 CIP is \$166.0 million or 96.8% of the total capital budget funds. The OCP is \$5.2 million or 3.0% of the capital budget expense followed by \$0.3 million for Cost of Issuance/Other at 0.2%. The following chart illustrates the capital funding uses by type.



The OCP is \$24.2 million with \$5.2 million programmed in FY 2026 and \$19.0 million in FY 2027 – 2031. The majority, 71.2% is to support the Operations and Maintenance 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 2026-2031 and FY 2026 budget detail.

Operating Capital Program (OCP) by Division

Division Cost Center	Fiscal Year 2026	Fiscal Years 2027-2031	Total
Administration			
Information Technology	\$ 835,000	\$ 1,165,000	\$ 2,000,000
	835,000	1,165,000	2,000,000
Engineering and Construction			
Construction Services	45,000	160,000	205,000
Engineering	240,000	85,000	325,000
	285,000	245,000	530,000
Finance			
Finance	75,000	-	75,000
Customer Care	300,000	487,000	787,000
	375,000	487,000	862,000
Operations and Maintenance			
Interceptor Maintenance	430,000	2,165,500	2,595,500
Operations and Maintenance Services	55,000	-	55,000
Field's Point	1,705,000	6,588,000	8,293,000
Bucklin Point	1,040,500	5,345,000	6,385,500
	3,230,500	14,098,500	17,329,000
Environmental Science and Compliance			
Pretreatment	-	45,000	45,000
Laboratory	293,000	2,220,000	2,513,000
Environmental Monitoring	152,000	748,000	900,000
	445,000	3,013,000	3,458,000
Total	\$ 5,170,500	\$ 19,008,500	\$ 24,179,000

The table on the following page shows the CIP by functional area. The CIP is \$511.9 million with \$166.0 million programmed in FY 2026 and \$345.9 million programmed in FY 2027 – 2031. Approximately 50% of the CIP is for the CSO Phase III Facilities, including \$45.5 million for the CSO Phase II B Facilities. 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 (CIP) by Functional Area

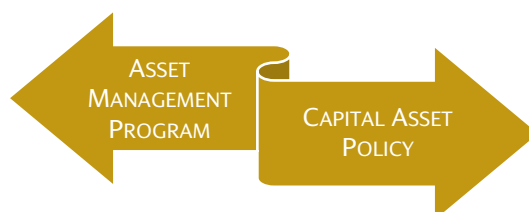
(In Thousands)

Project Number	Project Name	Fiscal Year 2026	Fiscal Years 2027-2031	Total
Wastewater Treatment Facility Improvements				
20000	WWTF Improvements	\$ -	\$ 500	\$ 500
20700	Long-Range Biosolids Disposal	2,367	-	2,367
20701	Biosolids Management Facility Upgrade	1,843	47,064	48,907
20801	Data Communications Upgrades and WWTF Network Improvements	2,983	15,580	18,563
20900	FPWWTF Wet Weather Clarifier Facility Improvements	364	4,732	5,096
24000	NBC Facility Electrical Improvements	298	-	298
81701	BPWWTF Service Building Demolition	432	3,223	3,655
81800	BPWWTF Sludge Digestion Facility Improvements	3,494	181	3,675
91000	Office and Building Improvements	1,195	-	1,195
92000	Stormwater Education Resource Center	237	-	237
	<i>Subtotal</i>	13,213	71,280	84,493
Bucklin Point Resiliency Improvements				
81000	BPWWTF UV Disinfection Improvements	9,532	188	9,720
81600	BPWWTF Improvements	705	4,816	5,521
	<i>Subtotal</i>	10,237	5,004	15,240
Field's Point Resiliency Improvements				
20300	FPWWTF Improvements	4,872	26,459	31,331
20400	FPWWTF Ernest Street Pump Station Improvements	5,463	19,579	25,042
20500	FPWWTF Maintenance and Storage Buildings	1,421	26,430	27,851
20600	NBC Solar Carport	892	1,582	2,474
40101	FPWWTF Electrical Improvements	885	10,287	11,172
71000	Lincoln Septage Receiving Station Replacement	1,876	5,225	7,102
	<i>Subtotal</i>	15,409	89,562	104,971
Infrastructure Management				
1140600	RIPDES Compliance Improvements	447	357	804
1140700	PFAS Testing and Monitoring	94	808	902
1140900	Water Quality Model Validation and Enhancement	33	67	100
30700	NBC System-wide Facilities Planning	860	907	1,766
40200	NBC System-wide Inflow Reduction	64	1,626	1,690
40300	Municipal Lateral Sewer Acquisition Impact	131	514	645
40550	RIPDES Flow Monitoring System Implementation	1,313	-	1,313
40600	Asset Management Program Support Services	400	153	553
40700	Enterprise Resource Planning (ERP) System Replacement	26	886	912
	<i>Subtotal</i>	3,366	5,318	8,684
CSO Phase III Facilities				
30800	CSO Phase III A Facilities - Design and Construction Program Management	11,532	7,414	18,946
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	14,689	16,332	31,022
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	48,766	37,422	86,188
30803	CSO Phase III A Facilities - OF 205	264	-	264
30804	CSO Phase III A Facilities - OF 210, 213, 214	24,541	31,752	56,293
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	16,659	915	17,574
30830	CSO Phase III B Facilities	-	45,505	45,505
	<i>Subtotal</i>	116,451	139,340	255,791
Sewer System Improvements				
12400	Interceptor Maintenance Building	-	535	535
30500	NBC Interceptor Easements Restoration, Various Locations	508	1,034	1,542
30610	NBC System-wide Regulator Modifications	1,162	491	1,654
70900	Omega Pump Station Improvements	768	8,170	8,937
72000	Reservoir Avenue Pump Station Improvements	1,882	3,022	4,904
72100	Saylesville Pump Station Improvements	1,016	8,137	9,153
	<i>Subtotal</i>	5,335	21,389	26,724
Interceptor Cleaning/Restoration and Construction				
30400M	Interceptor Inspection and Cleaning Projects	88	2,500	2,588
30482M	Interceptor Inspection and Cleaning	412	-	412
30400C	Interceptor Restoration and Construction	951	1,394	2,345
30315	Woonasquatucket CSO OF 046 Improvements	36	3,838	3,874
30421	Louisquisset Pike Interceptor Improvements	-	6,261	6,261
30468	Improvements to Interceptors FY 2022	513	-	513
	<i>Subtotal</i>	2,000	13,993	15,993
Total		\$ 166,010	\$ 345,885	\$ 511,895

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 a cost greater than \$5,000 and a useful life of three years or more.



Operating Capital Program Overview

This year's OCP identifies 98 assets that are programmed for purchase in FY 2026 at a total cost of approximately \$5.2 million. NBC has also programmed asset purchases in FY 2027 through FY 2031 of approximately \$19.0 million for a total of \$24.2 million over the six-year period. As shown in the following table, 71.7% of the assets or \$17.3 million support the wastewater treatment and collection functions in the Operations and Maintenance Division.

**FY 2026 – 2031
Operating Capital Program**

Division	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total FY 2026-2031
Administration	\$ 835,000	\$ 185,000	\$ 225,000	\$ 265,000	\$ 225,000	\$ 265,000	\$ 2,000,000
Engineering & Construction	285,000	60,000	90,000	45,000	50,000	-	530,000
Finance	375,000	95,000	100,000	96,000	98,000	98,000	862,000
Operations & Maintenance	3,230,500	3,852,000	3,785,500	2,707,000	1,986,000	1,768,000	17,329,000
Environmental Science and Compliance	445,000	558,000	488,000	621,000	730,000	616,000	3,458,000
	\$ 5,170,500	\$ 4,750,000	\$ 4,688,500	\$ 3,734,000	\$ 3,089,000	\$ 2,747,000	\$ 24,179,000

Operating Capital Program Development

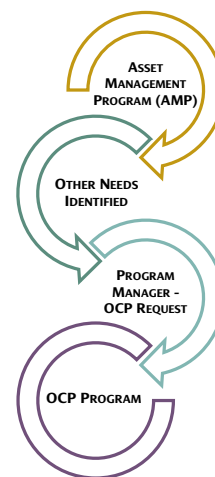
NBC is committed to making investments needed to ensure continuous operation of its facilities, support services and core business functions. To achieve this goal, NBC adopted and implemented an Asset Management Program (AMP), which is the primary source used to identify operating capital needs. The 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, enhancing networks and security, acquiring and implementing new or replacement software, and applications. Laboratory and sampling equipment needs are also identified through the planning process to ensure compliance with 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 CIP window.

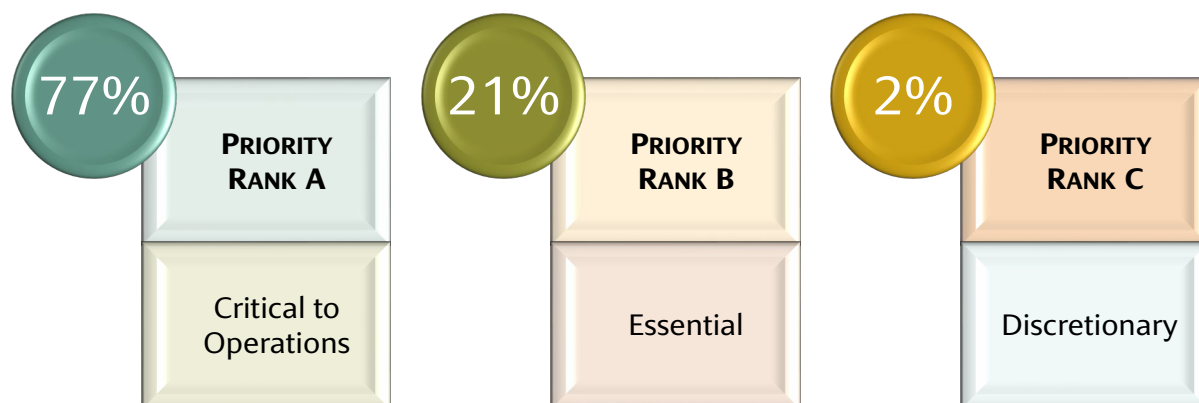
With respect to the upcoming budget year, as part of the annual budget process, each cost center submits detailed operating capital requests with supporting documentation for each asset. Each request is unique and includes the asset title, description, estimated cost, location, useful life, purchase justification, and priority ranking. The request also indicates if the asset is new, a replacement, or a betterment. The requests are first reviewed by accounting to ensure that the request meets capital asset criteria. Approved requests are reviewed by Finance to ensure that the information is complete and includes documentation to support the estimated cost. New asset requests with a cost over \$50 thousand must include a cost analysis that demonstrates 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 for inclusion in the budget. Each budgeted asset 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 required for compliance and plant operations, addressing a new permit requirement, or ensuring the health and safety of NBC's work environment. Approximately 77.0% of asset requests for FY 2026 are prioritized with an "A" ranking with a total cost of \$4.0 million.

In addition, 20.6% or \$1.1 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 2.4% of the total or \$125 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 plan future purchases. 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). NBC has adopted a Fiscal Sustainability Plan Policy. The procedures developed under that policy incorporate the Asset Management Program (AMP), Capital Improvement Program (CIP), Annual Operating Budget and Operating Capital Program (OCP). 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 2026 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 2024

- Budget forms available

NOVEMBER 2024

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

DECEMBER 2024

- 5-year OCP available for review and comments
- Review of 5-year OCP with Division Directors
- Complete OCP schedules
- Draft OCP narrative

JANUARY 2025

- Finalize OCP document
- Review and approval of OCP from NBC's Finance Committee and Board on February 4, 2025

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 newly identified higher priorities or 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 a 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 Goal


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 98 capital assets budgeted in FY 2026, \$4.7 million or 94.3% are related to NBC's Operational Excellence Pillar which covers the essential aspects of infrastructure integrity, through continually prioritizing needs and investments. Additionally, \$250 thousand or 1.9% relates to the Customer Focus Pillar and involves CIS Migration to the Cloud. Lastly, 3.8% or \$235 thousand aligns to the Environmental Sustainability Pillar and includes equipment to inspect and maintain NBC's collection system.

Percentage of OCP Assets Aligned to NBC Strategic Plan

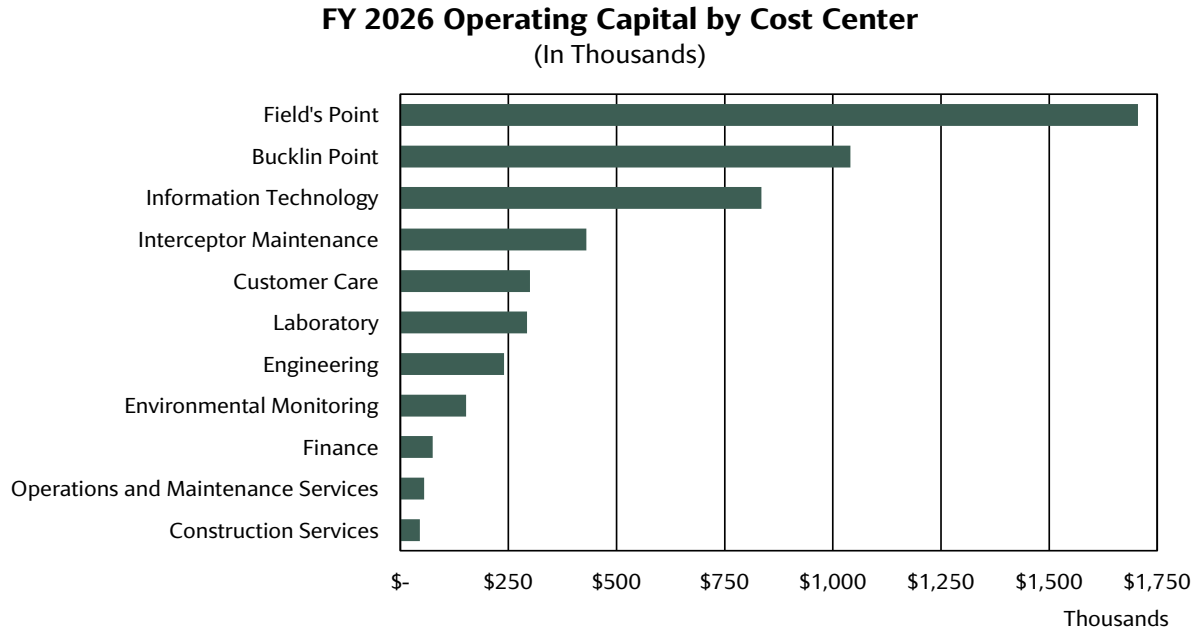
	Operational Excellence: <i>The integrity of our infrastructure is at the very core of effectively delivering our mission. We take proactive measures to protect the condition of current infrastructure, while always looking ahead to the needs of the future and planning appropriately. We take pride in our bold approach to leading innovative operations and in continually prioritizing needs and investments through deliberate asset management.</i>	
Key Code	Percentage	Code Description
OE3	20%	Enhance capital planning process.
OE4	74%	Encourage operational efficiency and effectiveness.

	Environmental Sustainability: <i>We are in the business of protecting the environment and we take that responsibility seriously. This means considering broad environmental health beyond the most fundamental duty we have of cleaning water before its release back into the environment. Now more than ever we must strengthen the climate resilient planning and operations and work toward minimizing negative impacts our organization has on natural resources.</i>	
Key Code	Percentage	Code Description
ES2	4%	Expand sustainability programs.

	Customer Focus: <i>We 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.</i>	
Key Code	Percentage	Code Description
CF2	2%	Improve internal and external customer satisfaction.

Operating Capital Program by Cost Center

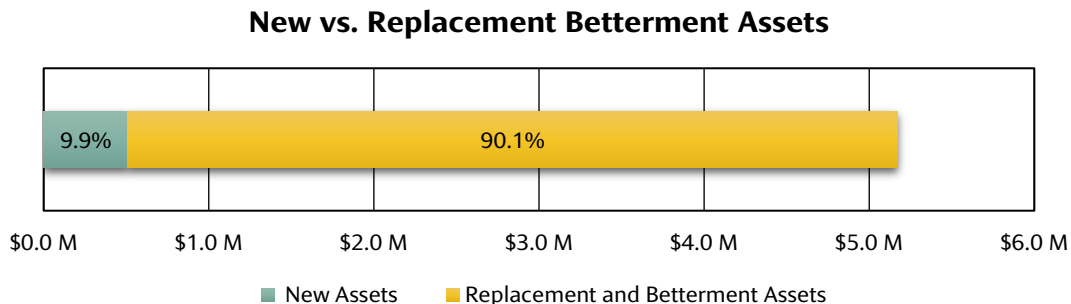
The following chart shows the largest share, or 53.1% of the FY 2026 OCP budget is for the wastewater treatment facilities (WWTF), including \$1.7 million for Field's Point and \$1.0 million at Bucklin Point. NBC has prioritized the replacement of numerous pumps, vehicles, tanks, bar racks, and other equipment, which are required to operate the facilities and maintain infrastructure.



Of the remaining \$2.4 million FY 2026 OCP Budget, 16.3% or \$835 thousand is allocated to the Information Technology section and includes network and security upgrades to ensure optimal performance. Additionally, 8.4% or \$430 thousand of the budget is allocated to the Interceptor Maintenance section and includes \$235 thousand to replace Vehicle 376 used for catch basin sump cleaning. Furthermore, 5.9% or \$300 thousand is apportioned to the Customer Care section, which includes \$250 thousand for CIS enhancements and \$50 thousand for Customer Care system upgrades. The Laboratory section is 5.7% or \$293 thousand and includes a lab glassware cleaning system, and a robotic in-line digester for nutrients analyses. The Engineering section is 4.7% of the budget or \$240 thousand and includes essential HVAC upgrades. Other items such as financial reporting software, replacement vehicles, and monitoring and sampling equipment encompass the remaining 6.4% or \$327 thousand of the OCP budget.

Operating Capital Program New vs. Replacement and Betterment Assets

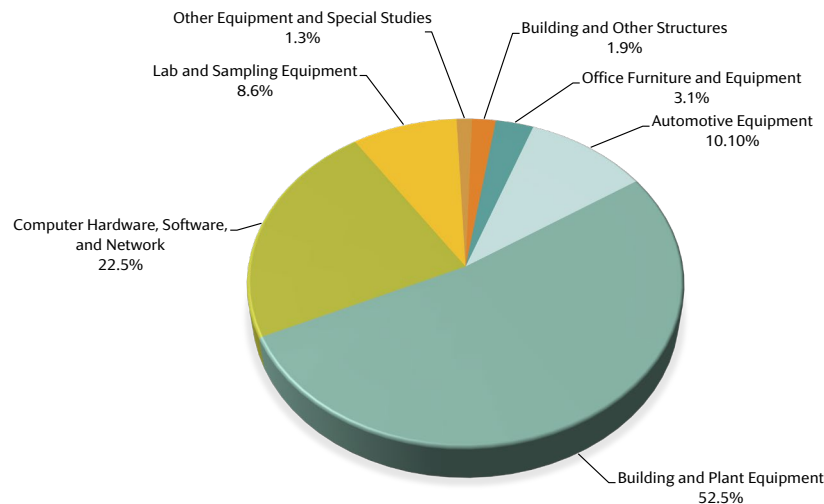
The FY 2026 OCP identifies new and replacement asset purchases totaling approximately \$5.2 million. As shown in the following graph, replacement and betterment assets are 91.1% of the total while new assets are 9.9% of the total.



Fiscal Year 2026 Operating Capital Program by Category

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 \$2.7 million or 52.5% of the total budget. Computer Hardware, Software and Network represent 22.5% or \$1.2 million. Automotive Equipment represents 10.1% or \$552 thousand. Lab and Sampling Equipment represents 8.6% or \$445 thousand. Office Furniture and Equipment represents 3.1% or \$160 thousand. Building and Other Structures represent 1.9% or \$100 thousand. Special Studies, in addition to Other Equipment, comprise the remaining 1.3% of the FY 2026 asset acquisitions.

FY 2026 Operating Capital by Category



FY 2026 programmed Replacement and Betterment assets are \$4.7 million. Of this total, Building and Plant Equipment Replacement assets are 58.2% or \$2.7 million, and include items such as pumps, bar racks, actuators, transformers, probes/sensors, and flow meters. Computer Hardware, Software, and Network Replacement assets are 15.0% of the total or \$700 thousand. Automotive Equipment Replacement assets are 11.2% of the total and include the replacement of Vehicle 376 for catch basin sump cleaning at a cost of \$235 thousand. The remainder are for Lab and Sampling Equipment Replacement, Office Furniture and Equipment Replacement Building and Other Structure Replacement, and Other Equipment Replacement.

Replacement and Betterment Assets	Total	% of Total
Building and Plant Equipment Replacement	\$ 2,713,500	58.2%
Computer Hardware, Software and Network Replacement	700,000	15.0%
Automotive Equipment Replacement	522,000	11.2%
Lab and Sampling Equipment Replacement	445,000	9.5%
Office Furniture and Equipment Replacement	160,000	3.4%
Building and Other Structure Replacement	100,000	2.1%
Other Equipment Replacement	20,000	0.4%
Total	\$ 4,660,500	100%

Programmed new asset purchases in FY 2026 are 9.9% of the total OCP. Computer Hardware, Software, and Network Equipment is 91.2% of the programmed new assets, at a cost of \$465 thousand and includes Oracle Enhancements, Conference Room Upgrades, and Computer Room Enhancements. Also included is \$45 thousand in Special Studies for the Triennial Security Assessment.

New Assets	Total	% of Total
Computer Hardware, Software and Network	\$ 465,000	91.2%
Special Studies	45,000	8.8%
Total	\$ 510,000	100%

Investments in Technology

NBC's strategic goal of maintaining operational efficiency and effectiveness is demonstrated through Computer Hardware, Software, and Network purchases that are programmed in FY 2026. The largest item is Network Upgrades at \$275 thousand, followed by CIS Enhancements at \$250 thousand. Next is Security Upgrades at \$150 thousand. Also included in the FY 2026 OCP is the replacement of printers, plotters, and copiers that are past their life cycle at \$120 thousand.

Computer Hardware, Software and Network	Total
Network Upgrades	\$ 275,000
CIS Enhancements	250,000
Security Upgrades	150,000
Printer/Plotter/Copiers Replacement	120,000
SampleManager/LIMS Upgrade	80,000
Financial Budgeting Software	75,000
Annual PC Refresh Program	75,000
Customer Care System Upgrades	50,000
Oracle Enhancements	40,000
Computer Room Enhancements	25,000
Conference Room Upgrades	25,000
Total	\$ 1,165,000

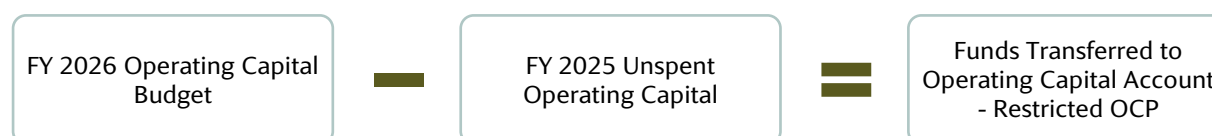
Investment in Data Analysis

NBC's Laboratory and Environmental Monitoring groups are responsible for producing timely, high-quality data to support analysis and compliance through the use of state-of-the-art sampling and analytical instrumentation. NBC's investment in support of these activities is demonstrated with \$445 thousand programmed for lab and sampling equipment assets in FY 2026. A list of the items is shown in the following table.

Lab and Sampling Equipment	Total
Significant Industrial User Deionized Water Unit	\$ 210,000
Fixed Site Sondes, Probes, Meters	79,000
Robotic In-Line Digester for Nutrients Analyzers	65,000
Significant Industrial User Deionized Water Unit	24,000
Deionized Water Unit	24,000
Laboratory Freezer with Auto-Defrost	18,000
Refrigerated Autosampler Parts	12,000
Freezer	7,000
Refrigerator	6,000
Total	\$ 445,000

Operating Capital Program Funding

Operating Capital is funded from the Operating Capital Account – Restricted OCP 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 Operating Capital Account – Restricted OCP and Operating Capital Account - Restricted CIP. 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 2026, NBC plans to fund the OCP with \$5.2 million from the Operating Capital Account - Restricted OCP. NBC has also programmed funding of \$5.0 million per year for FY 2027 through FY 2031, for the OCP from this same source.

OCP - SOURCES OF FUNDS

Sources of Funds (Thousands)	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total FY 2026-2031
Operating Capital Account - Restricted OCP	\$ 5,171	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,171
Total	\$ 5,171	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,171

The FY 2026 programmed asset purchases total approximately \$5.2 million. In FY 2027 through FY 2031, 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 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total FY 2026-2031
Operating Capital Program	\$ 5,171	\$ 4,750	\$ 4,689	\$ 3,734	\$ 3,089	\$ 2,747	\$ 24,179
Operating Capital Placeholder	-	250	312	1,266	1,911	2,253	5,992
Total	\$ 5,171	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,171

Operating Capital Program Summary by Fiscal Year

Asset Title	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
ADMINISTRATION							
Information Technology							
R Network Upgrades	\$ 275,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 375,000
B Security Upgrades	150,000	10,000	10,000	10,000	10,000	10,000	200,000
R Printer/Plotter/Copiers Replacement	120,000	-	-	35,000	-	-	155,000
R Sample Manager/LIMS Upgrade	80,000	-	-	-	-	80,000	160,000
R Annual PC Refresh Program	75,000	75,000	75,000	75,000	75,000	75,000	450,000
N Triennial Security Assessment	45,000	-	-	45,000	-	-	90,000
N Oracle Enhancements	40,000	-	40,000	-	40,000	-	120,000
N Conference Room Upgrades	25,000	25,000	25,000	25,000	25,000	25,000	150,000
N Computer Room Enhancements	25,000	25,000	25,000	25,000	25,000	25,000	150,000
N Customer Service Enhancement	-	50,000	-	50,000	-	50,000	150,000
Subtotal Information Technology	835,000	185,000	225,000	265,000	225,000	265,000	2,000,000
ENGINEERING AND CONSTRUCTION							
Construction Services							
R Vehicle 343	45,000	-	-	-	-	-	45,000
R Plotter	-	20,000	-	-	-	-	20,000
R Vehicle 311	-	-	45,000	-	-	-	45,000
R Vehicle 296	-	-	-	45,000	-	-	45,000
R Vehicle 292	-	-	-	-	50,000	-	50,000
Subtotal Construction Services	45,000	20,000	45,000	45,000	50,000	-	205,000
Engineering							
R Rooftop Air Conditioning	100,000	-	-	-	-	-	100,000
R Blower Building HVAC	65,000	-	-	-	-	-	65,000
R Condenser Coils	30,000	-	-	-	-	-	30,000
R Chiller Compressor	25,000	-	-	-	-	-	25,000
R Survey Equipment	20,000	-	-	-	-	-	20,000
R Vehicle 326	-	40,000	-	-	-	-	40,000
R Vehicle 312	-	-	45,000	-	-	-	45,000
Subtotal Engineering	240,000	40,000	45,000	-	-	-	325,000
FINANCE							
Finance							
N Financial Budgeting Software	75,000	-	-	-	-	-	75,000
Subtotal Finance	75,000	-	-	-	-	-	75,000
Customer Care							
N CIS Enhancements	250,000	50,000	-	50,000	-	50,000	400,000
N Customer Care System Upgrades	50,000	-	50,000	-	50,000	-	150,000
R Vehicle 297	-	45,000	-	-	-	-	45,000
R Vehicle 289	-	-	50,000	-	-	-	50,000
R Vehicle 276	-	-	-	46,000	-	-	46,000
R Vehicle 261	-	-	-	-	48,000	-	48,000
R Vehicle 256	-	-	-	-	-	48,000	48,000
Subtotal Customer Care	300,000	95,000	100,000	96,000	98,000	98,000	787,000
OPERATIONS AND MAINTENANCE							
Interceptor Maintenance							
R Vehicle 376	235,000	-	-	-	-	-	235,000
R Office Furniture and Equipment	150,000	-	-	-	-	-	150,000
R Manhole Frame/Cover	30,000	-	-	-	-	-	30,000
R Vehicle 472 - Snow Push Box	15,000	-	-	-	-	-	15,000
R Vehicle 329	-	600,000	-	-	-	-	600,000
R Vehicle 363	-	-	285,000	-	-	-	285,000
R Vehicle 322	-	-	125,000	-	-	-	125,000
R Gate Controller	-	-	12,000	-	-	-	12,000
R Vehicle 322 - Snow Plow Blade	-	-	9,500	-	-	-	9,500
R Vehicle 322 - Electric Sander Unit	-	-	9,500	-	-	-	9,500
R Equipment 860A	-	-	7,500	-	-	-	7,500
R Vehicle 277	-	-	-	185,000	-	-	185,000
R Vehicle 471B	-	-	-	75,000	-	-	75,000
R Vehicle 284	-	-	-	65,000	-	-	65,000
R Vehicle 307	-	-	-	42,000	-	-	42,000
R Vehicle 459	-	-	-	16,000	-	-	16,000
R Equipment 471B - Backhoe Attachment	-	-	-	10,000	-	-	10,000
R Equipment 829A	-	-	-	10,000	-	-	10,000
R Vehicle 284 - Electric Poly Sander	-	-	-	8,500	-	-	8,500

Operating Capital Program Summary by Fiscal Year

Asset Title	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
R Equipment 656A	-	-	-	8,000	-	-	8,000
R Vehicle 284 - Snow Plow Blade	-	-	-	7,500	-	-	7,500
R Pneumatic Pipe Plugs w/Lift Line & Filler Hoses	-	-	-	7,000	-	-	7,000
R Equipment 471 - Snow Plow Blade	-	-	-	5,000	-	-	5,000
R Vehicle 268	-	-	-	-	75,000	-	75,000
R Vehicle 269	-	-	-	-	75,000	-	75,000
R Vehicle 270	-	-	-	-	75,000	-	75,000
R Vehicle 287	-	-	-	-	65,000	-	65,000
R Vehicle 272	-	-	-	-	45,000	-	45,000
R Permits Office Copier	-	-	-	-	15,000	-	15,000
R Vehicle 354	-	-	-	-	15,000	-	15,000
R Vehicle 346	-	-	-	-	9,500	-	9,500
R Equipment 656A	-	-	-	-	6,500	-	6,500
R Equipment 430A	-	-	-	-	5,000	-	5,000
R Vehicle 251	-	-	-	-	-	85,000	85,000
R Vehicle 254	-	-	-	-	-	65,000	65,000
R Vehicle 334	-	-	-	-	-	65,000	65,000
R Vehicle 262	-	-	-	-	-	45,000	45,000
R Vehicle 251 - Snow Plow Blade	-	-	-	-	-	8,500	8,500
R Vehicle 251 - Electric Sander Unit	-	-	-	-	-	8,500	8,500
R Vehicle 254 - Snow Plow Blade	-	-	-	-	-	7,500	7,500
R Vehicle 334 - Snow Plow Blade	-	-	-	-	-	7,500	7,500
<i>Subtotal Interceptor Maintenance</i>	430,000	600,000	448,500	439,000	386,000	292,000	2,595,500
Operations and Maintenance Services							
R Vehicle 336	45,000	-	-	-	-	-	45,000
R Office Furniture and Equipment	10,000	-	-	-	-	-	10,000
<i>Subtotal Operations and Maintenance Services</i>	55,000	-	-	-	-	-	55,000
Field's Point							
R Bar Racks	170,000	170,000	170,000	175,000	185,000	190,000	1,060,000
R Actuators Gate 3	140,000	-	-	-	-	-	140,000
R Grit Tank Unit	120,000	120,000	125,000	130,000	-	-	495,000
R Hot Water Tank	120,000	-	-	-	-	-	120,000
R Gate Cylinders	80,000	-	-	-	-	-	80,000
R 20 MGD Sewage Pump Cartridge	75,000	-	-	-	-	-	75,000
R Equipment 0059	72,000	-	-	-	-	-	72,000
B Hypochlorite Tank Floor Relining	70,000	-	-	-	-	-	70,000
R Door Replacement Campus Wide	70,000	-	-	-	-	-	70,000
R Breaker	65,000	-	-	-	-	-	65,000
R Return Activated Sludge Actuators	65,000	-	-	-	-	-	65,000
B Control System Upgrade	60,000	-	-	-	-	-	60,000
R Screw Pump Motor	50,000	-	-	-	-	-	50,000
R Flygt Mixer Rebuild	50,000	-	-	-	-	-	50,000
R Actuators IFAS Tanks	45,000	-	-	-	-	-	45,000
R Main Switchgear Relay Replacement	45,000	-	-	-	-	-	45,000
R Dezurik Valves	40,000	70,000	-	80,000	90,000	-	280,000
R Transformer	40,000	-	-	-	-	-	40,000
R Actuator for Butterfly Valve	40,000	-	-	-	-	-	40,000
R Plant Water Pump and Motor	35,000	35,000	-	-	-	-	70,000
R Uninterruptable Power Supply	35,000	-	-	-	-	-	35,000
R Flexim Flow Meters	30,000	-	-	40,000	-	-	70,000
R Unit Coils 1-3	30,000	-	-	-	-	-	30,000
R Gearboxes	30,000	-	-	-	-	-	30,000
R Dewatering Pump	25,000	31,000	-	-	-	-	56,000
R Heating, Ventilation and Air Conditioning Upgrade	25,000	-	-	-	-	-	25,000
R Uninterruptable Power Supply Batteries	20,000	-	-	-	-	-	20,000
R Hypochlorite Flow Meters	20,000	-	-	-	-	-	20,000
R Scum Dewatering Pump	16,000	-	-	-	-	-	16,000
R Variable Frequency Drive	12,000	-	-	-	-	-	12,000
R Effluent Bisulfite Analyzer	10,000	-	-	-	-	-	10,000
R Tunnel Pump Cartridges	-	175,000	-	-	-	-	175,000
R Caustic Storage Tank	-	155,000	85,000	-	-	-	240,000
R Hypochlorite Storage Tanks	-	80,000	80,000	85,000	85,000	85,000	415,000
R 40 MGD Sewage Pump Cartridge	-	75,000	-	-	-	-	75,000
R Water Champ	-	75,000	-	-	-	-	75,000
R Crane Clam Bucket	-	60,000	-	-	-	-	60,000
R Metering Pumps - Pulsa Feeder Pump	-	60,000	-	-	-	-	60,000

Operating Capital Program Summary by Fiscal Year

Asset Title	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
R Vehicle 464	-	55,000	-	-	-	-	55,000
R Sludge Grinder	-	50,000	30,000	-	-	-	80,000
R Sewage Pump Cone Valve Actuator	-	50,000	-	-	-	-	50,000
R ABB Process Control Unit	-	50,000	-	-	-	-	50,000
R Gearbox, Stem and Electric Actuators	-	50,000	-	-	-	-	50,000
R Vehicle 332	-	50,000	-	-	-	-	50,000
R Control Center Rooms Uninterruptible Power Supply	-	40,000	-	-	-	-	40,000
R Flow Meter Venturi Chamber 2	-	40,000	-	-	-	-	40,000
R Grit Pump with Motor	-	35,000	-	35,000	-	-	70,000
R Water Champ	-	35,000	-	-	-	-	35,000
R Vehicle 333	-	35,000	-	-	-	-	35,000
R Vehicle 345	-	35,000	-	-	-	-	35,000
R Sludge Flow Meter to Tank #3	-	30,000	-	-	-	-	30,000
R Gearbox, Stem and Electric Actuators Gate 2	-	30,000	-	-	-	-	30,000
R Gearbox, Stem and Electric Actuators Gate 3	-	30,000	-	-	-	-	30,000
R Gearbox, Stem and Electric Actuators Gate 4	-	30,000	-	-	-	-	30,000
R Flow Meters 1-4	-	28,000	-	-	-	-	28,000
R Influent Cylinders	-	25,000	30,000	30,000	30,000	35,000	150,000
R Exhaust Fans	-	25,000	-	-	-	-	25,000
R Equipment 0024	-	25,000	-	-	-	-	25,000
R Gearbox, Stem and Electric Actuators	-	25,000	-	-	-	-	25,000
R Scum Pump with Motor	-	20,000	-	25,000	-	-	45,000
R Mag Flow Meter	-	20,000	-	-	-	-	20,000
R Fire Alarm Panel	-	20,000	-	-	-	-	20,000
R Serpentix Conveyor Pans	-	20,000	-	-	-	-	20,000
R Gearbox, Stem and Electric Actuators Gate 5	-	20,000	-	-	-	-	20,000
R Gearbox, Stem and Electric Actuators Gate 6	-	20,000	-	-	-	-	20,000
R Equipment 0025	-	15,000	-	-	-	-	15,000
R Sump Pump	-	15,000	-	-	-	-	15,000
R Scum Tank Skimmer	-	15,000	-	-	-	-	15,000
R Air Handling Unit, Motor Control Center Room	-	15,000	-	-	-	-	15,000
R Copier Machine	-	15,000	-	-	-	-	15,000
R Sewage Pump	-	-	380,000	250,000	-	-	630,000
R Hydroflow Screen	-	-	325,000	-	-	-	325,000
R Sewage Pump Motor	-	-	200,000	-	-	-	200,000
R Equipment 0050	-	-	100,000	-	-	-	100,000
R 66" Screw Pump 4	-	-	85,000	-	-	-	85,000
R Cameras and Server	-	-	75,000	-	-	-	75,000
R Caustic Metering Pump	-	-	45,000	-	-	-	45,000
R Underflow Valve and Actuator(s)	-	-	45,000	-	-	-	45,000
R Froth Spray Pump and Motor	-	-	40,000	-	-	-	40,000
R Vehicle 315	-	-	40,000	-	-	-	40,000
R Sludge Pump with Motor	-	-	35,000	35,000	-	-	70,000
R Equipment FP0026B	-	-	25,000	-	-	-	25,000
R Equipment FP0028B	-	-	25,000	-	-	-	25,000
R Equipment FP0071	-	-	25,000	-	-	-	25,000
R Equipment FP0072	-	-	25,000	-	-	-	25,000
R Equipment 109CWA	-	-	25,000	-	-	-	25,000
R Variable Frequency Drive Grit Pump #1,2,3	-	-	15,000	45,000	-	-	60,000
R Copier Machine	-	-	10,000	-	-	-	10,000
R Vehicle 317	-	-	-	80,000	-	-	80,000
R Serpentix Conveyor Gearbox Motor/Parts	-	-	-	70,000	-	-	70,000
R Vehicle 314	-	-	-	70,000	-	-	70,000
R Vehicle 319	-	-	-	70,000	-	-	70,000
R Dewatering Pump 1 and 2	-	-	-	50,000	-	-	50,000
R Equipment FP0015B	-	-	-	25,000	-	-	25,000
R Equipment FP0020B	-	-	-	25,000	-	-	25,000
R Mag Flow Meter	-	-	-	20,000	-	-	20,000
R 40' Wet Weather Storage Trailer	-	-	-	15,000	-	-	15,000
R Grit Influent Ammonia Meter	-	-	-	15,000	-	-	15,000
R Vehicle 320	-	-	-	-	130,000	-	130,000
R Vehicle 295	-	-	-	-	120,000	-	120,000
R Copier Machine	-	-	-	-	10,000	-	10,000
R 20' Storage Trailer	-	-	-	-	8,000	-	8,000
R 40' Storage Trailer with Roll Up Doors	-	-	-	-	8,000	-	8,000
R 20' Storage Trailer	-	-	-	-	8,000	-	8,000

Operating Capital Program Summary by Fiscal Year

Asset Title	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
R Hypochlorite Pump and Motor	-	-	-	-	-	75,000	75,000
R Sludge Grinder Cartridges	-	-	-	-	-	45,000	45,000
<i>Subtotal Field's Point</i>	<u>1,705,000</u>	<u>2,074,000</u>	<u>2,040,000</u>	<u>1,370,000</u>	<u>674,000</u>	<u>430,000</u>	<u>8,293,000</u>
Bucklin Point							
R Door Replacement Campus Wide	75,000	-	-	-	-	-	75,000
R Return Activated Sludge Pump 1-4	70,000	70,000	75,000	75,000	80,000	85,000	455,000
R Bar Rack 2	65,000	70,000	70,000	80,000	80,000	90,000	455,000
R Sludge Pump	55,000	50,000	-	50,000	-	80,000	235,000
R Return Activated Sludge Pump 5-7	50,000	65,000	-	65,000	-	65,000	245,000
R Cutting Assembly Motor & Stainless Steel Box	50,000	50,000	-	-	-	60,000	160,000
R Vehicle 331	50,000	-	-	-	-	-	50,000
R Sewage Pump	50,000	-	-	-	-	-	50,000
R Scum Mixer	50,000	-	-	-	-	-	50,000
R Air Filter Box	45,000	-	-	45,000	-	50,000	140,000
R Scum Pump	35,000	35,000	35,000	40,000	40,000	40,000	225,000
R Equipment 002	30,000	-	-	-	-	-	30,000
R Equipment 004	30,000	-	-	-	-	-	30,000
R Nitrate Probes/Sensors 1	27,500	-	-	-	-	-	27,500
R Nitrate Probes/Sensors 2	27,500	-	-	-	-	-	27,500
R Return Activated Sludge Pump 1	25,000	50,000	55,000	55,000	60,000	60,000	305,000
R Return Activated Sludge Pump 2	25,000	50,000	55,000	55,000	60,000	60,000	305,000
R Actuator Valves	25,000	-	-	-	-	-	25,000
R Scum Pump 1	25,000	-	45,000	-	45,000	-	115,000
R Scum Pump 2	25,000	-	-	-	45,000	-	70,000
R Safety Retrieval System	20,000	-	-	-	-	-	20,000
R Vent Fan	20,000	-	-	-	-	20,000	40,000
R Equipment E0064	20,000	-	-	-	-	-	20,000
R Aeration Tank Diffusers	20,000	-	-	-	-	-	20,000
R Grit Pump 1	17,500	30,000	32,000	32,000	35,000	35,000	181,500
R Grit Pump 2	17,500	-	-	-	-	-	17,500
R Waste Sludge Pump 1	15,000	-	-	-	60,000	-	75,000
R Waste Sludge Pump 2	15,000	-	-	-	60,000	-	75,000
R Influent Flow Meter	15,000	-	-	-	-	-	15,000
R Total Suspended Solids Meter	10,000	-	-	-	-	-	10,000
R Meter and Transmitter	10,000	-	-	-	-	-	10,000
R Uninterruptable Power Supply 1	8,500	10,000	11,000	12,000	12,000	12,000	65,500
R Uninterruptable Power Supply 2	8,500	10,000	11,000	12,000	12,000	12,000	65,500
R Uninterruptable Power Supply 3	8,500	10,000	11,000	12,000	12,000	12,000	65,500
R Air Handling Unit and Air Conditioning	-	85,000	-	-	-	-	85,000
R Booster Pump 1 Methane Gas Spencer	-	85,000	-	-	-	-	85,000
R UV Control Module Boards & Bank Control Boards	-	75,000	-	-	80,000	-	155,000
R Vehicle 344	-	65,000	-	-	-	-	65,000
R Control Panels	-	60,000	35,000	35,000	40,000	40,000	210,000
R Vehicle 330	-	50,000	-	-	-	-	50,000
R Vehicle 323	-	50,000	-	-	-	-	50,000
R Vehicle 328	-	50,000	-	-	-	-	50,000
R Dewatering Pump	-	40,000	-	40,000	-	40,000	120,000
R Hypochlorite Pump	-	30,000	30,000	35,000	35,000	40,000	170,000
R Thickener Waste Pump	-	30,000	-	35,000	-	35,000	100,000
R Flushing Water Pump 3	-	30,000	-	30,000	-	35,000	95,000
R Equipment 118A	-	10,000	-	-	-	-	10,000
R Hot Water Recycling Pump	-	10,000	-	-	-	-	10,000
R Gas Detection System	-	8,000	-	-	-	-	8,000
R Mixers Primary Digesters	-	-	382,000	-	-	-	382,000
R Centrifugal Blower	-	-	300,000	-	-	-	300,000
R Limortorque Actuators & Gearbox	-	-	100,000	-	-	-	100,000
R Vehicle 318	-	-	50,000	-	-	-	50,000
R Vehicle 303	-	-	-	50,000	-	-	50,000
R Vehicle 304	-	-	-	50,000	-	-	50,000
R Vehicle 306	-	-	-	50,000	-	-	50,000
R Sump Pumps	-	-	-	40,000	-	-	40,000
R Vehicle 293	-	-	-	-	50,000	-	50,000
R Poly Emulsion Pump	-	-	-	-	45,000	-	45,000
R Mixer with Motor	-	-	-	-	45,000	-	45,000
R Bsiulfite Tanks 1 & 2	-	-	-	-	30,000	-	30,000

Operating Capital Program Summary by Fiscal Year

Asset Title	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total Cost
R Sewage Pump	-	-	-	-	-	55,000	55,000
R Vehicle 281	-	-	-	-	-	50,000	50,000
R Vehicle 282	-	-	-	-	-	50,000	50,000
R Equipment 102A - Brushcutter	-	-	-	-	-	10,000	10,000
R Equipment 102A - Snow Blower	-	-	-	-	-	10,000	10,000
<i>Subtotal Bucklin Point</i>	1,040,500	1,178,000	1,297,000	898,000	926,000	1,046,000	6,385,500
ENVIRONMENTAL SCIENCE AND COMPLIANCE							
Pretreatment							
R Vehicle 342	-	45,000	-	-	-	-	45,000
<i>Subtotal Pretreatment</i>	-	45,000	-	-	-	-	45,000
Laboratory							
R Lab Glassware Cleaning System	210,000	-	-	-	-	-	210,000
B Robotic in-line digester for Nutrients analyses	65,000	-	-	-	-	-	65,000
R Laboratory Freezer with Auto-Defrost	18,000	-	-	-	-	-	18,000
R Gas Chromatography Analyzer and LIMS Interface	-	235,000	-	-	-	-	235,000
R Laboratory Incubators and Refrigerators	-	45,000	-	-	-	-	45,000
B LIMS enhancement	-	40,000	-	-	-	-	40,000
R Extractir system for PFAS analyses	-	50,000	-	-	-	-	50,000
R ICP-OES Industrial Metals Analyzer	-	-	133,000	-	-	-	133,000
R Autoclave #2	-	-	111,000	-	-	-	111,000
R Spectrophotometers	-	-	41,000	-	-	-	41,000
R Biological Media Dispenser	-	-	54,000	-	-	-	54,000
R ICP-Mass Spectrometer Analyzer	-	-	-	230,000	-	-	230,000
R Salt Water Nutrient Analyzer	-	-	-	150,000	-	-	150,000
R Mercury Analyzer	-	-	-	90,000	-	-	90,000
R Fresh Water Nutrient Analyzer	-	-	-	-	130,000	-	130,000
R Robotic BOD Analyzer	-	-	-	-	120,000	-	120,000
R Cyanide Analyzer	-	-	-	-	120,000	-	120,000
R Nitrogen Gas Generator	-	-	-	-	100,000	-	100,000
R Oil and Grease Extractor	-	-	-	-	80,000	-	80,000
R Laboratory Incubators and Refrigerators	-	-	-	-	30,000	-	30,000
R Water Purification System	-	-	-	-	-	200,000	200,000
R Auto-Titration System	-	-	-	-	-	131,000	131,000
R Total Organic Carbon System	-	-	-	-	-	80,000	80,000
R Microbiology Microscope System	-	-	-	-	-	50,000	50,000
<i>Subtotal Laboratory</i>	293,000	370,000	339,000	470,000	580,000	461,000	2,513,000
Environmental Monitoring							
R Fixed Site Sondes, Probes, Meters	79,000	81,000	81,000	83,000	83,000	86,000	493,000
R Significant Industrial User Deionized Water Unit	24,000	-	-	-	-	-	24,000
R Deionized Water Unit	24,000	-	-	-	-	-	24,000
R Refrigerated Autosampler Parts	12,000	12,000	13,000	13,000	14,000	14,000	78,000
R Freezer	7,000	-	-	-	-	-	7,000
R Refrigerator	6,000	-	-	-	-	-	6,000
R Vehicle 324	-	50,000	-	-	-	-	50,000
R Vehicle 309	-	-	55,000	-	-	-	55,000
R Vehicle 300	-	-	-	55,000	-	-	55,000
R Deionized Water Unit	-	-	-	-	26,500	-	26,500
R Deionized Water Unit	-	-	-	-	26,500	-	26,500
R Vehicle 280	-	-	-	-	-	55,000	55,000
<i>Subtotal Environmental Monitoring</i>	152,000	143,000	149,000	151,000	150,000	155,000	900,000
Total	\$ 5,170,500	\$ 4,750,000	\$ 4,688,500	\$ 3,734,000	\$ 3,089,000	\$ 2,747,000	\$ 24,179,000

Asset Type
R Replacement
N New
B Betterment

FY 2026 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Approved Budget
ADMINISTRATION						
Information Technology						
R	A	16555	OC26-033-001	Network Upgrades	Improves network and switches with new technologies for optimal performance	\$ 275,000
B	B	16555	OC26-033-002	Security Upgrades	Physical security enhancements	150,000
R	B	16555	OC26-033-003	Printer/Plotter/Copiers Replacement	Print blueprints of drawings, etc.	120,000
R	A	16555	OC26-033-004	SampleManager/LIMS Upgrade	Manage and streamline NBC sampling data	80,000
R	B	16555	OC26-033-005	Annual PC Refresh Program	Replace NBC personnel computers over 5 years	75,000
N	A	16620	OC26-033-006	Triennial Security Assessment	Assess NBC's current security posture	45,000
N	B	16550	OC26-033-007	Oracle Enhancements	New enhancements to Oracle	40,000
N	C	16550	OC26-033-008	Conference Room Upgrades	Ensure reliability of conference room technology to guarantee effective communication and meetings	25,000
N	C	16550	OC26-033-009	Computer Room Enhancements	Ensure reliability and efficiency of computer room	25,000
<i>Subtotal Information Technology</i>						835,000
Subtotal Administration						835,000
ENGINEERING AND CONSTRUCTION						
Construction Services						
R	B	16515	OC26-022-001	Vehicle 343	Transport NBC personnel to and from construction job sites	45,000
<i>Subtotal Construction Services</i>						45,000
Engineering						
R	A	16525	OC26-025-001	Rooftop Air Conditioning	Cool the Pretreatment building	100,000
B	B	16525	OC26-025-002	Blower Building HVAC	Heat and cool blower building	65,000
R	A	16525	OC26-025-003	Condenser Coils	Heat and cool Water Quality Science Building (WQSB)	30,000
B	B	16525	OC26-025-004	Chiller Compressor	Heat and cool Water Quality Science Building (WQSB)	25,000
R	B	16595	OC26-025-005	Survey Equipment	Field surveying	20,000
<i>Subtotal Engineering</i>						240,000
Subtotal Construction and Engineering						285,000
FINANCE						
Finance						
N	C	16550	OC26-031-001	Financial Budgeting Software	Enhancements to financial reporting software	75,000
<i>Subtotal Finance</i>						75,000
Customer Care						
N	A	16550	OC26-034-001	CIS Enhancements	Migration to the cloud and the new V5 package from AUS	250,000
N	A	16550	OC26-034-002	Customer Care System Upgrades	Increase automation, modernization of business practices and methods	50,000
<i>Subtotal Customer Care</i>						300,000
Subtotal Finance						375,000
OPERATIONS AND MAINTENANCE						
Interceptor Maintenance						
R	A	16515	OC26-043-001	Vehicle 376	Catch basin sump cleaning	235,000
R	A	16586	OC26-043-002	Office Furniture and Equipment	Ensure reliability of office equipment and safety of NBC personnel	150,000
R	A	16615	OC26-043-003	Manhole Frame/Cover	Prevent debris from falling into sewer	30,000
R	A	16515	OC26-043-004	Vehicle 472 - Snow Push Box	Construction work/snow removal/loading material	15,000
<i>Subtotal Interceptor Maintenance</i>						430,000
Operations and Maintenance Services						
R	B	16515	OC26-044-001	Vehicle 336	Transport NBC personnel to and from construction job sites and home	45,000
R	B	16586	OC26-044-002	Office Furniture and Equipment	Accommodate changes in Operations and Maintenance	10,000
<i>Subtotal Operations and Maintenance Services</i>						55,000
Field's Point						
R	A	16525	OC26-046-001	Bar Racks	Removes large amounts of debris from influent to protect downstream equipment	170,000
R	A	16525	OC26-046-002	Actuators Gate 3	Controls sluice gate in gate and screenings structure	140,000
R	A	16525	OC26-046-003	Grit Tank Unit	Allows grit to settle to the bottom where the grit is pumped to hoppers in grit building	120,000
R	A	16525	OC26-046-004	Hot Water Tank	Hot water supply to the building	120,000
R	A	16525	OC26-046-005	Gate Cylinders	Raise and lower sluice gates	80,000
R	A	16525	OC26-046-006	20 MGD Sewage Pump Cartridge	Pumps influent to WWTF	75,000
R	B	16515	OC26-046-007	Equipment 0059	Maintenance - lift and move equipment	72,000
B	A	16525	OC26-046-008	Hypochlorite Floor Relining	Stores sodium hypochlorite for disinfection process	70,000
R	A	16615	OC26-046-009	Door Replacement Campus Wide	Ensure safety and security	70,000
R	A	16525	OC26-046-010	Breaker	Maintains power to all the screw pumps and blowers	65,000
R	A	16525	OC26-046-011	Return Activated Sludge Actuators	Allow different volumes of RAS into process	65,000
B	B	16525	OC26-046-012	Control System Upgrade	Improve data and processes that are vital to plant operation	60,000
R	B	16525	OC26-046-013	Screw Pump Motor	Powers screw pump	50,000
B	A	16525	OC26-046-014	Flygt Mixer Rebuild	Mix the mixed liquor inside the IFAS tank so the solids do not build and settle	50,000
R	A	16525	OC26-046-015	Actuators	Controls volume of RAS into process	45,000
R	A	16525	OC26-046-016	Main Switchgear Relay	Protect power circuits from over voltage, over current, etc.	45,000
R	B	16525	OC26-046-017	Dezurik Valves	Isolate pumps	40,000
B	A	16525	OC26-046-018	Transformer	Drive pump flows up and down	40,000
R	A	16525	OC26-046-019	Actuator for Butterfly Valve	Diverts flow of influent	40,000
R	A	16525	OC26-046-020	Plant Water Pump and Motor	Supplies plant water for FP site buildings and equipment	35,000
R	A	16525	OC26-046-021	Uninterruptable Power Supply	Supplies temporary power during an outage	35,000
R	A	16525	OC26-046-022	Flexim Flow Meters	Measures flow	30,000
R	A	16525	OC26-046-023	Unit Coils 1-3	Heating of unit coils	30,000
R	A	16525	OC26-046-024	Gearboxes	Controls sluice gate in gate and screenings structure	30,000
R	A	16525	OC26-046-025	Dewatering Pump	Separates water from the sludge	25,000
B	A	16525	OC26-046-026	Heating, Ventilation and Air Conditioning Upgrade	Heat and cool Field's Point Maintenance Building	25,000
R	A	16525	OC26-046-027	Uninterruptable Power Supply Batteries	Provides backup to equipment	20,000
R	B	16525	OC26-046-028	Hypochlorite Flow Meters	Measures flow in and out of gravity thickener tanks	20,000
R	B	16525	OC26-046-029	Scum Dewatering Pump	Removes scum from scum well	16,000
R	A	16525	OC26-046-030	Variable Frequency Drive	Ensures plant water reliability	12,000
R	A	16525	OC26-046-031	Effluent Bisulfite Analyzer	Analyzes the amount of sodium bisulfite needed for process	10,000
<i>Subtotal Field's Point</i>						1,705,000

FY 2026 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Approved Budget
Bucklin Point						
R	A	16525	OC26-047-001	Door Replacement Campus Wide	Ensure safety and security	\$ 75,000
R	A	16525	OC26-047-002	Return Activated Sludge Pump 1-4	Pumps activated sludge through process	70,000
R	A	16525	OC26-047-003	Bar Rack 2	Removes large items from influent	65,000
R	A	16525	OC26-047-004	Sludge Pump	Pumps sludge and grinds any large objects	55,000
R	A	16525	OC26-047-005	Return Activated Sludge Pump 5-7	Pumps activated sludge through process	50,000
R	A	16525	OC26-047-006	Cutting Assembly Motor and Stainless Steel Box	Cuts and eliminates large objects so equipment will not be harmed	50,000
R	B	16515	OC26-047-007	Vehicle 331	Daily field work and inspections	50,000
B	A	16525	OC26-047-008	Sewage Pump	Pumps sewage	50,000
R	A	16525	OC26-047-009	Scum Mixer	Mixes scum	50,000
R	B	16525	OC26-047-010	Air Filter Box	Filtrates air in roots blower	45,000
R	A	16525	OC26-047-011	Scum Pump	Moves the scum to wells to be removed	35,000
R	B	16515	OC26-047-012	Equipment 002	Maintenance - lift and move equipment	30,000
R	B	16515	OC26-047-013	Equipment 004	Maintenance - lift and move equipment	30,000
R	A	16525	OC26-047-014	Nitrate Probes/Sensors 1	Measures the concentration of nitrate in wastewater-Dry Weather Effluent	27,500
R	A	16525	OC26-047-015	Nitrate Probes/Sensors 2	Measures the concentration of nitrate in wastewater-UV	27,500
B	B	16525	OC26-047-016	Return Activated Sludge Pump 1	Pumps activated sludge through process	25,000
B	B	16525	OC26-047-017	Return Activated Sludge Pump 2	Pumps activated sludge through process	25,000
R	A	16525	OC26-047-018	Actuator Valves	Controls flow	25,000
R	A	16525	OC26-047-019	Scum Pump 1	Moves the scum to wells to be removed	25,000
R	A	16525	OC26-047-020	Scum Pump 2	Moves the scum to wells to be removed	25,000
R	B	16525	OC26-047-021	Safety Retrieval System	Ensure staff safety in confined spaces	20,000
R	B	16525	OC26-047-022	Vent Fan	Circulates air	20,000
R	B	16525	OC26-047-023	Equipment E0064	Grass Cutting	20,000
R	B	16525	OC26-047-024	Aeration Tank Diffusers	Oxygenate and aerate wastewater	20,000
R	A	16525	OC26-047-025	Grit Pump 1	Removes grit from influent	17,500
R	A	16525	OC26-047-026	Grit Pump 2	Removes grit from influent	17,500
R	B	16525	OC26-047-027	Waste Sludge Pump 1	Pumps sludge to gravity belt thickener	15,000
R	B	16525	OC26-047-028	Waste Sludge Pump 2	Pumps sludge to gravity belt thickener	15,000
R	B	16525	OC26-047-029	Influent Flow Meter	Measures flow into scum well	15,000
R	A	16525	OC26-047-030	TSS Meter	Measures total suspended solids	10,000
R	B	16525	OC26-047-031	Meter and Transmitter	Measures gas usage	10,000
R	A	16525	OC26-047-032	Uninterruptable Power Supply 1	Provides backup power in the event of power failure	8,500
R	A	16525	OC26-047-033	Uninterruptable Power Supply 2	Provides backup power in the event of power failure	8,500
R	A	16525	OC26-047-034	Uninterruptable Power Supply 3	Provides backup power in the event of power failure	8,500
<i>Subtotal Bucklin Point</i>						<u>1,040,500</u>
<i>Subtotal Operations and Maintenance</i>						<u>3,230,500</u>
ENVIRONMENTAL SCIENCE AND COMPLIANCE						
Laboratory						
R	A	16575	OC26-053-001	Lab Glassware Cleaning System	Clean all lab glassware	210,000
B	B	16575	OC26-053-002	Robotic In-line Digester for Nutrients Analyses	Facilitate automated digestion for testing of the nitrogen and phosphorous compounds in waters	65,000
R	A	16575	OC26-053-003	Laboratory Freezer with Auto-Defrost	Preserve and hold permit required samples to ensure compliance with regulations	18,000
<i>Subtotal Laboratory</i>						<u>293,000</u>
Environmental Monitoring						
R	A	16575	OC26-055-001	Fixed Site Sondes, Probes, Meters	Collect data from upper bay, Seekonk river and other tributaries	79,000
R	A	16575	OC26-055-002	Significant Industrial User Deionized Water Unit	Cleaning/rinsing, and equipment calibration	24,000
R	A	16575	OC26-055-003	Deionized Water Unit	Cleaning/rinsing, and equipment calibration	24,000
B	A	16575	OC26-055-004	Refrigerated Autosampler Parts	Store plant sampling	12,000
R	A	16575	OC26-055-005	Freezer	Freeze samples such as nutrients and chlorophyll for preservation	7,000
R	A	16575	OC26-055-006	Refrigerator	Store SIU and manhole samples overnight to keep preserved	6,000
<i>Subtotal Environmental Monitoring</i>						<u>152,000</u>
<i>Subtotal Environmental Science and Compliance</i>						<u>445,000</u>
Total Operating Capital FY 2026						<u>\$ 5,170,500</u>


ASSET TYPE

- R Replacement
- N New
- B Betterment


RANK

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


Asset Allocation No.		OC26-033-001			
Asset Title:	Network Upgrades	Cost Center:	Information Technology		
Asset Location:	All	Amount:	\$ 275,000	Priority Ranking:	A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other				
Asset Description:	Improves network and switches with new technologies for optimal performance				
Budget Account:	16555 Computer Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	21 Years		
Original date in service:	7/1/2004	Original estimated Actual Useful Life:	15 Years		




Asset Allocation No.		OC26-033-002			
Asset Title:	Security Upgrades	Cost Center:	Information Technology		
Asset Location:	All	Amount:	\$ 150,000	Priority Ranking:	B
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other				
Asset Description:	Physical security enhancements				
Budget Account:	16555 Computer Equipment Replacement				
Type:	BETTERMENT	Actual Useful Life:	N/A		
Original date in service:	N/A	Original estimated Actual Useful Life:	N/A		




Asset Allocation No.		OC26-033-003			
Asset Title:	Printer/Plotter/Copiers Replacement	Cost Center:	Information Technology		
Asset Location:	All	Amount:	\$ 120,000	Priority Ranking:	B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other				
Asset Description:	Print blueprints of drawings, etc.				
Budget Account:	16555 Computer Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	5 Years		
Original date in service:	7/1/2020	Original estimated Actual Useful Life:	5 Years		




Asset Allocation No.		OC26-033-004			
Asset Title:	SampleManager/LIMS Upgrade	Cost Center:	Information Technology		
Asset Location:	COB	Amount:	\$ 80,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other				
Asset Description:	Manage and streamline NBC sampling data				
Budget Account:	16555 Computer Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	9 Years		
Original date in service:	7/1/2016	Original estimated Actual Useful Life:	7 Years		




Asset Allocation No.		OC26-033-005	
Asset Title:	Annual PC Refresh Program	Cost Center:	Information Technology
Asset Location:	All	Amount:	\$ 75,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other		
Asset Description:	Replace NBC personnel computers over 5 years		
Budget Account:	16555 Computer Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	5 Years
Original date in service:	7/1/2020	Original estimated Actual Useful Life:	5 Years




Asset Allocation No.		OC26-033-006	
Asset Title:	Triennial Security Assessment	Cost Center:	Information Technology
Asset Location:	All	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other		
Asset Description:	Assess NBC's current security posture		
Budget Account:	16620 Special Studies		
Type:	NEW	Actual Useful Life:	N/A
Original date in service:	N/A	Original estimated Actual Useful Life:	3 Years



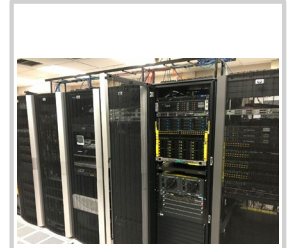
Asset Allocation No.		OC26-033-007	
Asset Title:	Oracle Enhancements	Cost Center:	Information Technology
Asset Location:	N/A	Amount:	\$ 40,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other		
Asset Description:	New enhancements to Oracle		
Budget Account:	16550 Computer Equipment		
Type:	NEW	Actual Useful Life:	N/A
Original date in service:	N/A	Original estimated Actual Useful Life:	5 Years



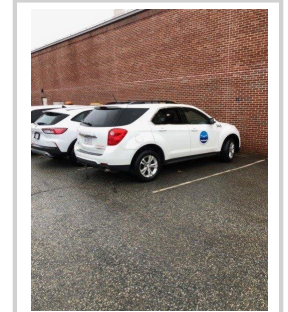
Asset Allocation No.		OC26-033-008	
Asset Title:	Conference Room Upgrades	Cost Center:	Information Technology
Asset Location:	All	Amount:	\$ 25,000 Priority Ranking: C
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other		
Asset Description:	Ensure reliability of conference room technology to guarantee effective communication and meetings		
Budget Account:	16550 Computer Equipment		
Type:	NEW	Actual Useful Life:	N/A
Original date in service:	N/A	Original estimated Actual Useful Life:	3 Years



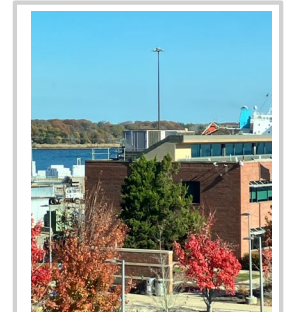
Asset Allocation No.	OC26-033-009				
Asset Title:	Computer Room Enhancements	Cost Center:	Information Technology		
Asset Location:	COB	Amount:	\$ 25,000	Priority Ranking:	C
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other				
Asset Description:	Ensure reliability and efficiency of computer room				
Budget Account:	16550 Computer Equipment				
Type:	NEW	Actual Useful Life:	N/A		
Original date in service:	N/A	Original estimated Actual Useful Life:	3 Years		



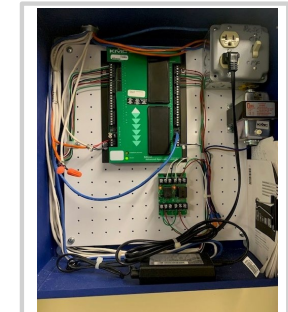
Asset Allocation No.	OC26-022-001				
Asset Title:	Vehicle 343	Cost Center:	Construction Services		
Asset Location:	Field's point	Amount:	\$ 45,000	Priority Ranking:	B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other				
Asset Description:	Transport NBC personnel to and from construction job sites				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	10 Years		
Original date in service:	1/1/2015	Original estimated Actual Useful Life:	10 Years		



Asset Allocation No.	OC26-025-001				
Asset Title:	Rooftop Air Conditioning	Cost Center:	Engineering		
Asset Location:	Pretreatment Building	Amount:	\$ 100,000	Priority Ranking:	A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other				
Asset Description:	Cool the pretreatment building				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	14 Years		
Original date in service:	1/1/2001	Original estimated Actual Useful Life:	15 Years		



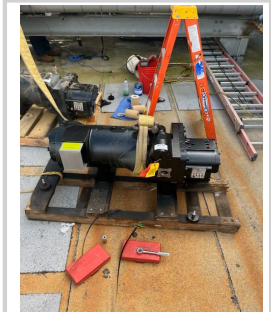
Asset Allocation No.	OC26-025-002				
Asset Title:	Blower Building HVAC	Cost Center:	Engineering		
Asset Location:	Blower Building	Amount:	\$ 65,000	Priority Ranking:	B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other				
Asset Description:	Heat and cool blower building				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	BETTERMENT	Actual Useful Life:	10 Years		
Original date in service:	9/1/2015	Original estimated Actual Useful Life:	7 Years		



Asset Allocation No.	OC26-025-003			
Asset Title:	Condenser Coils	Cost Center:	Engineering	
Asset Location:	WQSB	Amount:	\$ 30,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Heat and cool WQSB			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	8 Years	
Original date in service:	3/1/2017	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-025-004			
Asset Title:	Chiller Compressor	Cost Center:	Engineering	
Asset Location:	WQSB	Amount:	\$ 25,000	Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Heat and cool WQSB			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	BETTERMENT	Actual Useful Life:	12 Years	
Original date in service:	4/4/2013	Original estimated Actual Useful Life:	10 Years	




Asset Allocation No.	OC26-025-005			
Asset Title:	Survey Equipment	Cost Center:	Engineering	
Asset Location:	COB	Amount:	\$ 20,000	Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Field surveying			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	8 Years	
Original date in service:	8/1/2017	Original estimated Actual Useful Life:	8 Years	




Asset Allocation No.	OC26-031-001			
Asset Title:	Financial Budgeting Software	Cost Center:	Finance	
Asset Location:	COB	Amount:	\$ 75,000	Priority Ranking: C
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other	
Asset Description:	Enhancements to financial reporting software			
Budget Account:	16550 Computer Equipment			
Type:	NEW	Actual Useful Life:	N/A	
Original date in service:	N/A	Original estimated Actual Useful Life:	5 Years	




Asset Allocation No.		OC26-034-001			
Asset Title:	CIS Enhancements	Cost Center:	Customer Care		
Asset Location:	Customer Care Department	Amount:	\$ 250,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other				
Asset Description:	Migration to the cloud and the new V5 package from AUS				
Budget Account:	16550 Computer Equipment				
Type:	NEW	Actual Useful Life:	N/A		
Original date in service:	N/A	Original estimated Actual Useful Life:	N/A		




Asset Allocation No.		OC26-034-002			
Asset Title:	Customer Care System Upgrades	Cost Center:	Customer Care		
Asset Location:	Customer Care Department	Amount:	\$ 50,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other				
Asset Description:	Increase automation, modernization of business practices and methods				
Budget Account:	16550 Computer Equipment				
Type:	NEW	Actual Useful Life:	N/A		
Original date in service:	N/A	Original estimated Actual Useful Life:	N/A		



Asset Allocation No.		OC26-043-001			
Asset Title:	Vehicle 376	Cost Center:	Interceptor Maintenance		
Asset Location:	IM Department	Amount:	\$ 235,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other				
Asset Description:	Catch basin sump cleaning				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	15 Years		
Original date in service:	9/20/2010	Original estimated Actual Useful Life:	10 Years		



Asset Allocation No.		OC26-043-002			
Asset Title:	Office Furniture and Equipment	Cost Center:	Interceptor Maintenance		
Asset Location:	IM Department Office	Amount:	\$ 150,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other				
Asset Description:	Ensure reliability of office equipment and safety of NBC personnel				
Budget Account:	16586 Office Furniture & Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	25 Years		
Original date in service:	1/1/2000	Original estimated Actual Useful Life:	20 Years		



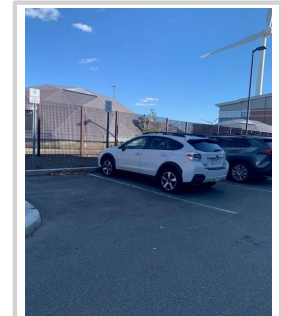
Asset Allocation No.	OC26-043-003				
Asset Title:	Manhole Frame/Cover	Cost Center:	Interceptor Maintenance		
Asset Location:	IM Department	Amount:	\$ 30,000	Priority Ranking:	A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other		
Asset Description:	Prevent debris from falling into sewer				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT	Actual Useful Life:	20 Years		
Original date in service:	Various times	Original estimated Actual Useful Life:	20 Years		



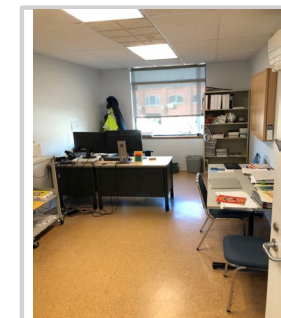
Asset Allocation No.	OC26-043-004				
Asset Title:	Vehicle 472 - Snow Push Box	Cost Center:	Interceptor Maintenance		
Asset Location:	IM Department	Amount:	\$ 15,000	Priority Ranking:	A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other		
Asset Description:	Construction work/snow removal/loading material				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	17 Years		
Original date in service:	1/1/2008	Original estimated Actual Useful Life:	15 Years		



Asset Allocation No.	OC26-044-001				
Asset Title:	Vehicle 336	Cost Center:	Operations & Maintenance Services		
Asset Location:	Field's Point	Amount:	\$ 45,000	Priority Ranking:	B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other		
Asset Description:	Transport NBC personnel to and from construction job sites and home				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	9 Years		
Original date in service:	3/3/2016	Original estimated Actual Useful Life:	10 Years		



Asset Allocation No.	OC26-044-002				
Asset Title:	Office Furniture and Equipment	Cost Center:	Operations & Maintenance Services		
Asset Location:	Pretreatment Building	Amount:	\$ 10,000	Priority Ranking:	B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other		
Asset Description:	Accommodate changes in Operations and Maintenance				
Budget Account:	16586 Office Furniture & Equipment Replacement				
Type:	REPLACEMENT	Actual Useful Life:	15 Years		
Original date in service:	1/1/2010	Original estimated Actual Useful Life:	15 Years		



Asset Allocation No. OC26-046-001

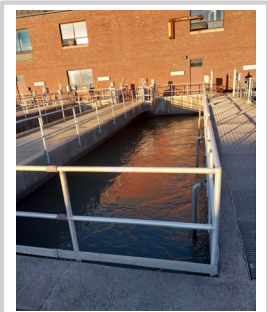
Asset Title:	Bar Racks	Cost Center:	Field's Point
Asset Location:	Ernest Street Pump Station	Amount:	\$ 170,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Removes large amounts of debris from influent to protect downstream equipment		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	7 Years
Original date in service:	9/14/2018	Original estimated Actual Useful Life:	5 Years

**Asset Allocation No. OC26-046-002**

Asset Title:	Actuators Gate 3	Cost Center:	Field's Point
Asset Location:	Gate 3 India Street	Amount:	\$ 140,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Controls sluice gate in gate and screenings structure		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	26 Years
Original date in service:	1/1/1991	Original estimated Actual Useful Life:	20 Years

**Asset Allocation No. OC26-046-003**

Asset Title:	Grit Tank Unit	Cost Center:	Field's Point
Asset Location:	Pretreatment Building	Amount:	\$ 120,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Allows grit to settle to the bottom where the grit is pumped to hoppers in grit building		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	5 Years
Original date in service:	7/5/2020	Original estimated Actual Useful Life:	5 Years

**Asset Allocation No. OC26-046-004**

Asset Title:	Hot Water Tank	Cost Center:	Field's Point
Asset Location:	Administration Building	Amount:	\$ 120,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Hot water supply to the building		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	13 Years
Original date in service:	1/1/2012	Original estimated Actual Useful Life:	10 Years



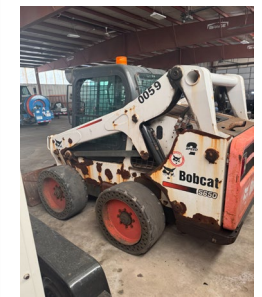
Asset Allocation No.	OC26-046-005			
Asset Title:	Gate Cylinders	Cost Center:	Field's Point	
Asset Location:	Wet Weather Facility	Amount:	\$ 80,000	Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Raise and lower sluice gates			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	32 Years	
Original date in service:	1/1/1993	Original estimated Actual Useful Life:	25 Years	



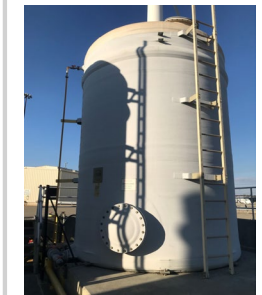
Asset Allocation No.	OC26-046-006			
Asset Title:	20 MGD Sewage Pump Cartridge	Cost Center:	Field's Point	
Asset Location:	Ernest Street Pump Station	Amount:	\$ 75,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Pumps influent to WWTF			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	4/15/2016	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-046-007			
Asset Title:	Equipment 0059	Cost Center:	Field's Point	
Asset Location:	Field's Point	Amount:	\$ 72,000	Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Maintenance - lift and move equipment			
Budget Account:	16515 Automotive Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	13 Years	
Original date in service:	12/31/2012	Original estimated Actual Useful Life:	10 Years	

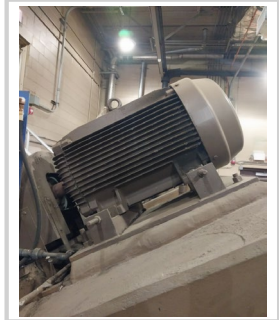


Asset Allocation No.	OC26-046-008			
Asset Title:	Hypochlorite Floor Relining	Cost Center:	Field's Point	
Asset Location:	Hypochlorite Building	Amount:	\$ 70,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Stores sodium hypochlorite for disinfection process			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	BETTERMENT	Actual Useful Life:	27 Years	
Original date in service:	9/1/1998	Original estimated Actual Useful Life:	15 Years	



Asset Allocation No. OC26-046-013

Asset Title:	Screw Pump Motor	Cost Center:	Field's Point
Asset Location:	Screw Lift Blower Building	Amount:	\$ 50,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Powers screw pump		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	14 Years
Original date in service:	5/15/2011	Original estimated Actual Useful Life:	6 Years

**Asset Allocation No. OC26-046-014**

Asset Title:	Flygt Mixer Rebuild	Cost Center:	Field's Point
Asset Location:	Field's Point	Amount:	\$ 50,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Mix the mixed liquor inside the IFAS tank so the solids do not build and settle		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Actual Useful Life:	9 Years
Original date in service:	1/1/2016	Original estimated Actual Useful Life:	8 Years

**Asset Allocation No. OC26-046-015**

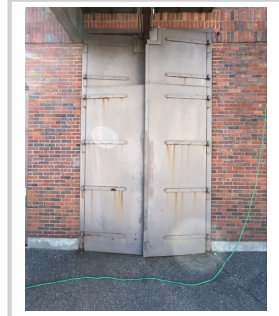
Asset Title:	Actuators	Cost Center:	Field's Point
Asset Location:	IFAS Tanks 1-10	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Controls volume of RAS into process		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	16 Years
Original date in service:	1/1/2009	Original estimated Actual Useful Life:	10 Years

**Asset Allocation No. OC26-046-016**

Asset Title:	Main Switchgear Relay	Cost Center:	Field's Point
Asset Location:	Main Switchgear	Amount:	\$ 45,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Protect power circuits from over voltage, over current, etc.		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	14 Years
Original date in service:	1/1/2011	Original estimated Actual Useful Life:	20 Years



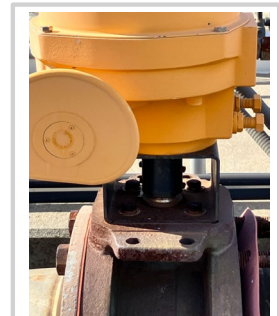
Asset Allocation No.	OC26-046-009			
Asset Title:	Door Replacement Campus Wide	Cost Center:	Field's Point	
Asset Location:	ESPS/RAS 1/Plant Water SLBB	Amount:	\$ 70,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Ensure safety and security			
Budget Account:	16615 Building & Other Structures Replacement			
Type:	REPLACEMENT	Actual Useful Life:	21 Years	
Original date in service:	1/1/2004	Original estimated Actual Useful Life:	20 Years	



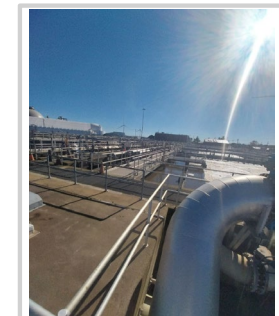
Asset Allocation No.	OC26-046-010			
Asset Title:	Breaker	Cost Center:	Field's Point	
Asset Location:	Blower Building	Amount:	\$ 65,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Maintains power to all the screw pumps and blowers			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	41 Years	
Original date in service:	1/1/1984	Original estimated Actual Useful Life:	20 Years	



Asset Allocation No.	OC26-046-011			
Asset Title:	Return Activated Sludge Actuators	Cost Center:	Field's Point	
Asset Location:	RAS	Amount:	\$ 65,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Allow different volumes of RAS into process			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	25 Years	
Original date in service:	1/1/2000	Original estimated Actual Useful Life:	15 Years	

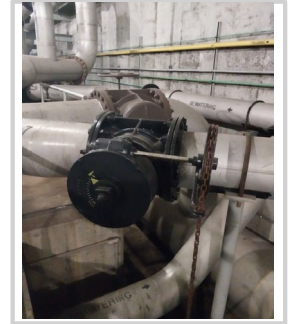


Asset Allocation No.	OC26-046-012			
Asset Title:	Control System Upgrade	Cost Center:	Field's Point	
Asset Location:	Integrated Fixed-film Activated Sludge	Amount:	\$ 60,000	Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input checked="" type="checkbox"/> Other	
Asset Description:	Improve data and processes that are vital to plant operation			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	BETTERMENT	Actual Useful Life:	13 Years	
Original date in service:	1/1/2011	Original estimated Actual Useful Life:	7 Years	



Asset Allocation No. OC26-046-017

Asset Title:	Dezurik Valves	Cost Center:	Field's Point
Asset Location:	Throughout the plant	Amount:	\$ 40,000
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	loslate pumps		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	16 Years
Original date in service:	1/1/2009	Original estimated Actual Useful Life:	15 Years

**Asset Allocation No. OC26-046-018**

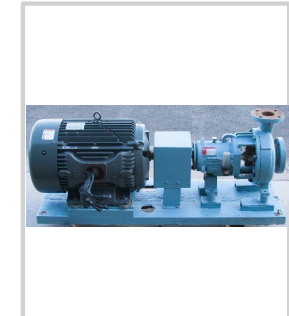
Asset Title:	Transformer	Cost Center:	Field's Point
Asset Location:	Ernest Street Pump Station	Amount:	\$ 40,000
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Drive pump flows up and down		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Actual Useful Life:	16 Years
Original date in service:	1/1/2008	Original estimated Actual Useful Life:	15 Years

**Asset Allocation No. OC26-046-019**

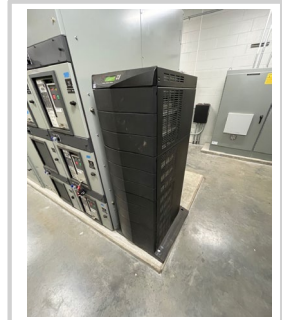
Asset Title:	Actuator for Butterfly Valve	Cost Center:	Field's Point
Asset Location:	Butterfly Chamber No. 1 and 2	Amount:	\$ 40,000
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Diverts flow of influent		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	21 Years
Original date in service:	1/1/2004	Original estimated Actual Useful Life:	15 Years

**Asset Allocation No. OC26-046-020**

Asset Title:	Plant Water Pump and Motor	Cost Center:	Field's Point
Asset Location:	Plant Water Building	Amount:	\$ 35,000
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Supplies plant water for Field's Point site buildings and equipment		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	9 Years
Original date in service:	1/1/2015	Original estimated Actual Useful Life:	8 Years



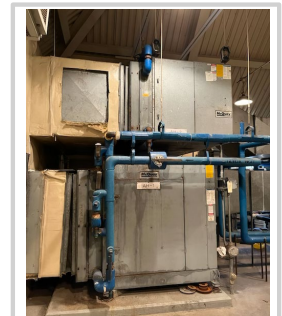
Asset Allocation No.	OC26-046-021			
Asset Title:	Uninterruptable Power Supply	Cost Center:	Field's Point	
Asset Location:	Blower Building 2	Amount:	\$ 35,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Supplies temporary power during an outage			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	8 Years	
Original date in service:	8/1/2017	Original estimated Actual Useful Life:	5 Years	



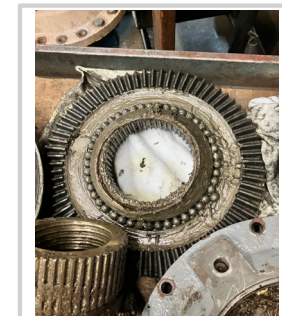
Asset Allocation No.	OC26-046-022			
Asset Title:	Flexim Flow Meters	Cost Center:	Field's Point	
Asset Location:	Washington Park Pump Station	Amount:	\$ 30,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Measures Flow			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	8 Years	
Original date in service:		Original estimated Actual Useful Life:	7 Years	



Asset Allocation No.	OC26-046-023			
Asset Title:	Unit Coils 1-3	Cost Center:	Field's Point	
Asset Location:	Ernest Street Pump Station	Amount:	\$ 30,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Heating of unit coils			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	34 Years	
Original date in service:	1/1/1991	Original estimated Actual Useful Life:	20 Years	



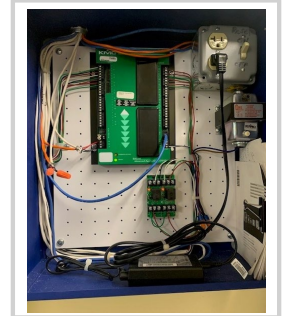
Asset Allocation No.	OC26-046-024			
Asset Title:	Gearboxes	Cost Center:	Field's Point	
Asset Location:	Ernest Street	Amount:	\$ 30,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Controls sluice gate in gate and screenings structure			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	16 Years	
Original date in service:	1/1/2009	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.		OC26-046-025	
Asset Title:	Dewatering Pump	Cost Center:	Field's Point
Asset Location:	Wet Weather Pump Station	Amount:	\$ 25,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Separates water from the sludge		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	12 Years
Original date in service:	1/1/2013	Original estimated Actual Useful Life:	10 Years



Asset Allocation No.		OC26-046-026	
Asset Title:	HVAC Upgrade	Cost Center:	Field's Point
Asset Location:	Field's Point Maintenance Building	Amount:	\$ 25,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Heat and cool Field's Point Maintenance Building		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Actual Useful Life:	25 Years
Original date in service:	9/1/2010	Original estimated Actual Useful Life:	7 Years



Asset Allocation No.		OC26-046-027	
Asset Title:	Uninterruptible Power Supply Batteries	Cost Center:	Field's Point
Asset Location:	Field's Point Administration Building	Amount:	\$ 20,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Provides backup to equipment		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	10 Years
Original date in service:	1/1/2015	Original estimated Actual Useful Life:	5 Years



Asset Allocation No.		OC26-046-028	
Asset Title:	Hypochlorite Flow Meters	Cost Center:	Field's Point
Asset Location:	Washington Park Pump Station	Amount:	\$ 20,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Measures flow in and out of gravity thickener tanks		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	8 Years
Original date in service:	1/1/2016	Original estimated Actual Useful Life:	7 Years



Asset Allocation No. OC26-046-029

Asset Title:	Scum Dewatering Pump	Cost Center:	Field's Point
Asset Location:	RAS II	Amount:	\$ 16,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Removes scum from scum well		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	10 Years
Original date in service:	1/1/2015	Original estimated Actual Useful Life:	10 Years

**Asset Allocation No. OC26-046-030**

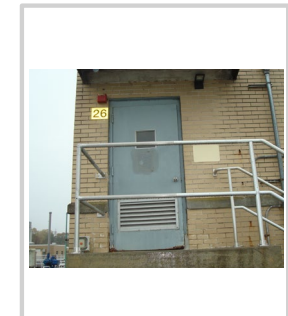
Asset Title:	Variable Frequency Drive	Cost Center:	Field's Point
Asset Location:	Plant Water Building	Amount:	\$ 12,000 Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Ensures plant water reliability		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	16 Years
Original date in service:	9/15/2009	Original estimated Actual Useful Life:	15 Years

**Asset Allocation No. OC26-046-031**

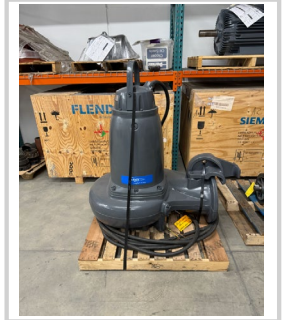
Asset Title:	Effluent Bisulfite Analyzer	Cost Center:	Field's Point
Asset Location:	Dechlorination Building	Amount:	\$ 10,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Analyzes the amount of sodium bisulfite needed for process		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	11 Years
Original date in service:	1/1/2014	Original estimated Actual Useful Life:	8 Years

**Asset Allocation No. OC26-047-001**

Asset Title:	Door Replacement Campus Wide	Cost Center:	Bucklin Point
Asset Location:	Gas/O&M/Butler/Digester Buildings	Amount:	\$ 75,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Ensure safety and security		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	21 Years
Original date in service:	1/1/2004	Original estimated Actual Useful Life:	20 Years



Asset Allocation No.	OC26-047-002			
Asset Title:	Return Activated Sludge Pump 1-4	Cost Center:	Bucklin Point	
Asset Location:	Return Sludge Pump Station 1	Amount:	\$ 70,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Pumps activated sludge through process			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	11 Years	
Original date in service:	2/18/2014	Original estimated Actual Useful Life:	15 Years	



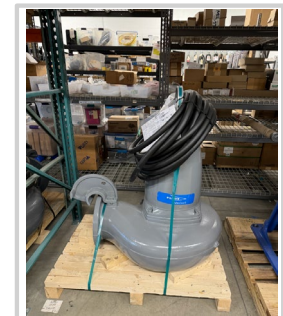
Asset Allocation No.	OC26-047-003			
Asset Title:	Bar Rack 2	Cost Center:	Bucklin Point	
Asset Location:	Screenings and Grit Building	Amount:	\$ 65,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Removes large items from influent			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	10 Years	
Original date in service:	12/15/2005	Original estimated Actual Useful Life:	5 Years	



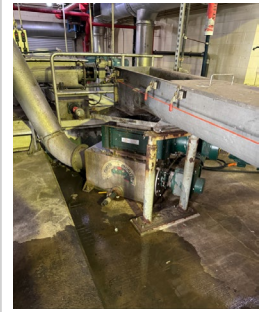
Asset Allocation No.	OC26-047-004			
Asset Title:	Sludge Pump	Cost Center:	Bucklin Point	
Asset Location:	Dry Weather Primary Pump Station	Amount:	\$ 55,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Pumps sludge and grinds any large objects			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	4 Years	
Original date in service:	12/18/2021	Original estimated Actual Useful Life:	8 Years	



Asset Allocation No.	OC26-047-005			
Asset Title:	Return Activated Sludge Pump 5-7	Cost Center:	Bucklin Point	
Asset Location:	Return Sludge Pump Station 2	Amount:	\$ 50,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Pumps activated sludge through process			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	12 Years	
Original date in service:	10/9/2013	Original estimated Actual Useful Life:	15 Years	



Asset Allocation No.	OC26-047-006			
Asset Title:	Cutting Assembly Motor and SS Box	Cost Center:	Bucklin Point	
Asset Location:	Screenings and Grit Building	Amount:	\$ 50,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Cuts and eliminates large objects so equipment will not be harmed			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	3 Years	
Original date in service:	11/1/2022	Original estimated Actual Useful Life:	10 Years	



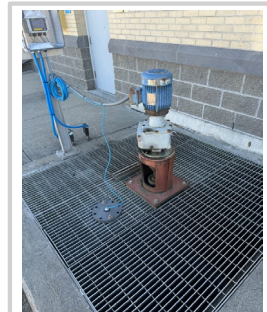
Asset Allocation No.	OC26-047-007			
Asset Title:	Vehicle 331	Cost Center:	Bucklin Point	
Asset Location:	Bucklin Point	Amount:	\$ 50,000	Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Daily field work and inspections			
Budget Account:	16515 Automotive Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	5/16/2016	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-047-008			
Asset Title:	Sewage Pump	Cost Center:	Bucklin Point	
Asset Location:	Washington Highway Pump Station	Amount:	\$ 50,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Pumps sewage			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	BETTERMENT	Actual Useful Life:	18 Years	
Original date in service:	11/1/2007	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-047-009			
Asset Title:	Scum Mixer	Cost Center:	Bucklin Point	
Asset Location:	Dry Weather Primary Pump Station	Amount:	\$ 50,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Mixes Scum			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	15 Years	
Original date in service:	3/5/2010	Original estimated Actual Useful Life:	15 Years	

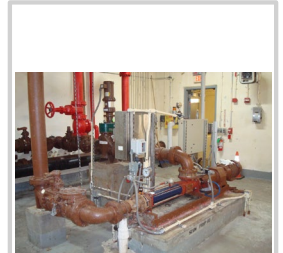


Asset Allocation No. OC26-047-010

Asset Title:	Air Filter Box	Cost Center:	Bucklin Point
Asset Location:	Blower Building	Amount:	\$ 45,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Filtrates air in roots blower		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	4 Years
Original date in service:	8/15/2021	Original estimated Actual Useful Life:	5 Years

**Asset Allocation No. OC26-047-011**

Asset Title:	Scum Pump	Cost Center:	Bucklin Point
Asset Location:	Dry Weather Primary Pump Station	Amount:	\$ 35,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Moves the scum to wells to be removed		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	7 Years
Original date in service:	12/11/2018	Original estimated Actual Useful Life:	10 Years

**Asset Allocation No. OC26-047-012**


Asset Title:	Equipment 002	Cost Center:	Bucklin Point
Asset Location:	Bucklin Point	Amount:	\$ 30,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Maintenance - lift and move equipment		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	8 Years
Original date in service:	11/3/2017	Original estimated Actual Useful Life:	10 Years

**Asset Allocation No. OC26-047-013**


Asset Title:	Equipment 004	Cost Center:	Bucklin Point
Asset Location:	Bucklin Point	Amount:	\$ 30,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Maintenance - lift and move equipment		
Budget Account:	16515 Automotive Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	8 Years
Original date in service:	11/3/2017	Original estimated Actual Useful Life:	10 Years




Asset Allocation No.		OC26-047-014	
Asset Title:	Nitrate Probes/Sensors 1	Cost Center:	Bucklin Point
Asset Location:	Dry Weather Effluent Pump Station	Amount:	\$ 27,500 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Measures the concentration of nitrate in wastewater-Dry Weather Effluent		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	7 Years
Original date in service:	11/8/2018	Original estimated Actual Useful Life:	10 Years



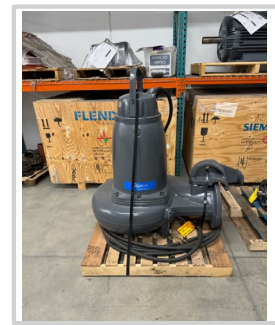
Asset Allocation No.		OC26-047-015	
Asset Title:	Nitrate Probes/Sensors 2	Cost Center:	Bucklin Point
Asset Location:	Dry Weather Effluent Pump Station	Amount:	\$ 27,500 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Measures the concentration of nitrate in wastewater-UV		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	7 Years
Original date in service:	11/8/2018	Original estimated Actual Useful Life:	10 Years



Asset Allocation No.		OC26-047-016	
Asset Title:	Return Activated Sludge Pump 1	Cost Center:	Bucklin Point
Asset Location:	Return Sludge Pump Station	Amount:	\$ 25,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Pumps activated sludge through process		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Actual Useful Life:	12 Years
Original date in service:	10/9/2013	Original estimated Actual Useful Life:	10 Years



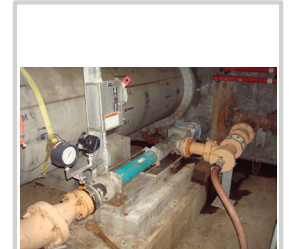
Asset Allocation No.		OC26-047-017	
Asset Title:	Return Activated Sludge Pump 2	Cost Center:	Bucklin Point
Asset Location:	Return Sludge Pump Station	Amount:	\$ 25,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Pumps activated sludge through process		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	BETTERMENT	Actual Useful Life:	12 Years
Original date in service:	10/9/2013	Original estimated Actual Useful Life:	10 Years



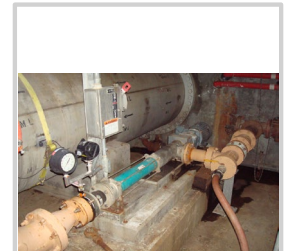
Asset Allocation No.	OC26-047-018			
Asset Title:	Actuator Valves	Cost Center:	Bucklin Point	
Asset Location:	Various Locations at Bucklin Point	Amount:	\$ 25,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Controls flow			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	14 Years	
Original date in service:	11/7/2011	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-047-019			
Asset Title:	Scum Pump 1	Cost Center:	Bucklin Point	
Asset Location:	Scum Pump Station 1	Amount:	\$ 25,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Moves the scum to the wells to be removed			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	7 Years	
Original date in service:	10/15/2018	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-047-020			
Asset Title:	Scum Pump 2	Cost Center:	Bucklin Point	
Asset Location:	Scum Pump Station 2	Amount:	\$ 25,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Moves the scum to the wells to be removed			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	5 Years	
Original date in service:	8/5/2020	Original estimated Actual Useful Life:	10 Years	

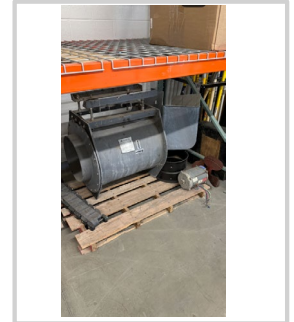


Asset Allocation No.	OC26-047-021			
Asset Title:	Safety Retrieval System	Cost Center:	Bucklin Point	
Asset Location:	Bucklin Point	Amount:	\$ 20,000	Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management	<input type="checkbox"/> Inspection	<input type="checkbox"/> Other	
Asset Description:	Ensure staff safety in confined spaces			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	6 Years	
Original date in service:	2/5/2019	Original estimated Actual Useful Life:	8 Years	

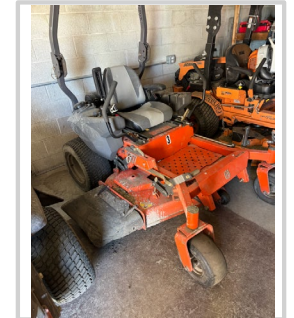


Asset Allocation No. OC26-047-022

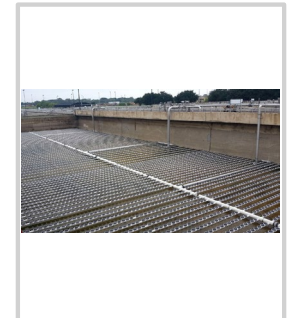
Asset Title:	Vent Fan	Cost Center:	Bucklin Point
Asset Location:	Blackstone Valley Interceptor 9	Amount:	\$ 20,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Circulates air		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	17 Years
Original date in service:	9/9/2008	Original estimated Actual Useful Life:	

**Asset Allocation No. OC26-047-023**

Asset Title:	Equipment E0064	Cost Center:	Bucklin Point
Asset Location:	Utility Building	Amount:	\$ 20,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Grass cutting		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	12 Years
Original date in service:	10/24/2013	Original estimated Actual Useful Life:	10 Years

**Asset Allocation No. OC26-047-024**

Asset Title:	Aeration Tank Diffusers	Cost Center:	Bucklin Point
Asset Location:	Aeration Tanks 1-4	Amount:	\$ 20,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Oxygenate and aerate wastewater		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	20 Years
Original date in service:	6/8/2005	Original estimated Actual Useful Life:	7 Years

**Asset Allocation No. OC26-047-025**

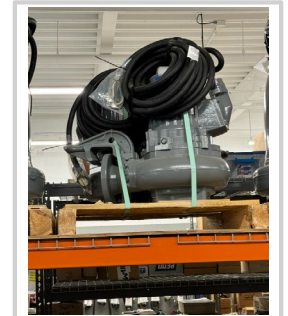
Asset Title:	Grit Pump 1	Cost Center:	Bucklin Point
Asset Location:	Screening and Grit Building	Amount:	\$ 17,500 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Removes grit from influent		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	7 Years
Original date in service:	7/2/2018	Original estimated Actual Useful Life:	5 Years



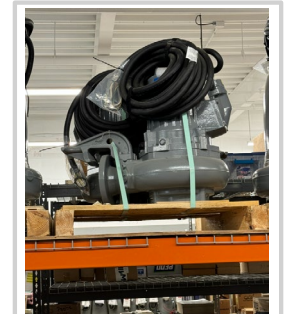
Asset Allocation No.		OC26-047-026	
Asset Title:	Grit Pump 2	Cost Center:	Bucklin Point
Asset Location:	Screening and Grit Building	Amount:	\$ 17,500 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Removes grit from influent		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	7 Years
Original date in service:	7/2/2018	Original estimated Actual Useful Life:	5 Years



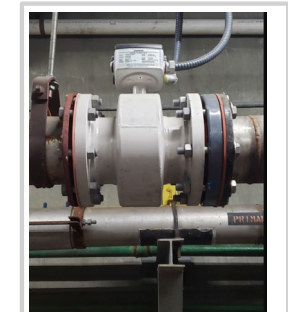
Asset Allocation No.		OC26-047-027	
Asset Title:	Waste Sludge Pump 1	Cost Center:	Bucklin Point
Asset Location:	Return Sludge Pump Station	Amount:	\$ 15,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Pumps sludge to gravity belt thickener		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	11 Years
Original date in service:	2/18/2014	Original estimated Actual Useful Life:	15 Years



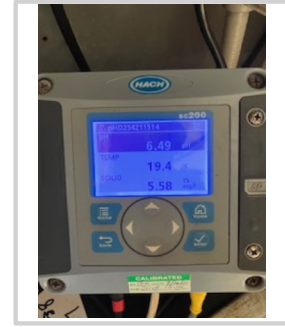
Asset Allocation No.		OC26-047-028	
Asset Title:	Waste Sludge Pump 2	Cost Center:	Bucklin Point
Asset Location:	Return Sludge Pump Station	Amount:	\$ 15,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Pumps sludge to gravity belt thickener		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	11 Years
Original date in service:	2/18/2014	Original estimated Actual Useful Life:	15 Years



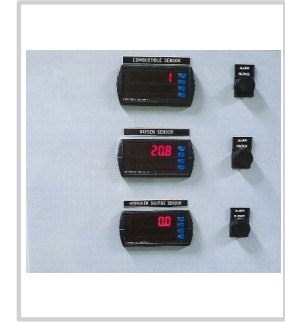
Asset Allocation No.		OC26-047-029	
Asset Title:	Influent Flow Meter	Cost Center:	Bucklin Point
Asset Location:	Scum Well and Mixed Liquor Chamber	Amount:	\$ 15,000 Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management	<input checked="" type="checkbox"/> Inspection	<input type="checkbox"/> Other
Asset Description:	Measures flow into scum well		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	5 Years
Original date in service:	7/15/2020	Original estimated Actual Useful Life:	8 Years



Asset Allocation No.		OC26-047-030	
Asset Title:	TSS Meter	Cost Center:	Bucklin Point
Asset Location:	Dry Weather Effluent Pump Station	Amount:	\$ 10,000 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Measures total suspended solids		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	9 Years
Original date in service:	2/9/2016	Original estimated Actual Useful Life:	10 Years



Asset Allocation No.		OC26-047-031	
Asset Title:	Meter and Transmitter	Cost Center:	Bucklin Point
Asset Location:	Gas Control Building	Amount:	\$ 10,000 Priority Ranking: B
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Measures gas usage		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	9 Years
Original date in service:	6/20/2006	Original estimated Actual Useful Life:	10 Years



Asset Allocation No.		OC26-047-032	
Asset Title:	Uninterruptable Power Supply 1	Cost Center:	Bucklin Point
Asset Location:	Various Locations at Bucklin Point	Amount:	\$ 8,500 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Provides backup power in the event of power failure		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	5 Years
Original date in service:	12/1/2020	Original estimated Actual Useful Life:	5 Years



Asset Allocation No.		OC26-047-033	
Asset Title:	Uninterruptable Power Supply 2	Cost Center:	Bucklin Point
Asset Location:	Various Locations at Bucklin Point	Amount:	\$ 8,500 Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other		
Asset Description:	Provides backup power in the event of power failure		
Budget Account:	16525 Building and Plant Equipment Replacement		
Type:	REPLACEMENT	Actual Useful Life:	11 Years
Original date in service:	10/14/2014	Original estimated Actual Useful Life:	5 Years



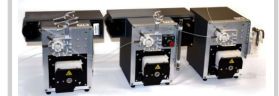
Asset Allocation No.	OC26-047-034			
Asset Title:	Uninterruptable Power Supply 3	Cost Center:	Bucklin Point	
Asset Location:	Various Locations at Bucklin Point	Amount:	\$ 8,500	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input checked="" type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Provides backup power in the event of power failure			
Budget Account:	16525 Building and Plant Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	12 Years	
Original date in service:	10/7/2013	Original estimated Actual Useful Life:	5 Years	



Asset Allocation No.	OC26-053-001			
Asset Title:	Lab Glassware Cleaning System	Cost Center:	Laboratory	
Asset Location:	Water Qualiter Science Building	Amount:	\$ 210,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other			
Asset Description:	Clean all lab glassware			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	5/1/2016	Original estimated Actual Useful Life:	5 Years	



Asset Allocation No.	OC26-053-002			
Asset Title:	Robotic in-line Digester for Nutrients Analyzer	Cost Center:	Laboratory	
Asset Location:	Water Quality Science Building	Amount:	\$ 65,000	Priority Ranking: B
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other			
Asset Description:	Facilitate automated digestion for testing of the nitrogen and phosphorous compounds in waters			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	BETTERMENT	Actual Useful Life:	2 Years	
Original date in service:		Original estimated Actual Useful Life:	5 Years	



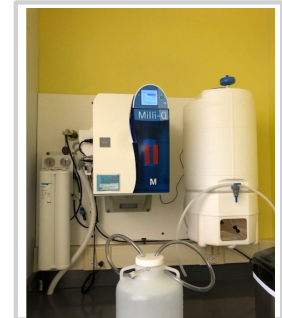
Asset Allocation No.	OC26-053-003			
Asset Title:	Laboratory Freezer with Auto Defrost	Cost Center:	Laboratory	
Asset Location:	Water Quality Science Building	Amount:	\$ 18,000	Priority Ranking: A
Need identified:	<input type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input checked="" type="checkbox"/> Other			
Asset Description:	Preserve and hold permit required samples to ensure compliance with regulations			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	5/1/2016	Original estimated Actual Useful Life:	5 Years	



Asset Allocation No.	OC26-055-001			
Asset Title:	Fixed Site Sondes, Probes, Meters	Cost Center:	Environmental Monitoring	
Asset Location:	Upper Narragansett Bay/Seekonk River	Amount:	\$ 79,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Collect data from upper bay, Seekonk river and other tributaries			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	10 Years	
Original date in service:	6/1/2015	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-055-002			
Asset Title:	SIU Deionized Water Unit	Cost Center:	Environmental Monitoring	
Asset Location:	Water Quality Science Building	Amount:	\$ 24,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Cleaning/rinsing, and equipment calibration			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	8/8/2016	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-055-003			
Asset Title:	Deionized Water Unit	Cost Center:	Environmental Monitoring	
Asset Location:	Water Quality Science Building	Amount:	\$ 24,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Cleaning/rinsing, and equipment calibration			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	8/8/2016	Original estimated Actual Useful Life:	10 Years	



Asset Allocation No.	OC26-055-004			
Asset Title:	Refrigerated Autosampler Parts	Cost Center:	Environmental Monitoring	
Asset Location:	Field's Point and Bucklin Point	Amount:	\$ 12,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Store plant sampling			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	BETTERMENT	Actual Useful Life:	18 Years	
Original date in service:	8/23/20007	Original estimated Actual Useful Life:	7 Years	



Asset Allocation No.	OC26-055-005			
Asset Title:	Freezer	Cost Center:	Environmental Monitoring	
Asset Location:	Water Quality Science Building	Amount:	\$ 7,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Freeze samples such as nutrients and chlorophyll for preservation			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	7/1/2016	Original estimated Actual Useful Life:	5 Years	



Asset Allocation No.	OC26-055-006			
Asset Title:	Refrigerator	Cost Center:	Environmental Monitoring	
Asset Location:	Water Quality Science Building	Amount:	\$ 6,000	Priority Ranking: A
Need identified:	<input checked="" type="checkbox"/> Asset Management <input type="checkbox"/> Inspection <input type="checkbox"/> Other			
Asset Description:	Store SIU and manhole samples overnight to keep preserved			
Budget Account:	16575 Lab & Sampling Equipment Replacement			
Type:	REPLACEMENT	Actual Useful Life:	9 Years	
Original date in service:	7/1/2016	Original estimated Actual Useful Life:	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 the construction of new facilities, the rehabilitation and replacement of existing infrastructure, along with energy efficiency and sustainability projects. The CIP shows programmed expenditures for the current budget year fiscal year (FY) 2026 as well as the following five years (FY 2027-2031).



Field's Point Administration Building

Capital Improvement Program Overview

The CIP identifies a total of 46 projects, that are either in progress, to be initiated, or to be completed during FY 2026-2031 and two projects that begin post FY 2031 at an estimated cost of \$511.9 million. Of this total, 71.3% are for construction and construction management. Project costs programmed in FY 2026 and FY 2027 account for 54.1% of the total. See the table below for the FY 2026-2031 CIP costs by category.

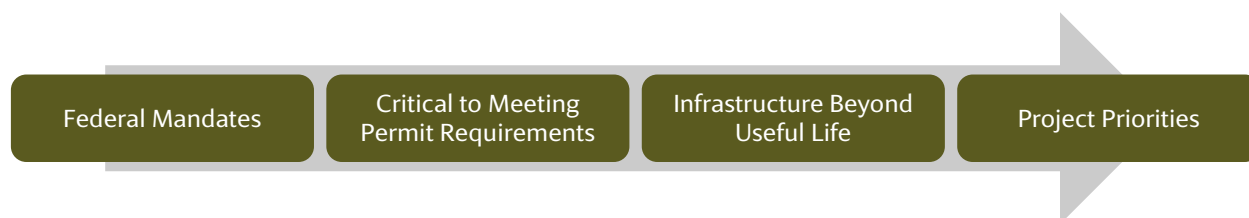
FY 2026-2031 CIP Costs by Category

(In Thousands)

Category	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2026 - 2031
Administrative	\$ 6,306	\$ 4,030	\$ 2,580	\$ 1,510	\$ 1,315	\$ 810	\$ 16,551
Land	2,150	-	-	-	-	-	2,150
A/E Professional	20,577	12,616	5,720	3,794	4,484	2,275	49,466
Construction	113,351	74,634	67,110	50,528	41,356	17,986	364,966
Contingency	16,672	15,331	13,673	11,111	6,657	420	63,863
Other	6,954	4,099	1,095	1,857	67	827	14,899
	\$ 166,010	\$ 110,711	\$ 90,178	\$ 68,800	\$ 53,879	\$ 22,318	\$ 511,895

Capital Improvement Program Development

NBC's 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 2024

- Budget Forms Available

NOVEMBER 2024

- FY 2026-2031 CIP Workbooks with Cash Draws submittal by Project Managers
- Submittal review and identification of CIP operating impacts

DECEMBER 2024

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

JANUARY 2025

- Completion of CIP Analysis
- Completion CIP Narrative
- Development of Capital Budget Financing Plan

FEBRUARY 2025

- Finance Committee and Board Review and Approval of CIP on February 4, 2025

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 execute new contracts greater than \$20,000 and contract change orders/ amendments greater than 5% of the total contract amount. The authorizing resolution typically includes an allowance for ancillary costs such as labor, police, and legal services. 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.

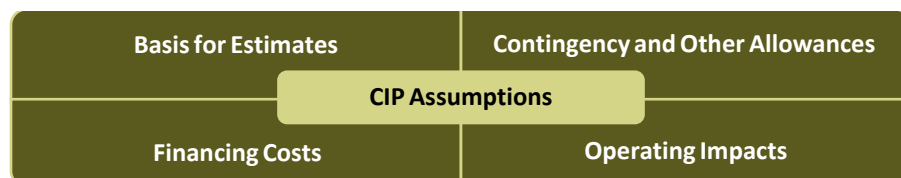
Additional capital budget amendments by task may be authorized during the fiscal year to reflect change orders and Finance may also modify funding sources. Please refer to the "Long-Term Financial Plan" section of the Budget for information regarding the financing and funding sources of the CIP.

Capital budgets are monitored by project, task, and funding source monthly. Updated cash 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 Goal

NBC's Strategic Plan ensures NBC's ability to meet water quality objectives set forth by regulatory requirements, through the achievement of 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 and identifies one or more key codes that a project will address. The highest percentage of projects, or 38%, are aligned with operational efficiency and effectiveness. Approximately 31% of the projects are aligned with planning for new regulatory requirements in future RIPDES permits. In addition, 20% of the CIP projects are aligned with the incorporation of climate resiliency strategies into operational and capital planning. Of the remaining projects, 7% are aligned with initiation of a sustainable biosolids management program and 4% enhancement of the capital planning process.

Percentage of CIP Projects Aligned to NBC Strategic Plan



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.*

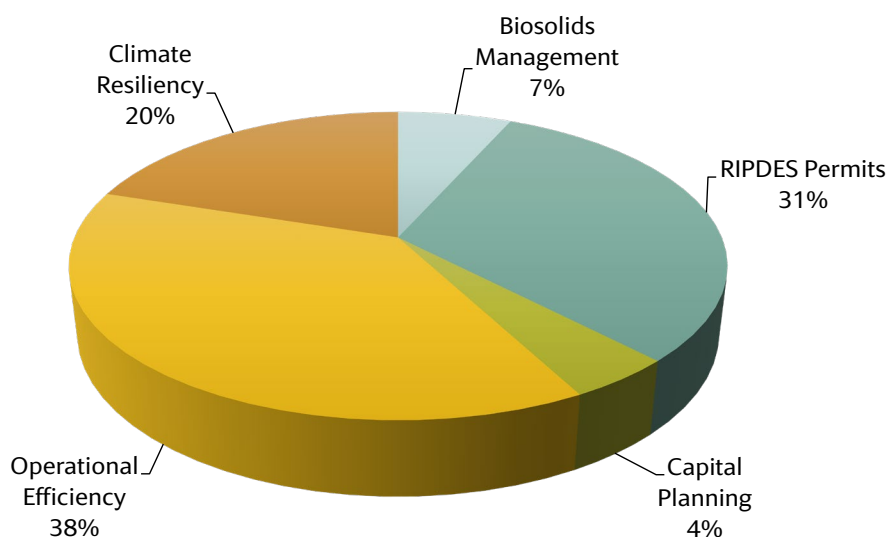
Key Code	Percentage	Code Description
OE1	7%	Initiate a sustainable biosolids management program
OE2	31%	Plan for new regulatory requirements for future RIPDES permits
OE3	4%	Enhance capital planning process
OE4	38%	Encourage operational efficiency and effectiveness



Environmental Sustainability: *We are in the business of protecting the environment. And we take that responsibility seriously, which means considering broad environmental health beyond the most fundamental duty we have of cleaning water before its release back into the environment. Now more than ever we must strengthen climate-resilient planning and operations and work toward minimizing negative impacts our organization has on natural resources.*

Key Code	Percentage	Code Description
ES1	20%	Incorporate climate resiliency strategies into operational and capital planning

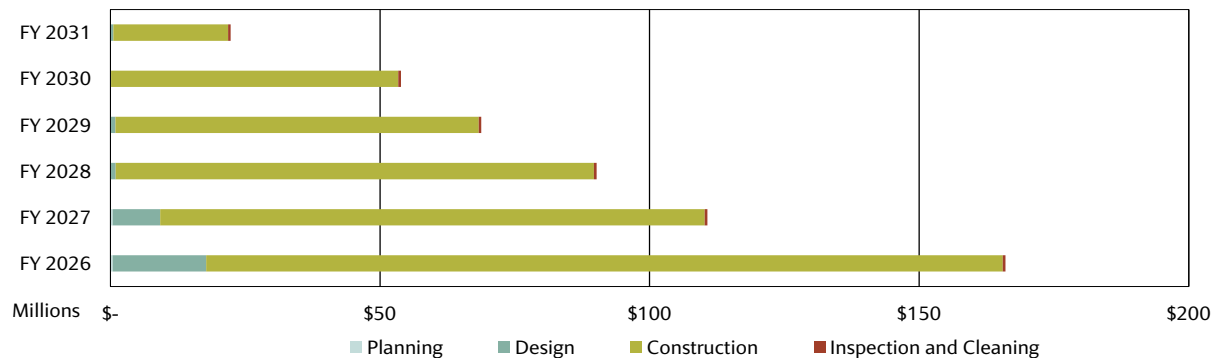
CIP Projects by Strategic Plan Goal



Capital Expenditures by Phase

NBC's capital projects typically include planning, design, and construction phases. The planning phase 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 93.6% of the programmed expenditures during fiscal years 2026 - 2031 relate to the construction phase at \$479.3 million.

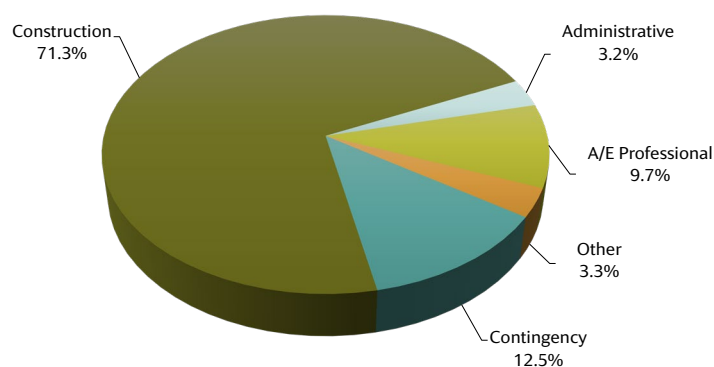
FY 2026-2031 Capital Expenditures by Phase
(In Millions)



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 includes 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 71.3% or \$365.0 million of the total costs for FY 2026 - FY 2031. Contingency is 12.5% or \$63.9 million and A/E Professional Services is 9.7% or \$49.5 million during this same period. The remaining 6.5% or \$33.6 million is for Administrative and Other cost categories which include 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, Biosolids Management Facility Upgrades, and Data Communications Upgrades
Bucklin Point Resiliency Improvements	Ultraviolet (UV) Disinfection, WWTF Improvements, and Standby Power
Field's Point Resiliency Improvements	Ernest Street Pump 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 Testing and Monitoring, 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, 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 2025-2030	FY 2026-2031	Change	% Change
CSO Phase III Facilities	\$ 332,513	\$ 255,791	\$ (76,721)	(23.1%)
Field's Point Resiliency Improvements	106,090	104,971	(1,119)	(1.1%)
Wastewater Treatment Facility Improvements	58,601	84,493	25,892	44.2%
Sewer System Improvements	21,332	26,724	5,392	25.3%
Bucklin Point Resiliency Improvements	19,740	15,240	(4,500)	(22.8%)
Interceptor Restoration and Construction	11,100	12,993	1,893	17.1%
Infrastructure Management	7,097	8,684	1,587	22.4%
Interceptor Cleaning and Restoration	3,312	3,000	(312)	(9.4%)
Total	\$ 559,784	\$ 511,895	\$ (47,889)	(8.6%)

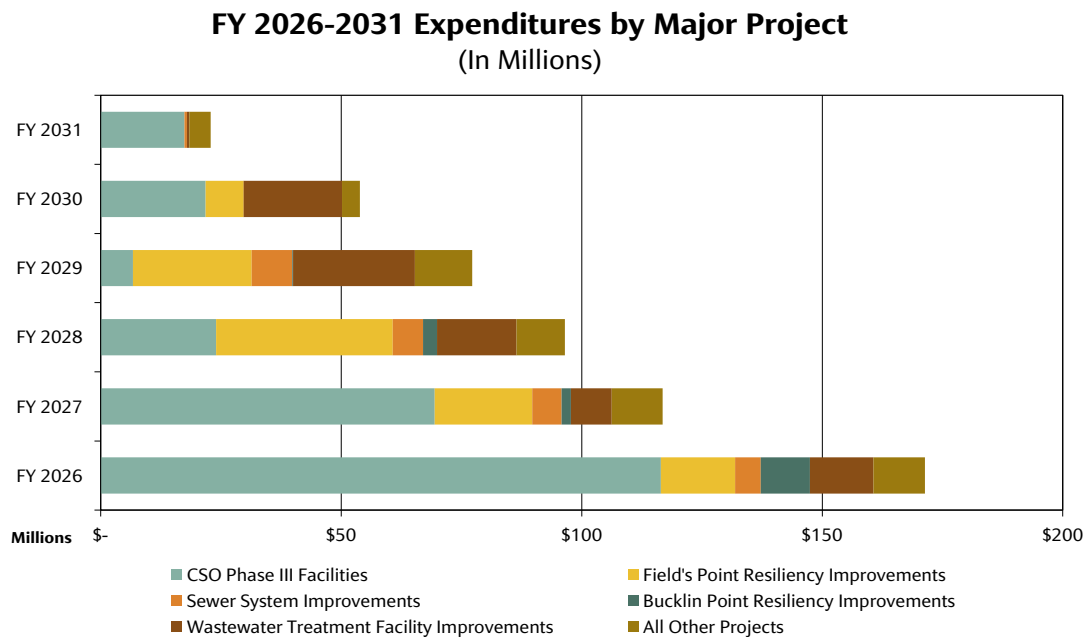
On a year-over-year basis, the most significant percentage change from the prior year is a 44.2% increase for the Wastewater Treatment Facility Improvements. The increase in this functional area is a result of the addition of the Biosolids Management Facility Upgrade Project (20701) which involves the evaluation, planning and development of immediate and long-term upgrades to the biosolids dewatering facilities at NBC's Field's and Bucklin Point WWTF's at an estimated cost of \$48.9 million.

The most significant decrease from last year's CIP is a 23.1% decrease for the CSO Phase III Facilities functional area. The decrease is attributable to progress made on the construction of the Pawtucket Tunnel and Pump Station Shaft Project (30801) which will be 94% complete in FY 2025 and lower-than-expected bids for construction on the CSO Phase III A Facilities – Tunnel Pump Station Fit-out Project (30802).

Significant Capital Improvement Projects

The most significant projects in this year's CIP are the CSO Phase III Facilities at \$255.8 million or 50.0% of programmed costs for FY 2026 - FY 2031. This is followed by the Field's Point Resiliency Improvements projects at \$105.0 million or 20.5%, the Wastewater Treatment Facility Improvements projects at \$84.5 million or 16.5%, the Sewer System Improvements projects at \$26.7 million or 5.2%, and the Bucklin Point Resiliency Improvements projects totaling \$15.2 million or 3.0%. The following table and graph show the programmed expenditures for the major projects included in FY 2026 - 2031. A discussion of the capital projects is on the following pages.

Largest Capital Projects (In Thousands)		
Project	Estimated Cost FY 2026 - 2031	Percent of Total
CSO Phase III Facilities	\$ 255,791	50%
Field's Point Resiliency Improvements	104,971	21%
Wastewater Treatment Facility Improvements	84,493	17%
Sewer System Improvements	26,724	5%
Bucklin Point Resiliency Improvements	15,240	3%
All Other Projects	24,677	5%
Total	\$ 511,895	100%



Comprehensive Combined Sewer Overflow (CSO) Program

The largest project in the CIP is the CSO Phase III Facilities at an estimated cost of \$255.8 million over fiscal years 2026 – 2031. 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. 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.

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



CSO Phase III A Tunnel Construction

CSO Phase III Program (In Millions)

Phase	Scope	Amount *	Start	Completion
Phase III A	Design and construction of a 11,600 foot long deep rock tunnel in Pawtucket, a tunnel pump station to convey flow to the Bucklin Point WWTF, drop shafts and consolidation conduits and improvements to the Bucklin Point WWTF. This project includes modifications to regulators and construction of GSI facilities. Design of the Phase III B facilities is also included in the cost of Phase III A.	\$ 877.4	4/1/2013	4/1/2028
Phase III B	Phase III B includes construction of the Upper BVI Gate and Screening Structure, Interceptor Relief, and Consolidation Conduit. These facilities will convey flow to the tunnel to be built in Phase III A. In addition, GSI facilities will be constructed as part of Phase III B. Regulator Modifications and one sewer separation project will be included as part of Phase III B.	\$ 45.5	1/1/2029	6/31/2031
Phase III C	Design and construction of a stub tunnel that will convey flow from CSO OF 220 to the Pawtucket tunnel constructed in Phase III A. GSI facilities will be constructed as part of Phase III C.	\$ 290.4	6/1/2032	12/1/2038
Phase III D	Design and construction of an interceptor to store flow from OF 039 and OF 056 and release flow as capacity allows. GSI facilities will be constructed as part of Phase III D.	\$ 160.7	1/1/2036	12/1/2041
Total		\$ 1,374.0		

* 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 \$210.3 million during FY 2026 - FY 2031, a decrease of \$94.1 million or 31% 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 2025. In addition, lower-than-expected bids were received for construction of the CSO Phase III A Facilities – Tunnel Pump Station Fit-out Project (30802). Based on the total current estimated costs, Phase III A will be approximately 72% complete by the end of FY 2025.



CSO Phase III A Pawtucket Tunnel Pump Station Fit-Out 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 94% complete with a completion date of December 2025.

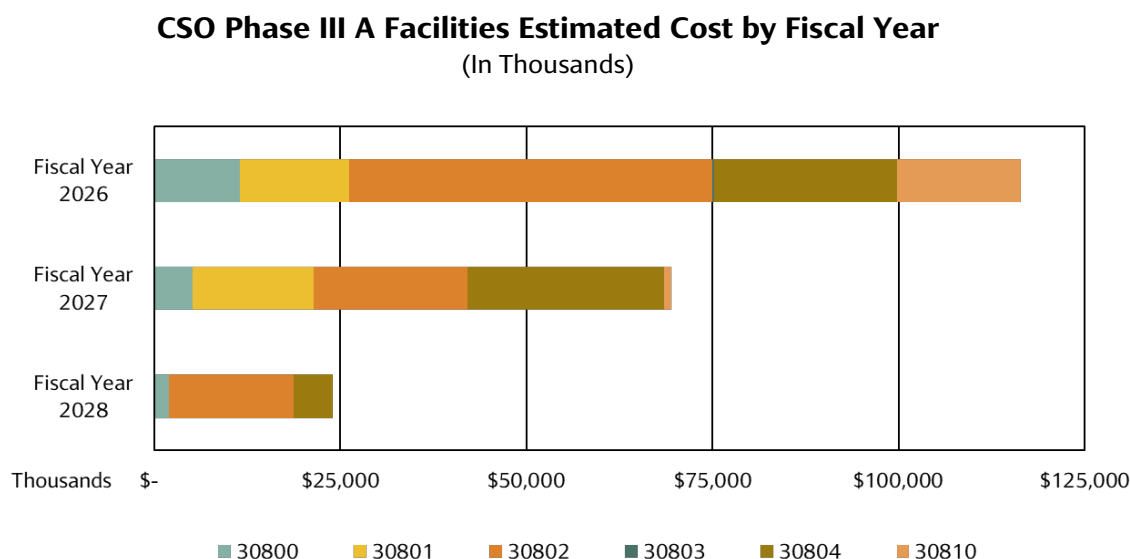
The following table shows the CSO Phase III A projects, their estimated cost, construction start and end dates, as well as the percentage complete.

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	\$ 97.7	N/A	N/A	
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	485.7	Dec-20	Dec-25	94%
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	131.8	Feb-24	May-27	35%
30803	CSO Phase III A Facilities - OF 205	7.7	Mar-23	Dec-25	97%
30804	CSO Phase III A Facilities - OF 210, 213, 214	62.8	Jan-24	Aug-27	10%
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	60.7	Jul-22	Dec-26	71%
30811	CSO Phase III A Facilities - High Street Demo	0.2	Nov-18	Dec-19	100%
30813	CSO Phase III A Facilities - Site Demolition	1.1	May-20	Nov-20	100%
Total		\$ 877.4			

*Excludes costs incurred prior to FY 2020

The following graph shows the CSO Phase III A Facilities over the next three fiscal years. The estimated annual expenditure on this project is projected to decrease from \$116.5 million in FY 2026 to \$69.4 million in FY 2027 and \$24.0 million in FY 2028 when the project is substantially complete.



CSO Phase III B Facilities

This year's CIP includes programmed construction costs for the CSO Phase III B Facilities Project (30830), estimated to start in January 2029. Design of the CSO Phase III B Facilities was completed as part of the CSO Phase III A design. CSO Phase III B includes construction of a gate and screening structure, interceptor relief, and consolidation conduit. These structures are designed to convey flow to the tunnel built in Phase III A. The construction cost estimate is \$45.5 million, and the project is programmed for completion in FY 2031.

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

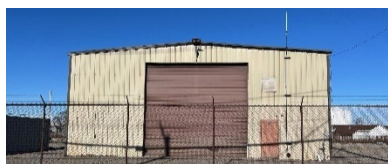
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	Construction Start Date	Construction End Date
30830	CSO Phase III B Facilities	\$ 45,505	\$ 45,505	0%	Jan-29	Jun-31
Total		\$ 45,505	\$ 45,505			

Field's Point Resiliency Improvements (FP Resiliency Improvements)

NBC identified seven projects to address resiliency concerns at Field's Point WWTF. Of the seven projects, the Cybersecurity Improvements Project (20800) is complete. As shown in the following table, the estimated cost for these projects is \$105.0 million in the FY 2026-2031 window.

Field's Point Resiliency Improvements (In Thousands)					
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	
20300	FPWWTF Improvements	\$ 31,331	\$ 35,813	13%	
20500	FPWWTF Maintenance and Storage Buildings	27,851	29,504	6%	
20400	FPWWTF Ernest Street Pump Station Improvements	25,042	32,062	22%	
40101	FPWWTF Electrical Improvements	11,172	11,200	0%	
71000	Lincoln Septage Receiving Station Replacement	7,102	8,219	14%	
20600	NBC Solar Carport	2,474	2,795	11%	
20800	Cybersecurity Improvements	-	1,575	100%	
Total		\$ 104,971	\$ 121,166		

FPWWTF Improvements Project (20300) at an estimated cost of \$31.3 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.



IM Storage Building

FPWWTF Maintenance and Storage Buildings Project (20500), at an estimated cost of \$27.9 million, involves the replacement of the maintenance building, the Interceptor Maintenance (IM) storage building, and related support facilities at the Field's Point campus to address resiliency and aging infrastructure goals.

FPWWTF Ernest Street Pump Station Improvements Project (20400), at an estimated cost of \$25.0 million, includes improvements to NBC's largest pump station located adjacent to Field's Point. Improvements include the 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

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 \$7.1 million, includes design and construction of a new facility 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.

The NBC Solar Carport Project (20600), estimated to cost \$2.5 million, is for the construction of a solar carport on the Field's Point campus. This project may be eligible for \$206 thousand in grant funding through the Rhode Island Renewable Energy Fund (REF) Commercial-Scale Program.

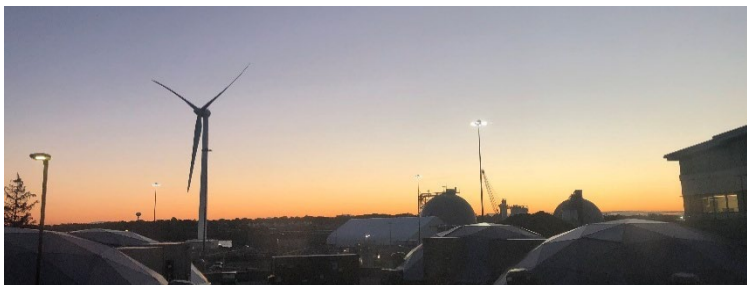
Wastewater Treatment Facility (WWTF) Improvements

This year's CIP includes \$84.5 million for projects related to NBC's Wastewater Treatment Facilities.

The CIP includes three projects related to biosolids treatment and disposal. Most notable is a new Biosolids Management Facility Upgrade Project (20701) at an estimated cost of \$48.9 million. This project involves the evaluation, planning and development of immediate and long-

term upgrades to the biosolids dewatering facilities at NBC's Field's Point and Bucklin Point WWTF's. The CIP also includes the BPWWTF Sludge Digestion Facility Improvements Project (81800) at a cost of \$3.7 million which 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. Lastly, the Long-Range Biosolids Disposal Project (20700) at an estimated cost of \$2.4 million involves the evaluation, planning and development of a long-term biosolids management solution for biosolids as NBC's current contract for biosolids disposal ends in May 2026.

Data Communications Upgrades and WWTF Network Improvements Project (20801) at a cost of \$18.6 million involves the implementation of innovative, open architecture-type Ethernet based hybrid data control system upgrades to ensure system viability.



Sunrise at Field's Point WWTF



FPWWTF Wet Weather Clarifier

FPWWTF Wet Weather Clarifier Facility Improvements Project (20900) at a cost of \$5.1 million consists of the evaluation, design and construction of upgrades to the aging Field's Point WWTF's Wet Weather Clarifier Complex.

BPWWTF Service Building Demolition Project (81701) at a cost of \$3.7 million consists of the demolition of the old service building along with the relocation of select utilities.

Office and Building Improvements Project (91000), at an estimated cost of \$1.2 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 2026-2031. The CIP also includes annual programmed allocations of \$500 thousand for WWTF Improvements Project (20000) to ensure resources are available in years that do not have specific projects identified.

WWTF Improvements (In Thousands)					
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	
20701	Biosolids Management Facility Upgrade	\$ 48,907	\$ 52,990	8%	
20801	Data Communications Upgrades and WWTF Network Improvements	18,563	18,937	2%	
20900	FPWWTF Wet Weather Clarifier Facility Improvements	5,096	5,473	7%	
81800	BPWWTF Sludge Digestion Facility Improvements	3,675	14,402	74%	
81701	BPWWTF Service Building Demolition	3,655	3,753	3%	
20700	Long-Range Biosolids Disposal	2,367	3,151	25%	
91000	Office and Building Improvements	1,195	2,723	56%	
20000	WWTF Improvements	500	1,000	0%	
24000	NBC Facility Electrical Improvements	298	599	50%	
92000	Stormwater Education Resource Center	237	262	10%	
Total		\$ 84,493	\$ 103,290		

Sewer System Improvements

The Sewer System functional area encompasses projects related to the collection system and includes six projects at an estimated cost of \$26.7 million between FY 2026 and FY 2031.



Saylesville Pump Station

The Saylesville Pump Station Improvements Project (72100) at a cost of \$9.2 million and the Omega Pump Station Improvements Project (70900) at a cost of \$8.9 million involve a condition assessment, evaluation, design and construction of resiliency-related upgrades. The Reservoir Avenue Pump Station Improvements Project (72000) at a cost of \$4.9 million focuses on facility upgrades to ensure continued reliability of this aging infrastructure. The NBC System-wide Regulator Modifications Project (30610), at a cost of \$1.7 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 \$1.5 million. Design work is estimated to start in FY 2031 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.

Programmed Sewer System Improvements are shown in the following table.

Sewer System Improvements (In Thousands)					
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	
72100	Saylesville Pump Station Improvements	\$ 9,153	\$ 9,269	1%	
70900	Omega Pump Station Improvements	8,937	8,965	14%	
72000	Reservoir Avenue Pump Station Improvements	4,904	5,696	4%	
30610	NBC System-wide Regulator Modifications	1,654	2,271	27%	
30500	NBC Interceptor Easements Restoration, Various Locations	1,542	1,578	2%	
12400	Interceptor Maintenance Building	535	12,053	0%	
Total		\$ 26,724	\$ 39,833		

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 complete. The following table shows the BP Resiliency Improvements estimated costs by project. As shown in the following table, the estimated costs for these projects over the FY 2026 – 2031 window are \$15.2 million.

Bucklin Point Resiliency Improvements (In Thousands)					
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	
81000	BPWWTF UV Disinfection Improvements	\$ 9,720	\$ 25,695	62%	
81600	BPWWTF Improvements	5,521	11,709	53%	
81700	BPWWTF Operations and Maintenance Buildings	-	36,666	100%	
Total		\$ 15,240	\$ 74,070		

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 encompasses several smaller studies and projects. The largest is the NBC System-wide Facilities Planning Project (30700), estimated at \$1.8 million, which will evaluate system capacity and infiltration/inflow into NBC's interceptors.

The NBC System-wide Inflow Reduction Project (40200) at \$1.7 million, focuses on the development and implementation of an inflow reduction program to remove stormwater from sanitary sewers in NBC's service area.

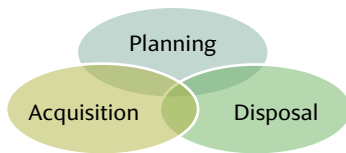
The RIPDES Flow Monitoring System Implementation Project (40550), at an estimated cost of \$1.3 million, involves replacement of existing flow monitoring equipment located throughout NBC's collection system in order to accurately measure flows and monitor flow conditions in accordance with NBC's RIPDES permit.

The Enterprise Resource Planning (ERP) System Replacement Project (40700) will evaluate the current ERP and other systems to identify a suitable replacement/upgrade with an estimated cost of \$912 thousand.

New to the Infrastructure Management functional area this year is the PFAS Testing and Monitoring Project (1140700) at cost of \$902 thousand. This project involves testing and monitoring of Compounds of Emerging Concerns Study, a Per- and Polyfluoroalkyl Substances (PFAS) Study, and a site-specific study of PFAS to facilitate improvements to the wastewater treatment and collections systems that may be required to comply with new permit limits, regulations, and mandates.



The RIPDES Compliance Improvements Project (1140600) includes wastewater treatment and collection system analysis that may be required to comply with new permit limits and mandates at \$804 thousand.



The Asset Management Program Support Services Project (40600) includes planning and design services for further development, expansion, and support of NBC's Asset Management Program at a cost of \$553 thousand.

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 following table shows the total cost for the Infrastructure Management functional area for FY 2026-2031.

Infrastructure Management (In Thousands)					
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	
30700	NBC System-wide Facilities Planning	\$ 1,766	\$ 1,768	0%	
40200	NBC System-wide Inflow Reduction	1,690	1,690	0%	
40550	RIPDES Flow Monitoring System Implementation	1,313	1,860	29%	
40700	Enterprise Resource Planning (ERP) System Replacement	912	912	0%	
1140700	PFAS Testing and Monitoring	902	902	20%	
1140600	RIPDES Compliance Improvements	804	1,944	59%	
40300	Municipal Lateral Sewer Acquisition Impact	645	645	0%	
40600	Asset Management Program Support Services	553	938	41%	
1140900	Water Quality Model Validation and Enhancement	100	163	39%	
Total		\$ 8,684	\$ 10,820		

Interceptor Cleaning, Restoration and Construction

The CIP includes several collection system infrastructure projects which total \$16.0 million. The largest project in this functional area is the Louisquisset Pike Interceptor Improvements Project (30421) at an estimated cost of \$6.3 million. This project involves construction of a larger diameter interceptor in the northern section of the town of Lincoln to accommodate the additional flow resulting from expected development.

The Woonasquatucket CSO OF 046 Improvements Project (30315) at \$3.9 million 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 \$4.9 million.

Interceptor Cleaning, Restoration and Construction (In Thousands)					
Project Number	Major Project	FY 2026 - 2031 CIP	Total Estimated Cost	Percent Complete	
30421	Louisquisset Pike Interceptor Improvements	\$ 6,261	\$ 6,261	0%	
30315	Woonasquatucket CSO OF 046 Improvements	3,874	3,980	3%	
30400C	Interceptor Restoration and Construction	2,345	3,845	0%	
30400M	Interceptor Inspection and Cleaning Projects	2,588	3,088	0%	
30482M	Interceptor Inspection and Cleaning	412	618	33%	
30468	Improvements to Interceptors FY 2022	513	2,254	77%	
Total		\$ 15,993	\$ 20,046		

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 2025, NBC completed one capital projects at a cost of \$542 thousand as shown in the following table.

Completed Projects (In Thousands)		
Project Number	Project Name	Total Cost
30481M	Completion of Baseline Siphon Inspections and Cleaning	\$ 542
Total		\$ 542

The project completed last year was the Completion of Baseline Siphon Inspections and Cleaning Project (30481M). This project involved video inspections and cleaning of NBC interceptors and sewer mains throughout Johnston, Providence, and Cumberland.

New Projects

This year's CIP includes four new capital projects totaling \$63.4 million. The new projects and their estimated costs are summarized in the following table. Please refer to the discussion of the "capital projects by functional area" of this document for information regarding the need for these projects along with their descriptions.

New Projects (In Thousands)		
Project Number	Project Name	Total Estimated Cost
20701	Biosolids Management Facility Upgrade	\$ 52,990
72100	Saylesville Pump Station Improvements	9,269
1140700	PFAS Testing and Monitoring	902
92000	Stormwater Education Resource Center	262
Estimated Total		\$ 63,423

Impact of Capital Investments on Operating Budget

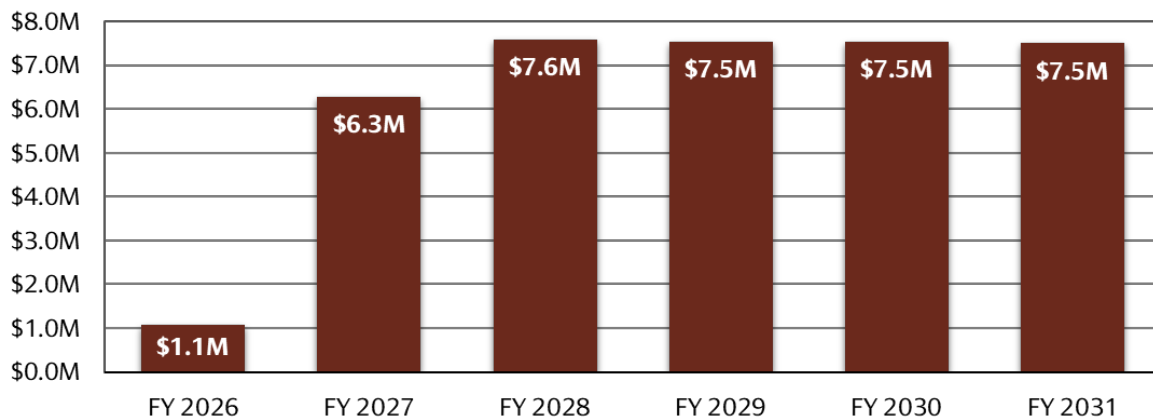
NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating costs and financing impacts. Debt service and rate impacts associated with financing the CIP are discussed in the "Long-Term Debt" and "Long-Term Financial Plan" sections of the budget. The following pages include an expanded analysis and presentation of other operating impacts in the CIP. Project specific information is included in the following discussion and summarized on the individual project sheets. Certain capital improvements will have a direct impact on 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
Reduced Expense	A reduction in operating expense resulting from facilities no longer operating, reducing energy consumption, and/or the purchase of electricity	Shown as a reduction in Operating Expense
Increased Expense	An increase in operating expense resulting from new facilities becoming operational	Shown as an increase in Operating Expense
Increased Revenue	An increase in revenue through new user charges, incentives, and/or sale of Renewable Energy Credits	Shown as an increase in Operating Revenue or Non-Operating Revenue

FY 2026-2031 Revenue and Expense Impacts

In FY 2031, estimated CIP impacts on the operating budget include an annual revenue increase of \$9,454, a reduction in expense of \$877,730, and an increase in expense of \$8,392,356. The largest impact on the operating budget is related to biosolids treatment and disposal. NBC anticipates that its costs for dewatering, transport, and disposal of biosolids will significantly increase when its current contract for biosolids expires in May 2026. Specifically, NBC projects increased costs associated with interim measures that will be employed in May 2026, as well as increased costs associated with implementation of a long-term solution. Preliminary projections are an increase in costs of approximately \$1.1 million in FY 2026 and \$6.5 million in subsequent years. The next largest impact to the operating budget in FY 2031 is the completion of the CSO Phase III A Facilities – Tunnel Pump Station Fit-out Project (30802) with annual operating cost of \$1.8 million. The overall operating budget impact in FY 2031 is an increased funding requirement of \$7.5 million. The following chart shows the projected expense impact of completed CIP projects on the annual operating budget. Projects with revenue, savings, or expense impacts are discussed in the following section.

Estimated Net Annual Operating Budget Impact



The following table summarizes the projected impact of new capital projects scheduled to become operational in FY 2026-2031. Projects that involve inspection, studies, cleaning, and rehabilitation do not have operating cost impacts and are excluded from this list.

Projected Annual Operating Budget Impacts						
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Projected Annual Operating Revenue Impact						
Increased Revenue						
20600 NBC Solar Carport	\$ -	\$ -	\$ 8,666	\$ 9,454	\$ 9,454	\$ 9,454
Net Increase (Decrease) in Revenue	\$ -	\$ -	\$ 8,666	\$ 9,454	\$ 9,454	\$ 9,454
Projected Annual Operating Expense Impact						
Reduced Expense						
81000 BPWWTF UV Disinfection Improvements	\$ -	\$ (373,922)	\$ (373,922)	\$ (373,922)	\$ (373,922)	\$ (373,922)
81800 BPWWTF Sludge Digestion Facility Improvements	-	(165,355)	(283,466)	(283,466)	(283,466)	(283,466)
20600 NBC Solar Carport	-	-	(60,952)	(66,493)	(66,493)	(66,493)
71000 Lincoln Septage Receiving Station Replacement	-	-	-	(78,850)	(78,850)	(78,850)
20300 FPWWTF Improvements	-	-	-	-	(37,500)	(75,000)
Reduced Expense	\$ -	\$ (539,277)	\$ (718,340)	\$ (802,730)	\$ (840,230)	\$ (877,730)
Increased Expense						
20701 Biosolids Management Facility Upgrade	\$ 1,082,908	\$ 6,497,446	\$ 6,497,446	\$ 6,497,446	\$ 6,497,446	\$ 6,497,446
30802 CSO Phase III A Facilities - Tunnel Pump Station Fit-out	-	295,888	1,775,327	1,775,327	1,775,327	1,775,327
81000 BPWWTF UV Disinfection Improvements	-	33,529	33,529	33,529	33,529	33,529
20600 NBC Solar Carport	-	-	3,015	3,289	3,289	3,289
20500 FPWWTF Maintenance and Storage Buildings	-	-	-	31,622	75,893	75,893
81600 BPWWTF Improvements	-	-	-	3,437	3,437	3,437
40101 FPWWTF Electrical Improvements	-	-	-	-	1,718	3,437
Increased Expense	\$ 1,082,908	\$ 6,826,862	\$ 8,309,316	\$ 8,344,649	\$ 8,390,638	\$ 8,392,356
Net (Decrease) Increase in Expense	\$ 1,082,908	\$ 6,287,585	\$ 7,590,976	\$ 7,541,918	\$ 7,550,407	\$ 7,514,626
Net Impact on Operating Budget	\$ 1,082,908	\$ 6,287,585	\$ 7,582,310	\$ 7,532,464	\$ 7,540,953	\$ 7,505,172

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 315,133 kWh of electricity annually resulting in approximately \$66 thousand in electricity savings and revenue of \$9 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 2028.

NBC Solar Carport			
	Reduced Expense	Increased Expense	Increased Revenue
RECs Solar	\$ -	\$ -	\$ 9,454
Electricity	66,493	-	-
Maintenance	-	3,289	-
Total	\$ 66,493	\$ 3,289	\$ 9,454

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 \$374 thousand annually. The increased expense associated with the new

building is \$34 thousand annually for utilities and maintenance costs. Completion of this project is scheduled for early FY 2027.

BPWWTF UV Disinfection Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ 358,922	\$ 7,174	\$ -	
Maintenance	15,000	10,560	-	
Natural Gas	-	15,795	-	
Total	\$ 373,922	\$ 33,529	\$ -	

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 2029 and are estimated to result in an increased expense of \$76 thousand for utilities.

FPWWTF Maintenance and Storage Buildings				
	Reduced Expense	Increased Expense	Increased Revenue	
Natural Gas	\$ -	\$ 45,835	\$ -	
Electricity	-	25,987	-	
Water	-	4,070	-	
Total	\$ -	\$ 75,893	\$ -	

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.

BPWWTF Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,437	\$ -	
Total	\$ -	\$ 3,437	\$ -	

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 Electrical Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Maintenance	\$ -	\$ 3,437	\$ -	
Total	\$ -	\$ 3,437	\$ -	

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 annual expenses of \$283 thousand beginning in FY 2027.

BPWWTF Sludge Digestion Facility Improvements				
	Reduced Expense	Increased Expense	Increased Revenue	
Natural Gas	\$ 283,466	\$ -	\$ -	
Total	\$ 283,466	\$ -	\$ -	

CSO Phase III A Facilities

CSO Phase III A operating impacts are estimated to commence in FY 2027. An increased expense of \$1.8 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 included in this project are \$1.8 million per year.

CSO Phase III A Facilities				
	Reduced Expense	Increased Expense	Increased Revenue	
Electricity	\$ -	\$ 1,202,700	\$ -	
Biosolids	-	262,289	-	
Screening & Grit Disposal	-	152,800	-	
Natural Gas	-	80,740	-	
Maintenance	-	31,936	-	
Hypochlorite	-	25,244	-	
Personnel	-	10,400	-	
Sodium Bisulfite	-	7,813	-	
Water	-	1,405	-	
Total	\$ -	\$ 1,775,327	\$ -	

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	\$ -	\$ -	
Total	\$ 75,000	\$ -	\$ -	

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 \$79 thousand per year.

Lincoln Septage Receiving Station Replacement				
	Reduced Expense	Increased Expense	Increased Revenue	
Personnel	\$ 78,850	\$ -	\$ -	
Total	\$ 78,850	\$ -	\$ -	

Biosolids Management Facility Upgrade

The Biosolids Management Facility Upgrade Project (20701) involves the evaluation, planning and development of immediate and long-term upgrades to the biosolids dewatering facilities at NBC's Field's and Bucklin Point WWTF's. Biosolids disposal is expected to increase approximately \$6.5 million annually at the end of fiscal year 2027.

Biosolids Management Facility Upgrade				
	Reduced Expense	Increased Expense	Increased Revenue	
Biosolids	\$ -	\$ 6,497,446	\$ -	
Total	\$ -	\$ 6,497,446	\$ -	

Grants and Capital Reimbursements

It is anticipated that NBC will receive approximately \$3.5 million in grants and other energy efficiency incentives. The US Department of Energy has committed to match up to \$2.9 million through the Congressionally Direct Spending Program for the BPWWTF Sludge Digestion Facility Improvements Project (81800C). The BPWWTF UV Disinfection Improvements Project may qualify for a \$389,000 rebate from Rhode Island Energy, provided the UV upgrades meet the necessary requirements. NBC is also pursuing a \$207 thousand grant from Rhode Island Renewable Energy Fund for the Solar Carport Project. The potential incentives and reimbursements are outlined in the following table.

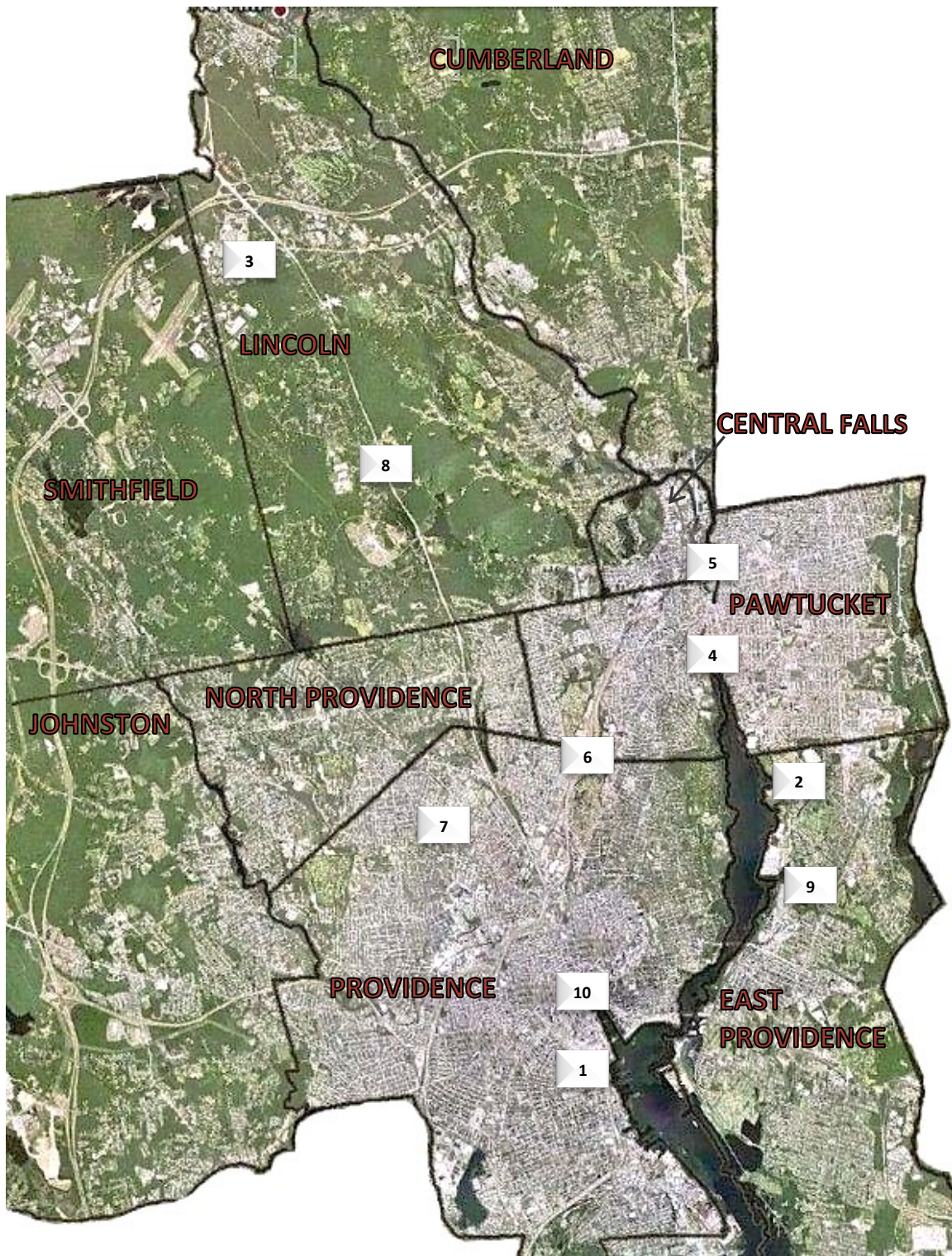
Grants and Capital Reimbursements				
Contract	Project	Source	FY of Award	Amount
81800C	BPWWTF Sludge Digestion Facility Improvements	US Department of Energy - Grant	FY 2026	\$ 2,900,000
81000C	BPWWTF UV Disinfection Improvements	Rhode Island Energy - Rebate	FY 2027	389,358
20600C	NBC Solar Carport	RI Renewable Energy Fund (REF) - Grant	FY 2028	206,600
				\$ 3,495,958

Capital Improvement Program Project Locations

The capital projects identified in this year's CIP are shown on the map on the following page. The map highlights 10 project locations as identified below. Some projects are System-wide and noted as SW.

Legend Key	Project Number	Project Name
Wastewater Treatment Facilities Improvements		
1	20000	WWTF Improvements
SW	20700	Long-Range Biosolids Disposal
SW	20701	Biosolids Management Facility Upgrade
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
1	92000	Stormwater Education Resource Center
Bucklin Point Resiliency Improvements		
2	81000	BPWWTF UV Disinfection Improvements
2	81600	BPWWTF Improvements
Field's Point Resiliency Improvements		
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
Infrastructure Management		
SW	1140600	RIPDES Compliance Improvements
SW	1140700	PFAS Testing and Monitoring
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
CSO Phase III Facilities		
4	30800	CSO Phase III A Facilities - Design and Construction Program Management
4	30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station 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
Sewer System Improvements		
1	12400	Interceptor Maintenance Building
SW	30500	NBC Interceptor Easements Restoration, Various Locations
SW	30610	NBC System-wide Regulator Modifications
9	70900	Omega Pump Station Improvements
6	72000	Reservoir Avenue Pump Station Improvements
3	72100	Saylesville Pump Station Improvements
Interceptor Cleaning and Restoration		
SW	30400M	Interceptor Inspection and Cleaning Projects
SW	30482M	Interceptor Inspection and Cleaning
Interceptor Restoration and Construction		
SW	30400C	Interceptor Restoration and Construction
10	30315	Woonasquatucket CSO OF 046 Improvements
8	30421	Louisquisset Pike Interceptor Improvements
SW	30468	Improvements to Interceptors FY 2022

Capital Improvement Program Project Locations



Capital Project Summary by Fiscal Year

(In Thousands)

Project Number	Project Name	Project Priority	Pre FY 2026	FY 2026	FY 2027-2031	FY 2026 - 2031	Post FY 2031	Total Estimated Project Cost
Wastewater Treatment Facility Improvements								
20000	WWTF Improvements	C	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 1,000
20700	Long-Range Biosolids Disposal	A	784	2,367	-	2,367	-	3,151
20701	Biosolids Management Facility Upgrade	A	4,083	1,843	47,064	48,907	-	52,990
20801	Data Communications Upgrades and WWTF Network Improvements	B	374	2,983	15,580	18,563	-	18,937
20900	FPWWTF Wet Weather Clarifier Facility Improvements	B	377	364	4,732	5,096	-	5,473
24000	NBC Facility Electrical Improvements	B	301	298	-	298	-	599
81701	BPWWTF Service Building Demolition	C	98	432	3,223	3,655	-	3,753
81800	BPWWTF Sludge Digestion Facility Improvements	A	10,727	3,494	181	3,675	-	14,402
91000	Office and Building Improvements	A	1,528	1,195	-	1,195	-	2,723
92000	Stormwater Education Resource Center	D	25	237	-	237	-	262
	<i>Subtotal</i>		18,297	13,213	71,280	84,493	500	103,290
Bucklin Point Resiliency Improvements								
81000	BPWWTF UV Disinfection Improvements	A	15,975	9,532	188	9,720	-	25,695
81600	BPWWTF Improvements	A	6,188	705	4,816	5,521	-	11,709
	<i>Subtotal</i>		22,163	10,237	5,004	15,240	-	37,404
Field's Point Resiliency Improvements								
20300	FPWWTF Improvements	A	4,482	4,872	26,459	31,331	-	35,813
20400	FPWWTF Ernest Street Pump Station Improvements	A	7,020	5,463	19,579	25,042	-	32,062
20500	FPWWTF Maintenance and Storage Buildings	A	1,653	1,421	26,430	27,851	-	29,504
20600	NBC Solar Carport	A	320	892	1,582	2,474	-	2,795
40101	FPWWTF Electrical Improvements	A	28	885	10,287	11,172	-	11,200
71000	Lincoln Septage Receiving Station Replacement	A	1,117	1,876	5,225	7,102	-	8,219
	<i>Subtotal</i>		14,620	15,409	89,562	104,971	-	119,591
Infrastructure Management								
1140600	RIPDES Compliance Improvements	C	1,140	447	357	804	-	1,944
1140700	PFAS Testing and Monitoring	C	-	94	808	902	-	902
1140900	Water Quality Model Validation and Enhancement	C	63	33	67	100	-	163
30700	NBC System-wide Facilities Planning	C	2	860	907	1,766	-	1,768
40200	NBC System-wide Inflow Reduction	D	-	64	1,626	1,690	-	1,690
40300	Municipal Lateral Sewer Acquisition Impact	D	-	131	514	645	-	645
40550	RIPDES Flow Monitoring System Implementation	B	547	1,313	-	1,313	-	1,860
40600	Asset Management Program Support Services	B	385	400	153	553	-	938
40700	Enterprise Resource Planning (ERP) System Replacement	D	-	26	886	912	-	912
	<i>Subtotal</i>		2,137	3,366	5,318	8,684	-	10,820
CSO Phase III Facilities								
30800	CSO Phase III A Facilities - Design and Construction Program Managem	A	78,784	11,532	7,414	18,946	-	97,730
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	A	454,670	14,689	16,332	31,022	-	485,692
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	A	45,567	48,766	37,422	86,188	-	131,755
30803	CSO Phase III A Facilities - OF 205	A	7,400	264	-	264	-	7,664
30804	CSO Phase III A Facilities - OF 210, 213, 214	A	6,463	24,541	31,752	56,293	-	62,756
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	A	43,148	16,659	915	17,574	-	60,722
	<i>CSO Phase III A Facilities Subtotal</i>		636,033	116,451	93,835	210,286	-	846,319
30830	CSO Phase III B Facilities	A	-	-	45,505	45,505	-	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>		-	-	45,505	45,505	451,066	496,571
	<i>Subtotal</i>		636,033	116,451	139,340	255,791	451,066	1,342,891
Sewer System Improvements								
12400	Interceptor Maintenance Building	C	-	-	535	535	11,519	12,053
30500	NBC Interceptor Easements Restoration, Various Locations	B	36	508	1,034	1,542	-	1,578
30610	NBC System-wide Regulator Modifications	A	618	1,162	491	1,654	-	2,271
70900	Omega Pump Station Improvements	B	28	768	8,170	8,937	-	8,965
72000	Reservoir Avenue Pump Station Improvements	A	792	1,882	3,022	4,904	-	5,696
72100	Saylesville Pump Station Improvements	B	117	1,016	8,137	9,153	-	9,269
	<i>Subtotal</i>		1,591	5,335	21,389	26,724	11,519	39,833
Interceptor Inspection and Cleaning								
30400M	Interceptor Inspection and Cleaning Projects	A	-	88	2,500	2,588	500	3,088
30482M	Interceptor Inspection and Cleaning	A	206	412	-	412	-	618
	<i>Subtotal</i>		206	500	2,500	3,000	500	3,706
Interceptor Restoration and Construction								
30400C	Interceptor Restoration and Construction	C	-	951	1,394	2,345	1,500	3,845
30315	Woonasquatucket CSO OF 046 Improvements	B	106	36	3,838	3,874	-	3,980
30421	Louisquisset Pike Interceptor Improvements	C	-	-	6,261	6,261	-	6,261
30468	Improvements to Interceptors FY 2022	A	1,741	513	-	513	-	2,254
	<i>Subtotal</i>		1,847	1,500	11,493	12,993	1,500	16,340
Total			\$ 696,894	\$ 166,010	\$ 345,885	\$ 511,895	\$ 465,085	\$1,673,875

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: 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	Ongoing	Ongoing	Ongoing	\$1,000
Total Project	Ongoing	Ongoing	Ongoing	\$1,000



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 1,000

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42	\$ 42	\$ 84
A/E Professional	-	-	-	-	-	-	203	203	406
Construction	-	-	-	-	-	-	170	170	340
Contingency	-	-	-	-	-	-	20	20	40
Other	-	-	-	-	-	-	65	65	130
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 1,000

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

20700

Long-Range Biosolids Disposal

Project Manager: David Bowen, P.E.
Contractor(s): Stantec/ CDM-Smith

Location: Field's Point and Bucklin Point WWTFs
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	July-21	March-26	57 Months	\$3,151
Construction	N/A	N/A	N/A	N/A
Total Project	July-21	March-26	57 Months	\$3,151



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 784	\$ 2,367	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,151

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 489	\$ 169	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 658
Land	-	2,000	-	-	-	-	-	-	2,000
A/E Professional	250	150	-	-	-	-	-	-	400
Other	45	48	-	-	-	-	-	-	93
Total	\$ 784	\$ 2,367	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,151

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

20701

Biosolids Management Facility Upgrade

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

Location: Field's Point and Bucklin Point WWTF's
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-24	June-27	38 Months	\$7,770
Construction	June-27	April-30	35 Months	45,220
Total Project	May-24	April-30	72 Months	\$52,990



Photo: Centrifuge at Bucklin Point Dewatering Facility

This project involves the evaluation, planning and development of immediate and long-term upgrades to the biosolids dewatering facilities at NBC's Field's and Bucklin Point WWTF's. The existing dewatering facilities for both WWTF's were constructed by a third-party vendor, who also operated and maintained both of facilities via contract since they were placed online nearly 20 years ago. The study will assess the condition of the existing dewatering facilities at both treatment plants and generate potential rehabilitation plans for reliable immediate-term operation, while also planning for other potential phased, long-term biosolids facility upgrades.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 4,083	\$ 1,843	\$ 2,002	\$ 12,283	\$ 17,820	\$ 14,959	\$ -	\$ -	\$ 52,990

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 185	\$ 122	\$ 110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 416
Land	2,500	-	-	-	-	-	-	-	2,500
A/E Professional	1,195	1,280	1,328	-	-	-	-	-	3,803
Other	203	442	406	-	-	-	-	-	1,051
Total	\$ 4,083	\$ 1,843	\$ 1,844	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,770

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ 45	\$ 117	\$ 120	\$ 120	\$ -	\$ -	\$ 402
A/E Professional	-	-	89	1,067	1,067	978	-	-	3,200
Construction	-	-	-	8,530	12,794	10,662	-	-	31,986
Contingency	-	-	-	2,559	3,839	3,199	-	-	9,597
Other	-	-	25	10	-	-	-	-	35
Total	\$ -	\$ -	\$ 158	\$ 12,283	\$ 17,820	\$ 14,959	\$ -	\$ -	\$ 45,220

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	1,082,908	6,497,446	6,497,446	6,497,446	6,497,446	6,497,446
Net Impact on Operating Budget	\$1,082,908	\$6,497,446	\$6,497,446	\$6,497,446	\$6,497,446	\$6,497,446

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

<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-24	June-27	33 Months	\$1,739
Construction	April-22	June-30	99 Months	17,198
Total Project	April-22	June-30	99 Months	\$18,937



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.

There are various reliability and inefficient performance challenges with the current control system's data communication network due, in part, to the use of mixed model communication units, proprietary equipment and other related system components. This project is associated with implementing more modern, open architecture-type Ethernet based hybrid data control system upgrades to keep the existing systems viable. The project will integrate various new hardware, software and other ancillary support services to upgrade the existing Control Systems through use of Ethernet DCS Loop improvements and other technical solutions.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 374	\$ 2,983	\$ 1,639	\$ 2,930	\$ 5,528	\$ 5,483	\$ -	\$ -	\$ 18,937

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 43	\$ 60	\$ 44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 147
Land	-	-	-	-	-	-	-	-	-
A/E Professional	70	469	667	-	-	-	-	-	1,206
Other	28	119	240	-	-	-	-	-	387
Total	\$ 141	\$ 647	\$ 951	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,739

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 5	\$ 70	\$ 60	\$ 62	\$ 60	\$ 15	\$ -	\$ -	\$ 271
A/E Professional	-	120	47	268	268	268	-	-	970
Construction	224	1,649	425	2,000	4,001	4,001	-	-	12,300
Contingency	-	467	156	600	1,200	1,200	-	-	3,623
Other	5	30	-	-	-	-	-	-	35
Total	\$ 233	\$ 2,336	\$ 688	\$ 2,930	\$ 5,528	\$ 5,483	\$ -	\$ -	\$ 17,198

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

20900

FPWWTF Wet Weather Clarifier Facility Improvements

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

Project Location: WWTF
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	October-23	October-25	24 Months	N/A
Design	February-24	June-26	29 Months	\$691
Construction	February-26	June-29	40 Months	4,782
Total Project	October-23	June-29	68 Months	\$5,473



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 377	\$ 364	\$ 1,421	\$ 1,328	\$ 1,984	\$ -	\$ -	\$ -	\$ 5,473

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 74	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149
Land	-	-	-	-	-	-	-	-	-
A/E Professional	198	190	-	-	-	-	-	-	389
Other	105	48	-	-	-	-	-	-	154
Total	\$ 377	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 691

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 32	\$ 143	\$ 150	\$ 153	\$ -	\$ -	\$ -	\$ 477
A/E Professional	-	18	120	42	68	-	-	-	248
Construction	-	-	850	800	1,455	-	-	-	3,105
Contingency	-	-	308	336	308	-	-	-	952
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ 50	\$ 1,421	\$ 1,328	\$ 1,984	\$ -	\$ -	\$ -	\$ 4,782

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

24000

NBC Facility Electrical Improvements

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

Location: NBC Service Area
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	November-24	February-26	34 Months	\$599
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	November-24	February-26	15 Months	\$599



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 301	\$ 298	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 599

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 58	\$ 51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108
A/E Professional	103	178	-	-	-	-	-	-	281
Other	141	70	-	-	-	-	-	-	210
Total	\$ 301	\$ 298	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 599

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

81701

BPWWTF Service Building Demolition

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

Location: Bucklin Point WWTF
 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	January-25	March-26	15 Months	\$501
Construction	April-26	April-27	13 Months	3,253
Total Project	January-25	April-27	28 Months	\$3,753



Photo: Bucklin Point Operations Building

This project consists of the demolition of 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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 98	\$ 432	\$ 3,223	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,753

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 44	\$ 59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103
Land	-	-	-	-	-	-	-	-	-
A/E Professional	20	261	-	-	-	-	-	-	281
Other	34	83	-	-	-	-	-	-	117
Total	\$ 98	\$ 403	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 2	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94
A/E Professional	-	28	153	-	-	-	-	-	180
Construction	-	-	2,250	-	-	-	-	-	2,250
Contingency	-	-	729	-	-	-	-	-	729
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ 30	\$ 3,223	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,253

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

81800

BPWWTF Sludge Digestion Facility Improvements

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

Location: Bucklin Point WWTF
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	February-22	June-25	41 Months	\$1,101
Construction	February-23	November-26	45 Months	13,301
Total Project	February-22	November-26	58 Months	\$14,402



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 10,727	\$ 3,494	\$ 181	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,402

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 300	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 307
Land	-	-	-	-	-	-	-	-	-
A/E Professional	647	-	-	-	-	-	-	-	647
Other	148	-	-	-	-	-	-	-	148
Total	\$ 1,095	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,101

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 309	\$ 80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 389
A/E Professional	368	182	-	-	-	-	-	-	549
Construction	7,066	2,632	181	-	-	-	-	-	9,879
Contingency	394	523	-	-	-	-	-	-	917
Other	1,496	71	-	-	-	-	-	-	1,567
Total	\$ 9,633	\$ 3,488	\$ 181	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,301

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	165,355	283,466	283,466	283,466	283,466
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ (165,355)	\$ (283,466)	\$ (283,466)	\$ (283,466)	\$ (283,466)

91000

Office and Building Improvements

Project Manager: David Bowen, P.E.

Contractor(s): Various

Location: COB

Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-23	March-26	34 Months	\$2,723
Total Project	June-23	March-26	34 Months	\$2,723



Photo: Rooftop Air Conditioner

This project includes office renovations and reconfigurations to provide all the amenities to support employee well-being and productivity. Additionally, HVAC and various roofs throughout the Field's Point and Bucklin Point campuses will be upgraded and/or replaced.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 1,528	\$ 1,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,723

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional		-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 111	\$ 71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182
A/E Professional	-	20	-	-	-	-	-	-	20
Construction	1,292	1,000	-	-	-	-	-	-	2,292
Contingency	104	104	-	-	-	-	-	-	209
Other	20	-	-	-	-	-	-	-	20
Total	\$ 1,528	\$ 1,195	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,723

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

92000

Stormwater Education Resource Center

Project Manager: David Bowen, P.E.

Contractor(s): Various

Location: 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	May-25	June-25	2 Months	\$25
Construction	July-25	August-25	2 Months	237
Total Project	May-25	August-25	4 Months	\$262



Photo: Stormwater Education

Enhance NBC environmental education and public outreach efforts .

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 25	\$ 237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	25	-	-	-	-	-	-	-	25
Other	-	-	-	-	-	-	-	-	-
Total	\$ 25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	25	-	-	-	-	-	-	25
Construction	-	200	-	-	-	-	-	-	200
Contingency	-	-	-	-	-	-	-	-	-
Other	-	12	-	-	-	-	-	-	12
Total	\$ -	\$ 237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 237

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

81000

BPWWTF UV Disinfection Improvements

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

Location: Bucklin Point WWTF (East Providence, RI)
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-17	February-22	59 Months	N/A
Construction	July-22	June-26	48 Months	\$25,695
Total Project	April-17	June-26	111 Months	\$25,695



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 15,975	\$ 9,532	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,695

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 442	\$ 164	\$ 14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 620
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	13,852	7,075	125	-	-	-	-	-	21,052
Contingency	1,656	2,208	49	-	-	-	-	-	3,913
Other	25	85	-	-	-	-	-	-	110
Total	\$ 15,975	\$ 9,532	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,695

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	373,922	373,922	373,922	373,922	373,922
Increased Expense	-	33,529	33,529	33,529	33,529	33,529
Net Impact on Operating Budget	\$ -	\$ (340,393)	\$ (340,393)	\$ (340,393)	\$ (340,393)	\$ (340,393)

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	February-26	80 Months	\$1,270
Construction	January-24	June-28	54 Months	10,439
Total Project	June-19	June-28	108 Months	\$11,709



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 6,188	\$ 705	\$ 1,769	\$ 2,907	\$ 140	\$ -	\$ -	\$ -	\$ 11,709

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 212	\$ 62	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 273
Land	-	-	-	-	-	-	-	-	-
A/E Professional	524	298	-	-	-	-	-	-	822
Other	78	97	-	-	-	-	-	-	175
Total	\$ 813	\$ 457	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,270

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 35	\$ 32	\$ 122	\$ 128	\$ 19	\$ -	\$ -	\$ -	\$ 336
A/E Professional	-	41	58	96	4	-	-	-	198
Construction	5,319	-	1,223	2,354	116	-	-	-	9,011
Contingency	-	136	325	325	-	-	-	-	786
Other	21	40	42	5	-	-	-	-	107
Total	\$ 5,375	\$ 249	\$ 1,769	\$ 2,907	\$ 140	\$ -	\$ -	\$ -	\$ 10,439

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	3,437	3,437	3,437
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ 3,437	\$ 3,437	\$ 3,437

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-27	66 Months	\$4,352
Construction	March-22	January-30	95 Months	31,461
Total Project	February-22	January-30	96 Months	\$35,813



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; stormwater collection system and pavement regrading improvements south of the O&M Building; modifications to modular precast concrete retaining wall systems at the Field's Point campus.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 4,482	\$ 4,872	\$ 8,057	\$ 6,732	\$ 9,256	\$ 2,414	\$ -	\$ -	\$ 35,813

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 297	\$ 102	\$ 102	\$ 9	\$ -	\$ -	\$ -	\$ -	\$ 510
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,375	847	900	75	-	-	-	-	3,197
Other	158	260	210	18	-	-	-	-	645
Total	\$ 1,830	\$ 1,209	\$ 1,212	\$ 101	\$ -	\$ -	\$ -	\$ -	\$ 4,352

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 99	\$ 152	\$ 302	\$ 268	\$ 150	\$ 84	\$ -	\$ -	\$ 1,053
A/E Professional	53	195	392	313	380	318	-	-	1,649
Construction	2,398	2,030	4,900	4,824	7,500	1,400	-	-	23,052
Contingency	102	1,226	1,226	1,226	1,226	613	-	-	5,621
Other	1	60	25	-	-	-	-	-	86
Total	\$ 2,652	\$ 3,663	\$ 6,845	\$ 6,631	\$ 9,256	\$ 2,414	\$ -	\$ -	\$ 31,461

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	37,500	75,000
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ (37,500)	\$ (75,000)

20400

FPWWTF Ernest Street Pump Station Improvements

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

Location: Field's Point WWTF
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-21	August-26	61 Months	\$3,355
Construction	March-23	April-30	84 Months	28,707
Total Project	July-21	April-30	105 Months	\$32,062



Photo: Ernest Street Pump Station

This project involves improvements and upgrades to the historic 200 MGD Ernest Street Pump Station facility. Evaluation, design and planned construction activities are associated with the station's critical, aging infrastructure systems including: large-diameter valves, gates and actuators; flow meters; centrifugal wastewater pumps; variable frequency drive (VFD) units; instrumentation and control (I&C) systems; influent screening systems; motor control centers (MCCs), IQ-1000 motor protectors and electrical power systems; 1,750 kVA Standby Power Generator system.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 7,020	\$ 5,463	\$ 6,063	\$ 8,414	\$ 2,976	\$ 2,126	\$ -	\$ -	\$ 32,062

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 310	\$ 65	\$ 13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 388
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,832	508	95	-	-	-	-	-	2,435
Other	263	215	54	-	-	-	-	-	532
Total	\$ 2,405	\$ 788	\$ 162	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,355

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 361	\$ 295	\$ 180	\$ 126	\$ 94	\$ 86	\$ -	\$ -	\$ 1,142
A/E Professional	5	252	360	317	240	196	-	-	1,370
Construction	3,695	3,240	4,650	7,200	1,950	1,326	-	-	22,061
Contingency	518	691	691	691	691	518	-	-	3,802
Other	35	198	20	80	-	-	-	-	333
Total	\$ 4,614	\$ 4,676	\$ 5,901	\$ 8,414	\$ 2,976	\$ 2,126	\$ -	\$ -	\$ 28,707

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

20500

FPWWTF Maintenance and Storage Buildings

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

Location: Field's Point WWTF
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	February-22	November-26	58 Months	\$3,805
Construction	April-23	February-29	71 Months	25,699
Total Project	February-22	February-29	85 Months	\$29,504



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 1,653	\$ 1,421	\$ 816	\$ 16,784	\$ 8,830	\$ -	\$ -	\$ -	\$ 29,504

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 278	\$ 99	\$ 37	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 413
Land	975	-	-	-	-	-	-	-	975
A/E Professional	393	1,047	577	-	-	-	-	-	2,016
Other	7	275	118	-	-	-	-	-	400
Total	\$ 1,653	\$ 1,421	\$ 732	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,805

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ 62	\$ 320	\$ 135	\$ -	\$ -	\$ -	\$ 517
A/E Professional	-	-	22	810	403	-	-	-	1,235
Construction	-	-	-	12,600	6,400	-	-	-	19,000
Contingency	-	-	-	2,903	1,847	-	-	-	4,750
Other	-	-	-	152	45	-	-	-	197
Total	\$ -	\$ -	\$ 84	\$ 16,784	\$ 8,830	\$ -	\$ -	\$ -	\$ 25,699

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	31,622	75,893	75,893
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ 31,622	\$ 75,893	\$ 75,893

20600

NBC Solar Carport

Project Manager: David Bowen, P.E.
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	October-23	November-25	25 Months	\$383
Construction	October-24	July-27	33 Months	2,411
Total Project	October-23	July-27	45 Months	\$2,795



Photo: Solar Carport

This project will evaluate, design, and build a solar carport in the Water Quality Science Building parking lot. Constructing the carport would serve as an additional renewable energy source to help NBC achieve its goal of 100% renewable energy resources for the NBC. This project may be eligible for up to \$200,000 in grant funding through the Rhode Island Renewable Energy Fund (REF) Commercial-Scale Program.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 320	\$ 892	\$ 1,491	\$ 91	\$ -	\$ -	\$ -	\$ -	\$ 2,795

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 32	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37
Land	-	-	-	-	-	-	-	-	-
A/E Professional	211	84	-	-	-	-	-	-	295
Other	33	19	-	-	-	-	-	-	52
Total	\$ 276	\$ 107	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 383

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 45	\$ 13	\$ 11	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ 69
A/E Professional	-	52	84	-	-	-	-	-	136
Construction	-	571	1,142	90	-	-	-	-	1,804
Contingency	-	127	254	-	-	-	-	-	382
Other	-	22	-	-	-	-	-	-	22
Total	\$ 45	\$ 785	\$ 1,491	\$ 91	\$ -	\$ -	\$ -	\$ -	\$ 2,411

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ 8,666	\$ 9,454	\$ 9,454	\$ 9,454
Reduced Expense	-	-	60,952	66,493	66,493	66,493
Increased Expense	-	-	3,015	3,289	3,289	3,289
Net Impact on Operating Budget	\$ -	\$ -	\$ (66,603)	\$ (72,658)	\$ (72,658)	\$ (72,658)

40101

FPWWTF Electrical Improvements

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

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	March-25	September-26	19 Months	\$1,101
Construction	October-26	January-30	40 Months	10,099
Total Project	March-25	January-30	59 Months	\$11,200



Photo: Field's Point Screw and Blower Generator

This project involves the evaluation of critical electrical, control systems and standby power capabilities for critical facilities at the FPWWTF and the implementation of the recommended solution to ensure uninterrupted treatment processes.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 28	\$ 885	\$ 642	\$ 2,676	\$ 3,625	\$ 3,345	\$ -	\$ -	\$ 11,200

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 28	\$ 88	\$ 29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	633	125	-	-	-	-	-	758
Other	-	165	34	-	-	-	-	-	199
Total	\$ 28	\$ 885	\$ 188	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,101

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ 48	\$ 122	\$ 93	\$ 94	\$ -	\$ -	\$ 356
A/E Professional	-	-	30	185	133	145	-	-	493
Construction	-	-	50	1,850	2,855	2,820	-	-	7,575
Contingency	-	-	326	490	490	286	-	-	1,591
Other	-	-	-	30	55	-	-	-	85
Total	\$ -	\$ -	\$ 454	\$ 2,676	\$ 3,625	\$ 3,345	\$ -	\$ -	\$ 10,099

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	1,718	3,437
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ 1,718	\$ 3,437

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

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	February-22	October-25	44 Months	\$1,422
Construction	October-25	February-28	29 Months	6,797
Total Project	February-22	February-28	72 Months	\$8,219



Photo: Lincoln Septage Receiving Station

The existing Lincoln Septage Receiving Station has reached the end of its useful life and needs to be replaced. This project includes design and construction of a new septage receiving station equipped with a screening mechanism and sample collection capabilities in accordance with NBC's Standard Operating Procedures for monitoring septage. In addition to need process, monitoring and control equipment, the new facility will also contain an Odor Control System to mitigate and manage fugitive emissions and odors.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 1,117	\$ 1,876	\$ 3,209	\$ 2,016	\$ -	\$ -	\$ -	\$ -	\$ 8,219

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 226	\$ 32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258
Land	-	-	-	-	-	-	-	-	-
A/E Professional	800	233	-	-	-	-	-	-	1,033
Other	91	40	-	-	-	-	-	-	131
Total	\$ 1,117	\$ 305	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,422

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 135	\$ 185	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ 445
A/E Professional	-	91	169	113	-	-	-	-	373
Construction	-	1,051	2,102	1,226	-	-	-	-	4,380
Contingency	-	245	736	552	-	-	-	-	1,533
Other	-	50	17	-	-	-	-	-	67
Total	\$ -	\$ 1,571	\$ 3,209	\$ 2,016	\$ -	\$ -	\$ -	\$ -	\$ 6,797

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	78,850	78,850	78,850
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ (78,850)	\$ (78,850)	\$ (78,850)

1140600

RIPDES Compliance Improvements

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

Location: NBC District
Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	March-18	September-27	114 Months	\$1,944
Construction	N/A	N/A	N/A	N/A
Total Project	March-18	September-27	114 Months	\$1,944

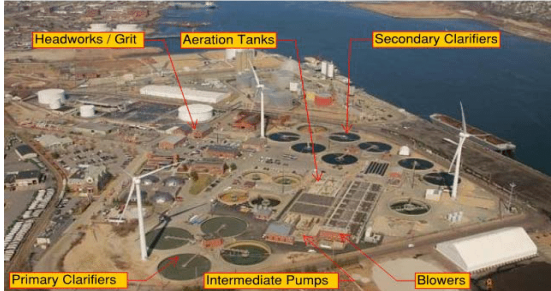


Photo: Aerial of the FPWWTF and the Providence River

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 site specific study, an upper bay dissolved oxygen evaluation, and the development of a climate resiliency plan.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 1,140	\$ 447	\$ 315	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ 1,944

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 797	\$ 255	\$ 280	\$ 39	\$ -	\$ -	\$ -	\$ -	\$ 1,371
Land	-	-	-	-	-	-	-	-	-
A/E Professional	324	130	13	-	-	-	-	-	467
Other	20	61	22	4	-	-	-	-	107
Total	\$ 1,140	\$ 447	\$ 315	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ 1,944

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1140700

PFAS Testing and Monitoring

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

Location: NBC Operations
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-25	September-28	38 Months	\$902
Construction	N/A	N/A	N/A	N/A
Total Project	July-25	September-28	38 Months	\$902



This project includes testing and monitoring of Compounds of Emerging Concerns Study, a Per- and Polyfluoroalkyl Substances (PFAS) Study, and a site specific study of PFAS to facilitate 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 PFAS Biosolids Testing Study, an industrial Pretreatment PFAS evaluation, and a PFAS Testing Study of NBC receiving waters.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ 94	\$ 90	\$ 69	\$ 650	\$ -	\$ -	\$ -	\$ 902

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 16	\$ 16	\$ 8	\$ -	\$ -	\$ -	\$ -	\$ 39
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	41	27	24	-	-	-	-	92
Other	-	37	47	37	650	-	-	-	771
Total	\$ -	\$ 94	\$ 90	\$ 69	\$ 650	\$ -	\$ -	\$ -	\$ 902

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

1140900

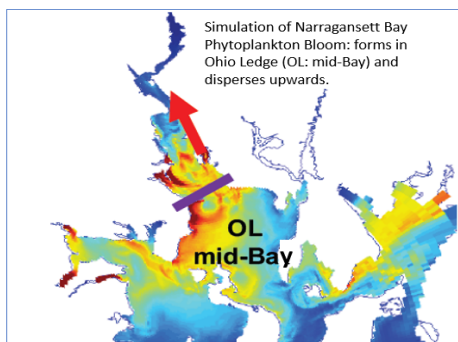
Water Quality Model Validation and Enhancement

Project Manager: Walter Palm
Contractor(s): TBD

Location: NBC Receiving Waters
Project Priority: C

Total Project Duration/Cost

<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-23	September-27	50 Months	\$163
Construction	N/A	N/A	N/A	N/A
Total Project	July-23	September-27	50 Months	\$163



The Regional Ocean Modeling System (ROMS) for the Providence and Seekonk Rivers and Narragansett Bay tracks water circulation and pollutant transport and determines how changing nitrogen loads and environmental factors affect the biology and quality of the NBC's receiving waters. This project is to validate the accuracy and assess performance of the model to ensure NBC regulatory requirements are science-based. Assessment of model performance and external recommendations by an outside contractor will guide continued model enhancements to ultimately ensure NBC will be equipped with the tools necessary to critically review proposed regulatory requirements and prevent unnecessary capital expenditures.

Photo: ROMs model shows how algae blooms form and move through the Bay.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 63	\$ 33	\$ 49	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ 163

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 8	\$ 3	\$ 4	\$ 3	\$ -	\$ -	\$ -	\$ -	\$ 18
Land	-	-	-	-	-	-	-	-	-
A/E Professional	30	30	45	15	-	-	-	-	120
Other	25	-	-	-	-	-	-	-	25
Total	\$ 63	\$ 33	\$ 49	\$ 18	\$ -	\$ -	\$ -	\$ -	\$ 163

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30700

NBC System-wide Facilities Planning

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

Location: NBC Service Area
Project Priority: C

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	June-25	May-27	24 Months	\$1,768
Construction	N/A	N/A	N/A	N/A
Total Project	June-25	May-27	24 Months	\$1,768

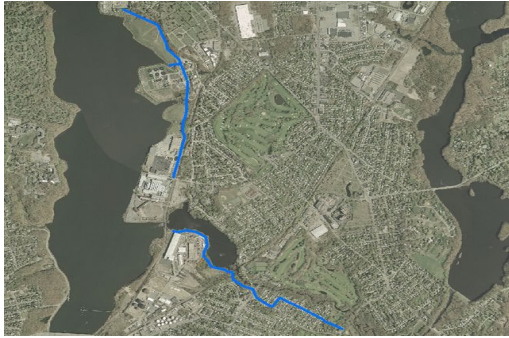


Photo: Proposed area for the East Providence Capacity

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.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 2	\$ 860	\$ 907	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,768

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 2	\$ 95	\$ 78	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	366	434	-	-	-	-	-	800
Other	-	399	395	-	-	-	-	-	794
Total	\$ 2	\$ 860	\$ 907	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,768

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

40200

NBC System-wide Inflow Reduction

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

Location: NBC Service Area
Project Priority: D

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-26	March-28	24 Months	\$728
Construction	May-28	January-30	20 Months	961
Total Project	April-26	January-30	46 Months	\$1,690



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 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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ 64	\$ 521	\$ 199	\$ 552	\$ 354	\$ -	\$ -	\$ 1,690

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 16	\$ 72	\$ 46	\$ -	\$ -	\$ -	\$ -	\$ 133
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	36	348	64	-	-	-	-	448
Other	-	11	102	34	-	-	-	-	147
Total	\$ -	\$ 64	\$ 521	\$ 143	\$ -	\$ -	\$ -	\$ -	\$ 728

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	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
Total	\$ -	\$ -	\$ -	\$ 56	\$ 552	\$ 354	\$ -	\$ -	\$ 961

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

40300

Municipal Lateral Sewer Acquisition Impact

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

Location: NBC Service Area
Project Priority: D

Total Project Duration/Cost

<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
Total Project	July-25	November-27	29 Months	\$645



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ 131	\$ 422	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ 645

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 88	\$ 91	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ 201
A/E Professional	-	16	240	50	-	-	-	-	306
Other	-	27	92	20	-	-	-	-	139
Total	\$ -	\$ 131	\$ 422	\$ 92	\$ -	\$ -	\$ -	\$ -	\$ 645

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

40550

RIPDES Flow Monitoring System Implementation

Project Manager: Anthony Dilorio
Contractor(s): TBD

Location: NBC Service Area
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	February-24	June-26	29 Months	\$1,860
Total Project	February-24	June-26	29 Months	\$1,860



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 547	\$ 1,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,860

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 75	\$ 180	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	472	1,133	-	-	-	-	-	-	1,605
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ 547	\$ 1,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,860

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

40600

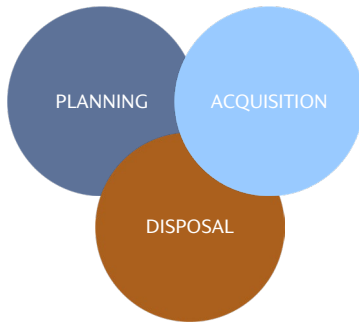
Asset Management Program Support Services

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

Location: NBC Service Area and Facilities
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	November-23	October-26	36 Months	\$938
Construction	N/A	N/A	N/A	N/A
Total Project	November-23	October-26	36 Months	\$938



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 385	\$ 400	\$ 153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 938

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 69	\$ 75	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 167
Land	-	-	-	-	-	-	-	-	-
A/E Professional	21	250	100	-	-	-	-	-	371
Other	295	75	30	-	-	-	-	-	400
Total	\$ 385	\$ 400	\$ 153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 938

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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	January-26	December-26	12 Months	\$52
Construction	July-27	December-28	18 Months	860
Total Project	January-26	December-28	36 Months	\$912



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ 26	\$ 26	\$ 574	\$ 287	\$ -	\$ -	\$ -	\$ 912

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 5	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	20	20	-	-	-	-	-	41
Total	\$ -	\$ 26	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ 36	\$ 18	\$ -	\$ -	\$ -	\$ 54
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	468	234	-	-	-	702
Contingency	-	-	-	70	35	-	-	-	104
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ 574	\$ 287	\$ -	\$ -	\$ -	\$ 860

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30800

CSO Phase III A Facilities - Design and Construction Program Management

Project Manager: David Bowen, 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	January-28	89 Months	43,814
Total Project	April-13	June-30	206 Months	\$97,730



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 11,600 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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 78,784	\$ 11,532	\$ 5,072	\$ 1,927	\$ 284	\$ 127	\$ 4	\$ -	\$ 97,730

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 6,361	\$ 822	\$ 240	\$ 120	\$ 120	\$ 127	\$ 4	\$ -	\$ 7,794
Land	10,467	100	-	-	-	-	-	-	10,567
A/E Professional	32,391	950	600	240	164	-	-	-	34,345
Other	750	120	172	167	-	-	-	-	1,209
Total	\$ 49,970	\$ 1,992	\$ 1,012	\$ 527	\$ 284	\$ 127	\$ 4	\$ -	\$ 53,916

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	28,634	9,300	3,900	1,400	-	-	-	-	43,234
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	180	240	160	-	-	-	-	-	580
Total	\$ 28,814	\$ 9,540	\$ 4,060	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ 43,814

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30801

CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft

Project Manager: David Bowen, 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	60 Months	\$485,692
Total Project	December-20	December-25	60 Months	\$485,692



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 454,670	\$ 14,689	\$ 16,332	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 485,692

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 2,857	\$ 468	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,325
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	451,815	14,098	16,332	-	-	-	-	-	482,244
Contingency	-	-	-	-	-	-	-	-	-
Other	(1)	124	-	-	-	-	-	-	123
Total	\$ 454,670	\$ 14,689	\$ 16,332	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 485,692

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30802

CSO Phase III A Facilities - Tunnel Pump Station Fit-out

Project Manager: Kathryn Kelly, P.E.
Contractor(s): Hart Engineering Corporation

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	February-24	May-27	40 Months	\$131,755
Total Project	February-24	May-27	40 Months	\$131,755



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 45,567	\$ 48,766	\$ 20,644	\$ 16,778	\$ -	\$ -	\$ -	\$ -	\$ 131,755

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 595	\$ 674	\$ 654	\$ 272	\$ -	\$ -	\$ -	\$ -	\$ 2,195
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	40,103	42,700	14,800	14,704	-	-	-	-	112,307
Contingency	2,844	3,792	3,792	1,577	-	-	-	-	12,005
Other	2,025	1,600	1,398	225	-	-	-	-	5,248
Total	\$ 45,567	\$ 48,766	\$ 20,644	\$ 16,778	\$ -	\$ -	\$ -	\$ -	\$ 131,755

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	1,183,551	1,775,327	1,775,327	1,775,327
Net Impact on Operating Budget	\$ -	\$ -	\$1,183,551	\$1,775,327	\$1,775,327	\$1,775,327

30803

CSO Phase III A Facilities - OF 205

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): TBD

Location: Pawtucket
 Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	March-23	December-25	33 Months	\$7,664
Total Project	March-23	December-25	33 Months	\$7,664

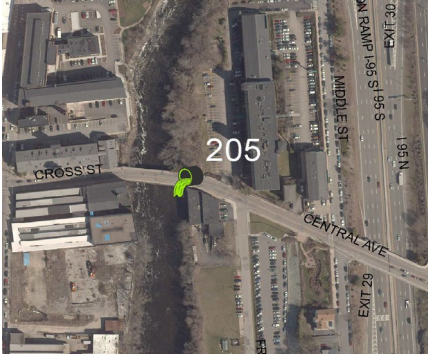


Photo: OF 205 Location

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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 7,400	\$ 264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,664

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 447	\$ 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 492
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	6,623	70	-	-	-	-	-	-	6,693
Contingency	148	60	-	-	-	-	-	-	208
Other	182	89	-	-	-	-	-	-	271
Total	\$ 7,400	\$ 264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,664

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30804

CSO Phase III A Facilities - OF 210, 213, 214

Project Manager: Kathryn Kelly, P.E.
Contractor(s): TBD

Location: Pawtucket
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-24	August-27	44 Months	\$62,756
Total Project	January-24	August-27	44 Months	\$62,756



Photo: Outfall Locations

Assets to be constructed include diversion structures with floatable control bar racks at OF-213 and OF-214; a gate and screening structure for Drop Shaft 213, 350 feet of 48-inch consolidation conduit, 135 feet of 60-inch consolidation conduit, and manholes along the consolidation conduits' alignment.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 6,463	\$ 24,541	\$ 26,479	\$ 5,273	\$ -	\$ -	\$ -	\$ -	\$ 62,756

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 245	\$ 389	\$ 269	\$ 69	\$ -	\$ -	\$ -	\$ -	\$ 972
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	4,250	19,500	22,000	4,450	-	-	-	-	50,200
Contingency	1,725	4,140	3,910	642	-	-	-	-	10,417
Other	243	512	300	112	-	-	-	-	1,167
Total	\$ 6,463	\$ 24,541	\$ 26,479	\$ 5,273	\$ -	\$ -	\$ -	\$ -	\$ 62,756

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30810

CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters

Project Manager: Kathryn Kelly, P.E.
Contractor(s): TBD

Location: East Providence
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-22	December-26	54 Months	\$60,722
Total Project	July-22	December-26	54 Months	\$60,722



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.

Photo: Construction Underway - Clarifiers at Bucklin Point

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 43,148	\$ 16,659	\$ 915	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,722

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 1,185	\$ 400	\$ 60	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,645
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	39,559	13,549	-	-	-	-	-	-	53,108
Contingency	1,539	2,052	855	-	-	-	-	-	4,446
Other	865	658	-	-	-	-	-	-	1,523
Total	\$ 43,148	\$ 16,659	\$ 915	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,722

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30830

CSO Phase III B Facilities

Project Manager: Kathryn Kelly, P.E.
 Contractor(s): N/A

Location: Central Falls, RI
 Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-29	June-31	30 Months	\$45,505
Total Project	January-29	June-31	30 Months	\$45,505



Photo: Proposed CSO Phase III B Facilities

CSO Phase III B includes construction of the Upper BVI Interceptor Relief and Gate and Screening Structures, sewer separation of the CSO 206 sewer shed, Green Stormwater Infrastructure, and Regulator Modifications.

CIP Window
Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ -	\$ -	\$ -	\$ 6,424	\$ 21,694	\$ 17,387	\$ -	\$ 45,505

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	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
Total	\$ -	\$ -	\$ -	\$ -	\$ 6,424	\$ 21,694	\$ 17,387	\$ -	\$ 45,505

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30850

CSO Phase III C Facilities

Project Manager: Kathryn Kelly, P.E.
Contractor(s): N/A

Location: Pawtucket, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	May-32	June-34	26 Months	\$37,764
Construction	April-34	June-37	39 Months	252,629
Total Project	May-32	June-37	62 Months	\$290,393



Photo: Proposed CSO Phase III C Facilities

CSO Phase III C Facilities involves the design and construction of a stub tunnel to convey flow from CSO OF 220 to the tunnel to be constructed as part of the CSO Phase III A Facilities. In addition, GSI facilities will be constructed to reduce stormwater inflow to the combined sewers.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,393	\$ 290,393

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,581	\$ 1,581
Land	-	-	-	-	-	-	-	4,083	4,083
A/E Professional	-	-	-	-	-	-	-	30,904	30,904
Other	-	-	-	-	-	-	-	1,196	1,196
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,764	\$ 37,764

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,855	\$ 3,855
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	241,027	241,027
Contingency	-	-	-	-	-	-	-	5,997	5,997
Other	-	-	-	-	-	-	-	1,749	1,749
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 252,629	\$ 252,629

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30870

CSO Phase III D Facilities

Project Manager: Kathryn Kelly, P.E.
Contractor(s): N/A

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-37	September-39	29 Months	\$23,524
Construction	August-39	December-41	28 Months	137,149
Total Project	April-37	December-41	57 Months	\$160,674



Photo: Proposed CSO Phase III D Facilities

The CSO Phase III D Facilities include the design and construction of an interceptor to store stormwater flow and later release the flow into the system as capacity allows. In addition, GSI facilities will be constructed to reduce stormwater inflow to the combined sewer system. Storm sewers will be constructed to separate stormwater flow from the combined sewer.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,674	\$ 160,674

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,981	\$ 1,981
Land	-	-	-	-	-	-	-	1,785	1,785
A/E Professional	-	-	-	-	-	-	-	19,455	19,455
Other	-	-	-	-	-	-	-	303	303
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,524	\$ 23,524

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,970	\$ 1,970
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	132,156	132,156
Contingency	-	-	-	-	-	-	-	2,574	2,574
Other	-	-	-	-	-	-	-	449	449
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 137,149	\$ 137,149

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

12400

Interceptor Maintenance Building

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

Location: Field's Point (Providence, RI)
Project Priority: C

Total Project Duration/Cost

<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	\$1,421
Construction	July-31	July-34	37 Months	10,632
Total Project	October-29	July-34	57 Months	\$12,052



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535	\$ 11,519	\$ 12,053

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 46	\$ 245
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	205	545	750
Other	-	-	-	-	-	-	130	296	426
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535	\$ 887	\$ 1,421

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 339	\$ 339
A/E Professional	-	-	-	-	-	-	-	414	414
Construction	-	-	-	-	-	-	-	7,500	7,500
Contingency	-	-	-	-	-	-	-	2,270	2,270
Other	-	-	-	-	-	-	-	110	110
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,632	\$ 10,632

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30500

NBC Interceptor Easements Restoration, Various Locations

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

Location: NBC Service Area
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	April-25	July-26	16 Months	\$556
Construction	September-26	March-28	19 Months	1,023
Total Project	April-25	March-28	36 Months	\$1,578



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 36	\$ 508	\$ 515	\$ 519	\$ -	\$ -	\$ -	\$ -	\$ 1,578

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 10	\$ 85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95
Land	-	50	-	-	-	-	-	-	50
A/E Professional	10	285	5	-	-	-	-	-	300
Other	17	88	7	-	-	-	-	-	111
Total	\$ 36	\$ 508	\$ 12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 556

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ 32	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ 80
A/E Professional	-	-	16	37	-	-	-	-	53
Construction	-	-	350	300	-	-	-	-	650
Contingency	-	-	85	110	-	-	-	-	195
Other	-	-	20	25	-	-	-	-	45
Total	\$ -	\$ -	\$ 503	\$ 519	\$ -	\$ -	\$ -	\$ -	\$ 1,023

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30610

NBC System-wide Regulator Modifications

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

Location: Fields Point WWTF
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	February-22	August-25	43 Months	\$665
Construction	July-25	August-26	14 Months	1,606
Total Project	February-22	August-26	55 Months	\$2,271



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 618	\$ 1,162	\$ 491	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,271

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 197	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 220
Land	-	-	-	-	-	-	-	-	-
A/E Professional	397	22	-	-	-	-	-	-	419
Other	23	3	-	-	-	-	-	-	26
Total	\$ 618	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 665

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 202	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 277
A/E Professional	-	65	38	-	-	-	-	-	103
Construction	-	600	280	-	-	-	-	-	880
Contingency	-	210	98	-	-	-	-	-	308
Other	-	38	-	-	-	-	-	-	38
Total	\$ -	\$ 1,115	\$ 491	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,606

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

70900

Omega Pump Station Improvements

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

Location: Omega Pump Station, East Providence, RI
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	November-18	August-26	93 Months	\$929
Construction	October-25	May-29	44 Months	8,037
Total Project	November-18	May-29	126 Months	\$8,965



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 28	\$ 768	\$ 1,452	\$ 3,415	\$ 3,303	\$ -	\$ -	\$ -	\$ 8,965

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 28	\$ 90	\$ 23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	515	90	-	-	-	-	-	605
Other	-	163	20	-	-	-	-	-	183
Total	\$ 28	\$ 768	\$ 133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 929

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ 86	\$ 150	\$ 152	\$ -	\$ -	\$ -	\$ 387
A/E Professional	-	-	126	134	99	-	-	-	358
Construction	-	-	575	2,475	2,463	-	-	-	5,513
Contingency	-	-	518	622	570	-	-	-	1,709
Other	-	-	15	35	20	-	-	-	70
Total	\$ -	\$ -	\$ 1,320	\$ 3,415	\$ 3,303	\$ -	\$ -	\$ -	\$ 8,037

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

72000

Reservoir Avenue Pump Station Improvements

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

Location: Reservoir Avenue Pump Station, Providence
Project Priority: 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	December-23	October-25	23 Months	\$1,140
Construction	January-26	April-27	16 Months	4,556
Total Project	December-23	April-27	41 Months	\$5,696



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 792	\$ 1,882	\$ 3,022	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,696

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 167	\$ 48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 214
Land	-	-	-	-	-	-	-	-	-
A/E Professional	546	300	-	-	-	-	-	-	846
Other	80	-	-	-	-	-	-	-	80
Total	\$ 792	\$ 348	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,140

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 70	\$ 134	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 204
A/E Professional	-	113	188	-	-	-	-	-	301
Construction	-	1,000	2,000	-	-	-	-	-	3,000
Contingency	-	350	700	-	-	-	-	-	1,050
Other	-	2	-	-	-	-	-	-	2
Total	\$ -	\$ 1,534	\$ 3,022	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,556

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

72100

Saylesville Pump Station Improvements

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

Location: Lincoln, RI
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	February-25	January-27	24 Months	\$1,658
Construction	January-27	June-29	30 Months	7,611
Total Project	February-25	June-29	53 Months	\$9,269



Photo: Saylesville Pump Station

This project involves a condition assessment, evaluation, and design of resiliency-related, improvements to the NBC Saylesville Pump Station in Lincoln in Bucklin Point WWTF service area. This evaluation will explore improvements to the pump station's civil-site features, hardening and resiliency-related improvements. Emphasis will be placed on mitigating both existing and future flood-related impacts, including improving the station's stormwater management infrastructure, access driveway, and other pertinent improvements.

CIP Window Summary

Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 117	\$ 1,016	\$ 608	\$ 2,379	\$ 5,142	\$ 9	\$ -	\$ -	\$ 9,269

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 40	\$ 101	\$ 64	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 205
Land	-	-	-	-	-	-	-	-	-
A/E Professional	55	700	385	-	-	-	-	-	1,140
Other	22	215	77	-	-	-	-	-	313
Total	\$ 117	\$ 1,016	\$ 526	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,658

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ 64	\$ 178	\$ 64	\$ -	\$ -	\$ -	\$ 306
A/E Professional	-	-	18	126	163	9	-	-	315
Construction	-	-	-	1,200	4,050	-	-	-	5,250
Contingency	-	-	-	835	835	-	-	-	1,670
Other	-	-	-	40	30	-	-	-	70
Total	\$ -	\$ -	\$ 82	\$ 2,379	\$ 5,142	\$ 9	\$ -	\$ -	\$ 7,611

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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	\$3,706
Total Project	Ongoing	Ongoing	Ongoing	\$3,706



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 206	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,706

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 16	\$ 42	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 69	\$ 474
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	180	434	399	399	399	399	399	399	3,006
Contingency	-	-	-	-	-	-	-	-	-
Other	10	24	32	32	32	32	32	32	226
Total	\$ 206	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 3,706

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30400

Interceptor Restoration and Construction

Project Manager: Rich Bernier, P.E.

Location: NBC Service Area

Contractor(s): Various

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	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	\$3,845
Total Project	Ongoing	Ongoing	Ongoing	\$3,845



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ 951	\$ 849	\$ -	\$ 545	\$ -	\$ -	\$ 1,500	\$ 3,845

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ 51	\$ 56	\$ -	\$ 12	\$ -	\$ -	\$ 222	\$ 342
A/E Professional	-	165	469	-	64	-	-	24	722
Construction	-	520	-	-	468	-	-	1,014	2,003
Contingency	-	216	323	-	-	-	-	235	774
Other	-	-	-	-	-	-	-	5	5
Total	\$ -	\$ 951	\$ 849	\$ -	\$ 545	\$ -	\$ -	\$ 1,500	\$ 3,845

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30315

Woonasquatucket CSO OF 046 Improvements

Project Manager: Kathryn Kelly, P.E.
Contractor(s): TBD

Location: Providence
Project Priority: B

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-25	October-28	46 Months	\$3,980
Total Project	Ongoing	Ongoing	Ongoing	\$3,980



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 106	\$ 36	\$ 651	\$ 2,233	\$ 955	\$ -	\$ -	\$ -	\$ 3,980

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	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
Total	\$ 106	\$ 36	\$ 651	\$ 2,233	\$ 955	\$ -	\$ -	\$ -	\$ 3,980

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30421

Louisquisset Pike Interceptor Improvements

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

Location: Lincoln, RI
Project Priority: 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	N/A	N/A	N/A	N/A
Construction	July-29	October-30	16 Months	\$6,261
Total Project	July-29	October-30	16 Months	\$6,261



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,868	\$ 3,393	\$ -	\$ 6,261

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	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
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,868	\$ 3,393	\$ -	\$ 6,261

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

30468

Improvements to Interceptors FY 2022

Project Manager: Rich Bernier, P.E.
Contractor(s): N/A

Location: North Providence/Johnston
Project Priority: A

Total Project Duration/Cost

<u>Project Phase</u>	<u>Start Date</u>	<u>Completion Date</u>	<u>Project Duration</u>	<u>Cost (in Thousands)</u>
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	June-22	September-25	39 Months	\$2,254
Total Project	June-22	September-25	39 Months	\$2,254



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 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
\$ 1,741	\$ 513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,254

Projected Expenditures - Planning

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Design

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenditures - Construction

Cost Category	Pre FY 26	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31	Post FY 31	Total
Administrative	\$ 338	\$ 24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 361
A/E Professional	35	65	-	-	-	-	-	-	100
Construction	1,072	300	-	-	-	-	-	-	1,372
Contingency	291	125	-	-	-	-	-	-	415
Other	5	-	-	-	-	-	-	-	5
Total	\$ 1,741	\$ 513	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,254

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Long-Term Debt

A discussion of the capital sources, the projects that were funded from these sources in FY 2025 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. These figures are projections and are subject to change.

Capital Sources

NBC has identified seven sources of capital funding shown in the following table.

Capital Sources	Description
Project Fund – Pay-go Capital	Available cash in the Operating Capital Account - Restricted (CIP) and Grants, and Project Reimbursements used for Pay-go Capital
Project Fund – OCA - Restricted OCP	Operating Capital Account - Restricted Operating Capital Program (OCP)
2025 Series A	\$100.0 million Loan through RIIB
2026 Series A	\$26.4 million Loan through RIIB
New RIIB Loans	New Revenue Bond backed borrowings through RIIB
2020 Series C (WIFIA 2)	\$190.6 million Loan from USEPA
2022 Series A (WIFIA 3)	\$55.5 million Loan from USEPA

The following table shows that the largest funding source during the period of FY 2026 - 2031 is \$331.0 million in RIIB Loans. NBC also plans to use \$75.2 million of Project Fund – Pay-go Capital funds and \$30.2 million in Project Fund - OCA Restricted OCP funds. NBC intends on using the remaining \$63.2 million of WIFIA 2 funding in FY 2027 and the remaining \$45.2 million of WIFIA 3 funding in FY 2029.

Sources of Funds

Sources of Funds	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	Total FY 2026-2031
Project Fund							
Pay-go Capital	\$ 22,544,341	\$ 11,351,189	\$ 8,798,917	\$ 9,639,637	\$ 10,955,458	\$ 11,905,216	\$ 75,194,758
OCA - Restricted OCP	5,170,500	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,170,500
<i>Subtotal Project Fund</i>	27,714,841	16,351,189	13,798,917	14,639,637	15,955,458	16,905,216	105,365,258
RIIB Loans							
2025 Series A	56,325,129	-	-	-	-	-	56,325,129
2026 Series A	26,378,277	-	-	-	-	-	26,378,277
New RIIB Loans	-	68,913,717	66,914,276	58,588,852	43,357,046	10,518,070	248,291,961
<i>Subtotal RIIB Loans</i>	82,703,406	68,913,717	66,914,276	58,588,852	43,357,046	10,518,070	330,995,367
WIFIA Loans							
2020 Series C - WIFIA 2	48,719,100	14,504,620	-	-	-	-	63,223,720
2022 Series A - WIFIA 3	12,307,384	16,631,500	15,134,300	1,157,585	-	-	45,230,769
<i>Subtotal WIFIA Loans</i>	61,026,484	31,136,120	15,134,300	1,157,585	-	-	108,454,489
Total	\$ 171,444,731	\$ 116,401,026	\$ 95,847,493	\$ 74,386,074	\$ 59,312,504	\$ 27,423,286	\$ 544,815,114

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 (prior year debt service coverage) 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 Operating Capital Program (OCP) at \$5.2 million in FY 2026.

Project Fund – OCA Restricted OCP

	FY 2025 Projected	FY 2026 Budget
Operating Capital Program	\$ 4,698,400	\$ 5,170,500

Both the Operating Capital Account (OCA) - Restricted CIP and the Grants and Projects Reimbursements Account are referred to in this document as Pay-go Capital sources. While the OCA - Restricted CIP is funded from prior year debt service coverage, funds in the Grants and Project Reimbursements Account in the Project Fund consist of federal or state grants, Sewer Tie-In Fees, capital incentives, and other items. The following table shows projected incentives of \$3.5 million.

Project Fund - Grants and Project Reimbursements

Project	Incentive Source	Amount
BPWWTF Sludge Digestion Facility Improvements	US Department of Energy Grant	\$ 2,900,000
BPWWTF UV Disinfection Improvements	RI Energy - Rebate	389,358
NBC Solar Carport	RI Renewable Energy Fund Grant	206,600
Total Incentives		\$ 3,495,958

NBC estimates \$21.4 million of Pay-go Capital in the Project Fund will be spent in FY 2025. The following table shows that the majority, or \$6.4 million, will be spent on the WWTF Improvements. There is \$22.5 million of Pay-go Capital budgeted in FY 2026, with the majority for WWTF Improvements at \$10.6 million. NBC has also programmed a portion of contingency to be funded through this source.

Project Fund – Pay-go Capital CIP Expenditures

Major Project	FY 2025 Projected	FY 2026 Budget
WWTF Improvements	\$ 6,357,262	\$ 10,623,313
CSO Phase III A Facilities	1,937,609	2,646,406
Bucklin Point Resiliency Improvements	244,435	333,852
Field's Point Resiliency Improvements	160,288	218,922
Infrastructure Management	1,214,725	4,734,684
Collection System Infrastructure	1,267,939	3,987,164
Total Pay-go Capital	\$ 21,406,838	\$ 22,544,341



Bucklin Point Wastewater Treatment Facility Aeration Tanks
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 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 2024, NBC borrowed \$75.0 million with \$5.2 million in principal forgiveness from RIIB, the 2024 Series A. In FY 2025, NBC issued \$25.0 million in Bond Anticipation Notes (BANs) through RIIB with \$7.1 million in principal forgiveness. NBC plans to borrow \$100.0 million from RIIB, the 2025 Series A, which will be used to pay off the BANs and provide additional capital funding. In FY 2026, NBC plans to borrow \$26.4 million from RIIB, the 2026 Series A. Please see projected and budgeted expenditures of RIIB funding in the following table.

RIIB – CIP Expenditures		
Major Project	FY 2025 Projected	FY 2026 Budget
2023 Series A		
CSO Phase III A Facilities	\$ 11,934,290	\$ -
Bucklin Point Resiliency Improvements	892,989	-
Other	70,160	-
Total 2023 Series A	12,897,439	-
2024 Series A		
CSO Phase III A Facilities	67,189,561	-
Bucklin Point Resiliency Improvements	3,064,706	-
Other	3,927,510	-
Total 2024 Series A	74,181,777	-
2025 Series A		
CSO Phase III A Facilities	37,542,500	49,021,529
Bucklin Point Resiliency Improvements	3,923,400	4,053,200
Field's Point Resiliency Improvements	574,271	-
Other	384,700	3,250,400
Total 2025 Series A	42,424,871	56,325,129
2026 Series A		
CSO Phase III A Facilities	-	13,864,857
Bucklin Point Resiliency Improvements	-	1,864,095
Other	-	10,648,325
Total 2026 Series A	-	26,378,277
Total RIIB	\$ 129,504,088	\$ 82,703,406

Outstanding RIIB debt as of June 30, 2025, is \$485.5 million. The following table shows RIIB loans by issue and indicates the interest rate and final maturity.

Outstanding RIIB Loans ⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾			
RIIB Bond Issue	Interest Rate (1)(2)(3)	Outstanding June 30, 2025	Final Maturity
2006 Series A - \$30.0M	1.802%	3,504,000	September 1, 2026
2007 Series B - \$25.0M	2.030%	6,319,000	September 1, 2028
2009 Series A - \$55.0M	1.377%	19,899,243	September 1, 2030
2010 Series A - \$2.0M	1.022%	524,714	September 1, 2029
2010 Series B - \$20.0M	3.163%	7,259,000	September 1, 2030
2011 Series A - \$30.0M	2.759%	11,888,772	September 1, 2031
2012 Series A - \$25.75M	2.588%	11,633,121	September 1, 2032
2013 Series B - \$25.0M	2.592%	12,603,124	September 1, 2033
2014 Series A - \$45.0M	2.967%	25,322,000	September 1, 2034
2015 Series B - \$41.75M	3.049%	32,526,850	September 1, 2044
2016 Series A - \$23.0M	2.467%	15,975,000	September 1, 2037
2019 Series A - \$35.0M	2.300%	26,677,371	September 1, 2039
2019 Series B - \$10.0M	1.910%	7,784,000	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 - \$75.0M	2.563%	69,800,977	September 1, 2053
2025 Series A - \$100.0M	TBD	93,000,000	TBD
Total Outstanding RIIB Debt		\$ 485,478,672	

(1) Initial interest rate – does not reflect refundings.

(2) RIIB loans prior to 2021 include a 0.5% annual service fee. Fee reduced to 0.3% beginning 2021 Series A.

(3) 2025 Series A not executed at the time of budget publication.

(4) Net of principal forgiveness

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 49.0% of total project costs. The WIFIA program provides flexible loan structuring and an attractive low interest rate. The FY 2025 projected WIFIA expenditures and the FY 2026 budgeted expenditures are shown in the following table.

WIFIA - CIP Expenditures		
Major Project	FY 2025 Projected	FY 2026 Budget
2020 Series C (WIFIA 2)		
CSO Phase III A Facilities	\$ 1,629,131	\$ 46,447,600
Bucklin Point Resiliency Improvements	1,001,269	2,271,500
Total 2020 Series C (WIFIA 2)	2,630,400	48,719,100
2022 Series A (WIFIA 3)		
Field's Point Resiliency Improvements	5,089,374	12,307,384
Total 2022 Series A (WIFIA 3)	5,089,374	12,307,384
Total WIFIA	\$ 7,719,774	\$ 61,026,484

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 directions to the Trustee to pay the vendors. The following table shows that as of June 30, 2026, projected outstanding WIFIA debt based on the original WIFIA draw schedules is \$586.6 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
Outstanding June 30, 2022	270,505,962	190,765,225	-	461,271,187
Original Borrowing	-	-	55,499,228	55,499,228
Projected Capitalized Interest FY 2023	3,100,916	404,987	30,624	3,536,527
Outstanding June 30, 2023	273,606,878	191,170,212	55,529,852	520,306,942
Projected Capitalized Interest FY 2024	3,999,140	1,373,555	92,457	5,365,152
Projected Outstanding June 30, 2024	277,506,018	192,543,767	55,622,309	525,672,094
Projected Capitalized Interest FY 2025	3,940,585	2,048,062	215,968	6,204,616
Projected Outstanding June 30, 2025	281,466,603	194,591,829	55,838,277	531,876,710
Projected Capitalized Interest FY 2026	3,996,542	3,178,428	925,412	8,100,381
Projected Outstanding June 30, 2026	285,443,145	197,770,257	56,763,689	539,977,092
Projected Total Outstanding WIFIA (Original Capitalized Interest per USEPA schedule)	\$ 304,745,382	\$ 216,351,278	\$ 65,542,884	\$ 586,639,544
Final Maturity	September 1, 2046	September 1, 2059	September 1, 2061	

Revenue Bonds

The demand for RIIB loans has periodically exceeded the RIIB lending capacity and therefore NBC has issued revenue bonds to the extent that RIIB funds were not available. Outstanding revenue bond debt as of June 30, 2025, is \$236.8 million.

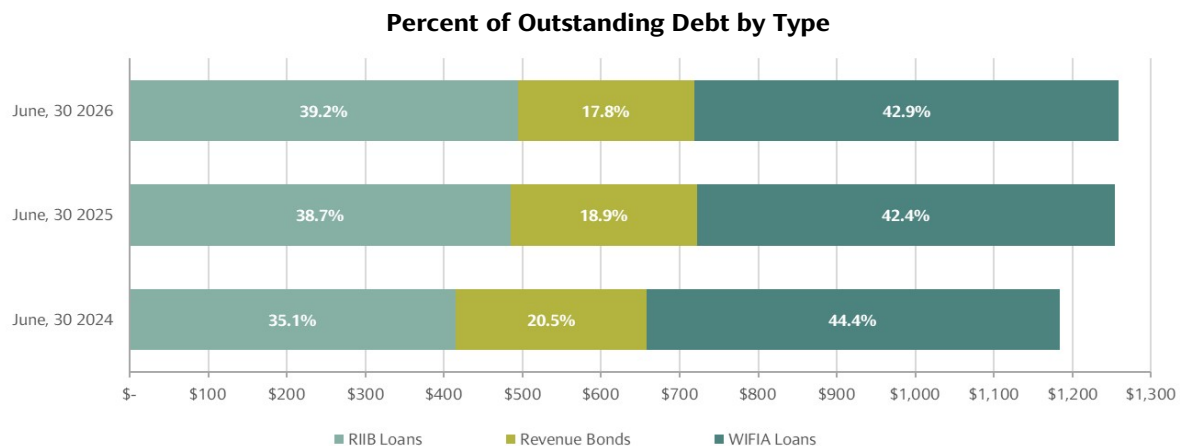
Revenue Bond Issue	Interest Rate	Outstanding June 30, 2025	Final Maturity
2008 Series A - \$66.360 M Refunding	2.290%	\$ 49,465,000	September 1, 2034
2015 Series A - \$40.085 M Refunding	3.798%	3,215,000	February 1, 2028
2020 Series A - \$196.360 M Refunding	2.516%	184,070,000	September 1, 2043
Total Outstanding Revenue Bonds		\$ 236,750,000	

Outstanding Debt

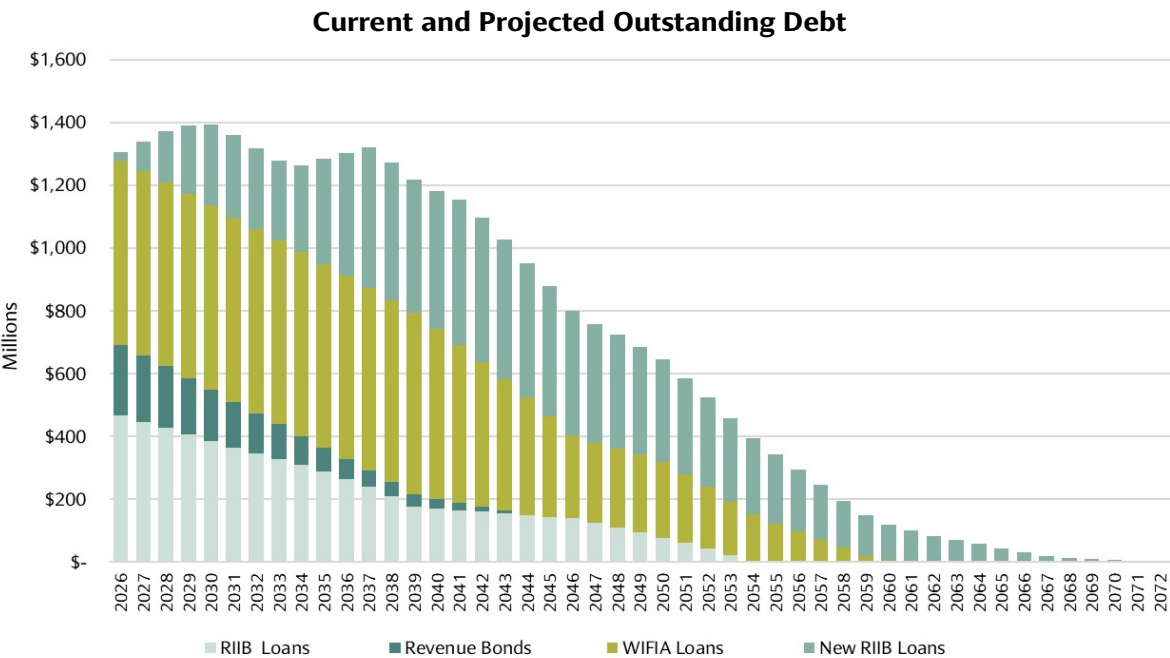
The table below shows the changes in outstanding debt at fiscal years ending 2024, 2025, and 2026. The Additions/Principal Payments column reflects the net effect of principal payments, new borrowings, refundings, early redemptions, and capitalized interest. Outstanding debt is projected to increase \$70.7 million from \$1.183 billion as of June 30, 2024, to \$1.254 billion as of June 30, 2025, reflecting the 2025 Series A RIIB loan of \$100.0 million (with \$7.1 million of principal forgiveness). NBC is projecting an increase in outstanding debt as of June 30, 2026, of \$4.2 million for a total of \$1.258 billion. Projected capitalized interest on the WIFIA loans is reflected as additional debt in both FY 2025 and FY 2026.

Outstanding Debt					
Issuance	Outstanding Debt as of June 30, 2024	Additions/Principal Payments	Outstanding Debt as of June 30, 2025	Additions/Principal Payments	Outstanding Debt as of June 30, 2026
RIIB Loans					
RIIB Loans	\$ 414,914,834	\$ 70,563,838	\$ 485,478,672	\$ 8,316,214	\$ 493,794,886
<i>Subtotal RIIB Loans</i>	414,914,834	70,563,838	485,478,672	8,316,214	493,794,886
Revenue Bonds					
2008 Series A Refunding	52,965,000	(3,500,000)	49,465,000	(4,700,000)	44,765,000
2015 Series A Refunding	3,215,000	-	3,215,000	-	3,215,000
2020 Series A Refunding	186,555,000	(2,485,000)	184,070,000	(7,440,000)	176,630,000
<i>Subtotal Revenue Bonds</i>	242,735,000	(5,985,000)	236,750,000	(12,140,000)	224,610,000
WIFIA Loans					
2020 Series B - WIFIA 1	277,506,018	3,940,585	281,446,603	3,996,542	285,443,145
2020 Series C - WIFIA 2	192,543,767	2,048,062	194,591,829	3,178,428	197,770,257
2022 Series A - WIFIA 3	55,622,309	215,968	55,838,277	925,412	56,763,689
<i>Subtotal WIFIA Loans</i>	525,672,094	6,204,616	531,876,710	8,100,381	539,977,092
Subtotal Bonds	\$ 1,183,321,928	\$ 70,783,454	\$ 1,254,105,382	\$ 4,276,595	\$ 1,258,381,977
Premiums					
2015 Series A Refunding Bonds	168,713	(47,046)	121,666	(47,046)	74,620
Subtotal Premiums	\$ 168,713	\$ (47,046)	\$ 121,666	\$ (47,046)	\$ 74,620
Total Outstanding Debt	\$ 1,183,490,641	\$ 70,736,408	\$ 1,254,227,049	\$ 4,229,549	\$ 1,258,456,597

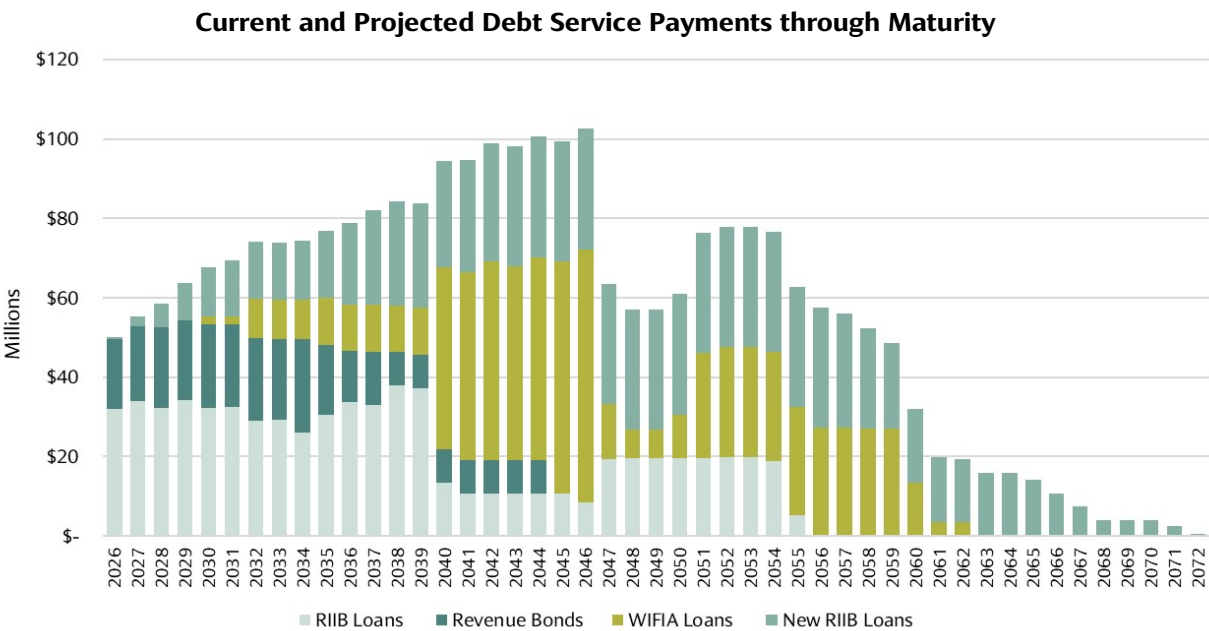
The chart below shows that outstanding RIIB debt as a percent of the total is projected to increase from 35.1% to 39.2% as NBC continues to finance the CIP through RIIB loans.



The following graph shows NBC's projected outstanding debt through maturity in FY 2072, incorporating existing debt service and the additional debt issuance required to finance the CIP. Outstanding debt is projected to reach nearly \$1.4 billion in FY 2030. 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.



The following graph shows existing and projected debt service payments through maturity. The new RIIB loan amortizations are based on level debt service. Annual debt service is projected to increase from \$50.1 million in FY 2026 to a peak of \$102.5 million in FY 2046.



Outstanding Debt to Maturity

Fiscal Year June 30,	RIIB Loans ⁽¹⁾	Revenue Bonds	WIFIA Loans ⁽²⁾	New RIIB Loans	Total
2026	\$ 467,416,885	\$ 224,610,000	\$ 586,639,544	\$ 26,378,277	\$ 1,305,044,706
2027	446,868,707	211,040,000	586,639,544	95,291,994	1,339,840,246
2028	427,575,096	195,685,000	586,639,544	161,643,092	1,371,542,732
2029	405,738,756	180,015,000	586,639,544	218,183,902	1,390,577,201
2030	385,107,430	163,305,000	586,639,544	258,014,689	1,393,066,662
2031	363,834,487	146,370,000	586,639,544	263,669,348	1,360,513,379
2032	345,470,395	129,180,000	586,639,544	257,759,965	1,319,049,903
2033	326,398,291	112,085,000	586,639,544	251,868,631	1,276,991,466
2034	310,059,938	91,335,000	586,639,544	275,460,288	1,263,494,769
2035	288,907,080	75,960,000	584,673,257	335,425,534	1,284,965,872
2036	263,939,290	65,045,000	582,641,428	392,123,789	1,303,749,507
2037	239,139,536	53,145,000	580,544,056	449,090,976	1,321,919,568
2038	208,545,108	46,195,000	578,446,683	438,424,932	1,271,611,723
2039	177,894,242	39,045,000	576,039,972	426,064,112	1,219,043,326
2040	170,410,156	31,685,000	539,529,793	439,197,280	1,180,822,229
2041	165,464,156	24,110,000	501,005,383	464,688,177	1,155,267,715
2042	160,348,156	16,305,000	459,190,499	460,528,250	1,096,371,906
2043	155,056,156	8,270,000	417,921,699	445,359,969	1,026,607,824
2044	149,580,156	-	373,664,259	429,551,012	952,795,427
2045	143,912,656	-	321,328,607	413,284,571	878,525,834
2046	140,312,656	-	262,964,046	396,538,681	799,815,383
2047	125,473,677	-	254,126,371	379,290,299	758,890,346
2048	110,056,058	-	251,635,741	361,514,830	723,206,629
2049	94,031,163	-	249,079,569	343,186,311	686,297,043
2050	77,379,479	-	242,606,801	324,277,849	644,264,129
2051	60,067,369	-	220,534,468	304,761,772	585,363,608
2052	42,075,503	-	196,600,877	284,609,588	523,285,967
2053	23,360,569	-	172,342,121	263,791,495	459,494,185
2054	5,035,000	-	147,779,836	242,276,049	395,090,885
2055	-	-	122,870,752	220,030,641	342,901,392
2056	-	-	97,636,503	197,021,739	294,658,242
2057	-	-	72,077,090	173,214,929	245,292,018
2058	-	-	46,170,877	149,986,444	196,157,321
2059	-	-	19,917,227	129,627,798	149,545,025
2060	-	-	6,882,003	112,131,861	119,013,864
2061	-	-	3,473,773	97,153,105	100,626,878
2062	-	-	-	83,964,164	83,964,164
2063	-	-	-	70,869,727	70,869,727
2064	-	-	-	57,307,714	57,307,714
2065	-	-	-	43,279,908	43,279,908
2066	-	-	-	30,353,503	30,353,503
2067	-	-	-	20,522,357	20,522,357
2068	-	-	-	13,766,727	13,766,727
2069	-	-	-	10,298,964	10,298,964
2070	-	-	-	6,705,879	6,705,879
2071	-	-	-	2,982,504	2,982,504
2072	-	-	-	505,560	505,560

⁽¹⁾ Includes projected debt service on \$100 M RIIB Loan in FY 2025

⁽²⁾ WIFIA Outstanding Debt Based on Projected Draws as of the Closing Dates.

Annual Debt Service Payments

Fiscal Year Ended June 30,	RIIB Loans ⁽¹⁾	Revenue Bonds	WIFIA Loans ⁽²⁾	New RIIB Loans	Total
2026	\$ 32,076,426	\$ 17,568,857	\$ -	\$ 416,000	\$ 50,061,283
2027	33,895,511	18,830,382	-	2,469,776	55,195,669
2028	32,136,351	20,362,558	-	6,059,639	58,558,549
2029	34,110,728	20,266,142	-	9,444,962	63,821,832
2030	32,323,237	20,968,490	2,044,938	12,284,198	67,620,863
2031	32,455,375	20,834,355	2,044,938	14,046,161	69,380,829
2032	29,091,022	20,716,780	9,833,943	14,433,476	74,075,221
2033	29,334,828	20,237,159	9,833,943	14,439,618	73,845,548
2034	26,127,744	23,456,252	9,833,943	14,926,270	74,344,209
2035	30,457,266	17,658,079	11,769,555	17,079,221	76,964,121
2036	33,697,853	12,882,085	11,772,728	20,539,532	78,892,198
2037	32,885,132	13,581,244	11,773,855	23,939,323	82,179,554
2038	37,949,362	8,388,692	11,708,417	26,370,512	84,416,983
2039	37,196,355	8,393,225	11,949,565	26,370,512	83,909,657
2040	13,505,842	8,391,597	45,754,438	26,776,609	94,428,486
2041	10,769,461	8,388,770	47,231,466	28,333,472	94,723,169
2042	10,769,820	8,394,453	49,932,031	29,906,277	99,002,581
2043	10,768,947	8,393,426	48,772,656	30,266,888	98,201,917
2044	10,768,405	8,390,618	51,130,103	30,266,888	100,556,014
2045	10,767,311	-	58,497,991	30,266,888	99,532,190
2046	8,536,665	-	63,717,172	30,266,888	102,520,725
2047	19,456,532	-	13,668,653	30,266,888	63,392,073
2048	19,515,621	-	7,194,253	30,266,888	56,976,762
2049	19,581,709	-	7,181,065	30,266,888	57,029,663
2050	19,642,212	-	10,986,078	30,266,888	60,895,177
2051	19,712,396	-	26,316,933	30,266,888	76,296,217
2052	19,780,437	-	27,768,800	30,266,888	77,816,125
2053	19,867,449	-	27,666,085	30,266,888	77,800,422
2054	18,836,114	-	27,535,709	30,266,888	76,638,711
2055	5,131,443	-	27,442,404	30,266,888	62,840,735
2056	-	-	27,321,092	30,266,888	57,587,981
2057	-	-	27,193,582	28,880,752	56,074,334
2058	-	-	27,081,334	25,259,448	52,340,783
2059	-	-	26,962,676	21,743,211	48,705,888
2060	-	-	13,379,629	18,664,462	32,044,091
2061	-	-	3,569,780	16,386,119	19,955,900
2062	-	-	3,527,964	15,833,412	19,361,375
2063	-	-	-	15,833,412	15,833,412
2064	-	-	-	15,812,886	15,812,886
2065	-	-	-	14,234,661	14,234,661
2066	-	-	-	10,735,820	10,735,820
2067	-	-	-	7,365,738	7,365,738
2068	-	-	-	3,896,376	3,896,376
2069	-	-	-	3,896,376	3,896,376
2070	-	-	-	3,896,376	3,896,376
2071	-	-	-	2,539,283	2,539,283
2072	-	-	-	505,560	505,560
Totals	\$ 691,147,556	\$ 286,103,165	\$ 762,397,718	\$ 917,055,885	\$ 2,656,704,323

⁽¹⁾ Includes projected debt service on \$100 M RIIB Loan in FY 2025

⁽²⁾ Based on original debt service schedules and draws

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2025

Fiscal Year	\$30,000,000 - 2006 Series A RIIB Loan Dated December 21, 2006		\$25,000,000 - 2007 Series B RIIB Loan Dated December 13, 2007		\$55,000,000 - 2009 Series A* RIIB Loan Dated October 6, 2009 *Principal Forgiveness: \$8,302,113.52	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2026	\$ 1,734,000	1.350%	\$ 1,531,000	1.600%	\$ 3,065,929	2.490%
2027	1,770,000	1.355%	1,563,000	1.615%	3,157,626	2.540%
2028			1,596,000	1.630%	3,252,720	2.590%
2029			1,629,000	1.645%	3,354,606	2.650%
2030					3,459,040	2.690%
2031					3,609,322	2.740%
2032						
2033						
2034						
2035						
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2053						
2054						
2055						
Total	\$ 3,504,000		\$ 6,319,000		\$ 19,899,243	

Details

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

Issuance Details

Tax Status	Tax-Exempt	Tax-Exempt	Tax-Exempt
Type of Sale	Private Placement	Private Placement	Private Placement
UW/Purchaser	RIIB	RIIB	RIIB
Purpose	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO	Wastewater Treatment and Collections, CSO
Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021	1.802%	2.030%	1.377%

Non-callable

Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2025

Fiscal Year	\$2,000,000 - 2010 Series A* RIIB Loan Dated February 12, 2010 <small>*Principal Forgiveness: \$301,895.04</small>		\$20,000,000 - 2010 Series B RIIB Loan Dated June 24, 2010		\$30,000,000 - 2011 Series A* RIIB Loan Dated March 29, 2011 <small>*Principal Forgiveness: \$1,845,345.21</small>	
	Principal	Interest	Principal	Interest	Principal	Interest
Ending June 30,						
2026	\$ 97,641	2.440%	\$ 1,110,000	2.870%	\$ 1,517,536	3.140%
2027	101,037	2.500%	1,147,000	2.920%	1,571,968	3.230%
2028	104,433	2.560%	1,187,000	2.970%	1,632,031	3.270%
2029	108,679	2.620%	1,228,000	3.010%	1,692,095	3.310%
2030	112,924	2.680%	1,272,000	3.010%	1,756,850	3.340%
2031			1,315,000	2.990%	1,824,422	3.380%
2032					1,893,870	3.410%
2033						
2034						
2035						
2036						
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2055						
Total	\$ 524,714		\$ 7,259,000		\$ 11,888,772	

Details

Interest Payment Date(s)

March 1st September 1st

March 1st September 1st

March 1st September 1st

Principal Payment Date(s)

September 1st

September 1st

September 1st

Issuance Details

Tax Status

Tax-Exempt

Tax-Exempt

Tax-Exempt

Type of Sale

Private Placement

Private Placement

Private Placement

UW/Purchaser

RIIB

RIIB

RIIB

Purpose

Wastewater Treatment and
Collections, CSO

Wastewater Treatment and
Collections, CSO

Wastewater Treatment and
Collections, CSO

Original TIC or Loan Rate. Includes
0.5% RIIB Fee Loans Prior to Nov.
2021 and 0.3% RIIB Fee for Loans
After Nov. 2021

1.022%

3.163%

2.759%

Non-callable

Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2025

Fiscal Year	\$25,750,000 - 2012 Series A* RIIB Loan Dated June 28, 2012 <small>*Principal Forgiveness: \$354,202.00</small>		\$25,000,000 - 2013 Series B* RIIB Loan Dated June 6, 2013 <small>*Principal Forgiveness: \$80,965.77</small>		\$45,000,000 - 2014 Series A RIIB Loan Dated March 6, 2014	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2026	\$ 1,312,165	2.360%	\$ 1,247,970	2.170%	\$ 2,198,000	2.290%
2027	1,348,645	2.390%	1,280,826	2.310%	2,259,000	2.480%
2028	1,389,125	2.320%	1,316,754	2.400%	2,327,000	2.590%
2029	1,428,500	2.360%	1,355,610	2.470%	2,398,000	2.680%
2030	1,469,876	2.650%	1,396,466	2.420%	2,475,000	2.760%
2031	1,514,251	2.430%	1,436,322	2.450%	2,555,000	2.830%
2032	1,559,627	2.750%	1,480,178	2.480%	2,640,000	2.880%
2033	1,610,932	2.760%	1,523,034	2.510%	2,730,000	2.920%
2034			1,565,965	2.530%	2,823,000	2.790%
2035					2,917,000	2.800%
2036						
2037						
2038						
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2055						
Total	\$ 11,633,121		\$ 12,603,124		\$ 25,322,000	

Details

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

Issuance Details

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

Non-callable

Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2025

Fiscal Year	\$41,753,500 - 2015 Series B* RIIB Loan Dated July 30, 2015 <small>*Principal Forgiveness: \$512,070.00</small>		\$23,000,000 - 2016 Series A RIIB Loan Dated June 2, 2016		\$35,000,000 - 2019 Series A* RIIB Loan Dated April 4, 2019 <small>*Principal Forgiveness: \$1,000,000.00</small>	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2026	\$ 1,187,660	2.050%	\$ 1,065,000	1.290%	\$ 1,533,886	1.170%
2027	1,218,933	2.230%	1,084,000	1.590%	1,559,143	1.230%
2028	1,251,205	2.360%	1,107,000	1.770%	1,586,343	1.300%
2029	1,287,374	2.460%	1,132,000	1.900%	1,614,514	1.360%
2030	1,325,542	2.550%	1,159,000	1.990%	1,644,629	1.440%
2031	1,365,606	2.610%	1,188,000	2.050%	1,676,686	1.630%
2032	1,408,567	2.670%	1,218,000	2.110%	1,712,629	1.790%
2033	1,453,527	2.710%	1,250,000	2.150%	1,751,486	1.920%
2034	1,499,488	2.610%	1,283,000	2.190%	1,794,229	2.010%
2035	1,546,448	2.630%	1,317,000	2.230%	1,838,914	2.090%
2036	1,631,000	2.650%	1,353,000	2.270%	1,886,514	2.170%
2037	1,683,000	2.880%	1,390,000	2.300%	1,937,029	2.230%
2038	1,739,000	2.870%	1,429,000	2.330%	1,990,457	2.290%
2039	1,798,000	2.860%			2,045,829	2.350%
2040	1,859,000	2.850%			2,105,086	2.420%
2041	1,921,000	2.850%				
2042	1,986,000	2.840%				
2043	2,052,000	2.840%				
2044	2,121,000	2.830%				
2045	2,192,500	2.830%				
2046						
2047						
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2052						
2053						
2054						
2055						
Total	\$ 32,526,850		\$ 15,975,000		\$ 26,677,371	

Details

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

Issuance Details

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

Non-callable

Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2025

Fiscal Year	\$10,000,000 - 2019 Series B RIIB Loan Dated April 4, 2019		\$45,000,000 - 2021 Series A* RIIB Loan Dated November 16, 2021 *Principal Forgiveness: \$1,000,000.00		\$52,404,510 - 2023 Series A* RIIB Loan Dated June 13, 2023 *Principal Forgiveness: \$3,238,500.00	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2026	\$ 461,000	0.880%	\$ -	-	\$ -	-
2027	467,000	0.920%	-	-	-	-
2028	474,000	0.970%	-	-	-	-
2029	480,000	1.020%	-	-	1,017,736	2.030%
2030	488,000	1.080%	1,892,000	0.810%	-	-
2031	495,000	1.220%	2,053,333	0.890%	-	-
2032	504,000	1.340%	3,642,222	0.960%	-	-
2033	513,000	1.440%	3,872,000	1.160%	1,015,278	2.060%
2034	523,000	1.510%	210,222	1.310%	2,133,805	2.090%
2035	534,000	1.570%	7,484,889	1.430%	1,524,146	2.230%
2036	545,000	1.620%	3,867,111	1.520%	2,918,003	2.400%
2037	556,000	1.670%	3,241,333	1.600%	3,036,001	2.550%
2038	568,000	1.720%	8,408,889	1.670%	3,161,374	2.680%
2039	581,000	1.760%	9,328,000	1.730%	3,289,206	2.770%
2040	595,000	1.810%			-	-
2041					-	-
2042					-	-
2043					-	-
2044					-	-
2045					-	-
2046					-	-
2047					3,424,413	3.130%
2048					3,564,536	3.130%
2049					3,709,575	3.130%
2050					3,861,990	3.190%
2051					4,019,321	3.190%
2052					4,181,569	3.190%
2053					4,353,650	3.180%
2054					3,955,405	3.180%
2055						
Total	\$ 7,784,000		\$ 44,000,000		\$ 49,166,010	

Details

Interest Payment Date(s)

Principal Payment Date(s)

Issuance Details

Tax Status

Type of Sale

UW/Purchaser

Purpose

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

March 1st September 1st
September 1st

March 1st September 1st
September 1st

March 1st September 1st
September 1st

Tax-Exempt
Private Placement
RIIB
Wastewater Treatment and
Collections, CSO

Taxable
Private Placement
RIIB
Wastewater Treatment and
Collections, CSO

Taxable
Private Placement
RIIB
Wastewater Treatment and
Collections, CSO

1.910%

1.803%

3.305%

Non-callable

Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2025

Fiscal Year	\$47,595,490 - 2023 Series B RIIB Loan Dated June 13, 2023		\$75,000,000 - 2024 Series A* RIIB Loan Dated May 23, 2024 *Principal Forgiveness: \$5,199,024.00		\$100,000,000 - 2025 Series A* RIIB Loan ⁽¹⁾ Dated TBD *Principal Forgiveness: \$7,069,416		\$26,378,277 - 2026 Series A* RIIB Loan ⁽¹⁾ Dated TBD *Principal Forgiveness: TBD	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2026	\$ -	-	\$ -	-	\$ 2,670,000	2.404%	\$ -	-
2027	-	-	-	-	2,015,000	2.451%	-	-
2028	-	-	-	-	2,065,000	2.498%	-	-
2029	985,227	2.030%	-	-	2,115,000	2.538%	-	-
2030	-	-	-	-	2,170,000	2.571%	-	-
2031	-	-	-	-	2,230,000	2.625%	-	-
2032	-	-	-	-	2,290,000	2.679%	-	-
2033	982,847	2.060%	-	-	2,350,000	2.719%	-	-
2034	2,065,644	2.090%	-	-	2,415,000	2.759%	-	-
2035	1,475,460	2.230%	-	-	2,485,000	2.792%	-	-
2036	2,824,792	2.400%	7,352,369	2.110%	2,555,000	2.819%	-	-
2037	2,939,022	2.550%	7,352,369	2.230%	2,630,000	2.880%	-	-
2038	3,060,390	2.680%	7,487,318	2.360%	2,705,000	2.933%	-	-
2039	3,184,138	2.770%	7,589,693	2.450%	2,785,000	2.980%	-	-
2040	-	-	-	-	2,870,000	3.034%	-	-
2041	-	-	-	-	2,960,000	3.094%	-	-
2042	-	-	-	-	3,055,000	3.148%	-	-
2043	-	-	-	-	3,155,000	3.215%	-	-
2044	-	-	-	-	3,260,000	3.261%	-	-
2045	-	-	-	-	3,365,000	3.322%	-	-
2046	-	-	-	-	3,480,000	3.369%	-	-
2047	3,315,026	3.130%	4,369,541	2.960%	3,600,000	3.395%	-	-
2048	3,450,673	3.130%	4,532,410	2.970%	3,725,000	3.429%	-	-
2049	3,591,080	3.130%	4,709,239	2.970%	3,855,000	3.449%	-	-
2050	3,738,626	3.190%	4,886,068	2.990%	3,990,000	3.476%	-	-
2051	3,890,931	3.190%	5,076,858	2.850%	4,135,000	3.509%	-	-
2052	4,047,996	3.190%	5,272,300	2.850%	4,280,000	3.509%	-	-
2053	4,214,581	3.180%	5,481,703	2.850%	4,435,000	3.529%	-	-
2054	3,829,057	3.180%	5,691,106	2.850%	4,595,000	3.536%	-	-
2055					4,760,000	3.550%	-	-
Total	\$ 47,595,490		\$ 69,800,976		\$ 93,000,000		\$ -	

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

Issuance Details

Tax Status	Taxable w/ Tax-Exempt Covenants	Taxable w/ Tax-Exempt Covenants	Taxable w/ Tax-Exempt Covenants	Taxable w/ Tax-Exempt Covenants
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	3.303%	2.563%	TBD ⁽¹⁾	TBD ⁽¹⁾

⁽¹⁾ Loan not executed at time of publication.

⁽¹⁾ Loan not executed at time of publication.

Non-callable

Callable

Outstanding Debt – Revenue Bonds

Narragansett Bay Commission
Wastewater System Revenue Bonds
As of June 30, 2025

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
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%
Total	\$ 49,465,000		\$ 3,215,000		\$ 184,070,000	

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

Issuance Details

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	\$ 3,215,000	\$ 124,205,000
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Outstanding Debt – WIFIA

Narragansett Bay Commission
Wastewater System Revenue Bonds - WIFIA
As of June 30, 2025

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	
Ending June 30,	Principal	Interest	Principal	Interest	Principal	Interest
2026	\$ -	-	\$ -	-	\$ -	-
2027	-	-	-	-	-	-
2028	-	-	-	-	-	-
2029	-	-	-	-	-	-
2030	-	-	-	-	-	-
2031	-	-	-	-	-	-
2032	-	-	-	-	-	-
2033	-	-	-	-	-	-
2034	-	-	-	-	-	-
2035	-	-	-	-	1,966,287	3.120%
2036	-	-	-	-	2,031,829	3.120%
2037	-	-	-	-	2,097,372	3.120%
2038	-	-	-	-	2,097,372	3.120%
2039	243,796	1.420%	-	-	2,162,915	3.120%
2040	36,051,379	1.420%	-	-	458,800	3.120%
2041	38,458,867	1.420%	-	-	65,543	3.120%
2042	39,586,425	1.420%	-	-	2,228,458	3.120%
2043	40,744,458	1.420%	-	-	524,343	3.120%
2044	41,963,439	1.420%	-	-	2,294,001	3.120%
2045	51,745,766	1.420%	-	-	589,886	3.120%
2046	55,250,338	1.420%	1,016,851	1.600%	2,097,372	3.120%
2047	700,914	1.420%	5,711,674	1.600%	2,425,087	3.120%
2048			-	-	2,490,630	3.120%
2049			-	-	2,556,172	3.120%
2050			3,851,053	1.600%	2,621,715	3.120%
2051			19,385,074	1.600%	2,687,258	3.120%
2052			21,180,790	1.600%	2,752,801	3.120%
2053			21,440,412	1.600%	2,818,344	3.120%
2054			21,678,398	1.600%	2,883,887	3.120%
2055			21,959,655	1.600%	2,949,430	3.120%
2056			22,219,276	1.600%	3,014,973	3.120%
2057			22,478,898	1.600%	3,080,516	3.120%
2058			22,760,154	1.600%	3,146,058	3.120%
2059			22,976,506	1.600%	3,277,144	3.120%
2060			9,692,537	1.600%	3,342,687	3.120%
2061					3,408,230	3.120%
2062					3,473,773	3.120%
Total	\$ 304,745,382		\$ 216,351,278		\$ 65,542,884	

Details

Interest Payment Date(s)	March 1st September 1st	March 1st September 1st	March 1st September 1st
Interest Payments Commence	September 1, 2031	September 1, 2031	September 1, 2029
Principal Payment Date(s)	September 1st	September 1st	September 1st

Issuance Details

Tax Status	Federally Taxable	Federally Taxable	Federally Taxable
Type of Sale	Private Placement	Private Placement	Private Placement
UW/Purchaser	USEPA	USEPA	USEPA
Purpose	CSO Phase III A Facilities Project	CSO Phase III and Bucklin Point Resiliency Project	Field's Point Resiliency Project
True Interest Cost	1.420%	1.600%	3.120%

Non-callable

Callable	\$ 304,745,382	\$ 216,351,278	\$ 65,542,884
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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 2026 - 2031. 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, with additional debt issued to finance the CIP. The Model incorporates debt service coverage of 125% or greater calculated as revenue less operating expense divided by debt service. Detailed discussion of the six-year Plan is on the following pages.

NBC PROFORMA FY 2026 - 2031						
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Revenue	\$ 130,385,229	\$ 140,534,383	\$ 147,346,418	\$ 155,207,609	\$ 161,322,655	\$ 164,871,754
Expense						
Operating Expense	63,972,757	71,539,797	74,148,233	75,430,320	76,796,577	78,145,719
Debt Service	50,061,284	55,195,669	58,558,548	63,821,832	67,620,863	69,380,829
Total Expense	114,034,041	126,735,466	132,706,781	139,252,152	144,417,440	147,526,548
Net Income	\$ 16,351,188	\$ 13,798,917	\$ 14,639,637	\$ 15,955,457	\$ 16,905,215	\$ 17,345,206
Debt Service Coverage	1.33	1.25	1.25	1.25	1.25	1.25
User Fee Rate Increase	10.35%	9.67%	4.75%	5.24%	3.81%	2.04%
Average Annual SFH⁽¹⁾	\$ 625.98	\$ 686.53	\$ 719.14	\$ 756.86	\$ 785.73	\$ 801.73
⁽¹⁾ Single Family Home						
CAPITAL SOURCES AND USES FY 2026 - 2031						
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Capital Sources						
New RIIB Loans	\$ -	\$ 68,913,717	\$ 66,914,276	\$ 58,588,852	\$ 43,357,046	\$ 10,518,070
2025 Series A (RIIB)	56,325,129	-	-	-	-	-
2026 Series A (RIIB)	26,378,277	-	-	-	-	-
Project Fund - Pay-go	22,544,341	11,351,189	8,798,917	9,639,637	10,955,458	11,905,216
Project Fund - Rest. OCP	5,170,500	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
2020 Series C (WIFIA 2)	48,719,100	14,504,620	-	-	-	-
2022 Series A (WIFIA 3)	12,307,384	16,631,500	15,134,300	1,157,585	-	-
Total Capital Sources	\$ 171,444,731	\$ 116,401,026	\$ 95,847,493	\$ 74,386,074	\$ 59,312,504	\$ 27,423,286
Capital Uses						
CIP	\$ 166,010,184	\$ 110,711,200	\$ 90,177,681	\$ 68,799,600	\$ 53,878,500	\$ 22,318,000
OCP	5,170,500	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Other	264,047	689,826	669,812	586,474	434,004	105,286
Total Capital Uses	\$ 171,444,731	\$ 116,401,026	\$ 95,847,493	\$ 74,386,074	\$ 59,312,504	\$ 27,423,286

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 29.3% projected increase in user fee revenue from \$125.1 million in FY 2026 to \$161.8 million in FY 2031 due to increases in user fee rates. The Model reflects a 10.35% 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 2026 ⁽¹⁾	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Percentage Increase User Fees	10.35%	9.67%	4.75%	5.24%	3.81%	2.04%
Average Annual Single-Family Home	\$ 625.98	\$ 686.53	\$ 719.14	\$ 756.86	\$ 785.73	\$ 801.73

⁽¹⁾Estimated based on Docket 24-41-WW which is pending at the time of this budget adoption.

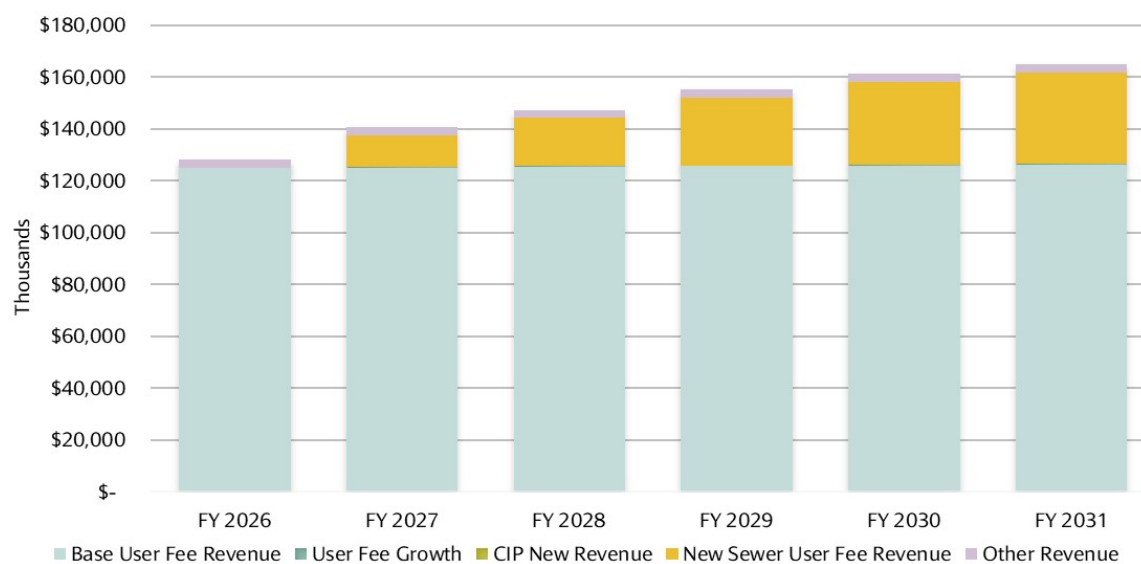
The revenue in FY 2026 - 2031 includes growth of 0.2% per year based on historical growth in flat fee revenue. The CIP projects are estimated to generate additional revenue of \$9 thousand beginning in FY 2028.

Projected Revenue

REVENUE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Base User Fee Revenue	\$ 125,068,706	\$ 125,068,706	\$ 125,318,843	\$ 125,602,341	\$ 125,900,251	\$ 126,213,884
User Fee Growth	-	250,137	274,832	288,456	304,179	316,409
CIP New Revenue	-	-	8,666	9,454	9,454	9,454
New Sewer User Fee Revenue	-	12,097,251	18,625,788	26,189,069	31,990,482	35,213,718
<i>Total User Fee Revenue</i>	125,068,706	137,416,094	144,228,129	152,089,320	158,204,366	161,753,465
Revenue Fund Balance and OMR Fund Transfer	2,198,234	-	-	-	-	-
Other Revenue	3,118,289	3,118,289	3,118,289	3,118,289	3,118,289	3,118,289
<i>Total Other Revenue</i>	5,316,523	3,118,289	3,118,289	3,118,289	3,118,289	3,118,289
Total Revenue	\$ 130,385,229	\$ 140,534,383	\$ 147,346,418	\$ 155,207,609	\$ 161,322,655	\$ 164,871,754

Other Revenue is anticipated to be \$5.3 million in FY 2026 and includes \$2.0 million in budgeted revenue fund balance. Other Revenue is \$3.1 million per year in FY 2027 through FY 2031.

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 31.8% or \$16.7 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

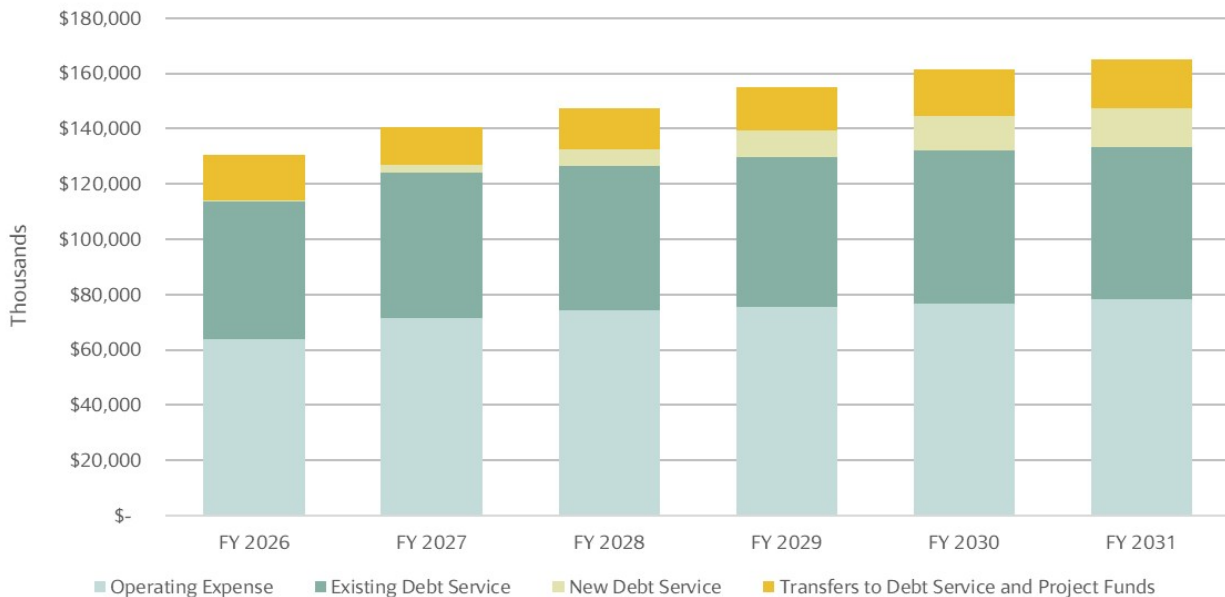
	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
New Debt Issuance	\$26,378,277	\$68,913,717	\$66,914,276	\$58,588,852	\$43,357,046	\$10,518,070

Operating expense is projected to increase 22.0% over the six-year period. This includes a net increase in operating expense of \$6.3 million in FY 2027 primarily related to biosolids disposal expense and an additional net increase of \$1.3 million in FY 2028 when the CSO Phase III A Facilities become operational.

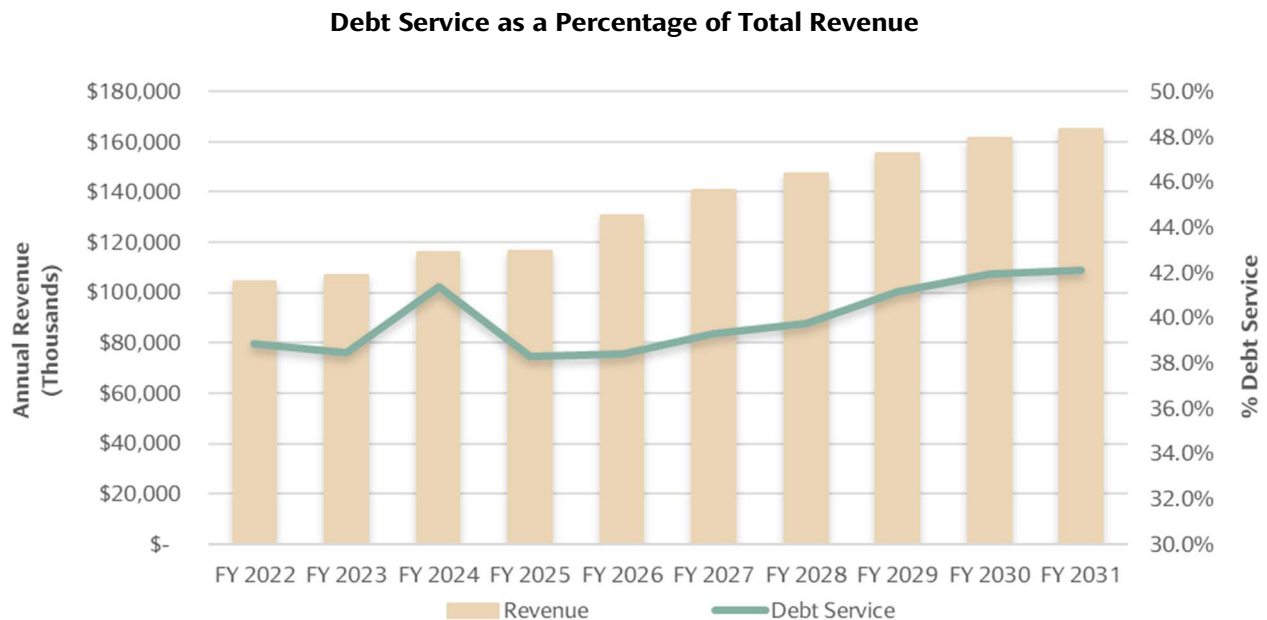
Projected Expense

EXPENSE	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
Base Operating Expense with CPI @ 2%	\$ 63,972,757	\$ 65,252,212	\$ 66,557,256	\$ 67,888,402	\$ 69,246,170	\$ 70,631,093
CIP Net Expense Impact	-	6,287,585	7,590,977	7,541,918	7,550,407	7,514,626
<i>Total Operating Expense</i>	63,972,757	71,539,797	74,148,233	75,430,320	76,796,577	78,145,719
Existing RIIB Debt Service	32,076,427	33,895,511	32,136,351	34,110,728	32,323,237	32,455,375
New RIIB Debt Service	416,000	2,469,776	6,059,639	9,444,962	12,284,198	14,046,161
Existing Revenue Bond Debt Service	17,568,857	18,830,382	20,362,558	20,266,142	20,968,490	20,834,355
WIFIA Debt Service	-	-	-	-	2,044,938	2,044,938
<i>Total Debt Service</i>	50,061,284	55,195,669	58,558,548	63,821,832	67,620,863	69,380,829
Transfers to Debt Service and Project Funds	16,351,188	13,798,917	14,639,637	15,955,457	16,905,215	17,345,206
<i>Total Transfers</i>	16,351,188	13,798,917	14,639,637	15,955,457	16,905,215	17,345,206
Total Expense	\$ 130,385,229	\$ 140,534,383	\$ 147,346,418	\$ 155,207,609	\$ 161,322,655	\$ 164,871,754

Projected Expense

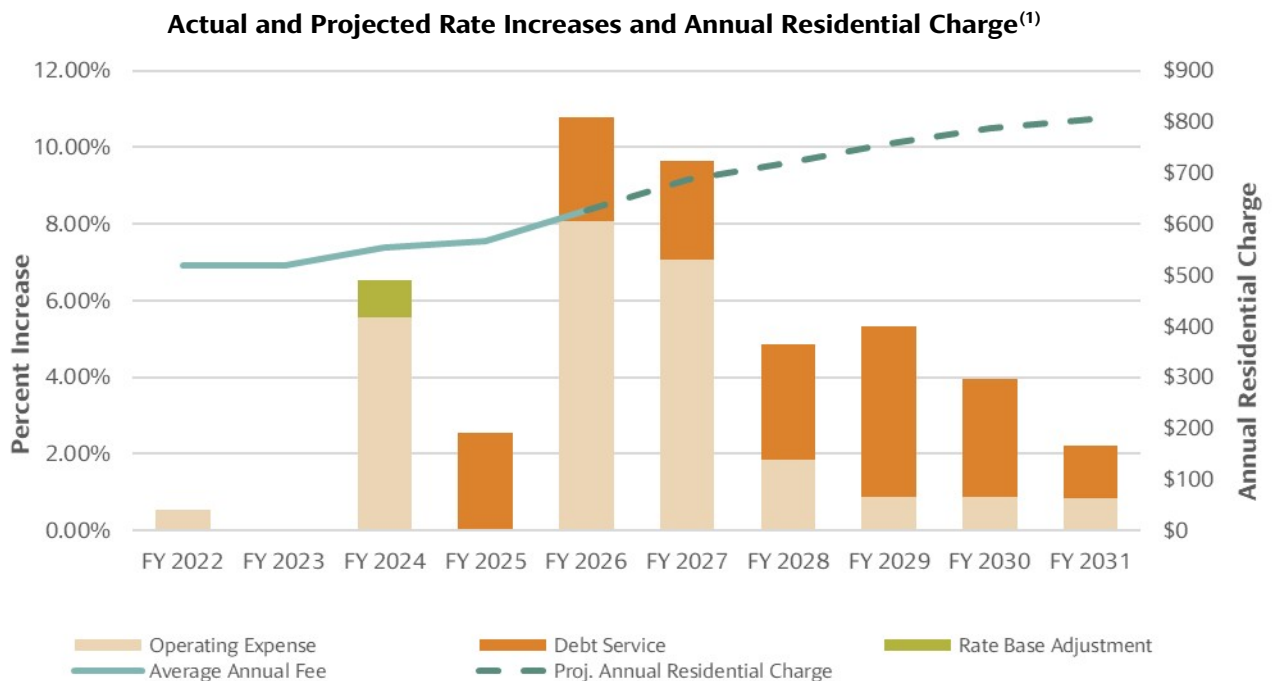


The chart below shows debt service as a percent of total revenue is projected to increase from 38.3% in FY 2025 to 42.1% in FY 2031 as additional debt is issued.



Sewer User Fee Rate Projections

The following chart shows actual and projected rate increases along with the annual residential charge for FY 2022 through FY 2031. The chart shows a 10.4% rate increase in FY 2026 for debt service and operating expense. A 9.8% rate increase is projected in FY 2027, primarily to support operating expense. Additional rate increases are projected in FY 2028 – FY 2031, primarily to fund debt service.



⁽¹⁾ For a Single-Family Home with average usage of 150 gallons per day



RESOLUTION 2025:08

APPROVAL OF THE NARRAGANSETT BAY COMMISSION FISCAL YEAR 2026 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 2026 Capital Budget; and

WHEREAS, the Board has reviewed the Fiscal Year 2026 Annual Budget;

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2026 Annual Budget is hereby approved as follows:

Revenue and Source of Funds

User Fees	\$	125,068,706
Other		3,118,289
Operation and Maintenance Reserve Fund		198,234
Revenue Fund Balance		2,000,000
Project Fund - Restricted CIP		22,544,341
Project Fund - Restricted OCP		5,170,500
2025 Series A (RIIB)		56,325,129
2026 Series A (RIIB)		26,378,277
2020 Series C (WIFIA 2)		48,719,100
2022 Series A (WIFIA 3)		12,307,384

Total Revenue and Source of Funds	\$	301,829,960
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Expense and Use of Funds

Operating Expense	\$	63,972,757
Debt Service		50,061,284
Transfer to Debt Service Fund		2,509,520
Transfer to Project Fund		13,841,668
Operating Capital Program (OCP)		5,170,500
Capital Improvement Program (CIP)		166,010,184
Cost of Issuance/Other		264,047

Total Expense and Use of Funds	\$	301,829,960
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BE IT FURTHER RESOLVED; the FY 2026 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 \$114,034,041 for the period July 1, 2025 to June 30, 2026.
2. The number of Full-Time Equivalents (FTEs) included in the FY 2026 Budget is 303. 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 2026 budgeted non-union Cost of Living adjustment increase of 4.0%.
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 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
Administration			
EX001	- EXECUTIVE DIRECTOR	1	Non-Union
EX002	- DEPUTY DIRECTOR	1	Non-Union
EX003	- ADMINISTRATIVE COORDINATOR	1	Non-Union
EX004	- PUBLIC AFFAIRS MANAGER	1	Non-Union
EX005	- ENVIRONMENTAL EDUCATION COORDINATOR	1	Non-Union
EX006	- PUBLIC AFFAIRS SPECIALIST	1	Non-Union
EX010	- INFORMATION SECURITY MANAGER	1	Non-Union
EX011	- SUSTAINABILITY COORDINATOR	1	Non-Union
EX012	- ASSISTANT ADMINISTRATIVE COORDINATOR	1	Non-Union
EX014	- GENERAL COUNSEL AND LEGISLATIVE LIAISON	1	Non-Union
EX015	- GENERAL COUNSEL ASSISTANT	1	Non-Union
EX333	- GRANT WRITER	1	Non-Union
Subtotal Administration		12	
Human Resources			
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
Subtotal Human Resources		7	
Legal			
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
Subtotal Legal		5	
Accounting			
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
Subtotal Accounting		8	
Information Technology			
IT001	- IT MANAGER	1	Non-Union
IT004	- SENIOR SYSTEMS ADMINISTRATOR	1	Non-Union
IT005	- SENIOR APPLICATIONS SYSTEM SUPERVISOR	1	Non-Union
IT007	- SYSTEMS ADMINISTRATOR/HELPDESK SUPERVISOR	1	Non-Union
IT008	- SENIOR DATABASE AND LINUX ADMINISTRATOR	1	Non-Union
IT010	- APPLICATIONS SYSTEM ADMINISTRATOR	1	Non-Union
IT012	- SYSTEMS DESIGN PROGRAMMER	1	Non-Union

Attachment 1
FY 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
IT013	- HELPDESK TECHNICIAN II	1	Non-Union
IT014	- SENIOR .NET DEVELOPER	1	Non-Union
IT015	- HELPDESK 1	1	Non-Union
IT016	- CREATIVE ADMINISTRATIVE ASSISTANT	1	Non-Union
IT017	- FACILITIES SYSTEMS ADMINISTRATOR	1	Non-Union
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
Subtotal Information Technology		17	
Construction Services			
CG001	- DIRECTOR OF ENGINEERING AND CONSTRUCTION	1	Non-Union
CG002	- CONSTRUCTION MANAGER	1	Non-Union
CG005	- SENIOR RESIDENT REPRESENTATIVE	1	Non-Union
CG006	- CONSTRUCTION OFFICE COORDINATOR	1	Non-Union
CG007	- ASSISTANT CONSTRUCTION MANAGER	1	Non-Union
CG013	- RESIDENT REPRESENTATIVE	1	Non-Union
CG015	- ENGINEERING CONSTRUCTION COORDINATOR	1	Non-Union
CG017	- SENIOR RESIDENT REPRESENTATIVE	1	Non-Union
CG018	- SENIOR RESIDENT REPRESENTATIVE	1	Non-Union
CG019	- RESIDENT REPRESENTATIVE	1	Non-Union
CG021	- ASSISTANT DIRECTOR OF ENGINEERING AND CONSTRUCTION	1	Non-Union
Subtotal Construction Services		11	
Finance			
AC004	- PAYROLL SUPERVISOR	1	Non-Union
AC005	- PAYROLL COORDINATOR	1	Non-Union
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
FI015	- FINANCE AND COMPLIANCE COORDINATOR	1	Non-Union
FI017	- SENIOR BUDGET ANALYST	1	Non-Union
FI018	- DEPUTY CHIEF FINANCIAL OFFICER	1	Non-Union
FI019	- REVENUE ANALYST	1	Non-Union
FI020	- FINANCIAL ANALYST I	1	Non-Union
FI021	- RETIREMENT AND PAYROLL MANAGER	1	Non-Union
FI022	- FINANCE TECHNICAL ADVISOR	1	Non-Union
Subtotal Finance		13	
Engineering			
EC001	- PRINCIPAL FACILITY ENGINEER	1	Non-Union
EC002	- ENGINEERING MANAGER	1	Non-Union
EC003	- PRINCIPAL ENVIRONMENTAL ENGINEER	1	Non-Union
EC004	- ENVIRONMENTAL ENGINEER	1	Non-Union
EC005	- ENVIRONMENTAL ENGINEER	1	Non-Union
EC008	- FACILITIES ENGINEER	1	Non-Union
EC010	- FACILITIES MANAGEMENT ADMINISTRATOR	1	Non-Union
EC011	- PRINCIPAL ENVIRONMENTAL ENGINEER	1	Non-Union

Attachment 1
FY 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
Subtotal Engineering		12	
Technical Analysis and Compliance			
PE001	- DIRECTOR OF ENVIRONMENTAL SCIENCE & COMPLIANCE	1	Non-Union
PE004	- ENVIRONMENTAL SUSTAINABILITY SPECIALIST	1	Non-Union
PE006	- ENVIRONMENTAL SCIENTIST II	1	Non-Union
PE007	- TECHNICAL ANALYSIS & COMPLIANCE MANAGER	1	Non-Union
PE009	- ENVIRONMENTAL SUSTAINABILITY ENGINEER	1	Non-Union
PE010	- SAFETY COMPLIANCE COORDINATOR 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 SCIENTIST I	1	Non-Union
PE018	- SAFETY COMPLIANCE COORDINATOR I	1	Non-Union
PE019	- ENVIRONMENTAL SCIENTIST III	1	Non-Union
Subtotal Technical Analysis and Compliance		12	
Pretreatment			
PT001	- PRETREATMENT MANAGER	1	Non-Union
PT002	- ASST. PRETREATMENT MANAGER	1	Non-Union
PT003	- PRETREATMENT INSPECTOR IV	1	Non-Union
PT004	- PRETREATMENT INSPECTOR III	1	Non-Union
PT008	- PRETREATMENT INSPECTOR III	1	Non-Union
PT009	- PRETREATMENT INSPECTOR I	1	Non-Union
PT010	- PRETREATMENT INSPECTOR I	1	Non-Union
PT011	- PRETREATMENT INSPECTOR I	1	Non-Union
PT012	- PRETREATMENT INSPECTOR I	1	Non-Union
PT013	- PRETREATMENT INSPECTOR II	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
Subtotal Pretreatment		14	
Laboratory			
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
LA024	- LABORATORY COORDINATOR	1	Non-Union
LA005	- BIOLOGIST II	1	Union
LA008	- CHEMIST	1	Union
LA009	- CHEMIST	1	Union

Attachment 1
FY 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
LA012	- LABORATORY TECHNICIAN	1	Union
LA013	- LABORATORY TECHNICIAN	1	Union
LA017	- LABORATORY TECHNICIAN	1	Union
LA018	- LABORATORY TECHNICIAN	1	Union
LA022	- BIOLOGIST I	1	Union
LA510	- LABORATORY TECHNICIAN	1	Union
Subtotal Laboratory		19	
Environmental Monitoring			
EM001	- ENVIRONMENTAL MONITORING MANAGER	1	Non-Union
EM007	- ENVIRONMENTAL MONITORING SUPERVISOR	1	Non-Union
EM008	- ENVIRONMENTAL MONITORING SUPERVISOR	1	Non-Union
EM023	- ENVIRONMENTAL MONITORING SUPERVISOR	1	Non-Union
EM024	- ENVIRONMENTAL MONITORING COORDINATOR	1	Non-Union
EM506	- ASST. ENVIRONMENTAL MONITORING MANAGER	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
EM021	- ENVIRONMENTAL MONITOR	1	Union
Subtotal Environmental Monitoring		14	
Operations and Maintenance			
EN001	- DIRECTOR OF OPERATIONS & MAINTENANCE	1	Non-Union
EN015	- ASSET MANAGEMENT ADMINISTRATOR	1	Non-Union
EN019	- TECHNICAL ADVISOR FOR OPERATIONS	1	Non-Union
EN024	- ASSET MANAGEMENT SPECIALIST	1	Non-Union
EN025	- ADMINISTRATIVE COORDINATOR	1	Non-Union
EN333	- ASSET MANAGEMENT SPECIALIST	1	Non-Union
Subtotal Operations and Maintenance		6	
Customer Care			
CS001	- CUSTOMER CARE MANAGER	1	Non-Union
CS003	- CUSTOMER RESEARCH SUPERVISOR	1	Non-Union
CS005	- ASSISTANT FISCAL SERVICES SUPERVISOR	1	Non-Union
CS006	- CUSTOMER CARE SUPERVISOR	1	Non-Union
CS008	- FISCAL SERVICES SUPERVISOR	1	Non-Union
CS021	- FISCAL SERVICES ANALYST	1	Non-Union
CS028	- CUSTOMER CARE BUSINESS ANALYST	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
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

Attachment 1
FY 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/Union
CS009	FIELD INVESTIGATOR	1	Union
CS011	FIELD INVESTIGATOR	1	Union
CS013	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 REP./FIELD INVESTIGATOR	1	Union
CS022	FISCAL CLERK - CUSTOMER CARE	1	Union
CS024	CUSTOMER CARE REPRESENTATIVE	1	Union
CS026	CUSTOMER CARE REPRESENTATIVE - FISCAL CLERK	1	Union
CS042	CUSTOMER CARE REP./FISCAL CLERK	1	Union
Subtotal Customer Care		28	
Purchasing			
PU001	PURCHASING MANAGER	1	Non-Union
PU002	ASSISTANT PURCHASING MANAGER	1	Non-Union
PU009	PURCHASING AGENT	1	Non-Union
PU010	PURCHASING SUPPORT SPECIALIST	1	Non-Union
Subtotal Purchasing		4	
Interceptor Maintenance			
EN020	ENVIRONMENTAL ENGINEER	1	Non-Union
EN022	PERMITS COORDINATOR	1	Non-Union
EN023	PERMITS COORDINATOR	1	Non-Union
IM001	IM MANAGER	1	Non-Union
IM002	ASST. IM MANAGER	1	Non-Union
IM004	IM INSPECTOR	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	TECHNICAL ASSISTANT	1	Non-Union
IM041	ENVIRONMENTAL ENGINEER	1	Non-Union
IM012	IM OPERATOR II	1	Union
IM014	IM OPERATOR II	1	Union
IM015	IM OPERATOR II	1	Union
IM019	IM OPERATOR II	1	Union
IM020	IM OPERATOR II	1	Union
IM021	IM OPERATOR III	1	Union
IM025	IM OPERATOR II	1	Union
IM029	IM OPERATOR IV	1	Union
IM030	IM OPERATOR III	1	Union
IM038	IM CLERK	1	Union
Subtotal Interceptor Maintenance		22	
Field's Point			
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

Attachment 1
FY 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
FP082	- PLANT MANAGER	1	Non-Union
FP083	- OPERATIONS MANAGER	1	Non-Union
FP003	- OPERATIONS AND MAINTENANCE 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	- OPERATOR / HEO	1	Union
FP030	- OPERATOR II	1	Union
FP032	- OPERATOR I	1	Union
FP033	- OPERATOR I	1	Union
FP035	- OPERATOR I	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 I	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
FP065	- MECHANIC I	1	Union
FP066	- MECHANIC II	1	Union
FP069	- MECHANIC II	1	Union
FP074	- PROCESS MONITOR	1	Union
FP076	- PROCESS MONITOR	1	Union
FP077	- UTILITY OPERATOR	1	Union
FP078	- PROCESS MONITOR	1	Union
FP079	- ELECTRONICS AND INSTRUMENTATION TECHNICIAN II	1	Union
FP080	- ELECTRONICS AND INSTRUMENTATION TECHNICIAN II	1	Union
FP081	- ELECTRONICS AND INSTRUMENTATION TECHNICIAN III	1	Union
FP128	- OPERATOR I	1	Union
FP540	- OPERATOR I	1	Union
FP541	- MECHANIC III	1	Union
Subtotal Field's Point		<u>52</u>	
Bucklin Point			
BP023	- O AND M COORDINATOR	1	Non-Union
BP042	- MAINTENANCE MANAGER - BP	1	Non-Union

Attachment 1
FY 2026 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
BP061	- MAINTENANCE SUPERVISOR	1	Non-Union
BP066	- PLANT MANAGER	1	Non-Union
BP067	- OPERATIONS MANAGER	1	Non-Union
BP005	- PROCESS MONITOR	1	Union
BP006	- OPERATOR I	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	1	Union
BP024	- MECHANIC I	1	Union
BP025	- OPERATOR I	1	Union
BP026	- MECHANIC I	1	Union
BP029	- MECHANIC I	1	Union
BP033	- INVENTORY CONTROL CLERK	1	Union
BP034	- MECHANIC II	1	Union
BP035	- MECHANIC II	1	Union
BP037	- OPERATOR I	1	Union
BP047	- OPERATIONS AND MAINTENANCE CLERK	1	Union
BP048	- MECHANIC II	1	Union
BP049	- ELECTRONICS AND INSTRUMENTATION TECHNICIAN III	1	Union
BP050	- PROCESS MONITOR	1	Union
BP051	- PROCESS MONITOR	1	Union
BP052	- PROCESS MONITOR	1	Union
BP053	- PROCESS MONITOR	1	Union
BP056	- OPERATOR I	1	Union
BP057	- OPERATOR II	1	Union
BP059	- UTILITY OPERATOR	1	Union
BP062	- INVENTORY CONTROL CLERK	1	Union
BP063	- MECHANIC III	1	Union
BP064	- ELECTRONICS AND INSTRUMENTATION TECHNICIAN I	1	Union
BP065	- ELECTRONICS AND INSTRUMENTATION TECHNICIAN II	1	Union
BP103	- SENIOR PROCESS MONITOR	1	Union
BP512	- OPERATOR II	1	Union
BP519	- OPERATOR I	1	Union
Subtotal Bucklin Point		<u>47</u>	
Grand Total		<u><u>303</u></u>	

Attachment 2
FY 2026 Non-Union Salary Ranges

Narragansett Bay Commission
Non-Union Salary Ranges
Effective July 1, 2025

Grade	Min	Mid	Max	Range
23	\$ 234,582.45	\$ 328,415.43	\$ 422,248.40	80.00%
22	\$213,256.16	\$298,559.04	\$383,861.92	80.00%
21	\$193,869.52	\$271,417.12	\$348,965.76	80.00%
20	\$176,244.64	\$246,743.12	\$317,241.60	80.00%
19	\$160,222.40	\$224,311.36	\$288,401.36	80.00%
18	\$145,658.24	\$203,920.08	\$262,182.96	80.00%
17	\$132,415.92	\$185,381.04	\$238,348.24	80.00%
16	\$120,377.92	\$168,528.88	\$216,680.88	80.00%
15	\$109,434.00	\$153,208.64	\$196,981.20	80.00%
14A	\$120,133.52	\$159,177.20	\$198,220.88	65.00%
14	\$105,118.00	\$139,279.92	\$173,443.92	65.00%
13A	\$109,212.48	\$144,707.68	\$180,200.80	65.00%
13	\$95,561.44	\$126,617.92	\$157,675.44	65.00%
12A	\$99,283.60	\$131,551.68	\$163,818.72	65.00%
12	\$86,874.32	\$115,107.20	\$143,341.12	65.00%
11A	\$90,258.48	\$119,591.68	\$148,926.96	65.00%
11	\$78,976.56	\$104,643.76	\$130,309.92	65.00%
10A	\$82,052.88	\$108,720.56	\$135,387.20	65.00%
10	\$71,796.40	\$95,130.88	\$118,464.32	65.00%
9A	\$74,594.00	\$98,836.40	\$123,079.84	65.00%
9	\$65,269.36	\$86,482.24	\$107,694.08	65.00%
8A	\$67,812.16	\$89,851.84	\$111,890.48	65.00%
8	\$59,335.12	\$78,619.84	\$97,903.52	65.00%
7A	\$61,647.04	\$81,682.64	\$101,719.28	65.00%
7	\$53,941.68	\$71,472.96	\$89,004.24	65.00%
6A	\$56,043.52	\$74,258.08	\$92,471.60	65.00%
6	\$49,038.08	\$64,975.04	\$80,912.00	65.00%
5A	\$54,005.12	\$67,506.40	\$81,008.72	50.00%
5	\$47,254.48	\$59,068.88	\$70,882.24	50.00%
4A	\$49,095.28	\$61,369.36	\$73,644.48	50.00%
4	\$42,959.28	\$53,699.36	\$64,437.36	50.00%
3A	\$44,632.64	\$55,790.80	\$66,948.96	50.00%
3	\$39,053.04	\$48,816.56	\$58,580.08	50.00%
2A	\$40,574.56	\$50,718.72	\$60,862.88	50.00%
2	\$35,503.52	\$44,378.88	\$53,255.28	50.00%
1A	\$36,886.72	\$46,108.40	\$55,330.08	50.00%
1	\$32,275.36	\$40,344.72	\$48,413.04	50.00%

Glossary of Acronyms and Terms

A

Abatement - A credit to a customer's consumption charge if they install a meter that shows more than 15% of measured input water does not enter NBC's sewer system.

Abatement Fee - The fee that must accompany an application for a Sewer User Fee Abatement.

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 and used by NBC for the preparation of the annual financial statements.

AFL-CIO - American Federation of Labor - Congress of Industrial Organizations - A labor union that represents certain NBC employees.

AFSCME - American Federation of State, County and Municipal Employees - A labor union that represents certain NBC employees.

Allocation - The distribution of available funds, personnel, buildings, and equipment among various NBC divisions and/or cost centers.

Amortization - This can refer to either the spreading out of loan payments (principal and interest) over time so that a loan is paid off by its maturity date or the expense of the cost of intangible assets over their useful life similar to depreciation.

AMP - Asset Management Program - A technical plan that identifies assets and includes data regarding their age, criticality, and condition that is used to plan for assets to ensure the integrity of NBC's infrastructure and other assets.

Asset Management System - A computer system used by NBC to capture data related to NBC assets such as age, criticality, maintenance activities, and condition which is used to ensure proper maintenance or replacement.

Annual Budget - The document approved by NBC's Board of Commissioners that includes the capital and operating budgets with an estimate of expenses and revenue to finance those activities during the fiscal year (July 1st - June 30th).

ACFR - Annual Comprehensive Financial Report - The annual report prepared by NBC that includes the audited financial statements and other requirements as set forth by the GFOA.

Approved Budget - The Annual Budget that has been approved by NBC's Board of Commissioners.

APRA - Access to Public Records Act - A Rhode Island state law applicable to NBC that is designed to facilitate transparency in government and gives the public the right to access open public records.

Arbitrage - NBC issues tax-exempt bonds which are subject to limitations on the investment yields of bond proceeds and certain other funds compared to the bond yield.

Audit - NBC is required by statute to have an annual audit completed by September 30th of each year, which is an independent examination to determine if the financial statements present fairly, in all material respects, NBC's financial position in accordance with GAAP and to identify any deficiencies in internal control.

B

Balanced Budget - NBC prepares a balanced budget each year which requires that the total revenue and source of funds equals the total expense and use of funds.

Bioassay - A laboratory method required by the RIPDES permit that involves the use of shrimp and sea urchins to measure the toxins in NBC's effluent.

Biogas - Gas produced by the anaerobic breakdown of organic matter in sewage through the sludge digestion process at Bucklin Point. Biogas may be used as a fuel source for the cogeneration facility which generates electricity for use at the treatment plant.

Biosolids - Semi-solid product generated from the treatment of sewage sludge during the wastewater treatment process that is currently disposed of by NBC through a third-party vendor.

Bisulfite - Chemical used for dechlorination prior to the discharge of effluent to receiving waters at NBC's Field's Point WWTF and the Wet Weather Facilities at Bucklin Point WWTF.

BLS - Bureau of Labor Statistics - The Bureau of Labor Statistics is part of the United States Department of Labor that tracks economic data and statistics which NBC uses to prepare demographic information included in the Annual Budget.

BMP - Best Management Practices - Stormwater management practices employed by NBC to reduce runoff and improve water quality from different land uses and activities to achieve the EPA's six minimum control measures.

BNR - Biological Nutrient Removal - A biological process used at both the Field's Point and Bucklin Point WWTF's to remove nitrogen and meet RIPDES permit requirements.

Board of Commissioners (Board) - As set forth in NBC's enabling legislation, the Board consists of 19-members that govern NBC's activities.

BOD - Biochemical Oxygen Demand - An indicator of water quality based on the measurement of carbonaceous and nitrogenous oxygen demand.

Bond - NBC finances its capital improvement program through the issuance of bonds which are a fixed-income instrument that represents a loan made by an investor to a borrower.

Bond Trustee - The bond trustee is a financial institution that has the fiduciary responsibility of administering and enforcing NBC's Trust 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 Message - A section in the Annual Budget that provides summary and overview information in accordance with GFOA criteria.

BVDC - Blackstone Valley District Commission - A state agency established in 1947 to service the Blackstone Valley metropolitan area that was merged into NBC on January 1, 1992.

BVI - Blackstone Valley Interceptor - A 90" diameter interceptor that conveys all wastewater flow that originated north of Bucklin Point to the Treatment plant.

C

Capital Budget - A document prepared by NBC annually that identifies Operating Capital Program (OCP) and Capital Improvement Program (CIP) sources and uses for the budget year and the subsequent five years.

Capital Expenditures - Expense related to the Operating Capital Program (OCP) assets and Capital Improvement Program (CIP) projects.

Capital Reimbursements - Labor and other expenses incurred for capital improvement projects paid from NBC's Operating Fund and reimbursed from the Project Fund.

Carbon Feed - External carbon sources that NBC may add during the treatment process at the Field's Point and Bucklin Point WWTF's to enhance the biological processes that remove nutrients in order to meet RIPDES effluent limits.

Catch Basin - An underground structure that is part of NBC's collection system and is designed to collect and manage stormwater runoff from impermeable surfaces such as street and parking lots.

CBA - Collective Bargaining Agreement - An agreement negotiated between management and labor unions representing certain NBC employees regarding the terms and conditions of employment.

cBOD - Carbonaceous Biochemical Oxygen Demand - An indicator of water quality based on the measurement of carbonaceous oxygen demand and a parameter set forth in the RIPDES permit.

CC - Cost Center - Also known as a department, is the organizational level below Division, and costs are recorded at this level for budgeting and accounting purposes.

Change Order Request - Requests for amendments to a construction contract to adjust the cost, timeline, and/or scope of work of a contract which are subject to review and approval by NBC.

CIP - Capital Improvement Program - The six-year planning document used by NBC to identify capital infrastructure investments.

CIS - Customer Information System - The computer application used by NBC for customer account maintenance, billing and payments.

Clarifiers - NBC's wastewater treatment facilities use clarifiers to remove suspended solids from wastewater through sedimentation. Heavier solids settle to the bottom in primary clarifiers while lighter materials float to the top and are removed. Secondary clarifiers treat wastewater that has gone through the aeration process to remove activated sludge which settles to the bottom.

COB - Corporate Office Building - NBC's primary office building, which is located at 1 Service Road, Providence, RI 02905.

COLA - Cost of Living Adjustment - A fixed percentage increase in salaries as set forth in labor union contracts.

Collection System - System of wastewater collection and conveyance facilities including interceptors, pipes, tide gates, pumping stations, manholes, regulators, and catch basins throughout the NBC service area.

Combined Sewers (Sewage) - Sewer systems in NBC service area that combine flows from stormwater and wastewater through the same collection system.

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 NBC sewer user fees based on water usage.

Coventry Wind Turbine - One of three NBC owned 1.5 MW wind turbines located in Coventry, RI that generates electricity which is net-metered.

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 - A measurement of changes in the price level of a market basket of consumer goods and services purchased by households prepared by the Bureau of Labor Statistics and used to adjust the cost per dry ton of biosolids disposal in accordance with a contractual agreement.

CSO - Combined Sewer Overflows - These are the 61 locations where overflows to rivers and other water bodies may occur during significant wet weather events when combined stormwater and wastewater flows exceed the sewer system capacity, which NBC is required to address through the Consent Agreement.

Customer Care - NBC cost center responsible for the billing, collection, and payment processing of NBC's customer accounts.

CY - Calendar Year - The 12-month period beginning January 1st and ending on December 31st.

D

Debt Service - Principal and interest payments on NBC's bonds as set forth in debt service schedules.

Debt Service Coverage - A figure calculated as revenue less expense divided by debt service which is used to demonstrate a borrower's ability to pay based on operating cash flow. NBC seeks to maintain debt service coverage of at least 1.25.

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 escrow of cash or high-quality financial assets.

Depreciation - An accounting method used to allocate the cost of a tangible asset over its useful life to reflect how much of an asset's value has been used up over time.

Digester - A structure at the Bucklin Point WWTF that uses bacteria to decompose organic materials in sewage sludge without oxygen to reduce sludge volume while reducing pathogens, odors and producing methane.

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 NBC with continuing disclosure obligations.

Dissolved Oxygen - The amount of air that is added to the biological process in the aeration tanks to facilitate the breakdown of waste or a measure of the level of oxygen dissolved in the receiving waters, which is an important indicator of the health of the ecosystem.

Diversion Structure - Part of NBC's 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 - NBC's RIPDES permits require the monthly submittal of this report 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 the CSO tunnel.

DT - Dry Ton - Unit of measure of biosolids.

E

EEF - Environmental Enforcement Fund - A fund established in NBC's enabling legislation for the deposit of receipts from administrative or civil enforcement actions, 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 receiving waters.

ELUR - Environmental Land Use Restriction - A legal document issued by RIDEM which limits the use of a property that has been contaminated by hazardous waste or material and applicable to several properties owned by NBC.

EMMA - Electronic Municipal Market Access - A website funded and operated by the Municipal Securities Rulemaking Board (MSRB) that provides free public access to municipal market information including SEC Rule 15c2-12 disclosure. NBC's continuing disclosure commitments require posting of information on EMMA.

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 - NBC is considered an enterprise fund for reporting purposes, which is 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.

ERA - Environmental Resource Associates Waters - Provider of the proficiency testing standards and certified reference materials for the government, commercial and research laboratories.

ERP - Enterprise Resource Planning - A software system that supports business functions including finance and 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 - NBC tests effluent for this type of thermotolerant bacteria associated with the intestinal tract of warm-blooded animals to assess water quality and potential contamination per RIPDES reporting requirements.

Financing Plan - The identification of revenue or source of funds that will pay for operations 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 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 that includes health insurance, retirement, payroll taxes and other employee benefits.

FSP - Fiscal Sustainability Plan - A document required by RIDEM for projects funded through the RIIB that describes how the project will be maintained, repaired, and replaced over time including a funding plan.

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 begins on July 1st and ends on June 30th of the following year. The Fiscal Year is referred to the year of 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 - Requires NBC to recognize long-term obligations for pension benefits, provide 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 - Requires NBC to recognize long-term obligations for OPEB, provide additional measurement and reporting of OPEB, as well as enhanced transparency and accountability of OPEB information.

GASB 96 - Government Auditing Standards Board Statement 96 - Accounting and financial reporting for subscription-based information technology arrangements (SBITAs).

GASB 101 - Government Auditing Standards Board Statement 101 - Implemented early by NBC for the financial reporting period ending June 30, 2024, defines the recognition and liability measurement for compensated absences.

GFOA - Government Finance Officers Association - A 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 - Environmental science and engineering software used to digitally model and catalog the NBC wastewater collection system, facilities, NBC owned properties, and functions as a database for these assets. GIS provides mapping and data analysis capabilities to aid in decision making for day-to-day maintenance, permitting, projects and relating to other agencies outside of the Commission.

Goal - Identifies several long-term (3-year) aspirational ideas in support of each Strategic Plan Pillar.

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 - The first treatment step in the wastewater treatment process to physically remove large objects before the 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 water measure, used as the basis for billing consumption-based user fees.

HR - Human Resources - NBC cost center 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 qualified medical expenses.

HVAC - Heating, Ventilating and Air Conditioning - Mechanical systems that provide temperature, humidity, and air quality control in buildings.

I

IFAS - Integrated Fixed Film Activated Sludge - The addition of media, such as plastic discs, into the activated sludge tank to increase surface area for bacterial growth and enhance the removal of nitrogen at the Field's Point WWTF.

IM - Interceptor Maintenance - NBC cost center responsible for monitoring and maintaining NBC's infrastructure and collection system to ensure system capacity and proper wastewater flow conditions.

Infiltration - The seepage of groundwater into a wastewater 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 wastewater treatment plant.

Interceptor - A large sewer line or pipe that receives flow from several smaller sewers and conveys flow to a wastewater treatment plant.

IT - Information Technology - NBC cost center responsible for networks, communications, hardware, software, and databases.

K

kWh - Kilowatt-hour - A unit of energy used to measure electricity usage.

L

Late Charge - Fee assessed by NBC for unpaid sewer balances that consist of compounded interest of 1% per month assessed on unpaid balances 30 days after the billing date in accordance with PUC approved tariffs.

LIMs - Laboratory Information Management System - Software application used by the laboratory to support sampling, testing, workflow, instruments, and data analysis.

Line-Item Budget - A format of budgeting used by NBC which organizes expense by type, such as supplies, equipment, maintenance, or salaries.

Liquid Polymer - See Polymer.

LIUNA - Laborers' International Union of North America - A labor union representing certain NBC employees.

LOI - Letter of Interest - A document submitted by NBC to EPA to demonstrate eligibility for a WIFIA loan and be invited by EPA to apply for a loan through the WIFIA program.

LRP - Long Range Planning - A process used by NBC that incorporates financial modeling.

M

MA - Municipal Advisor - A firm that provides advice to public entities regarding financial products and the issuance of municipal securities with a fiduciary responsibility to their municipal clients.

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 - A unit of measure for compliance with discharge requirements as set forth in the RIPDES permits for Field's Point and Bucklin Point.

mgd/MGD - Million Gallons per Day - A unit of measure that is used to measure flow into the wastewater treatment facilities and is used in design criteria.

ml - Milliliter - A metric unit of volume that is equal to one thousandth of a liter.

Modified Accrual Basis - The method used by NBC for budgeting purposes which 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 year's revenues were adequate to cover the cost of sewer system operations and debt service requirements for that same year.

MPN - Most Probable Number - A statistical test used by NBC's laboratory to determine bacteria levels in a given volume of water.

MSRB - Municipal Securities Rulemaking Board - Provides regulation and oversight related to the municipal securities market and mandates ongoing disclosure by bond issuers.

MVI - Moshassuck Valley Interceptor - A large interceptor in NBC's service area that serves the greater Providence metropolitan area.

MW - Megawatt - A megawatt is a unit of measure of electricity and one MW is equal to one million watts.

MWRA - Massachusetts Water Resource Authority - A public authority that provides wholesale water and wastewater services in the greater Boston metropolitan area and prepares a national survey of water and wastewater rates used by NBC for comparison purposes.

N

N/A - The information is *Not Available* or *Not Applicable*.

NACWA - National Association of Clean Water Agencies - An organization that NBC is actively involved with which represents the interests of publicly owned wastewater treatment, collection system and stormwater management agencies throughout the nation and provides advocacy and technical assistance.

Net-Metering - A policy by which certain sustainable 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 with treatment parameters established by RIDEM for both of NBC's wastewater treatment plants.

NMC - Net Metering Credit - A reduction in electricity expense based on sustainable electricity produced off-site multiplied by PUC approved rates, which results in credits applied to NBC's electricity invoices.

Nutrient - An organic or inorganic compound essential for the growth of organisms NBC's RIPDES permit sets forth nutrient discharge limits.

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.

OCP - Operating Capital Program - NBC's 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 - The PUC authorized the establishment of this Fund, and it is funded at a level of \$4,500,000 to be transferred to the Revenue Fund if revenue is less than the PUC authorized levels.

OSE - Operating Supplies and Expense - Operating budget category that summarizes 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 sewer drain, or conduit point where wastewater is discharged into receiving waters generally through a pipe.

Overflow - Occurs when wastewater flow or combined wastewater and stormwater flow exceeds the sewer system capacity and flow is discharged directly into the receiving water.

P

P-CARD - Purchasing Card - 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 internal monthly publication designed to keep staff up to date on NBC activities and current affairs.

Pillar - One of NBC's five primary areas of focus over the next three years as defined by the Strategic Plan.

Planning - The management function of preparing a set of objectives for future action.

Policy - A course of action adopted after a review of information and directed at the realization of goals.

Polymer - Chemical used at the Field's Point and Bucklin Point WWTF's to aggregate suspended solids in order to facilitate sedimentation and improve clarification, thicken sludge, or enhance the sludge dewatering process.

PPA - Power Purchase Agreement - An agreement that NBC has with a third party whereby NBC agreed to purchase power from a firm that generates electricity from sustainable sources under certain conditions.

Pretreatment - A program operated by NBC for the reduction or elimination of pollutants from regulated wastewater dischargers prior to discharge into the sewer system as set forth in the RIPDES Permit.

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

Rate Filing - An application filed with the Public Utilities Commission to request approval of adjustments to NBC's sewer user rates.

Ratepayer - NBC customer who pays a fee for wastewater treatment and collection services.

Rating Agency - An 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 into which treated or untreated wastewater, combined wastewater and stormwater, or effluent is discharged.

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.

RIDEM - Rhode Island Department of Environmental Management - The environmental regulatory department of the State of RI that regulates NBC 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 - State regulatory agency that sets forth certification requirements applicable to NBC's laboratory.

RIGL - Rhode Island General Laws

RIIB - Rhode Island Infrastructure Bank - State agency that administers the State Revolving Fund, a low interest loan program used by NBC to finance eligible 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 NBC's wastewater treatment facilities.

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 of municipal securities to ensure that issuers, such as NBC, provide ongoing disclosure about their financial condition and operating data.

S

S&P Global Ratings - A public company in the financial information and analytics business that issues credit ratings on various financial instruments, including certain bonds issued by NBC.

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 to monitor and control industrial processes.

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.

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 - A user discharging to NBC's system that meets certain EPA criteria and are required to comply with additional monitoring, reporting and control measures to protect the wastewater treatment process and the environment.

Sludge - See Biosolids.

SMART - SMART Goals - 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 by NBC at the Bucklin Point WWTF in the wastewater treatment process to increase the alkalinity levels, as part of the nitrogen removal process.

Sodium Hydroxide - A chemical used at Field's Point WWTF in the wastewater treatment process to adjust alkalinity levels, as part of the nitrogen removal process.

Sodium Hypochlorite - A chemical disinfectant, commonly known as bleach, used by NBC at Field's Point to treat effluent and control bacteria and odors as well as at Bucklin Point's Wet Weather Facility.

Sondes - Devices used by NBC for measuring water quality parameters such as temperature, pH, and dissolved oxygen.

SOP - Standard Operating Procedure - 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.

CWSRF - Clean Water State Revolving Fund - An EPA program administered by the RIIB which offers low-cost financing to eligible borrowers and used by NBC to finance wastewater treatment and collection projects.

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.

Strategy - A near-term initiative that supports each Strategic Plan Goal

Supplemental Indenture - A supplemental indenture is executed in connection with the issuance of additional bonds or to amend the terms of NBC's Trust Indenture.

T

TAC - Technical Analysis and Compliance - The NBC cost center that ensures compliance with state and federal regulations and develops sound environmental science and resultant data to support NBC's mission.

Tertiary Treatment - Also known as advanced wastewater treatment, this is the final process that removes the remaining inorganic compounds and substances such as nitrogen and phosphorus before 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 concentration of solid matter in the effluent in parts per million with limits set forth in the RIPDES permit for both WWTFs.

U

Ultraviolet Disinfection - A wastewater disinfection method used at NBC's Bucklin Point facility in which final effluent is exposed to ultraviolet light to kill pathogens and microorganisms before discharge.

USEPA - United States Environmental Protection Agency - An agency of the federal government designated to oversee environmental protection in the United States.

UV - Ultraviolet - Form of electromagnetic radiation used at NBC's Bucklin Point WWTF for disinfection in the wastewater treatment process.

V

VFD - Variable Frequency Drive - A device used to adjust the speed of a pump in response to the amount of flow entering the pump station.

W

Wastewater - Water that has been used and contaminated by human 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 increase in flow volume from rain 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 - A low-cost wastewater infrastructure financing program administered by the USEPA and used by NBC to finance its capital improvement program.

Wind Turbine - A device that converts wind into electrical energy.

Work Plan - Detailed project required to accomplish each Strategy as part of the Strategic Plan.

WQSB - Water Quality Science Building - NBC's 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 environment.