NARRAGANSETT BAY COMMISSION
RHODE ISLAND

FY 2027
ANNUAL BUDGET











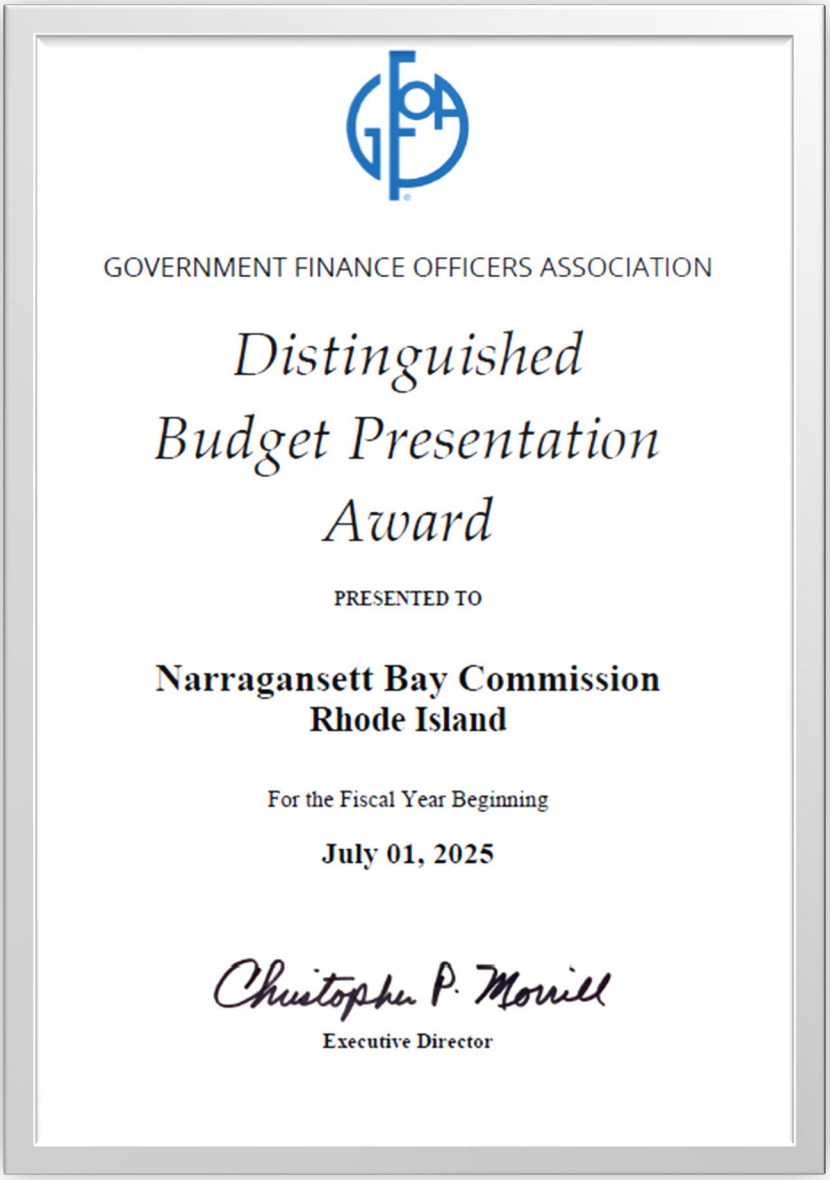






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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Narragansett Bay Commission, Rhode Island, for its Annual Budget for the fiscal year beginning July 01, 2025.

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.



Downtown Providence at Sunset
Photo by Krystine De Leon Severino

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Board of Commissioners

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

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Fields Point Campus 2027 Snowstorm

The Narragansett Bay Commission

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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."



Providence River
Photo by Krystine DeLeon Severino

Budget Overview

The Narragansett Bay Commission (NBC) is pleased to present its Fiscal Year (FY) 2027 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 2027 Budget is $260.8 million, which is 13.6% lower than the prior year. This is driven by a $52.5 million reduction in the Capital Budget, while the Operating Budget is $11.5 million higher than the prior year.

FY 2027 Budget
(In Millions)

	FY 2026	FY 2027	Difference	Percent Change
Operating Budget	$ 130.4	$ 141.9	$ 11.5	8.8%
Capital Budget	171.4	118.9	(52.5)	(30.6%)
Total	$ 301.8	$ 260.8	$ (41.0)	(13.6%)

Fiscal Year 2027 Outlook

NBC's budget is guided by its Strategic Plan, which defines the organization's goals and priorities. The Strategic Plan outlines Plan Pillars and corresponding Goals that describe the specific strategies and activities needed to achieve those pillars. This narrative serves to link the allocation of resources in the FY 2027 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

The FY 2027 Budget supports the Operational Excellence Pillar through the support of operations, planning for the future, and protection of infrastructure.

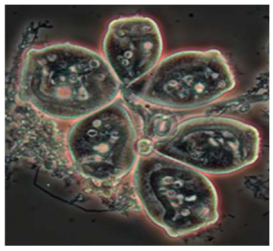
One of NBC's Goals is to develop a sustainable program for managing the disposal of biosolids, a byproduct of the wastewater treatment process. NBC executed a new biosolids disposal contract in February 2026, with revised pricing to begin on May 6, 2026. This is one of the largest line items in the Operating Budget at $11.5 million. Accordingly, planning and implementing a biosolids disposal solution is a priority.



CHP Engine Generator at the BPWWTF

The FY 2027 Capital Improvement Program (CIP) includes three biosolids treatment and disposal projects totaling $107.4 million through FY 2032. The Long-Range Biosolids Disposal Project (20700) provides $2.6 million for evaluating, planning, and developing a long-term biosolids management strategy.

NBC is also investing in major upgrades to its biosolids handling infrastructure through the Biosolids Management Facility Upgrade Project (20701), totaling $104.5 million. This project encompasses the evaluation, planning, and implementation of both immediate and long-term improvements to the Biosolids Dewatering Facilities at the Field's Point (FP) and Bucklin Point (BP) Wastewater Treatment Facilities (WWTFs). Finally, the BPWWTF Sludge Digestion Facility Improvements Project (81800) allocates $372 thousand for upgrades to the Sludge Digester Complex, the combined heat and power (CHP) system, and associated infrastructure. The project is expected to be substantially complete by July 2026.



Stalled Ciliates

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 2027 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 $808 thousand in the Capital Budget for the PFAS Testing and Monitoring Project (1140700). This project includes testing and monitoring of the Compounds of Emerging Concerns Study, and a site-specific PFAS study to facilitate improvements to the wastewater treatment and collection systems that may be required to comply with new permit limits, regulations, and mandates. The FY 2027 Operating Budget includes costs for maintenance of the sampling preparation room, nitrogen generator, and sea urchin tank used for PFAS testing and sampling. Also included is the PFAS Compounds Testing Equipment Project (1150100), which includes procurement of specialized equipment, associated supplies, and appurtenant work to enhance NBC's laboratory capacity to test wastewater, biosolids, and the immediate receiving waters for PFAS compounds. This project is funded through an Emerging Contaminants Grant from the Environmental Protection Agency (EPA).

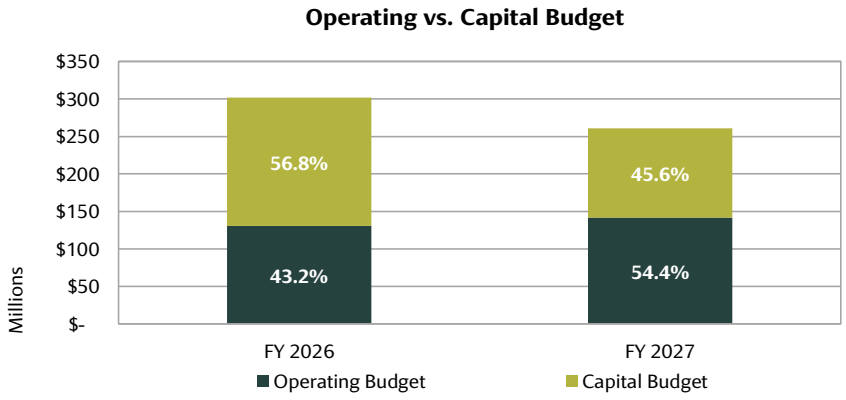
Many of the Goals related to the Operational Excellence Pillar are supported in this year's $118.9 million Capital Budget. This is lower than the prior year due to substantial progress made on the CIP, most notably the Combined Sewer Overflow (CSO) Phase III A Facilities. NBC is under a Consent Agreement to complete the third and final phase of the CSO Abatement program, which consists of four phases, A, B, C, and D, to be completed by 2043. The CSO Phase III A Facilities consists of eleven construction projects, of which nine will be completed in FY 2027. The estimated cost for the CSO Phase III A Facilities is $907.1 million, with $61.6 million programmed in FY 2027.

FY 2027 programmed PFAS funding also includes $23.9 million for Field's Point Resiliency Improvements, $11.3 million for Wastewater Treatment Facility Improvements, $2.2 million for Bucklin Point Resiliency Improvements, and $12.6 million for other projects. The CIP shows additional planned expenditures during FY 2028 – 2032 of $343.1 million for a total of $454.7 million. Please refer to the "Capital Budget" section for additional information regarding the CIP.

CIP by Major Project
(In Millions)

Major Project	FY 2027	FY 2028 – FY 2032	Total
CSO Phase III Facilities	$ 61.6	$ 90.3	$ 151.8
Field's Point Resiliency Improvements	23.9	77.2	101.1
Wastewater Treatment Facility Improvements	11.3	125.4	136.7
Bucklin Point Resiliency Improvements	2.2	3.6	5.7
All Other Projects	12.6	46.6	59.4
Total CIP	$ 111.6	$ 343.1	$ 454.7

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 percentage of the Total Budget has increased from 43.2% to 54.4%. This change reflects increased funding needed to maintain efficient and effective wastewater treatment operations, ensure compliance with RIPDES permit effluent limitations, and meet monitoring requirements.



Another essential component of tracking progress toward these Goals is the use of Performance Measures. The FY 2027 Budget includes meeting or surpassing RIPDES permit limits for NBC's WWTFs. 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 2025 Actual	4.48	5.39	7.0	2.93	5.86	2.35	7.2	3.852

The FY 2027 Budget and Performance Measures for NBC's WWTFs are based on RIPDES permit requirements. The permit establishes limits of 20 mg/L for both Carbonaceous Biochemical Oxygen Demand (cBOD) and Total Suspended Solids (TSS), with daily and monthly thresholds that are less restrictive from November through April. The permits also specify an Enterococci limit of 35 most probable number (MPN) or viable cells per 100 mL and set seasonal total nitrogen limits of 5 mg/L from May through October.

To support Operational Excellence Goals, the FY 2027 Budget invests in the essential day-to-day needs that keep our facilities operating safely and reliably. This includes funding for utilities, repairs, maintenance, and chemicals.

The electricity and natural gas budgets, including net metering credits from NBC's renewable energy facilities, total $5.5 million. These utilities power pumps and other critical equipment used in wastewater collection and treatment, provide heat for facilities, and serve as an interim power source for the Biogas Facility.

The FY 2027 Budget also includes $1.8 million for chemicals required to process, treat, and disinfect wastewater before it is discharged into Narragansett Bay. To preserve and extend the life of NBC's assets, the budget includes $2.8 million for building and ground maintenance, maintenance contracts, electricity contractors, and building and structure repairs.

As part of the Operational Excellence pillar, the FY 2027 CIP includes funding to support operational efficiency, with 34.5% of the projects aligned with this goal. Specifically, the FPWWTF Improvements Project (20300) at $10.3 million involves the evaluation and design of miscellaneous improvements to the WWTF's disinfection system, a new transformer, and the replacement of the plant water system's automatic strainer. 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, totaling $4.9 million in FY 2027. Please refer to the "Capital Budget" section for further information.



NBC Field's Point Staff (2026 Snowstorm)

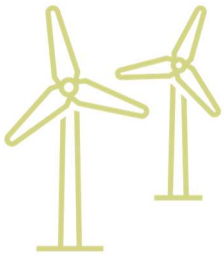
The FY 2027 CIP also includes $1.5 million for planning and design services to increase the effectiveness and efficiency of NBC's Asset Management program. The Asset Management Program Support Services Project (40600) focuses on assessing NBC's aging infrastructure, developing risk-based asset management strategies, and employing technologies to extend asset lifespan while prioritizing assets for replacement.

The FY 2027 Operating Capital Program (OCP) includes $5.9 million for asset purchases, replacements, and betterments to support the Operational Excellence pillar. There is $0.7 million budgeted for Information Technology-related items such as wireless system upgrade, computer room enhancements, and security

upgrades. In addition, $0.6 million is included in the FY 2027 OCP for Interceptor Maintenance purchases, including a Combo VacTruck. The FY 2027 OCP also budgeted $0.4 million for laboratory upgrades, including a gas chromatography and purge-and-trap system, an internal temperature monitoring system, and a robotic module system.

Approximately 69.4% of the OCP, or $4.2 million, is for the purchase of assets such as transformers, flow meters, actuators, valves, and pumps. The most significant investment at FP is the $0.2 million replacement of a sump pump, a critical upgrade that protects equipment by keeping the area dry and preventing flooding. At BP, $0.3 million is budgeted for a roll-off dumpster truck to dispose of solids from the Tunnel Pump Station.

Environmental Sustainability



NBC's focus on the incorporation of climate-resilient strategies into operations and capital planning, as well as the expansion of sustainability programs in support of the Environmental Sustainability Pillar, is also evident in the FY 2027 Budget. NBC has programmed the generation of 29.7 million kilowatt hours (kWh) from sustainable energy investments, which is 82.9% of the FY 2027 budgeted electricity use. This is 500 thousand kWh or 1.6% less than the prior year due to a budgeted decrease in biogas facility production. On-site sustainable electricity production is budgeted at 8.7 million kWh, reducing the amount of electricity that must be purchased.

FY 2027 Budgeted Sustainable Energy Production

Total On-Site 8.7M kWh	• 6.3M kWh Field's Point Wind Turbines • 2.4M kWh Bucklin Point Biogas Facility
Total Off-Site 21.0M kWh	• 7.5M kWh Coventry Turbines • 13.5M kWh Green PPA
Total On and Off-Site 29.7M kWh	• 82.9% of Total Budgeted Electricity Use

In addition, the FY 2027 Budget reflects 21.0 million kWh of electricity production from NBC's off-site sustainable energy sources. These sources earn Net Metering Credits (NMC), offsetting 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 $0.9 million in FY 2027.

NBC's Capital Budget reflects the incorporation of climate resiliency and sustainability priorities. The Field's Point WWTF Ernest Street Pump Station Improvement Project (20400), totaling $6.2 million, aims to incorporate more efficient technologies. In addition, Bucklin Point WWTF Ultraviolet (UV) Disinfection Improvements Project (81000), totaling $0.6 million, includes the replacement of NBC's existing UV disinfection equipment with more energy-efficient technology.

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 ensuring long-term 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 2027 Operating Budget is $11.5 million or 8.8% higher than the prior year, including Reserves and Revenue Funded Capital. Please refer to the "Operating Budget" section of the budget for additional information regarding revenue and expenses.

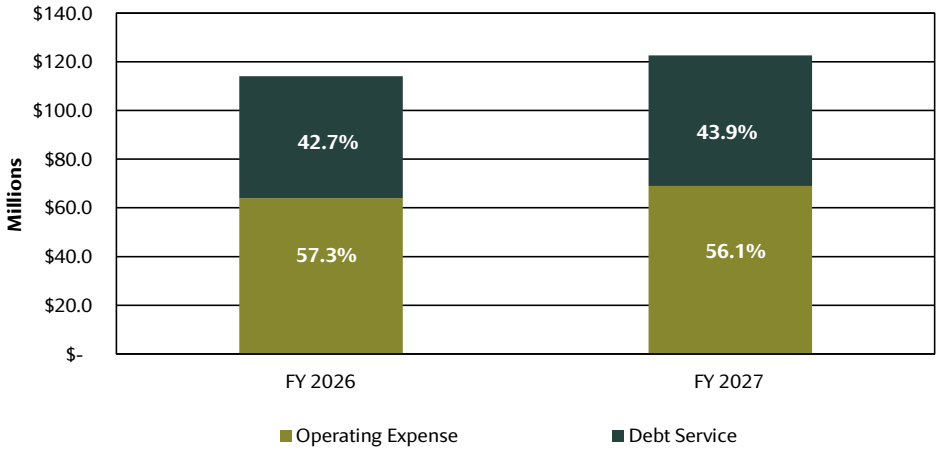
Operating Budget
(In Millions)

	FY 2026	FY 2027	Difference	Percent Change
Revenue	$ 130.4	$ 141.9	$ 11.5	8.8%
Expense				
Operating Expense	64.0	69.4	5.5	8.5%
Debt Service	50.1	53.2	3.1	6.3%
Reserves and Revenue Funded Capital	16.3	19.3	2.9	17.9%
Expense, Reserves and Revenue Funded Capital	$ 130.4	$ 141.9	$ 11.5	8.8%

With respect to revenue, the FY 2027 budgeted revenue is $11.5 million or 8.8% higher than the prior year. The increase is due to a projected 10.97% across-the-board increase in sewer user fee rates effective July 1, 2026, based on NBC's pending General Rate Case filed with the Rhode Island Public Utilities Commission (PUC). The rate increase would incorporate the 4.08% across-the-board rate increase approved by the PUC in December 2025 to support the planned $75.0 million 2026 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.

Total Budgeted Operating Expense



Operating Expense is $69.4 million, which is 8.5% 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 49.3% of the total Operating Expense and is 2.5% higher on a year-to-year basis.



NBC Staff monitors bacterial levels upstream and downstream of CSOs

Personnel increased $0.8 million from the prior year and includes a net decrease of 7.0 FTEs. The budget supports a new Cybersecurity Specialist position to ensure NBC meets emerging regulatory requirements and strengthens oversight of compliance, operational risk, and the protection of essential services. Budgeted turnover increased by 6.0 FTEs.

The FY 2027 Budget for Operating Supplies and Expense is $31.7 million, which is 15.7% higher than the prior year. The largest year-over-year increase is for the Biosolids Disposal expense, which is $4.4 million higher than the prior year due to the new biosolids contract beginning in May 2026. Budgeted Electricity expense is $0.5 million or 8.4% lower than the prior year, primarily due to a lower rate per kWh under NBC's negotiated electricity supply contract.

The FY 2027 Budget for Professional Services is $0.1 million or 5.9% higher than the FY 2026 Budget. The increase is primarily due to a $68 thousand increase in Legal Services, including $60 thousand in bond counsel expenses, resulting from changes in rates prescribed by the State of RI master price agreement.

Leases and Subscriptions Expense increased by $0.2 million or 28.9% due to the treatment of subscriptions in accordance with GASB 96. As a result, Subscription-Based Information Technology Arrangements (SBITAS) and other qualifying subscriptions are expensed to this category for accounting and budgeting purposes.

The FY 2027 Budget for Debt Service is $3.1 million or 6.3% higher than the prior year. This is due to a $4.0 million increase in principal payments on existing debt and a decrease of $0.9 million in interest payments, driven in part issuance of the $100.0 million 2027 Series A Loan. The FY 2027 Reserves and Revenue Funded Capital are $2.9 million higher than the prior year due to an increase in revenue-funded capital (PAYGO) and required trust indenture deposits. Please refer to the "Long-Term Financial Plan" section for more information regarding capital funding, debt, and projected rate impacts.

Workforce Development



The FY 2027 Budget reinforces the Workforce Development Pillar by prioritizing initiatives that enhance recruitment, bolster retention, and safeguard institutional knowledge. Because NBC operates 24/7 to serve the community, cultivating an engaging and mission-driven workplace is essential to drawing and retaining top talent.

The FY 2027 Budget supports 287.0 net FTEs, which is 7.0 FTEs less than the prior year. This is the combined impact of a decrease in the number of budgeted FTEs from 303.0 to 302.0 positions, along with an increase in budgeted turnover from 9.0 to 15.0 FTEs.

Budgeted FTEs

	FY 2026	FY 2027	Change
Total	303.0	302.0	(1.0)
Less: Turnover	(9.0)	(15.0)	(6.0)
Net FTEs	294.0	287.0	(7.0)

NBC supports employee retention efforts in the FY 2027 Budget with the inclusion of Cost-of-Living Adjustments (COLA), and step increases for Union employees and increases for Non-Union employees.

The FY 2027 Budget also supports recruitment and retention efforts through funding of a comprehensive NBC's employee benefits package. This includes $5.7 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 2027 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 $46 thousand to support a learning management skills software that will be available for all NBC employees. Safety remains a priority in FY 2027, with $0.1 million included to support the purchase of safety-related equipment and training. Additionally, NBC is committed to strengthening employee engagement through events, recognition efforts, and targeted initiatives that support retention and reduce turnover. NBC is also expanding its presence at career fairs to deepen community connections and enhance recruitment efforts.

Customer Focus

Goals related to the Customer Focus Pillar include expanding educational opportunities for customers and stakeholders and improving overall customer satisfaction. NBC recognizes the importance of ensuring the community understands and supports its critical responsibilities. For this reason, it is essential to educate and inform both internal and external customers through diverse methods that foster connection, collaboration, and higher satisfaction.



NBC's 32nd annual Poster Contest

The FY 2027 Budget supports enhanced education opportunities for customers and stakeholders. The CIP includes $0.3 million in FY 2027 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 $64 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 focus on developing Customer Care staff continues in FY 2027, with $20 thousand budgeted for employee training and participation in educational conferences.

Fiscal Year 2026 in Review

NBC accomplished numerous Goals in FY 2026. NBC's cost centers reported 76 Accomplishments with 51 or 67% focused on NBC's Operational Excellence. In addition, 16% of the Accomplishments are related to Workforce Development, and 12% of the Accomplishments are related to Financial Management.

NBC achieved national recognition by receiving the 2024 National Association of Clean Water Agencies (NACWA) Peak Performance Award. FP and BP were each honored with a Silver Award, reflecting fewer than five permit violations over the course of the year.

In recognition of its commitment to staff, NBC received the 2025 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 24th consecutive year for its FY 2026 Budget. The FY 2026 Annual Budget earned additional Special Recognition for the Capital Program. NBC's strong financial stewardship is further demonstrated by 34 consecutive years of operating surpluses. In addition, NBC received the GFOA Certificate of Excellence in Financial Reporting for the 23rd consecutive year for its FY 2025 Annual Comprehensive Financial Report.

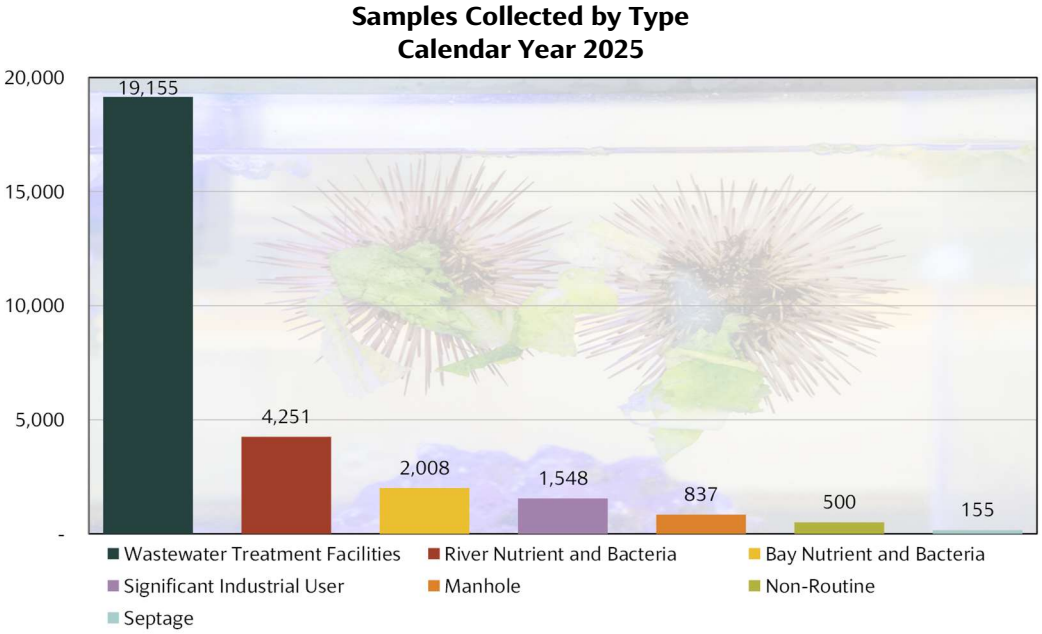
NBC's facilities continued to provide highly effective wastewater treatment, protecting Narragansett Bay from high loadings of conventional and other pollutants. From July 1, 2025, through March 31, 2026, FP treated an average of 36.6 million gallons per day (MGD), and BP treated an average of 17.6 MGD. In terms of effluent quality, cBOD averaged less than 6 mg/L at each facility, well within the monthly average RIPDES seasonal permit limits of 20-25 mg/L, while TSS averaged below 6 mg/L, well below the monthly average RIPDES seasonal permit limits of 20-30 mg/L.



CSO Phase III Tunnel

NBC's Interceptor Maintenance (IM) section inspected and cleaned 25,304 feet of NBC sewer lines. In addition, IM removed 10 tons of material from CSOs, 60 tons of grit from 469 catch basins, and 106 tons of grit from interceptors.

In CY 2025, NBC conducted daily sampling at both the FP and BP treatment facilities to ensure compliance with the RIPDES permit requirements and federal mandates. Staff collected 28,454 samples, 67% of which were associated with WWTF monitoring. To support water quality assessment, 15% of the samples focused on river nutrients and bacteria, while 7% were collected for Narragansett Bay nutrient and bacteria monitoring. The Laboratory completed the analysis of 107,003 parameters including nutrient analysis of 11,434 samples and fecal coliform analysis of 3,208 samples.



NBC secured a $2.1 million EPA Emerging Contaminant Grant, capitalizing on a rare funding opportunity to support the PFAS Testing and Monitoring – PFAS Compounds Testing Equipment Project. This investment will enhance NBC's ability to identify and manage PFAS, often referred to as "forever chemicals", in advance of future regulatory requirements.

A Memorandum of Agreement with was executed regarding the Commission's potential acquisition of Woonsocket's Regional Wastewater Treatment Facility (the "WWTF") and Thermal Conversion Facility Complex (the "Incinerator" and together with the WWTF, the "Facilities"). In addition to servicing the residents of Woonsocket (approximately 9,000 customer accounts), the Facilities also accept flow from the neighboring communities of Bellingham and Blackstone, Massachusetts, and North Smithfield, Rhode Island, under intermunicipal agreements between each of these communities and Woonsocket.



Outfall 018

NBC has expended roughly $156.5 million in capital expenditures in FY 2026. During the fiscal year, NBC completed the CSO Phase IIIA OF 205 Project (30803), a $6.7 million initiative that constructed near-surface facilities to divert flow from the existing CSO OF 205 pipe to a drop shaft feeding the CSO storage tunnel. NBC also completed the Office and Building Improvements Project (91000), which delivered office renovations, space reconfigurations, HVAC upgrades, and roof replacements across the FP and BP campuses. In addition, the Interceptor Inspection and Cleaning Project (30482M) was completed. This work included CCTV inspection and cleaning of NBC interceptors and scheduled sewer mains. Significant progress was achieved on the Pawtucket Tunnel and Pump Station Shaft Project (30801). This project, expected to be completed in July 2026, involves constructing an 11,600-foot deep-rock tunnel in Pawtucket and a tunnel pump station designed to convey wastewater flows to the BPWWTF.

Financing of the Capital Program continued to be a priority in FY 2026. NBC executed a $75 million loan through Rhode Island Infrastructure Bank (RIIB) to fund the CIP. The loan includes $8.8 million of principal forgiveness, the largest amount on record for RIIB. NBC's applications for general and compliance rate relief were filed with the PUC, with a projected across-the-board rate increase of 10.97% effective July 1, 2026.



RIDEM officials tour the CSO Tunnel

From a financial perspective, NBC expects FY 2026 revenue to exceed the budget by $0.5 million. User Fees are projected to be below budget, while Late Charge Fees are expected to be $0.4 million higher than budget due to higher receivables. The most significant variance in Non-Operating Revenue is attributable to a larger-than-planned transfer from the OMR Fund, driven by the inclusion of biosolids expenses that were not budgeted.

NBC's FY 2026 Operating Expense is projected to be under budget. NBC projects Personnel Expense will be 5.9% or $2.0 million below budget due to the number of unfilled positions during the year. Biosolids expense is projected to be $1.6 million or 22.1% higher than the budget. In February 2026, NBC finalized a new biosolids contract that negotiated a service fee beginning in FY 2026, in exchange for a reduction in fees under the new agreement.

NBC maintained its strong commitment to public outreach throughout FY 2026, highlighted by its celebration of RI's Clean Water Week. In April, NBC hosted a public open house featuring free tours of the FPWWTF and the Water Quality Science Building, along with hands-on activities such as touch-a-truck, touch-a-boat, a pipe walk-through experience, and more. Also in April, Field's Point celebrated its 125th birthday. The facility, originally built in 1901, has received critical recent investments that have contributed to the Bay being the cleanest it has been in over 150 years.

The Watershed Explorers program continued to thrive, offering a wide range of fun, hands-on learning experiences for schools across NBC's Service Area. Designed to inspire students and teachers to become environmental stewards, the program focuses on understanding local watersheds and nearby water bodies. Throughout the school year, Watershed Explorers engages second-grade through sixth-grade students with classroom activities and educational field trips that bring watershed science to life.



Watershed Explorers Conference 2025

NBC hosted its Annual Watershed Explorers Conference in May with 13 schools participating. 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.

NBC completed a successful shellfish transplant in designated shellfishing areas, partnering with 60 fishermen who collected 1,524 bags (50 pounds each), totaling 76,200 pounds of shellfish. The relocated shellfish were moved to areas where they can grow and reproduce more effectively, supporting healthier populations and helping to expand future shellfishing opportunities

Summary

When we speak about the work we do here at the Narragansett Bay Commission, we often use terms like "protection" and "enhancement," but there is another word that is equally appropriate: legacy.

In 2026, the Field's Point Wastewater Treatment Facility celebrated its 125th anniversary; in 2027 Bucklin Point will celebrate its 75th. These facilities and the environmentalists who work at them have historically done the heavy lifting of cleaning our water for the improvement of our rivers, our bay, and our collective health. Today's young people will never know a polluted Narragansett Bay. One can argue that this is an admirable legacy---and we would agree---except we know that no legacy is assured without continued efforts for improvement.

This budget lays out our persistent work for clean water through important capital initiatives like the CSO project, through ongoing efforts for a sustainable biosolids solution for our state, and through determined efforts for climate resiliency.

Our dedicated staff and Board of Commissioners join me in this work. I am very grateful for their commitment and enthusiasm for our legacy and our future goals.



Laurie Horridge
Executive Director

About Narragansett Bay Commission

Importance of Narragansett Bay

Narragansett Bay functions as a thriving estuary, its waters rich with plankton that form the foundation of the food chain and support a diverse community of species, including clams, quahogs, crabs, lobsters, snails, shrimp, and sponges. Seasonal migrations bring numerous fish species into and out of the Bay, and more than 350 bird species have been observed throughout the surrounding Narragansett Bay area.



Providence Harbor
Photo by Krystine De Leon Severino

The Bay also supports an abundance of recreational opportunities, from swimming and kayaking to boating, sportfishing, and relaxing along its beaches. Its waters are equally vital to Rhode Island's commercial fishing community, whose livelihood depends on the resources of Narragansett Bay. These long-standing traditions of harvesting with nets and rakes have helped establish the state as a renowned source of fresh seafood.

As Rhode Island's greatest natural resource, Narragansett Bay provides both recreational enrichment and significant economic benefits that contribute to the state's overall well-being. The Narragansett Bay Commission (NBC) serves a central role in safeguarding this invaluable ecosystem by ensuring high-quality wastewater treatment and maintaining an effective collection system to protect and enhance the Bay's water quality.

History of Narragansett Bay Commission

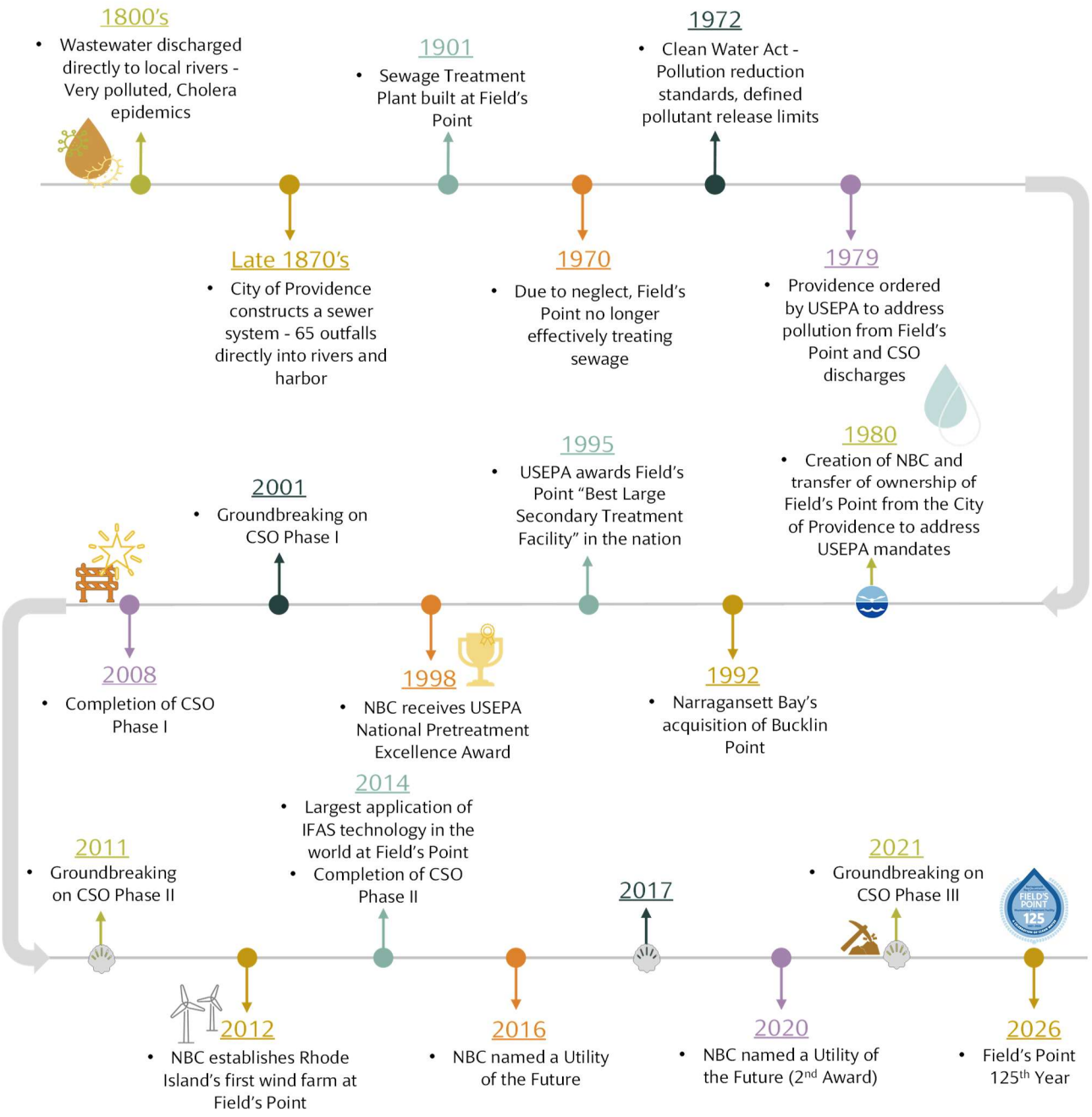
As early as the middle 1800s, Providence city engineers recognized the importance of a system of sewage and stormwater collection system to safeguard the public health of an expanding population. Following the City Engineer's overseas study of European treatment technologies, Rhode Island's first sewerage 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.

Timeline of the Commission



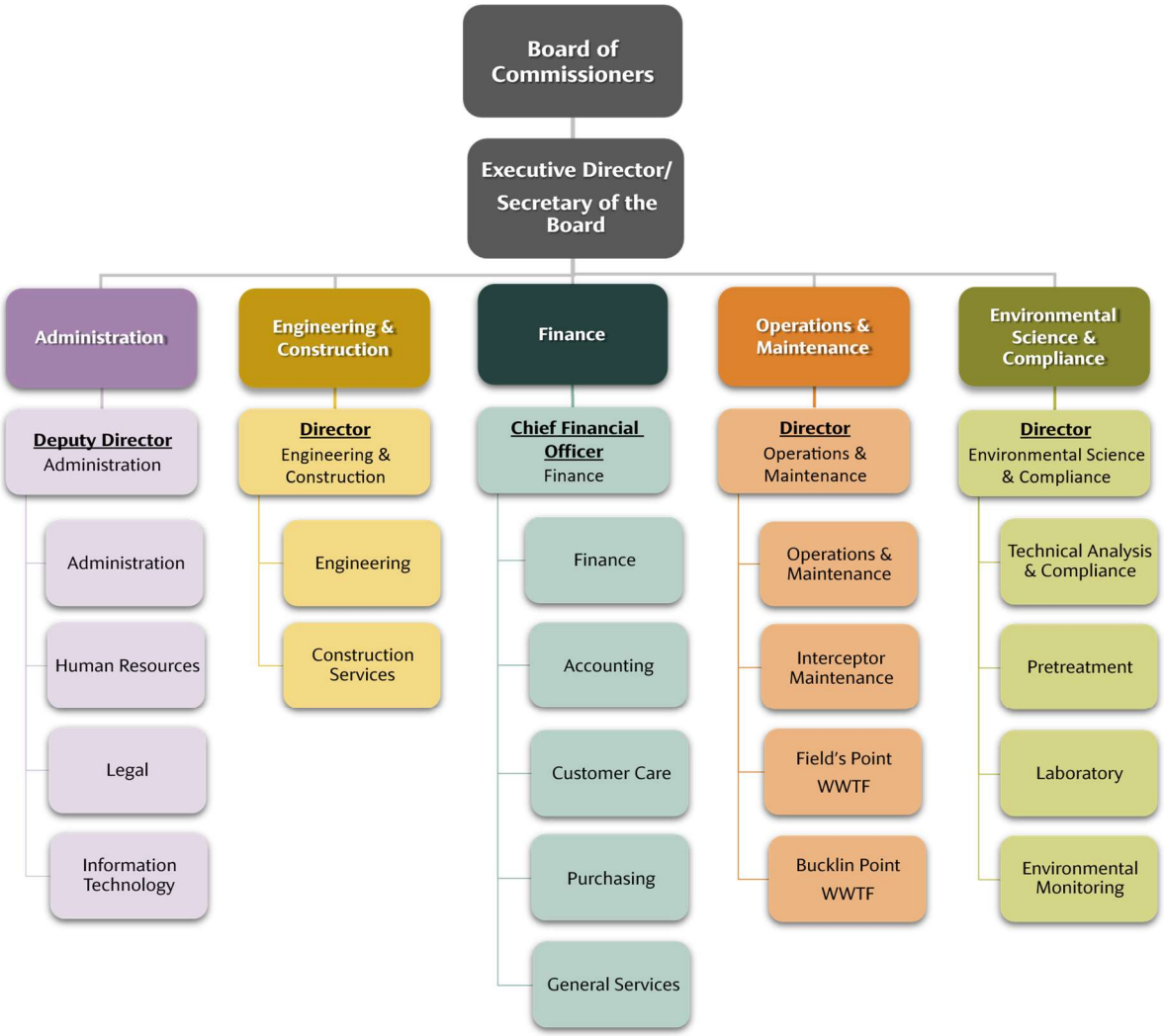
The Commission

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 RIPUC. 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 86,300 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 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 2025, Field's Point evaluated 3,258 compliance points and Bucklin Point evaluated 2,940 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	May 30, 2025	AA-/Stable	All Outstanding Parity Debt	AA-/Stable	New
Kroll Bond Rating Agency	September 29, 2025	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 also require that certain material events identified herein be disclosed on EMMA 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 primarily funded through a system of fees and charges, which are set forth in "tariffs" regulated by the 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.



NBC's Customer Care Staff
Photo by Peter Goldberg

Did you know?

Narragansett Bay contains over 700 billion gallons of water that span 150 square miles. (www.dem.ri.org)

NBC Sewer User Charges

The following tables detail NBC's rate history and FY 2027 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	Compliance/ General	Compliance/ General [1]
Effective Date	8/1/2023	7/1/2024	7/1/2025	7/1/2026
Purpose	O&M/ Rate Base	Debt	Debt/O&M/ Rate Base	Debt/O&M
Revenue Increase	5.96%	2.42%	10.07%	10.70%
User Rate Increase	6.54%	2.56%	10.35%	10.97%
Average Annual Residential Fee (150gpd)	$553	$567	$622	$690

[1] Includes approved 4.08% Rate Increase effective 7/1/2026 for Debt Service and projected General Rate Case increase

Projected NBC User Fees Effective July 1, 2026[1]

	Billing Unit	Charge [1]
Customer Charge – Fixed Fee		
Customer Class		
Residential	Dwelling Unit	$ 317.41
Commercial and Industrial	Meter Size	
	⅝"	$752
	¾"	1,129
	1"	1,881
	1 ½"	3,763
	2"	6,022
	3"	11,290
	4"	18,818
	6"	37,635
	8"	60,215
	10"	86,561
Customer Charge – Usage Based Fee		
Customer Class		
Residential	HCF [2]	$ 5.093
Commercial	HCF [2]	$ 7.650
Industrial	HCF [2]	$ 5.012

[1] Projected - Based on Pending Rate Case
[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 2024 rate for residential sewer users is calculated based on consumption of 120 HCF, it is approximately 18.1% below the national average of $932 for major U.S. Cities. On a state level, when NBC's 2025 residential rate is calculated based on consumption of 73.2 HCF, it is approximately 23.6% below the state average of $814.

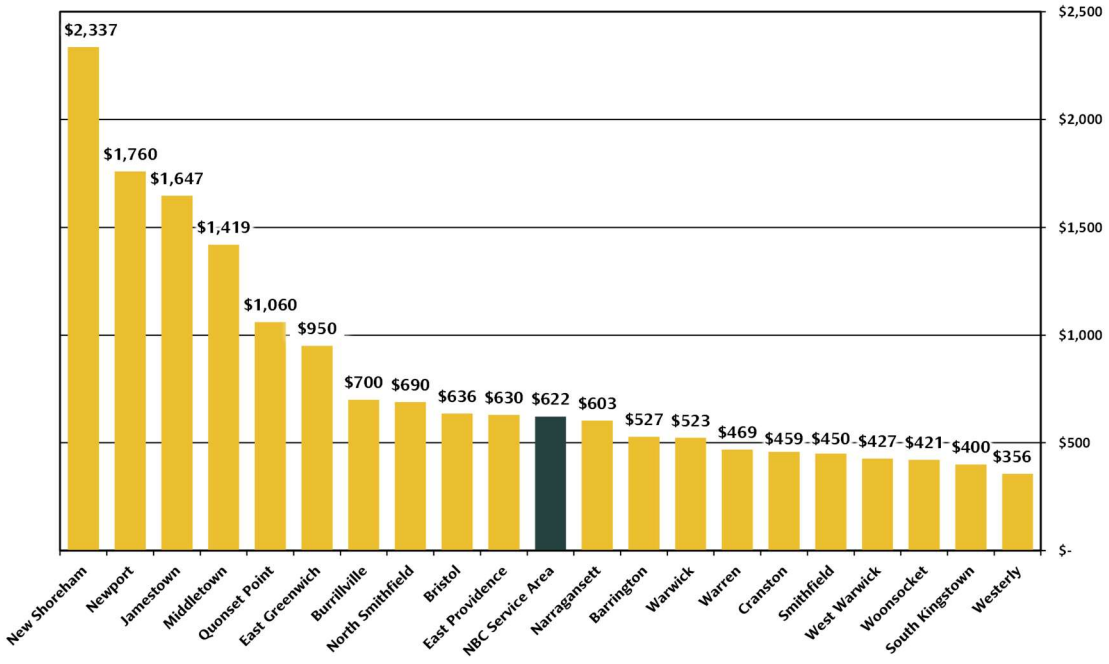
2024 Annual Residential Sewer Charges for Major U.S. Cities

(Figures based on 2024 MWRA Survey and 120 HCF - 90 kgal)

Seattle, WA	$	2,196	San Diego, CA	$	773
San Francisco, CA		1,986	Providence, RI		763
Washington, DC		1,637	Los Angeles, CA		760
Portland, ME		1,530	Columbus, OH		731
Portland, OR		1,523	Jacksonville, FL		687
Honolulu, HI		1,347	Saint Paul, MN		652
MWRA Service Area		1,220	Philadelphia, PA		638
Newark, NJ		1,218	San Jose, CA		595
Houston, TX		1,176	Dallas, TX		592
Saint Louis, MO		1,103	Fort Worth, TX		589
Boston, MA		1,044	Chicago, IL		536
Austin, TX		1,040	Santa Fe, NM		508
Indianapolis, IN		1,033	San Antonio, TX		438
New Orleans, LA		961	Phoenix, AZ		362
New York, NY		929	Milwaukee, WI		340
Atlanta, Georgia		795	Las Vegas, NV		277
Detroit, MI		789	Average	$	932

2025 Annual Rhode Island Residential Sewer Charges

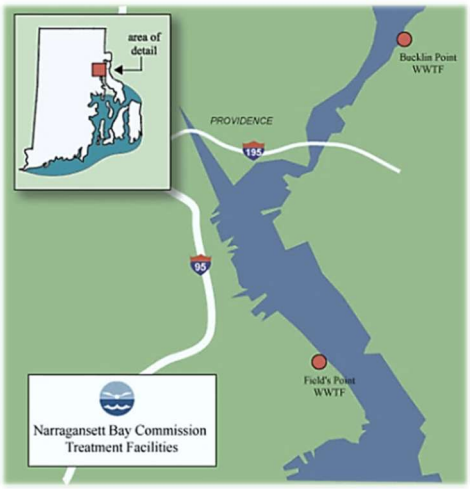
Annual Usage of 73.2 HCF



*Newport includes stormwater fees

NBC Facilities

NBC owns and operates Rhode Island's two largest 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 towns of Johnston, North Providence, portions 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?
The Bay has an average depth of 26 feet; 184 feet at its deepest.
(www.savebay.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.



Bucklin Point Wastewater Treatment Facilities

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

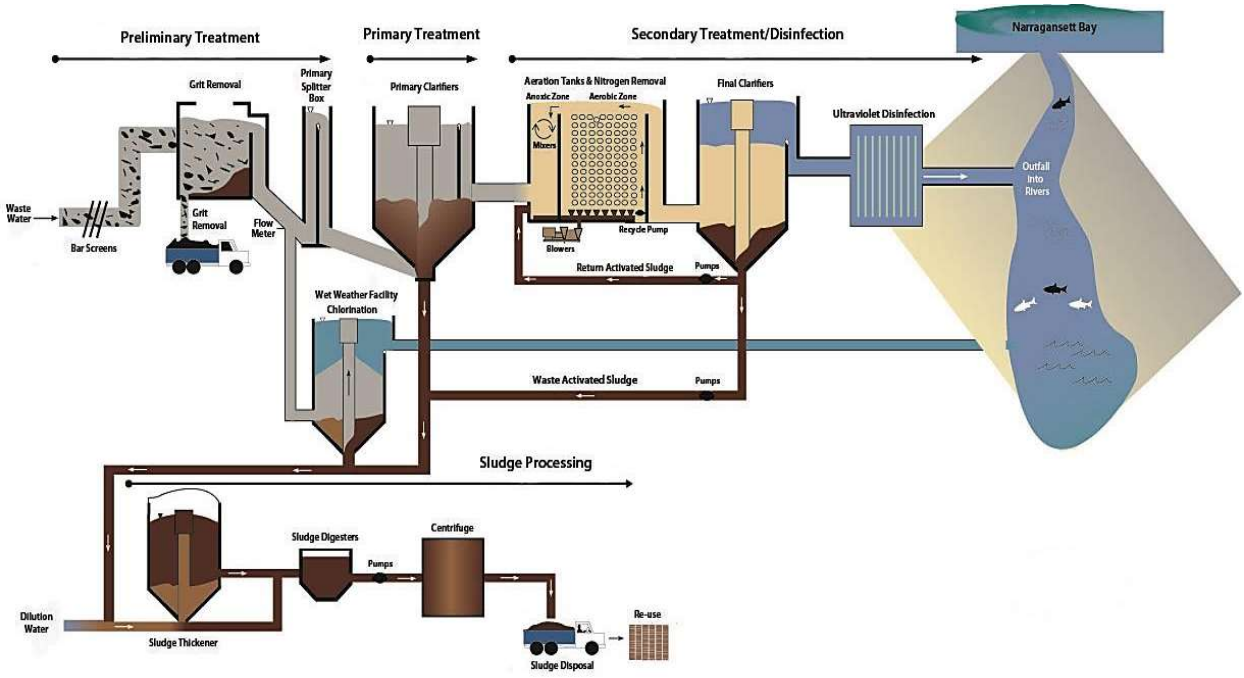
Three pump stations in the Bucklin Point service area are also owned and operated by NBC, including the Omega Pump Station (East Providence), the Saylesville Pump Station (Lincoln) and the Washington Highway Pump Station (Lincoln). NBC also owns and operates a Septage Receiving Station in Lincoln.

NBC is responsible for ensuring that the overflows from the 27 CSOs in the Bucklin Point service area comply with federal and state discharge requirements. NBC also owns and maintains 30 miles of interceptors.

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.

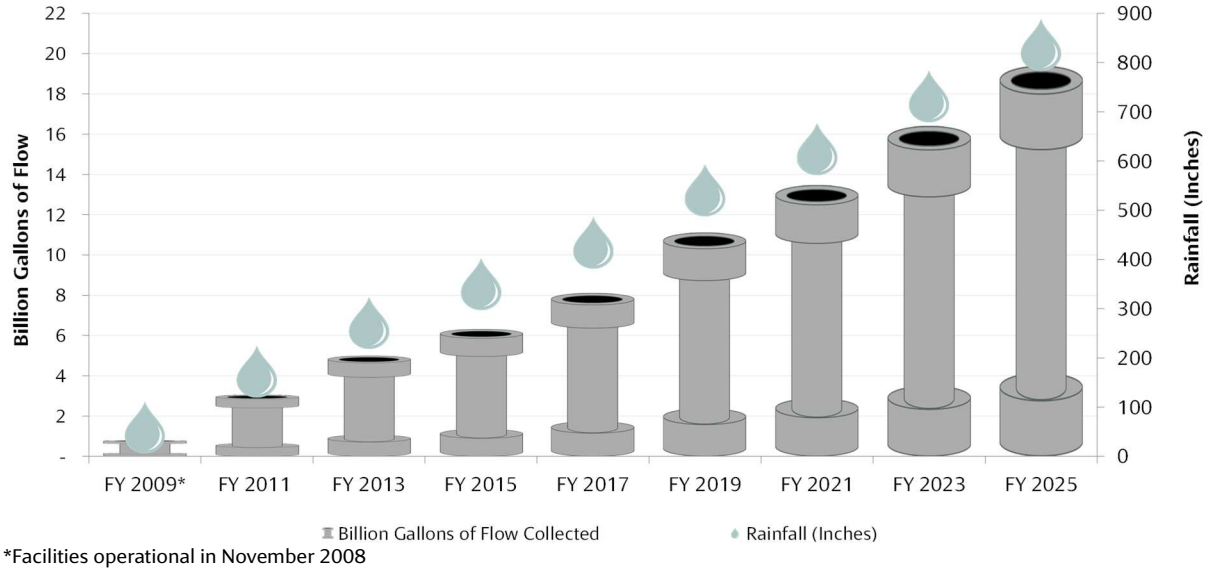
CSO Phase I Facilities

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



CSO Phase I Tunnel

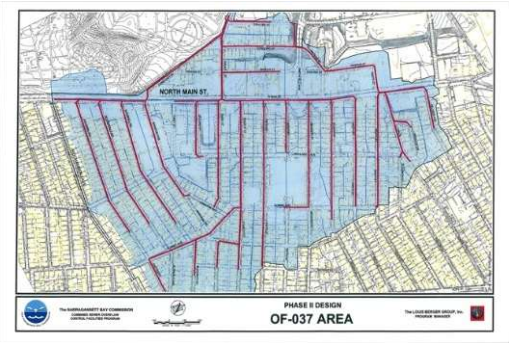
CSO Phase I Facilities – Cumulative Collection of Flow



*Facilities operational in November 2008

CSO Phase II Facilities

The CSO Phase II Facilities became operational in FY 2015. The most significant components of the Phase II Facilities are two main interceptors in the Field's Point Service area and a wetlands treatment facility. The Seekonk Interceptor is approximately 7,000 feet along the Seekonk River, and the Woonasquatucket Interceptor is approximately 17,200 feet along the Woonasquatucket River. The interceptors convey the flows to the CSO Tunnel constructed in Phase I. Additionally, a wetlands treatment facility was constructed to include a storage tank. During small storms, flows are stored until the flow can be pumped into the collection system for treatment. During larger storms, treatment is provided by the wetland facilities.



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

CSO Phase III Facilities

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 2043.



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 eight are complete, and the remaining are in the design or construction phase. The estimated project cost is $907.1 million. Phase III A facilities are scheduled to be operational by FY 2028.

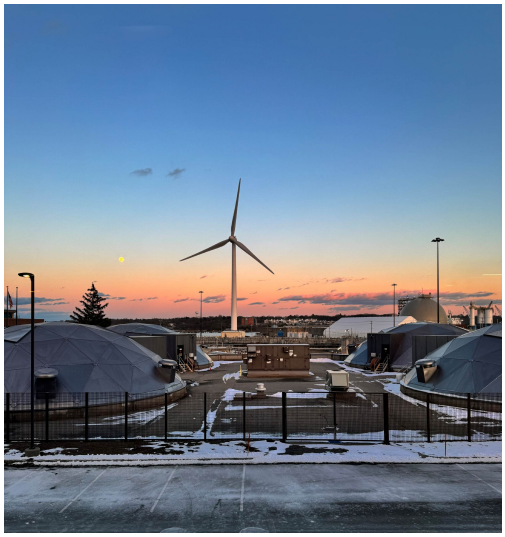
The Phase III B Facilities include near surface facilities to convey CSO flow to the tunnel, regulator modifications, sewer separation and green stormwater infrastructure. Design of the Phase III B Facilities is included as part of the CSO Phase III A Facilities. Construction of Phase III B Facilities is scheduled to begin in FY 2030 and be complete in 2032.

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

Did you know?
Narragansett Bay is New England's largest estuary.
(www.savebay.com)

Energy Conservation and Sustainable Energy

NBC uses more than 35 million kWh of electricity annually, which has presented NBC with the opportunity to maximize energy efficiency and employ sustainable resources through its Sustainable Energy program. This involves the identification and implementation of conservation methods, and the use of sustainable energy resources to mitigate environmental impact.



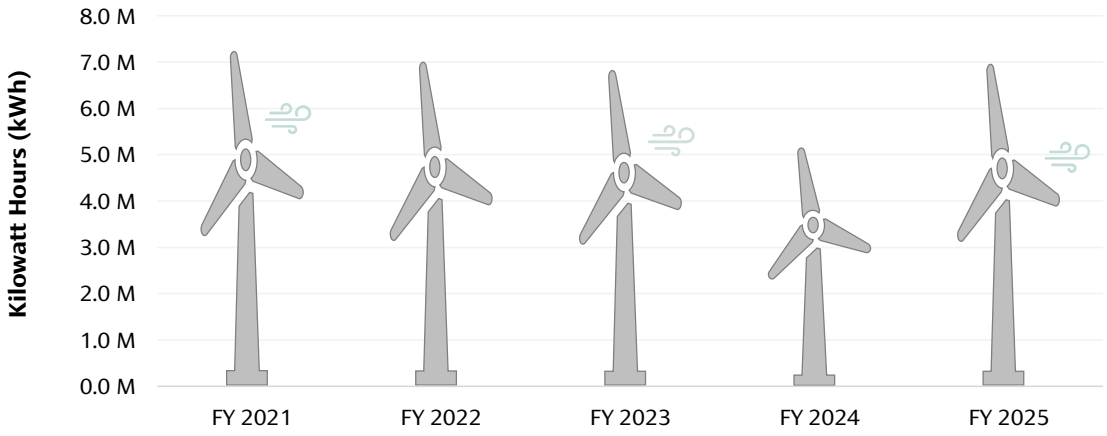
Field's Point Campus
Photo by Krystine De Leon Severino

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. In FY 2025, the wind turbines generated approximately 7.0 million kWh of electricity, reducing NBC's electricity purchases, and generating REC revenue.

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 through the anaerobic breakdown of organic material in wastewater sludge into heat and electricity. The energy generated will support on-site facility operations and must comply with strict emissions permit requirements. The CIP includes three projects related to biosolids treatment and disposal. The most significant is the Biosolids Management Facility Upgrades Project (20701), with an estimated cost of $108.0 million. This project involves a comprehensive evaluation, planning, and implementation of both immediate and long-term upgrades to the biosolids dewatering facilities at NBC's Field's Point and Bucklin Point WWTFs.

Until digester improvements are completed under the BPWWTF Sludge Digestion Facility Improvements Project (81800), supplemental natural gas will be required to operate the facility. Once fully operational, the biogas 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

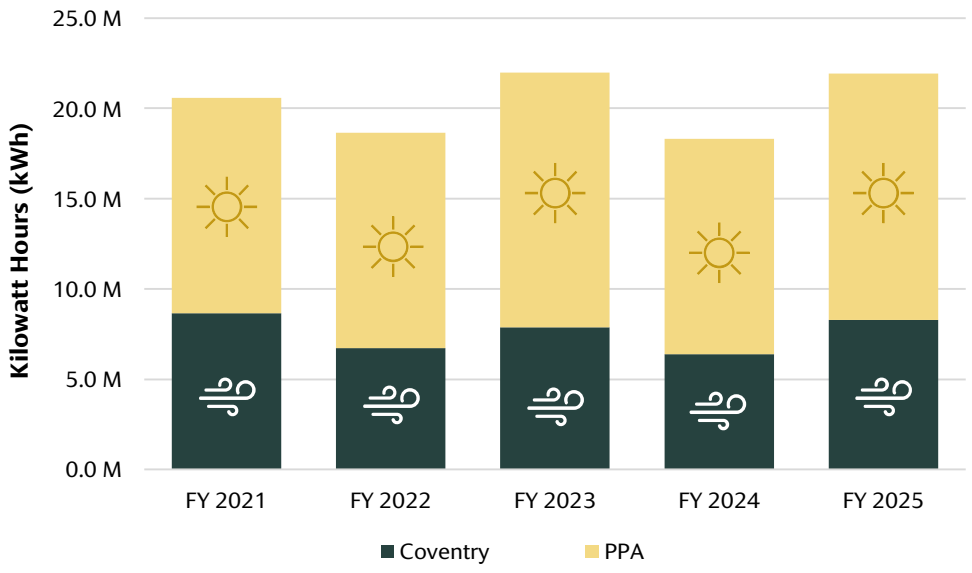
NBC has two Power Purchase Agreements (PPA) for renewable energy projects. The electricity generated is net-metered on NBC's electric accounts. NBC compensates the contractor based on 75% of kWh generated multiplied by the prevailing net metering rate and retains the remaining 25% of the net metering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



Solar PPA Facilities

In FY 2027, the Coventry turbines and PPA's are anticipated to generate 7.5 million and 13.5 million kWh, respectively. Below is a graph showing the prior five years of kWh production.

Net-Metered Energy Production



Did you know?

The Bay is a nursery and habitat for more than 60 species of fish and shellfish, more than 200 bird species and many marine mammals. (www.savebay.org)

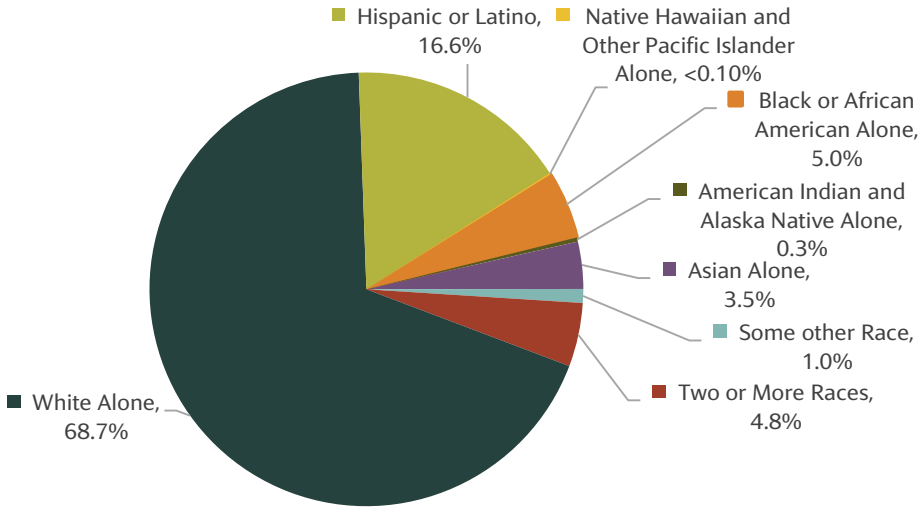
Demographics

Rhode Island Population

According to the 2026 U.S. Census American Community Survey, the total Rhode Island population is 1,114,521. NBC provides service to approximately 403,000 people or 36.1% of Rhode Island's population.

Race and Ethnicity[1]

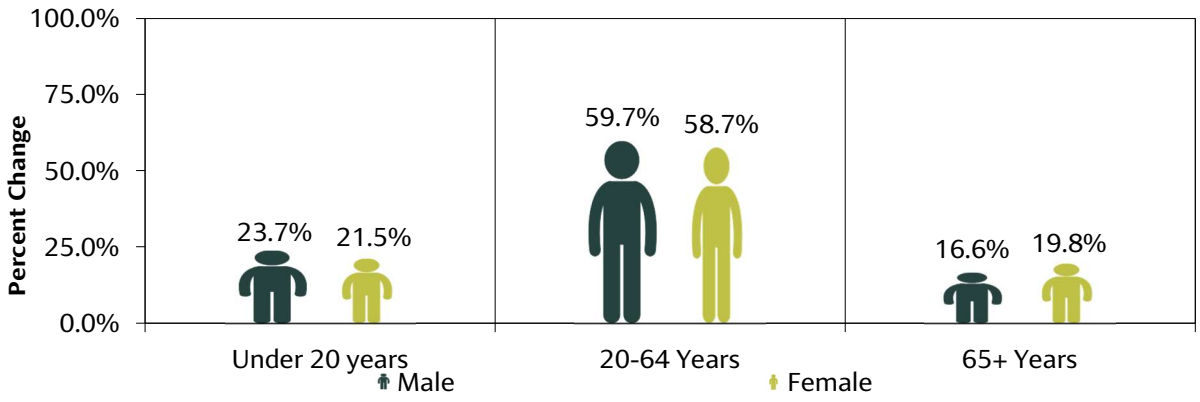
The chart indicates that 68.7% of Rhode Island's population identifies as White alone, followed by 16.6% who identify as Hispanic or Latino and 5.0% who identify as Black or African American alone. Additionally, 4.8% identify as Two or More Races, 3.5% as Asian alone, and 1.0% as Some Other Race. Lastly, 0.3% of the population identifies as American Indian and Alaska Native alone, and 0.1% as Native Hawaiian and Other Pacific Islander alone.



(1) Based on 2020 U.S. Census

Rhode Island Population Percent by Age Group and Gender 2020 [2]

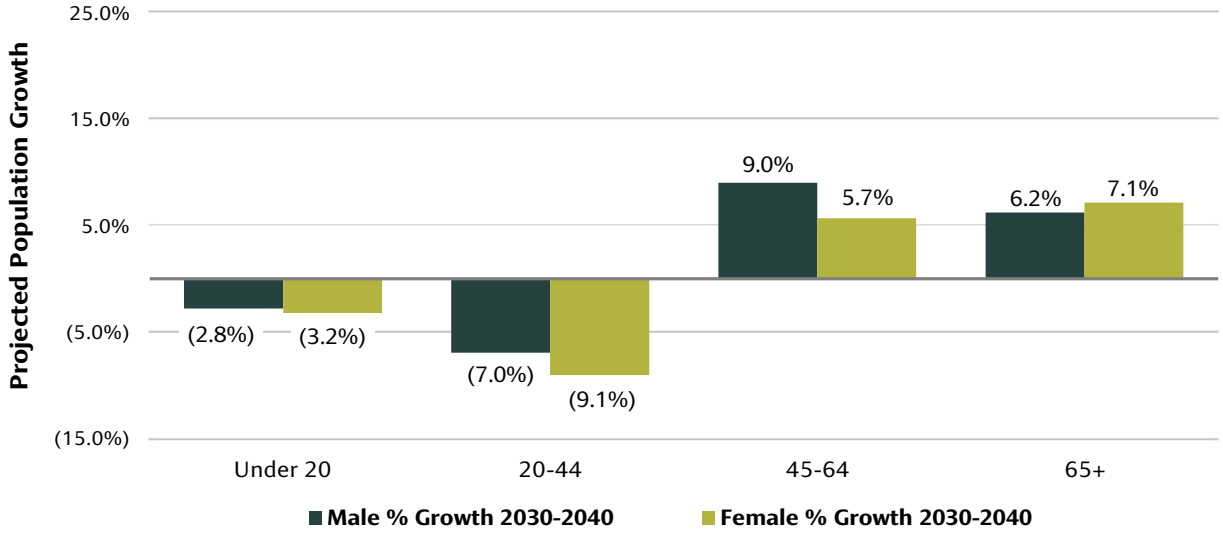
The graph below represents the 2020 Rhode Island population by age group and gender. The largest share falls within the 20–64 age group, representing 59.7% of males and 58.7% of females. Individuals under 20 make up the next largest group at 23.7% of males and 21.5% of females. Adults aged 65 and older account for the smallest share, comprising 16.6% of males and 19.8% of females.



(2) Based on 2020 U.S. Census

Rhode Island Projected Population Percent Growth by Age Group and Gender 2030-2040

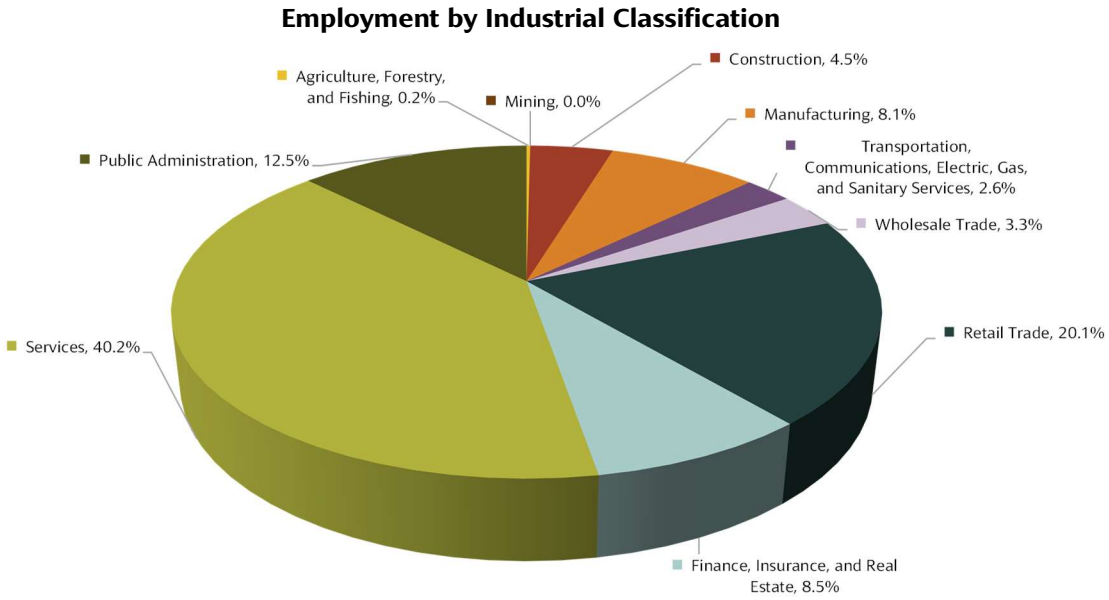
The graph below demonstrates the projected population changes in Rhode Island from 2030 to 2040 by age group and gender. The strongest growth is expected in the 45–64 male population, increasing by 9.1%, and in the 65-and-older female population, which is projected to grow by 7.1%. Additional increases are anticipated among males aged 65 and older and females aged 45–64. The largest declines are projected for both males and females in the 20–44 age group, while the under 20 population is expected to experience a smaller decrease at 3.2% for females and 2.8% for males.



*Source: Rhode Island Statewide Planning - Population Projections

Rhode Island Economy

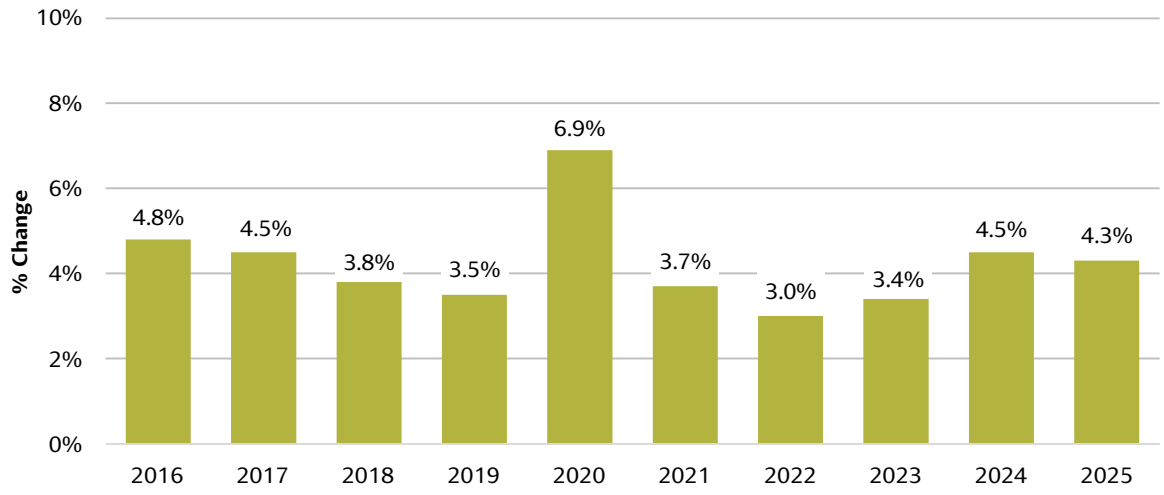
According to the Rhode Island Department of Labor and Training, a majority of the economic base of Rhode Island is within the Services Industries at 40.2%, followed by Retail Trade at 20.1%. The chart below shows employment by industrial classification for the calendar year 2024.



*Source: RI Department of Labor and Training-Labor Market Information 2024

The graph below illustrates Rhode Island's unemployment rate over the past ten years using data from the Bureau of Labor Statistics. The unemployment rate steadily declined from 4.8% in 2016 to 3.5% in 2019. In 2020, the rate rose sharply to 6.9%, largely due to the impacts of the COVID-19 pandemic. The rate then declined to 3.7% in 2021 and continued to improve, reaching 3.0% in 2022. After increasing modestly following 2022, unemployment improved again, declining to 4.3% by 2025.

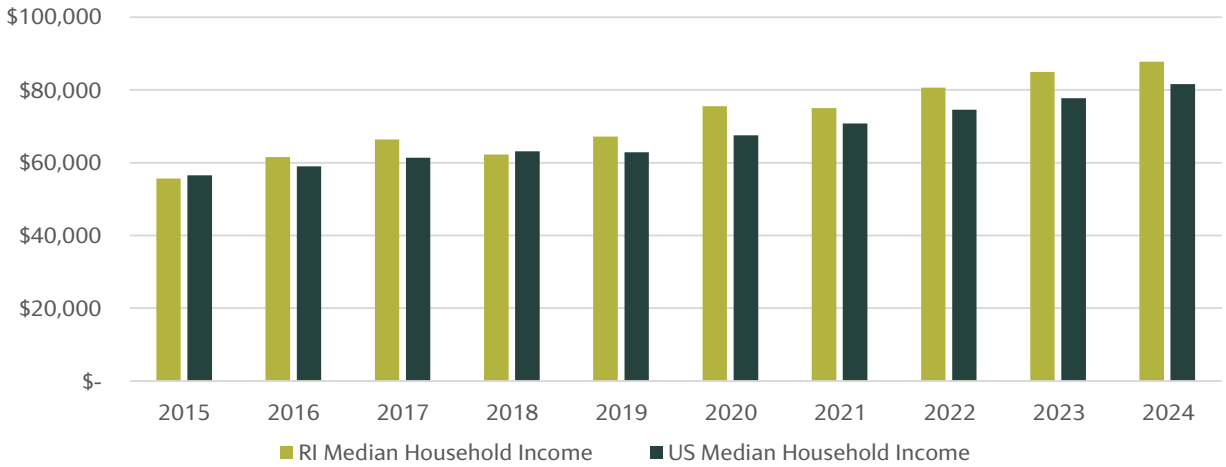
Rhode Island Unemployment Rates



*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 2015-2024 compared to national statistics. The Rhode Island median household income increased by approximately 3.3%, or $2,824 in 2024 dollars, with median household income of $87,796. 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

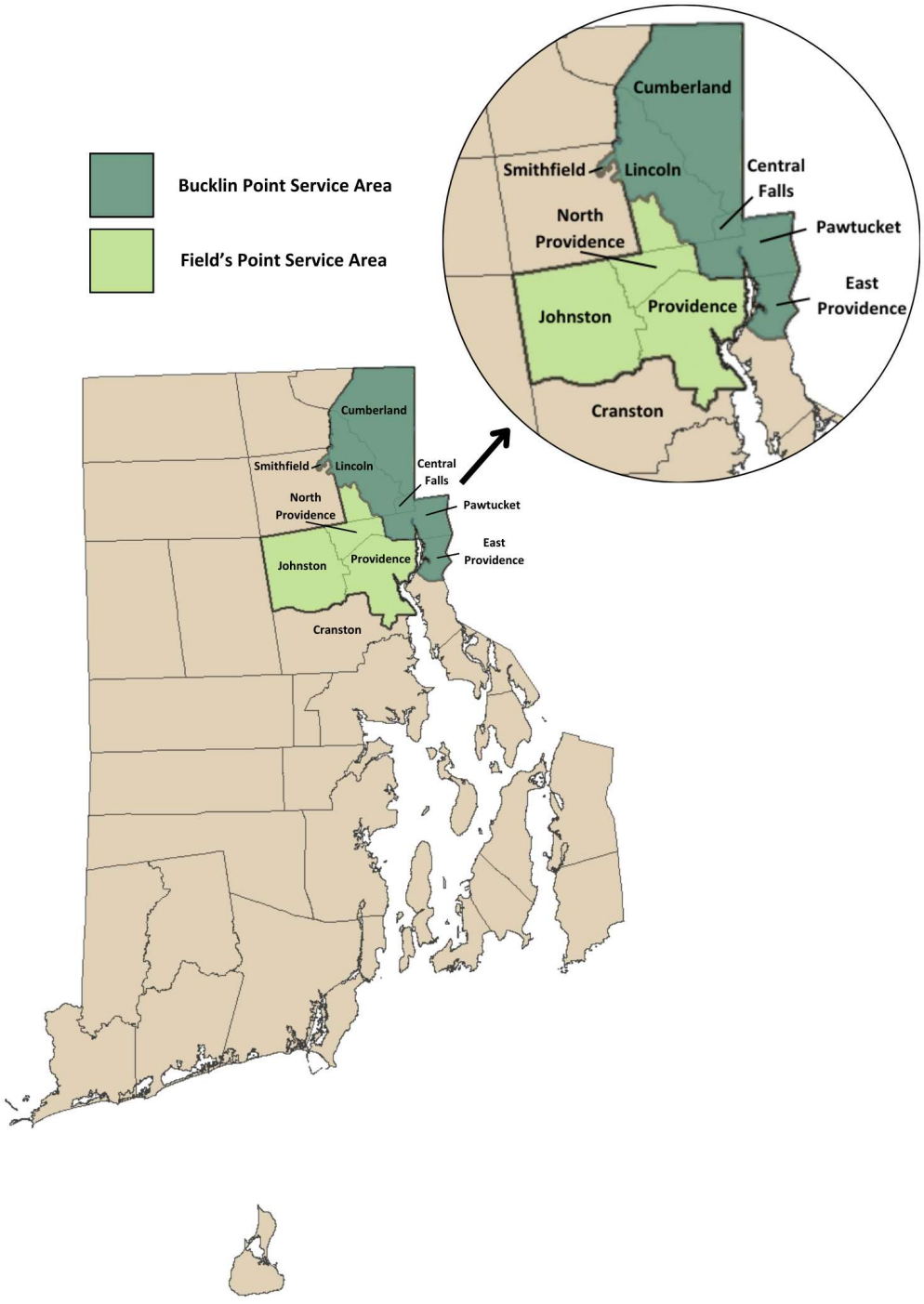


*Source: United States Census Bureau – Household Income in States and Metropolitan Areas: 2024

NBC Service Area

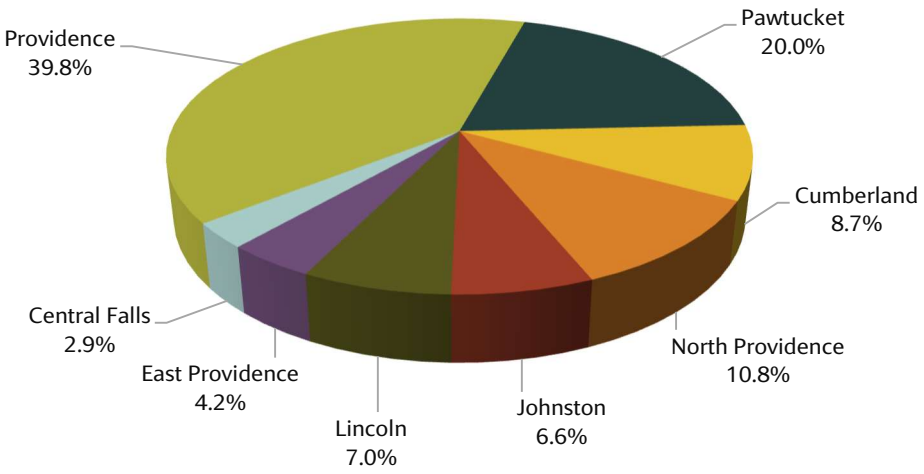
NBC provides reliable, cost-effective wastewater collection and treatment services to approximately 403,100 residents and approximately 7,441 businesses in the metropolitan Providence and Blackstone Valley areas. These communities include Providence, North Providence, Johnston, Pawtucket, Central Falls, Cumberland, Lincoln, the northern portion of East Providence, and small sections of Cranston and Smithfield.

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



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

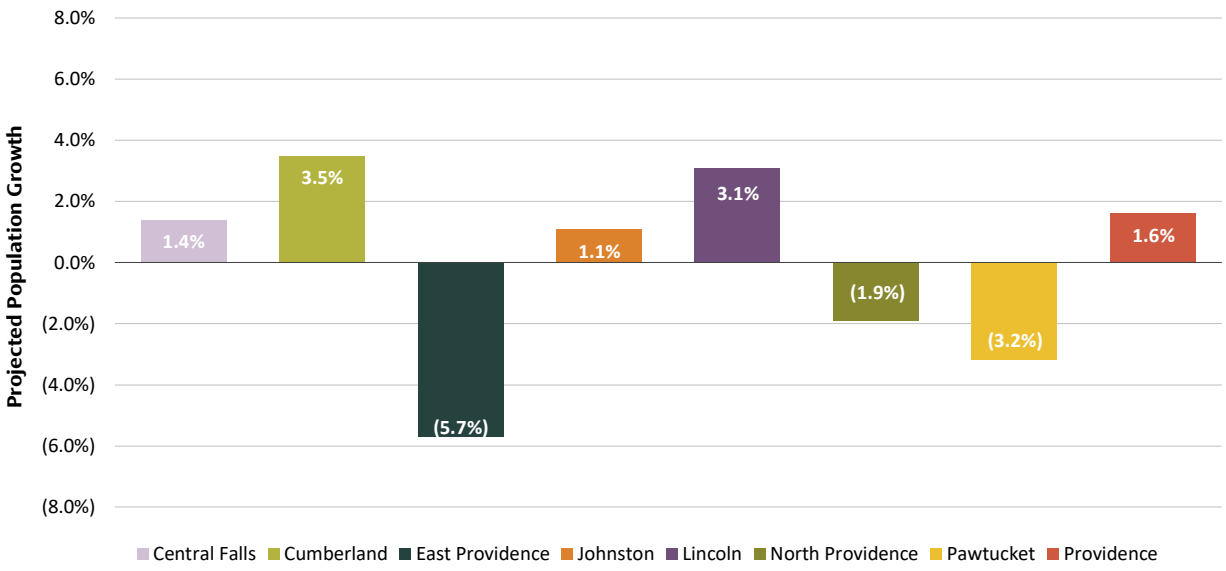
Percentage of Accounts by Community



NBC Service Area Population and Statistical Information

The Rhode Island Office of Statewide Planning projects population changes by city and town. The graph below illustrates the projected population growth for NBC's service area from 2030 to 2040. The largest projected increases over this ten-year period are in the towns of Cumberland and Lincoln, with populations expected to grow by 3.5% and 3.1%, respectively. In contrast, East Providence and Pawtucket are projected to experience population declines of 5.7% and 3.2%, respectively, over the same period.

Projected Population Growth by City/Town 2030-2040

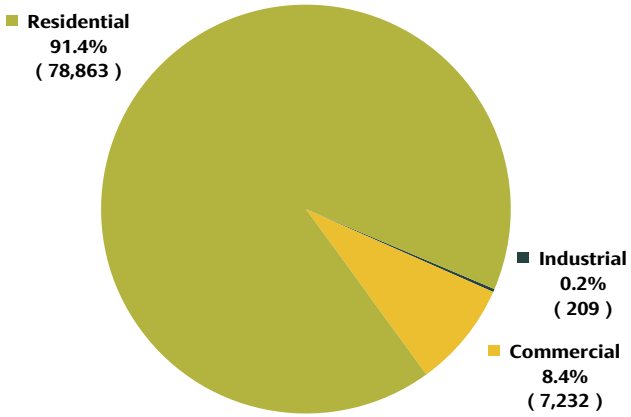


*Source: Rhode Island Statewide Planning – Population Projections

NBC Customer Base

NBC's user fee rate structure classifies users as residential, commercial, or industrial. Residential customers include residential structures with six dwelling units or less and all residential condominiums regardless of the number of dwelling units. NBC has approximately 78,863 residential accounts, which are 91.4% of the total accounts.

Accounts by User Classification

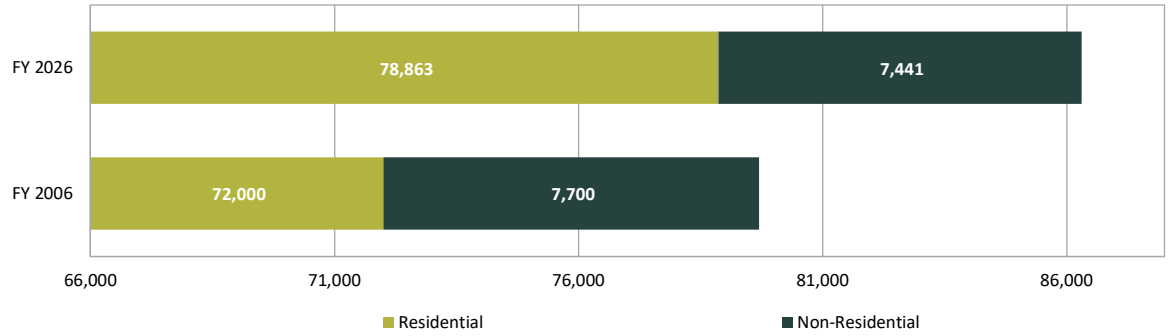


Non-residential accounts include commercial and industrial users. NBC classifies industrial properties as structures in which water is used for the production and/or manufacturing based operations including non-contact cooling water, and industrial laundries as defined by the USEPA. NBC has approximately 209 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 7,232 commercial accounts.

As shown on the graph below, over the last twenty years, there has been an 8.3% increase in the number of customer accounts. This is the net effect of a 3.4% decrease in the number of non-residential accounts from 7,700 to 7,441 and a 9.5% increase in the number of residential accounts from 72,000 to 78,863.

Growth in Sewer User Accounts



Did you know?

Narragansett Bay welcomes more than 100,000 fishermen and over 32,000 recreational boats each year. (www.savebay.org)

The largest NBC customers are primarily service and education providers. The table below shows NBC's ten largest customers based on FY 2025 billings.

Top Ten NBC Customers

Customer	FY 2025 Billings	Percentage of Total Annual User Charges
Providence Housing Authority	$ 1,881,599	1.68%
Rhode Island Hospital	1,630,933	1.44%
Brown University	1,486,289	1.31%
City of Pawtucket	907,976	0.80%
City of Providence	856,519	0.75%
Rhode Island Resource Recovery	621,485	0.55%
Providence College	589,980	0.52%
Providence School Department	561,150	0.49%
State of Rhode Island	460,550	0.41%
Fairfield Residential	448,529	0.40%



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

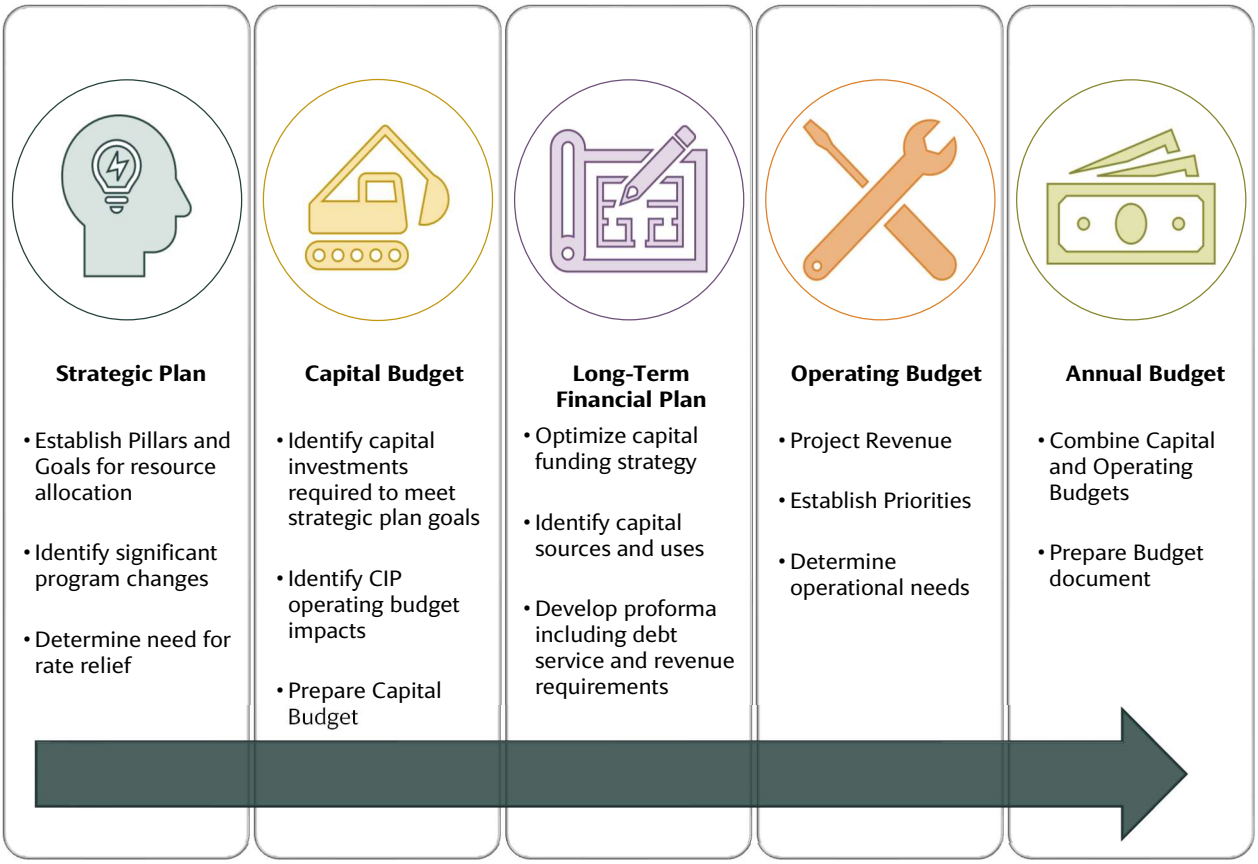
Budget Process and Policies

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, expenses, 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 2027 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 the three-year 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.

Vision

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

Mission

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

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. In Fiscal Year 2025, NBC staff received comprehensive training on the implementation of the new Strategic Plan, including guidance on developing workplans (WP) aligned with identified strategies. Additionally, in FY 2026, fifteen (15) strategic priorities were selected, and corresponding workplans were created to ensure measurable progress by the end of the fiscal year. NBC's Human Resources Team continues to monitor the advancement of these strategies and facilitates coordination across NBC divisions and sections.

NBC will identify the next set of strategic priorities and develop targeted workplans to support their execution in Fiscal Year 2027. The successful completion of annual workplans positions NBC to achieve the overarching goals of the Strategic Plan by the end of its cycle.

In FY 2026, 32% of the 82 reported accomplishments were directly supported by corresponding workplan strategies. For FY 2027, 35% of the 76 identified priorities are aligned with established workplan strategies.

FY 2027 Priorities and FY 2026 Accomplishments Aligned with Workplan Strategies



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.



NBC's Environmental Engineer
Photo by Peter Goldberg

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 are identified, and can be readily linked back to the Strategic Plan Pillars and Goals.

Operational Excellence	**OE1** – Initiate a sustainable biosolids management system **OE2** – Plan for new regulatory requirements in future RIPDES Permits **OE3** – Enhance the capital planning process **OE4** – Encourage operation efficiency and effectiveness
Environmental Sustainability	**ES1** – Incorporate climate resiliency strategies into operational and capital planning **ES2** – Expand sustainability programs
Financial Management	**FM1** – Identify new source 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



Debris Removal in Screening and Grit
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

OPERATIONAL EXCELLENCE

Key Code	Performance Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE3	Ensure 85% of planned projects are completed on time	90%	80%	85%	85%

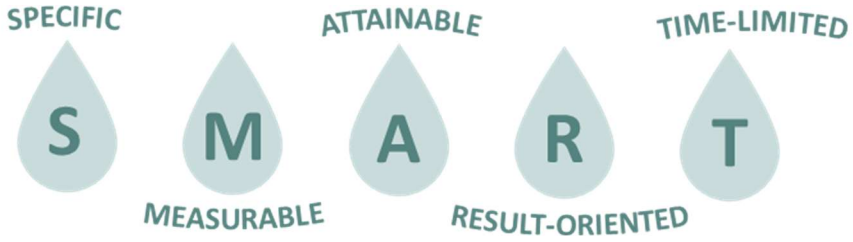
Key Code: To easily identify the Goal in the Strategic Plan

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 119 Performance Measures included in the budget, the majority or 68% are Outcome and Output related and associated with result or quantifiable measures. The remaining 32% correlate to resources used or productivity and are either Efficiency or Input related.

Performance Measure Types

Outcome - 39%
- Program effort of accomplishment *(increase, decrease, % of, effectiveness, timeliness, service/result)*

Output - 29%
- Quantity of units produced/work completed *(quantity, statistics, performance, complete, implement, conduct, respond to, meet, distribute)*

Efficiency - 23%
- Achieve desired result with minimum effort or skill *(ratios, inputs used per unit of output)*

Input - 9%
- Resources allocated to produce Output/Outcome *(expenditures, hours, resources used)*

Operating Budget and the Strategic Plan

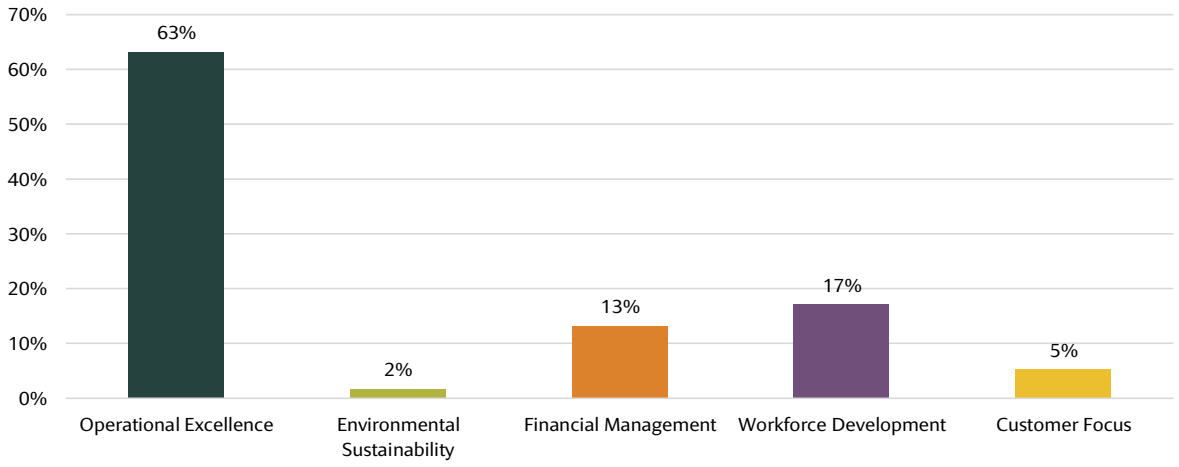
Finance and Cost Center Managers worked to identify and incorporate Performance Measures into their budgets. The Performance Measures are linked to Goals and indicate a clear pathway forward toward the Strategic Plan. Cost Center Managers determined that approximately 55% of the FY 2027 Performance Measures were aligned to Operational Excellence and Financial Management Pillars. In addition, 21% of the Performance Measures relate to Workforce Development and 17% 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 the Performance Measures by Strategic Plan Pillar.

FY 2027 Performance Measures by Strategic Plan Pillar



Fiscal Year 2027 Priorities

As part of the budget process, each cost center included their top priorities for FY 2027. The chart below shows the percentage of NBC's priorities by Strategic Plan Pillar. Of the 76 priorities for FY 2027 for NBC, 48 or 63% are categorized as Operational Excellence followed by Workforce Development at 17% or 13 priorities.

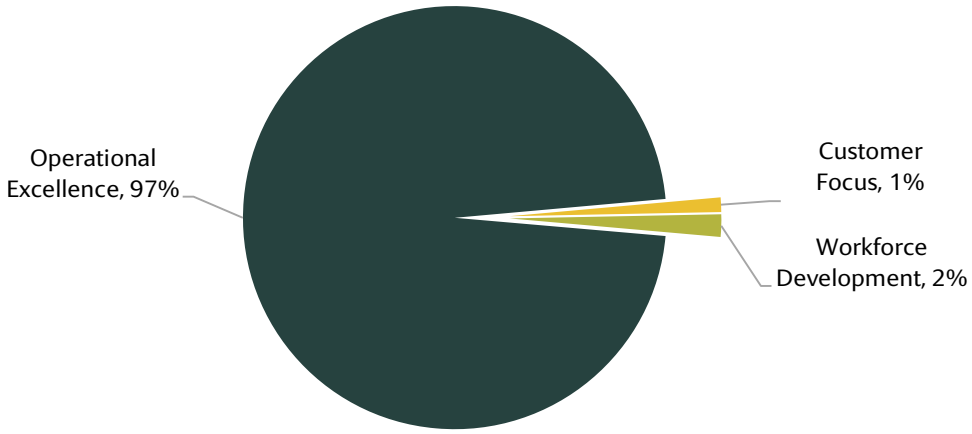


Capital Budget and the Strategic Plan

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.

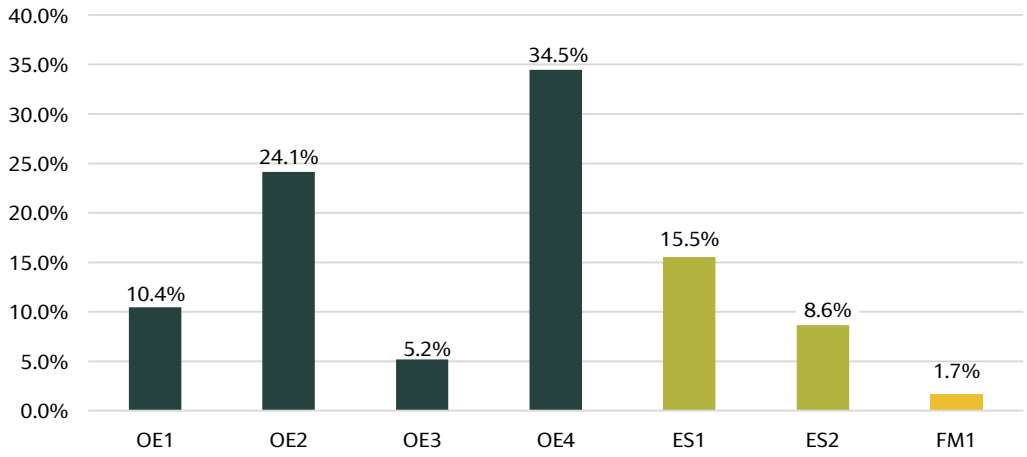
Approximately 97% of programmed OCP assets support NBC's Operational Excellence Pillar. These assets include infrastructure, applications, and compliance. In addition, 2% of assets align with NBC's Workforce development and includes equipment to inspect and maintain NBC's collection system. Customer Focus is represented with 1% of OCP assets programmed for this Pillar. The following table outlines the percentage of FY 2027 programmed capital assets by Strategic Plan Goal.

Operating Capital Program Assets by Strategic Plan Pillar

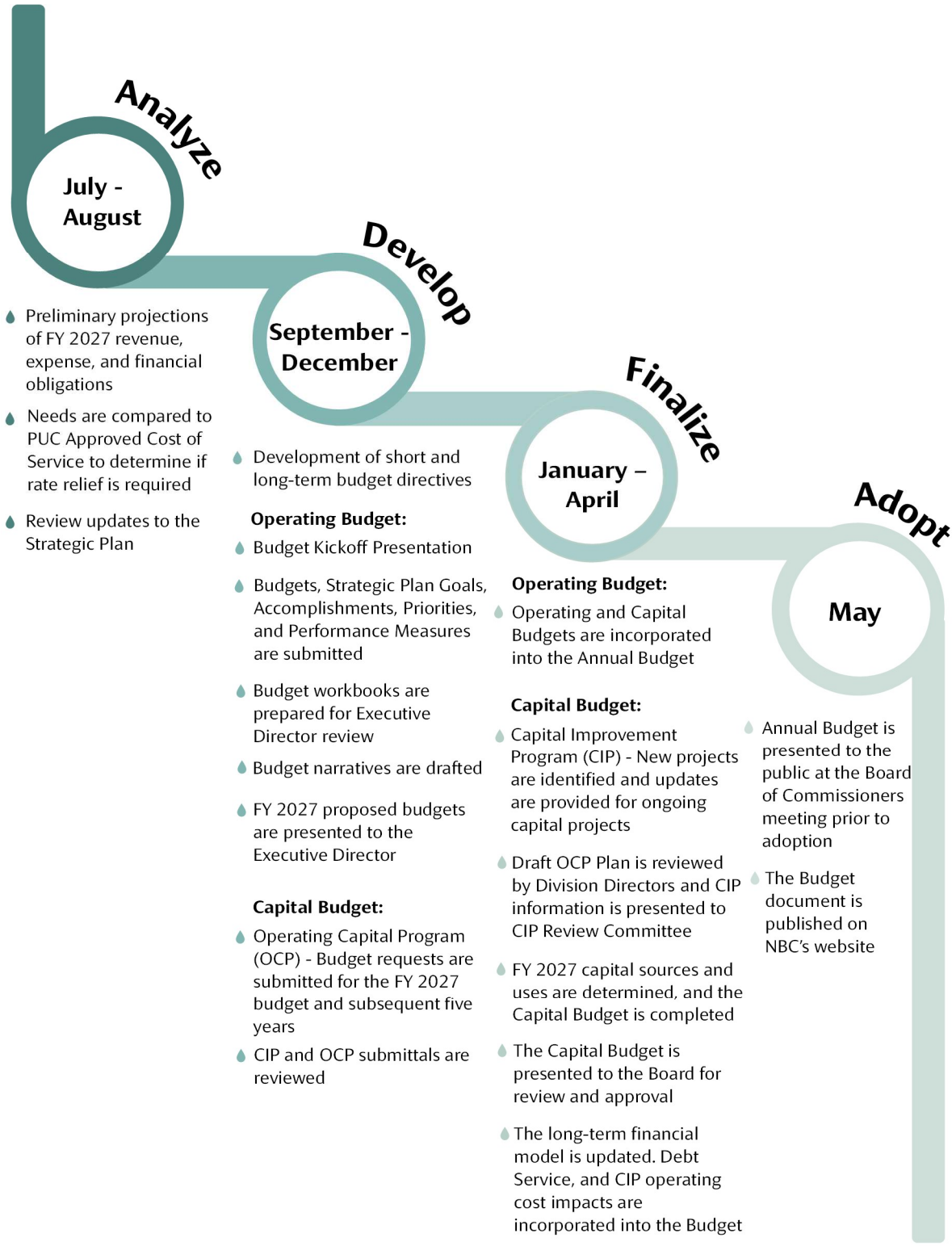


As part of the CIP development process, NBC connects CIP projects to Strategic Plan Goals. Operational Excellence encompasses 74.2% of the CIP projects included in this year's CIP with 34.5% of the projects being aligned with OE4, NBC's goal to encourage operational efficiency and effectiveness. Environmental Sustainability is represented with 24.1% of NBC's planned projects aligned with ES1, which is NBC's goal to incorporate climate resiliency strategies in operational and capital planning. While 1.7% of projects are aligned with the Financial Management Goal.

CIP Projects by Strategic Plan Goal



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 procedures 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**
	Full Accrual	***Modified Accrual***
Revenue Recognition	When earned	When measurable and available
Expense Recognition	When liability incurred	When liability incurred
Capital Expenditures	Increase Asset	Budgeted as expense
Depreciation	Expensed	Not Budgeted as expense
Principal Payments	Reduction of liability	Budgeted as expense
Bad Debt	Expensed	Not Budgeted as expense

Fiscal Year

NBC's fiscal year runs from July 1st through the following June and is numbered with the calendar year in which it ends. The FY 2027 budget year begins July 1, 2026, and ends June 30, 2027. The prior fiscal year or FY 2026 is the 12-month period that ends June 30, 2026.



Zoogloea Bacteria Micro Sample
Photo by NBC Staff

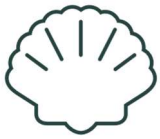
Auditing, Accounting and Financial Statements

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 (ACFR) in accordance with the Government Finance Officers Association's standards for Excellence in Reporting, including the Non-Union Defined Benefit Plan audit. NBC shall also ensure the timely completion of the Single Audit (if applicable) 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.

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:

- NBC shall maintain a revenue recovery system that is fair and equitable.
- NBC shall file for rate relief in a timely manner to ensure the adequacy of rates and charges.
- Potential new revenue sources shall be reviewed annually.
- 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 1/40th of 1% of the principal amount of the bond issue. NBC must also receive authorization from the Rhode Island Division of Public Utilities and Carriers (Division) to issue debt with a maturity greater than one year.

Debt Issuance Strategy

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

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



Long-Term Debt Issuance

1. NBC shall consider ratepayer impact as part of the debt structuring process as well as market conditions. NBC's least cost of financing may change from time to time. NBC's current permanent financing options include:
   a) The 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:

- Compliance with the flow of funds including the funding of the debt service payment accounts and monthly certifications to the Trustee.
- Compliance with rate covenants.
- Compliance with the Additional Bonds Test.
- 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.

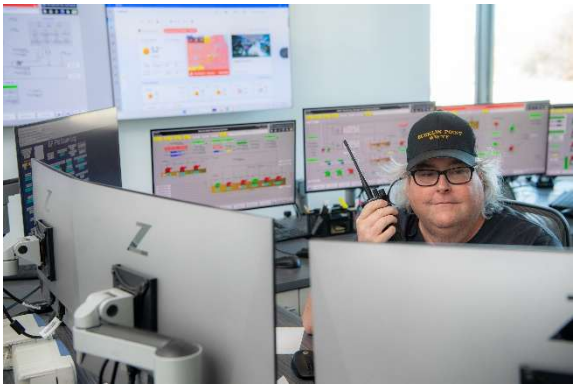
Capital Assets and Depreciation

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.



Process Monitor Assessing Data in SCADA Room
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 37 Supplemental Indentures, collectively referred to as the "Trust Indenture".

Indenture Number	Date	Indenture Number	Date
1	April 15, 2004	20	March 6, 2014
2	December 30, 2004	21	October 28, 2014
3	August 4, 2005	22	May 5, 2015
4	December 15, 2005	23	July 30, 2015
5	December 21, 2006	24	June 2, 2016
6	February 8, 2007	25	April 4, 2019
7	October 15, 2007	26	August 27, 2019
8	December 12, 2007	27	March 19, 2020
9	July 1, 2008	28	October 26, 2020
10	November 1, 2008	29	October 26, 2020
11	October 6, 2009	30	November 16, 2021
12	February 12, 2010	31	July 25, 2022
13	June 24, 2010	32	June 13, 2023
14	March 29, 2011	33	August 1, 2023
15	June 28, 2012	34	May 23, 2024
16	November 28, 2012	35	February 27, 2025
17	March 21, 2013	36	June 24, 2025
18	June 6, 2013	37	February 25, 2026
19	December 12, 2013	38	TBD

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

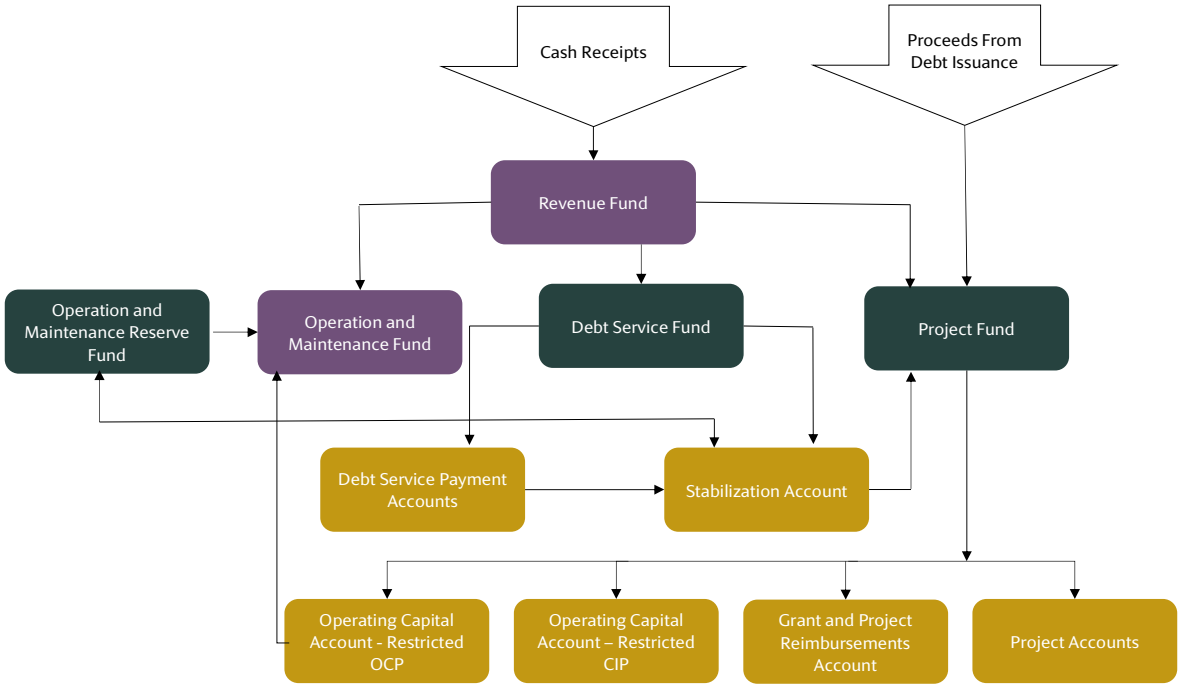
NBC FUNDS [1] *FUND* - USE OF FUNDS and FUNDING STATUS	CUSTODY
Revenue Fund	
The Revenue Fund is the initial depository for all NBC user fee receipts and other miscellaneous receipts. These funds are transferred to the other funds monthly.	NBC
Operation and Maintenance Fund	
The Operation and Maintenance (O&M) Fund is used to pay for current operations, administrative, maintenance, repairs of NBC's facilities and infrastructure expense.	NBC
Debt Service Fund	
The Debt Service Fund is designated for the payment of debt service and includes the Debt Service Payment Accounts and the Stabilization Account (debt service coverage).	Trustee
Project Fund	
Funds from the Project Fund are designated to pay for improvements and additions to NBC's capital assets. This includes expenditures related to the Capital Budget for the Capital Improvement Program (CIP) and Operating Capital Program (OCP).	Trustee
Operating Reserve for Revenue Stability Fund	
The Operating Reserve for Revenue Stability (ORRS) 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 (OMR) may be used to pay current operating expenses 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
Debt Service Reserve Fund	
The Debt Service Reserve Fund is available to provide additional security for debt obligations and serves as a stabilization mechanism to support required debt service payments in the event of temporary revenue shortfalls. This fund is currently not utilized for NBC debt issuances.	Trustee

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

Flow of Funds



*Funds highlighted in purple are held by the NBC, all other Funds are held by the Trustee. Yellow 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

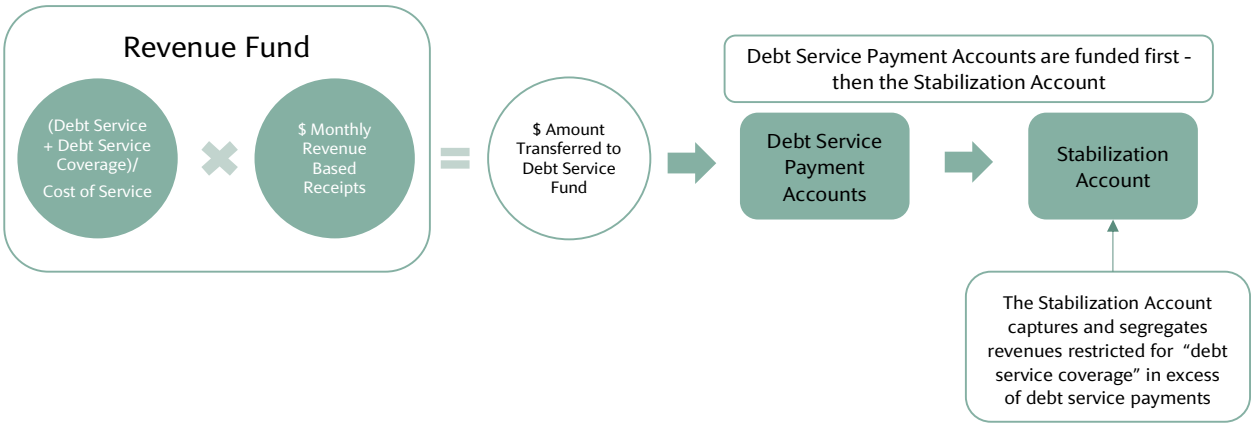
Revenue Fund to Operation and Maintenance (O&M) Fund

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 prior year actual operating expense projected through year end, multiplied by the percentage increase in the current 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 Operation and Maintenance Fund	
Date	**Amount**
Jul 28, 2026	$6,748,189
Aug 28, 2026	5,540,750
Sep 25, 2026	5,544,529
Oct 27, 2026	5,801,671
Nov 27, 2026	5,406,528
Dec 28, 2026	6,660,471
Jan 26, 2027	5,378,958
Feb 23, 2027	5,373,564
Mar 26, 2027	5,371,715
Apr 27, 2027	5,851,598
May 26, 2027	5,464,337
Jun 25, 2027	6,290,564
Total	$69,432,876

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 2027 monthly transfers from the Revenue Fund to the Debt Service Payment Accounts in the Debt Service Fund.

FY 2027 Monthly Deposits into the Debt Service Payment Accounts[(1)]	
Date	**Total**
Jul 28, 2026	$4,416,121
Aug 28, 2026	4,416,121
Sep 25, 2026	4,728,483
Oct 27, 2026	4,728,483
Nov 27, 2026	4,728,483
Dec 28, 2026	4,728,483
Jan 26, 2027	4,728,483
Feb 23, 2027	4,728,483
Mar 26, 2027	4,780,364
Apr 27, 2027	4,780,364
May 26, 2027	4,780,364
Jun 25, 2027	4,780,364
Total	**$56,324,597**

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

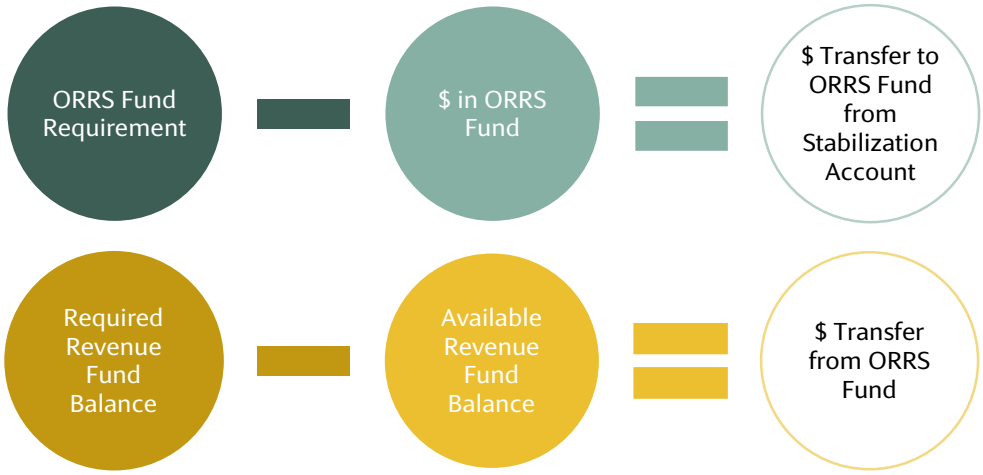
Stabilization Account in the Debt Service Fund

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.



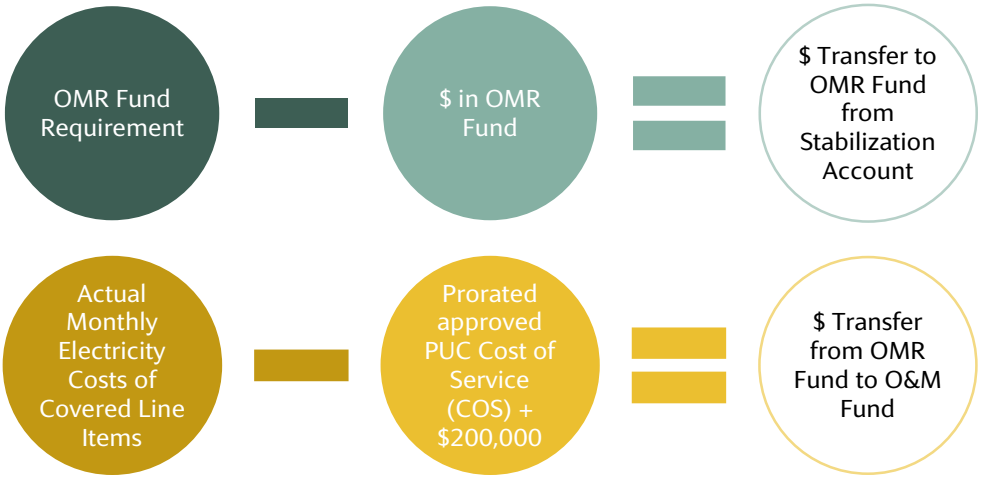
Operating Reserve for Revenue Stability (ORRS) Fund – Section 510

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 restore balance to 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

After all required deposits have been made, any remaining funds in the Stabilization Account - Reserves and Revenue Funded Capital may be transferred to the OMR Fund to replenish amounts previously withdrawn and restore balances to PUC-approved levels. Funds may be withdrawn from the OMR Fund and deposited into the Operations and Maintenance Fund at the direction of the PUC to ensure sufficient funding for NBC. The approved 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-operation and maintenance expenses paid from the Operation and Maintenance Fund such as customer refunds and state septage surcharge payments from the Revenue Fund to the Operation 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.

Reserves and Revenue Funded Capital to Operation and Maintenance Fund
Reimbursements of operating capital or other capital costs paid from the Operation and Maintenance Fund deposited directly 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 within 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 Reserves and Revenue Funded Capital. Accordingly, NBC transfers money from the Stabilization Account in the Debt Service Fund to Reserves and Revenue Funded Capital, 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 Reserves and Revenue Funded Capital 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 2027 Budget is $260.8 million or $41.0 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

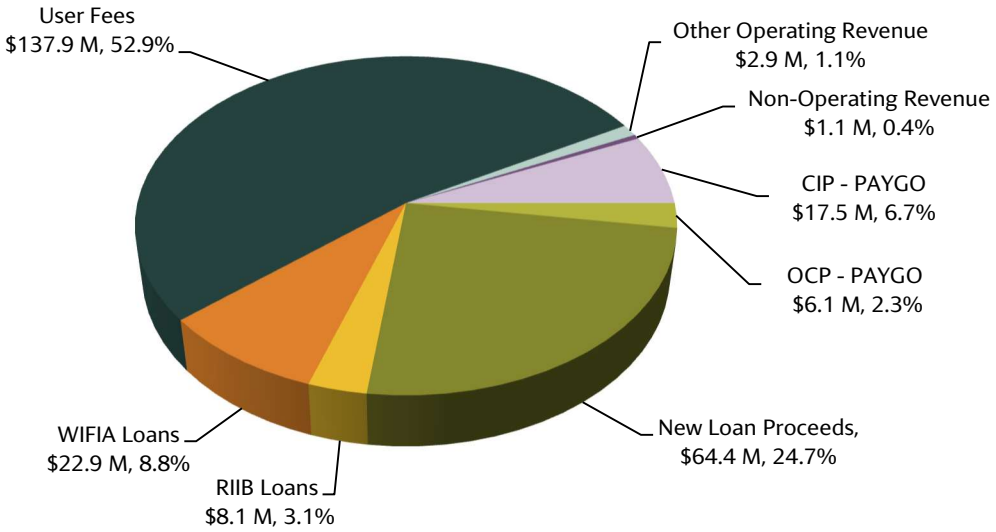
Revenue and Sources of Funds	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Operating Revenue					
User Fees	$ 112,945,177	$ 125,068,706	$ 137,906,457	$ 12,837,751	10.3%
Application Fees	260,890	167,670	312,042	144,372	86.1%
Septage Income	331,248	368,239	368,239	-	0.0%
Capacity Fees	248,325	206,168	211,704	5,536	2.7%
Late Charge Fees	743,672	441,046	829,380	388,334	88.0%
Customer Service Fees	125,825	174,359	173,805	(555)	(0.3%)
Renewable Energy Credits	903,813	806,418	1,011,230	204,812	25.4%
Total Operating Revenue	115,558,949	127,232,606	140,812,858	13,580,252	10.7%
Non-Operating Revenue					
Investment Income	962,583	820,000	495,000	(325,000)	(39.6%)
Miscellaneous Income	375,038	134,389	128,403	(5,986)	(4.5%)
Revenue Fund Balance	-	2,000,000	-	(2,000,000)	(100.0%)
OMR Fund Transfer	498,641	198,234	475,287	277,053	139.8%
Total Non-Operating Revenue	1,836,262	3,152,623	1,098,690	(2,053,933)	(65.1%)
Sources of Capital Funds					
OCP - PAYGO	4,538,663	5,170,500	6,100,050	929,550	18.0%
CIP - PAYGO	12,989,283	22,544,341	17,482,660	(5,061,681)	(22.5%)
2023 Series A (RIIB)	12,897,439	-	-	-	-
2024 Series A (RIIB)	71,838,885	-	-	-	-
2025 Series A (RIIB)	24,649,791	56,325,129	-	(56,325,129)	(100.0%)
2026 Series A (RIIB)	-	26,378,277	8,077,692	(18,300,585)	(69.4%)
2027 Series A - New Issuance[1]	-	-	64,395,378	64,395,378	-
2020 Series C (WIFIA 2)	1,103,352	48,719,100	-	(48,719,100)	(100.0%)
2022 Series A (WIFIA 3)	4,850,276	12,307,384	22,860,950	10,553,566	85.7%
Total Sources of Capital Funds	132,867,687	171,444,731	118,916,730	(52,528,001)	(30.6%)
Total Revenue and Sources of Funds	**$ 250,262,898**	**$ 301,829,960**	**$ 260,828,278**	**$ (41,001,682)**	**(13.6%)**

[1] Bond Anticipation Note

Expense and Uses of Funds	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Operating Expense					
Personnel	$ 29,427,574	$ 33,436,859	$ 34,261,609	$ 824,750	2.5%
Operating Supplies/Expense	22,928,227	27,387,611	31,694,458	4,306,847	15.7%
Professional Services	2,231,099	2,522,580	2,670,263	147,683	5.9%
Lease/Subscriptions Expense	404,187	625,707	806,546	180,839	28.9%
Total Operating Expense	54,991,087	63,972,757	69,432,876	5,460,119	8.5%
Debt Service					
Principal	26,628,162	30,201,787	34,221,595	4,019,808	13.3%
Interest	16,100,723	19,859,497	18,980,346	(879,151)	(4.4%)
Total Debt Service	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Reserves and Revenue Funded Capital					
Operating Reserves	-	-	436,465	436,465	-
Required Trust Indenture Deposits	4,200,937	2,509,520	2,775,552	266,032	10.6%
Revenue Funded Capital (PAYGO)	12,592,483	13,841,668	16,064,714	2,223,046	16.1%
Surplus Revenue Fund Balance Transfer	2,881,819	-	-	-	-
Total Reserves and Revenue Funded	19,675,239	16,351,188	19,276,731	2,925,543	17.9%
Uses of Capital Funds					
Operating Capital Program (OCP)	4,538,663	5,170,500	6,100,050	929,550	18.0%
Capital Improvement Program (CIP)	128,281,274	166,010,184	111,590,680	(54,419,504)	(32.8%)
Cost of Issuance/Other	47,750	264,047	1,226,000	961,953	364.3%
Total Uses of Capital Funds	132,867,687	171,444,731	118,916,730	(52,528,001)	(30.6%)
Total Expense and Uses of Funds	**$ 250,262,898**	**$ 301,829,960**	**$ 260,828,278**	**$ (41,001,682)**	**(13.6%)**

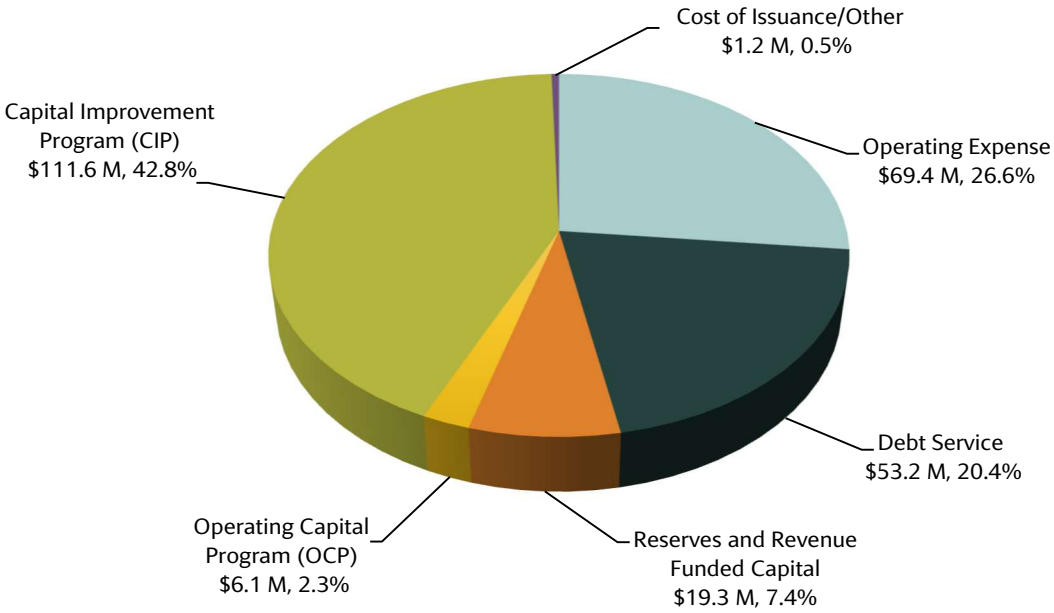
The following graph shows the FY 2027 budgeted revenue and sources of funds. User Fees are the largest source of funds at $137.9 million or 52.9% of the total. The next largest source of funds is new loan proceeds, at $64.4 million, or 24.7% of the total.

Revenue and Sources of Funds



The graph below shows the FY 2027 budgeted expense and uses of funds. The largest programmed line item is $111.6 million or 42.8% for Capital Improvements. Operating Expense, consisting of Personnel, Operating Supplies/Expense, Professional Services, and Leases/Subscriptions Expense, is $69.4 million or 26.6% of the total budgeted expense and uses in FY 2027. FY 2027 budgeted Debt Service is $53.2 million or 20.4%.

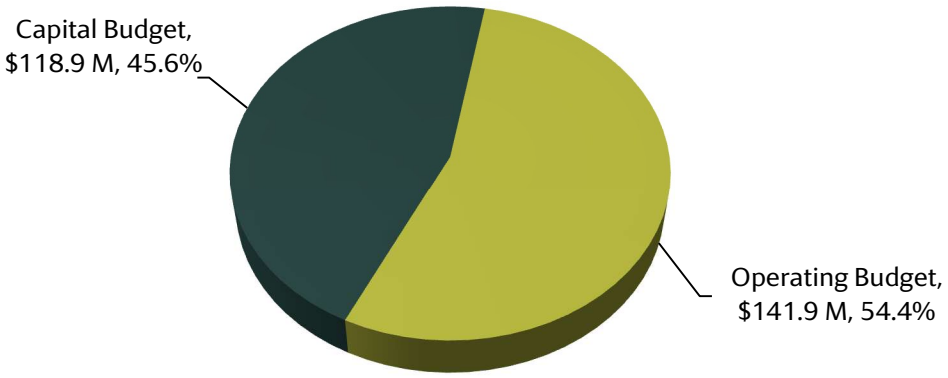
Expense and Uses of Funds



FY 2027 Budget Overview

NBC's FY 2027 Budget consists of the Operating and Capital Budgets. The Operating Budget is prepared annually for the upcoming budget year, and details are provided in the "Operating Budget" section. The Capital Budget is prepared for the budget year and the five following years, and the details are 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 $141.9 million or 54.4% of the FY 2027 Budget is programmed for the Operating Budget.

FY 2027 Annual Budget



FY 2027 Operating Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Difference	Percent Change
Revenue					
Operating Revenue	$ 115,558,949	$ 127,232,606	$ 140,812,858	$ 13,580,252	10.7%
Non-Operating Revenue	1,836,262	3,152,623	1,098,690	(2,053,933)	(65.1%)
Total Revenue	**$ 117,395,211**	**$ 130,385,229**	**$ 141,911,548**	**$ 11,526,319**	**8.8%**
Expense					
Operating Expense	54,991,087	63,972,757	69,432,876	5,460,119	8.5%
Debt Service	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Total Expense	97,719,972	114,034,041	122,634,817	8,600,776	7.5%
Reserves and Revenue Funded Capital					
Operating Reserves	-	-	436,465	436,465	-
Required Trust Indenture Deposits	4,200,937	2,509,520	2,775,552	266,032	10.6%
Revenue Funded Capital (PAYGO)	12,592,483	13,841,668	16,064,714	2,223,046	16.1%
Surplus Revenue Fund Balance Transfer Forward	2,881,819	-	-	-	-
Total Reserves and Revenue Funded Capital	19,675,239	16,351,188	19,276,731	2,925,543	17.9%
Total Expenses, Reserves, and Funds	**$ 117,395,211**	**$ 130,385,229**	**$ 141,911,548**	**$ 11,526,319**	**8.8%**

FY 2027 Capital Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Difference	Percent Change
Sources					
CIP and OCP - PAYGO	$ 17,527,946	$ 27,714,841	$ 23,582,710	$ (4,132,131)	(14.9%)
RIIB Bonds	109,386,115	82,703,406	8,077,692	(74,625,714)	(90.2%)
New Loan Proceeds	-	-	64,395,378	64,395,378	-
WIFIA	5,953,627	61,026,484	22,860,950	(38,165,534)	(62.5%)
Total Sources of Capital Funds	**$ 132,867,687**	**$ 171,444,731**	**$ 118,916,730**	**$ (52,528,001)**	**(30.6%)**
Uses					
Operating Capital Program (OCP)	4,538,663	5,170,500	6,100,050	929,550	18.0%
Capital Improvement Program (CIP)	128,281,274	166,010,184	111,590,680	(54,419,504)	(32.8%)
Cost of Issuance/Other	47,750	264,047	1,226,000	961,953	364.3%
Total Uses of Capital Funds	**$ 132,867,687**	**$ 171,444,731**	**$ 118,916,730**	**$ (52,528,001)**	**(30.6%)**

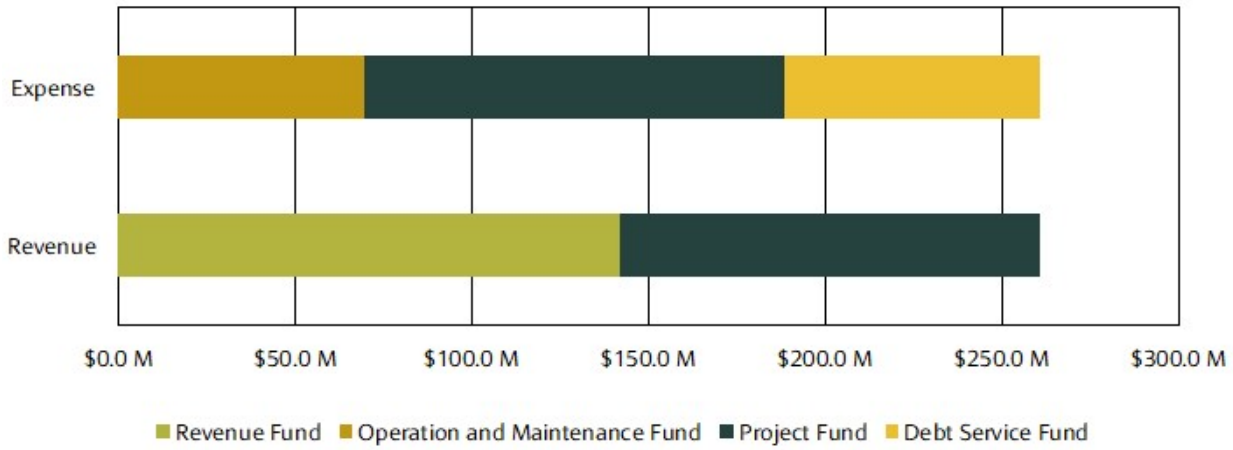
FY 2027 Budget by Fund

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. For detailed information on each fund, see the 'Budget Process and Policies' section of the Budget. The following table and chart show the FY 2027 Budget by Fund. The amounts budgeted in the Project Fund reflect NBC's programmed CIP activity in FY 2027.

	Revenue Fund	Operation and Maintenance Fund	Project Fund	Debt Service Fund	Total
Revenue and Sources of Funds					
User Fees	$ 137,906,457	$ -	$ -	$ -	$ 137,906,457
Other	2,906,401	-	-	-	2,906,401
Investment Income	495,000	-	-	-	495,000
Miscellaneous Income	128,403	-	-	-	128,403
Revenue Fund Balance	-	-	-	-	-
OMR Fund Transfer	475,287	-	-	-	475,287
OCP - PAYGO	-	-	6,100,050	-	6,100,050
CIP - PAYGO	-	-	17,482,660	-	17,482,660
2025 Series A (RIIB)	-	-	-	-	-
2026 Series A (RIIB)	-	-	8,077,692	-	8,077,692
2027 Series A - New Issuance[(1)]	-	-	64,395,378	-	64,395,378
2020 Series C (WIFIA 2)	-	-	22,860,950	-	22,860,950
Total Revenue and Sources of Funds	**$ 141,911,548**	**$ -**	**$ 118,916,730**	**$ -**	**$ 260,828,278**
Expense and Uses of Funds					
Personnel	$ -	$ 34,261,609	$ -	$ -	$ 34,261,609
Operating Supplies/Expense	-	31,694,458	-	-	31,694,458
Professional Services	-	2,670,263	-	-	2,670,263
Lease/Subscriptions Expense	-	806,546	-	-	806,546
Debt Service	-	-	-	53,201,941	53,201,941
Reserves and Revenue Funded Capital	-	-	-	19,276,731	19,276,731
Operating Capital Program (OCP)	-	-	6,100,050	-	6,100,050
Capital Improvement Program (CIP)	-	-	111,590,680	-	111,590,680
Cost of Issuance/Other	-	-	1,226,000	-	1,226,000
Total Expense and Uses of Funds	**$ -**	**$ 69,432,876**	**$ 118,916,730**	**$ 72,478,672**	**$ 260,828,278**

[(1)] Bond Anticipation Note

Revenue and Expense by Fund



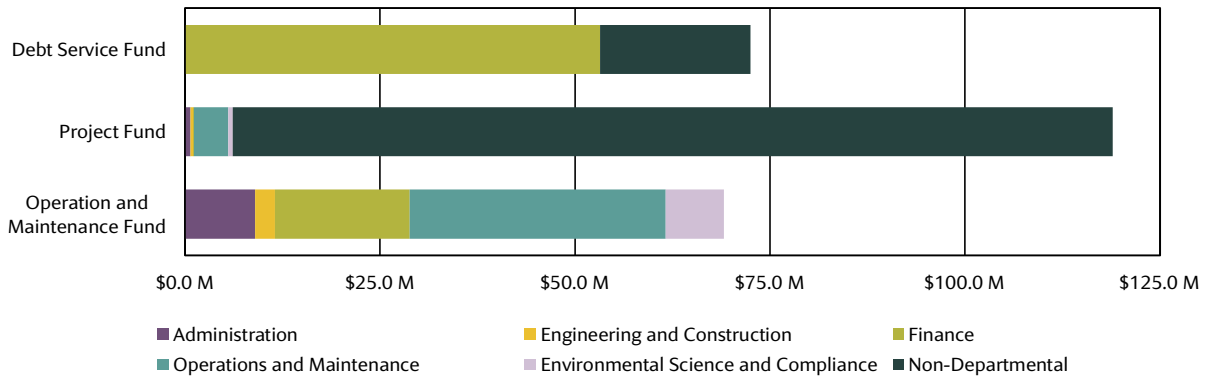
FY 2027 Budget by Fund and Organization

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		$ 2,319,057	$ 38,000	$ -	$ 2,357,057
Human Resources		1,090,205	-	-	1,090,205
Legal		667,420	-	-	667,420
IT		4,932,075	681,500	-	5,613,575
	Subtotal	9,008,757	719,500	-	9,728,257
Engineering and Construction					
Engineering		2,422,864	297,000	-	2,719,864
Construction		91,136	-	-	91,136
	Subtotal	2,514,000	297,000	-	2,811,000
Finance					
Finance		3,228,656	71,250	-	3,299,906
Accounting		942,152	-	-	942,152
Customer Care		4,093,139	93,100	-	4,186,239
Purchasing		495,604	-	-	495,604
General Services		8,529,933	-	53,201,941	61,731,874
	Subtotal	17,289,484	164,350	53,201,941	70,655,775
Operations and Maintenance					
Interceptor Maintenance		2,823,064	570,000	-	3,393,064
Operations and Maintenance Services		867,026	133,000	-	1,000,026
Field's Point		18,154,646	1,877,725	-	20,032,371
Bucklin Point		10,961,438	1,782,725	-	12,744,163
	Subtotal	32,806,174	4,363,450	-	37,169,624
Environmental Science and Compliance					
Technical Analysis and Compliance		1,232,554	-	-	1,232,554
Pretreatment		1,511,235	-	-	1,511,235
Laboratory		2,659,764	418,000	-	3,077,764
Environmental Monitoring		2,063,803	137,750	-	2,201,553
	Subtotal	7,467,356	555,750	-	8,023,106
Non-Departmental					
Capital Improvement Program (CIP)		-	111,590,680	-	111,590,680
Operating Reserves		-	-	436,465	436,465
Required Trust Indenture Deposits		-	-	2,775,552	2,775,552
Revenue Funded Capital (PAYGO)		-	-	16,064,714	16,064,714
Surplus Revenue Fund Balance Transfer Forward		-	-	-	-
Cost of Issuance/Other		-	1,226,000	-	1,226,000
	Subtotal	-	112,816,680	19,276,731	132,093,411
TOTAL		**$ 69,085,771**	**$ 118,916,730**	**$ 72,478,672**	**$ 260,481,173**

FY 2027 Expense and Use by Fund and Division



FY 2027 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, 2027.

Projected Net Position

Fund	Net Position June 30, 2025	Net Change	Projected Net Position June 30, 2026	Net Change	Projected Net Position June 30, 2027
Revenue Fund	$ 27,669,879	$ (856,677)	$ 26,813,202	$ (312,108)	$ 26,501,094
Operation and Maintenance Fund	(6,232,089)	2,338,153	(3,893,936)	(2,338,153)	(6,232,089)
Debt Service Fund	31,855,562	7,126,391	38,981,953	2,677,453	41,659,406
Project Fund	631,547,011	31,098,079	662,645,090	26,242,808	688,887,898
Operating Reserve for Revenue Stability Fund	4,515,519	(2,763,626)	1,751,893	2,748,107	4,500,000
Renewal and Replacement Fund	-	-	-	-	-
Debt Service Reserve Fund	-	-	-	-	-
Operation and Maintenance Reserve Fund	1,506,537	177,087	1,683,624	316,376	2,000,000
Redemption Fund	-	-	-	-	-
Insurance Reserve Fund	-	-	-	-	-
Unrestricted Fund	-	-	-	-	-
Rebate Fund	-	-	-	-	-
Net Position	**$690,862,419**	**$ 37,119,406**	**$727,981,825**	**$ 29,334,483**	**$757,316,309**

Significant changes in the net position are as follows:

Revenue Fund: The Revenue Fund balance is projected to decrease by $857 thousand due to the net effect of a $2.0 million budgeted prior-year surplus and actual revenues exceeding transfers to the O&M and Debt Service Funds. As no prior-year budget transfer is anticipated in FY 2027, the FY 2027 net position is projected to decrease by $312 thousand.

Operation and Maintenance (O&M) Fund: The negative net position in the O&M Fund reflects that actual expenses were below budgeted levels. Transfers from the Revenue Fund will exceed O&M expenses, and in FY 2027, NBC will transfer the excess balance from the O&M cash account.

Debt Service Fund: The Debt Service Fund net position is projected to increase by 22.4% in FY 2026 due to transfers into the stabilization account (from prior-year Debt Service coverage) exceeding the planned transfers out. The increase also reflects accrued interest associated with new borrowings.

NBC projects a $2.7 million increase in the Debt Service Fund net position in FY 2027, resulting from a combination of contributing factors:

- Budgeted debt deposits (monthly deposits of 1/6 interest and 1/12 principal)
- Accrued interest from new borrowings
- Increase Debt Service Coverage from 25.0% to 30.0%

Project Fund: In FY 2026, the Project Fund net position is projected to increase by $31.1 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 principal payments. The Project Fund net position is projected to increase 4.0% or $26.2 million from FY 2026 to FY 2027 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 monthly to the Revenue Fund. FY 2026 is the first year NBC used this fund. The fund will be replenished by the Stabilization Account, which is in the Debt Service Fund, to the $4.5 million balance in FY 2027.

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.

Operation and Maintenance Reserve Fund (OMR): The PUC's 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.

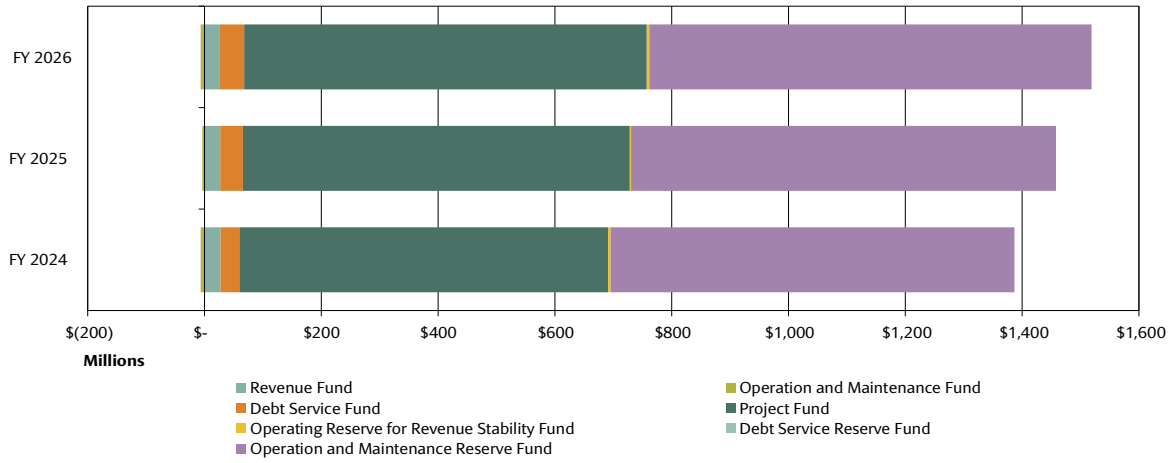
Insurance Reserve Fund: This fund has no assets or liabilities, and NBC does not plan on using this fund.

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 chart below shows the projected net position for FY 2024, FY 2025 and FY 2026, below with the largest fund balance increase in the Project Fund.

Projected Net Position by Fund



FY 2027 Budget – Key Assumptions

The development of the FY 2027 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 – 10.97% across-the-board increase in sewer user fees effective July 1, 2026.
  - 123,558 dwelling units, no change in non-residential meters by meter size methodology used in pending rate case
  - 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 $37.00/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 $0.5 million transfer from the OMR Fund in FY 2027, which represents the difference between the proposed PUC allowance in cost of service and the FY 2027 budgeted expense for these accounts.

Account	Docket 24-41-WW	FY 2027 Budget	Variance
54090 Electricity	$ 5,202,847	$ 5,620,349	$ 417,502
54091 NBC Net Metering Credit	(1,526,883)	(1,570,215)	(43,332)
54092 FP Turbines	344,853	346,922	2,069
54093 Coventry Wind	252,940	289,546	36,606
54095 Green PPA	2,133,098	2,110,985	(22,113)
54096 Green PPA Net Metering Credits	(2,844,760)	(2,814,647)	30,113
54097 Biogas	154,758	209,200	54,442
Total	**$ 3,716,853**	**$ 4,192,140**	**$ 475,287**

- The FY 2027 Budget incorporates 1.0 new and 2.0 eliminated FTEs. There are 15.0 FTE positions budgeted for turnover.

FY 2027 Budgeted FTEs	
FY 2026 FTEs	303.0
FY 2027 Net Decrease FTEs	(1.0)
Total FTEs	302.0
Less: Turnover	(15.0)
Net Budgeted FTEs	**287.0**

- Contracted COLA of 3.0% and step increases for union employees in FY 2027, and 5.0% increases for non-union employees.

- FY 2027 Personnel includes a 3.0% increase for compensated absences.

- NBC's FY 2027 budgeted contribution rate to the Rhode Island State Retirement System on behalf of participating union employees of 30.5%.

- NBC's contribution rate to the State Retirement Health Benefit for participating union employees of 3.08% in FY 2027.

- Benefits are budgeted based on actual enrollment and a weighted average for turnover.

  - Budgeted health insurance premiums reflect a 12.0% increase, and NBC will continue contributions of $1,800 (individual) or $3,600 (family) to the Health Reimbursement Arrangement (HRA).
  - Dental insurance premiums reflect a 1.5% decrease over the prior year.
  - Vision insurance premiums are unchanged from FY 2026.

- Biosolids expense reflects a 60.9% increase in the contracted biosolids disposal rate. This increase includes the blended contract rate from the new biosolids contract and operational shifts. Budgeted dry ton production is based on historical actuals and is 151 dry tons or 1.5% higher than the prior year.

- Electricity expense is 8.4% lower than FY 2026 and is based on:

FY 2027 Budgeted Electricity		
Expense Factor	**kWh**	**% Change from FY 2026**
Electricity Use	35.8 million kWh	0.4%
Produced "behind-the-meter"	8.7 million kWh	(10.3%)
Electricity Purchases	27.1 million kWh	4.4.%
Average Supply Rate	$0.0920/kWh	(12.3%)
Average Composite Rate	$0.2071/kWh	(12.3%)

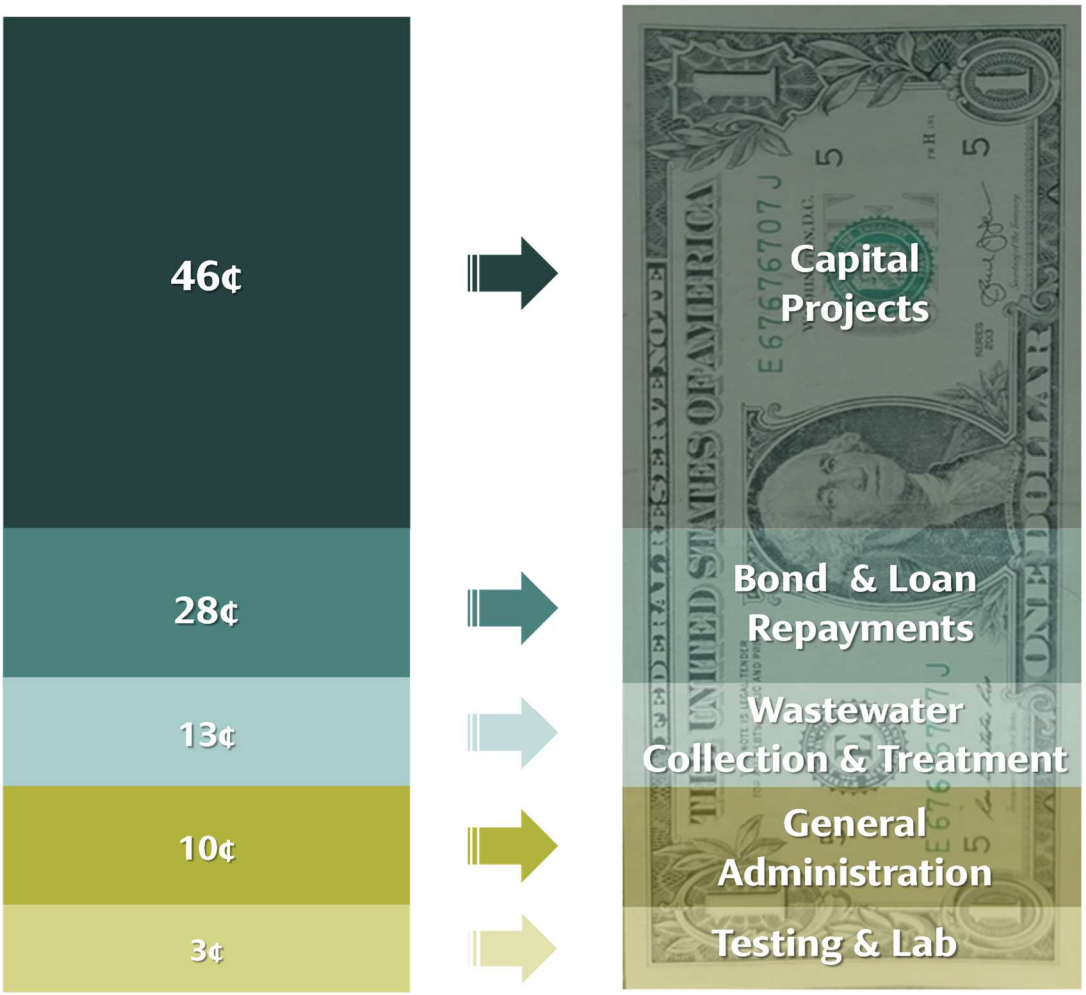
- Net Metering Credits (NMC) kWh production is 520 thousand kWh or 2.5% higher than the prior year. The budgeted NMC rate is $0.2088/kWh, which is 6.8% lower than the prior year.

- Natural gas usage is based on a 3-year average with adjustments to reflect the projected operation of the Biogas Facility. Total Therms budgeted are 4.5% lower than the prior year. The contracted natural gas supply rate is based on the contracted rate through December 2026, at $0.7222/Therm.

- The FY 2027 chemical rates were budgeted based on the prior three-year averages, except for Sodium Bisulfite, Carbon Feed, Soda Ash, Manich, and Powder Polymer, which include additional increases based on anticipated vendor pricing. FY 2027 budgeted rates are as follows:

FY 2027 Budgeted Chemical Prices		
Chemical	**FY 2027**	**% Change from FY 2026**
Sodium Hypochlorite	$ 1.4751	6.0%
Sodium Bisulfite	2.0264	8.9%
Carbon Feed	3.4544	(7.9%)
Sodium Hydroxide	2.4072	6.2%
Polymer-Emulsion	17.2190	21.3%
Polymer-Manich	1.6976	0.9%
Polymer-Powder	3.3415	19.1%
Soda Ash (ton)	564.922	8.5%

Where Your Rate Dollar Goes



FY 2027 Operating and Capital Budgets

Budgeted Revenue

Account Number	Account	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
41000	RESIDENTIAL-FLAT FEE	$ 32,150,305	$ 35,683,790	$ 39,346,574	$ 3,662,784	10.3%
41100	RESIDENTIAL-CONSUMPTION	33,752,908	36,728,847	40,498,901	3,770,054	10.3%
41501	COMMERCIAL-FLAT FEE	16,285,144	18,000,576	19,848,256	1,847,680	10.3%
41502	INDUSTRIAL-FLAT FEE	771,960	859,710	947,955	88,245	10.3%
41510	COMMERCIAL-CONSUMPTION	27,854,033	31,216,703	34,420,960	3,204,257	10.3%
41511	INDUSTRIAL-CONSUMPTION	2,130,826	2,579,080	2,843,811	264,731	10.3%
42001	PRETREATMENT APPLICATION FEES	70,360	66,727	73,514	6,787	10.2%
42500	SEWER CONNECTION PERMIT FEES	45,100	48,883	47,028	(1,855)	(3.8%)
42501	STORMWATER PERMIT APPLICATION FEE	145,430	52,060	191,500	139,440	267.8%
42650	ABATEMENT REINSTATEMENT FEE	-	12,060	12,060	-	0.0%
42595	CAPACITY CHARGE FEES	248,325	206,168	211,704	5,536	2.7%
42599	REAL ESTATE CLOSING	100,560	128,540	128,540	-	0.0%
42600	ABATEMENT APPLICATION FEE	2,870	4,142	3,588	(555)	(13.4%)
42601	ABATEMENT METER READING FEE	35	-	-	-	0.0%
42602	RETURNED CHECK FEE REVENUE	22,360	29,617	29,617	-	0.0%
42604	REC INCOME - FP TURBINES	195,295	202,202	234,290	32,088	15.9%
42605	REC INCOME - COVENTRY	238,628	221,511	278,220	56,709	25.6%
42606	REC INCOME - PPA	469,890	382,705	498,720	116,015	30.3%
42607	REC INCOME - BIOGAS ELECTRIC	-	-	-	-	0.0%
43500	SEPTAGE INCOME	331,248	368,239	368,239	-	0.0%
45500	LATE CHARGE PENALTY	743,672	441,046	829,380	388,334	88.0%
	TOTAL OPERATING REVENUE	**$ 115,558,949**	**$ 127,232,606**	**$ 140,812,858**	**$ 13,580,252**	**10.7%**
45100	INTEREST INCOME REVENUE	$ 378,277	$ 400,000	$ 250,000	$ (150,000)	(37.5%)
45200	INTEREST INCOME O AND M	306,156	200,000	125,000	(75,000)	(37.5%)
45419	INTEREST INCOME ORRF	206,124	180,000	80,000	(100,000)	(55.6%)
45426	INTEREST INCOME OMR	72,026	40,000	40,000	-	0.0%
49000	DISCOUNTS EARNED	-	630	315	(315)	(50.0%)
49002	MISCELLANEOUS INCOME	363,038	121,759	116,088	(5,671)	(4.7%)
49003	RENTAL REVENUE	12,000	12,000	12,000	-	0.0%
49999	REVENUE FUND BALANCE	-	2,000,000	-	(2,000,000)	(100.0%)
49998	OMR FUND TRANSFER	498,641	198,234	475,287	277,053	139.8%
	TOTAL NON OPERATING REVENUE	**$ 1,836,262**	**$ 3,152,623**	**$ 1,098,690**	**$ (2,053,933)**	**(65.1%)**
	TOTAL REVENUE	**$ 117,395,211**	**$ 130,385,229**	**$ 141,911,548**	**$ 11,526,319**	**8.8%**



Bucklin Point Mechanics Repair Final Clarifier Collector Arm
Photo by Peter Goldberg

Budgeted Operating Expense

ACCOUNT NUMBER	ACCOUNT	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Difference	Percent Change
PERSONNEL						
52100	UNION REGULAR	$ 6,335,973	$ 7,171,050	$ 7,308,111	$ 137,061	1.9%
52150	UNION OVERTIME	720,744	751,522	889,098	137,576	18.3%
52300	NON-UNION REGULAR	14,604,067	16,540,878	16,739,318	198,440	1.2%
52350	NON-UNION OVERTIME	238,714	304,368	319,587	15,219	5.0%
52400	NON-UNION LIMITED	56,715	95,400	57,600	(37,800)	(39.6%)
52800	UNION PENSION	2,009,250	2,216,571	2,152,238	(64,333)	(2.9%)
52801	UNION DC	-	71,709	73,082	1,373	1.9%
52810	FICA	1,600,148	1,902,036	1,936,500	34,464	1.8%
52820	UNEMPLOYMENT	94,192	100,000	100,000	-	0.0%
52920	NON UNION PENSION	1,675,554	877,033	885,827	8,794	1.0%
52921	NON UNION DC	-	847,033	855,827	8,794	1.0%
52940	UNION RETIREMENT HEALTH	248,076	233,058	225,090	(7,968)	(3.4%)
52950	HEALTH INSURANCE	4,299,716	5,171,512	5,677,211	505,699	9.8%
52970	DENTAL INSURANCE	292,811	343,555	332,597	(10,958)	(3.2%)
52980	VISION INSURANCE	49,303	55,135	54,752	(383)	(0.7%)
52990	LTD INSURANCE	60,551	74,434	75,327	893	1.2%
	TOTAL PERSONNEL	**$ 32,285,814**	**$ 36,755,294**	**$ 37,682,165**	**$ 926,871**	**2.5%**
59000	SALARY REIMBURSEMENT	(1,861,345)	(2,140,926)	(2,206,811)	(65,885)	3.1%
59001	FRINGE REIMBURSEMENT	(996,894)	(1,177,509)	(1,213,745)	(36,236)	3.1%
	NET PERSONNEL	**$ 29,427,574**	**$ 33,436,859**	**$ 34,261,609**	**$ 824,750**	**2.5%**
OPERATING	**SUPPLIES/EXPENSES**					-
52610	MEDICAL SVCS.	$ 14,728	$ 16,000	$ 16,600	$ 600	3.8%
53210	POSTAGE	498,367	439,042	631,658	192,616	43.9%
53240	DUES & SUBSCRIPTIONS	116,150	111,470	135,189	23,719	21.3%
53250	FREIGHT	41,706	39,150	49,700	10,550	26.9%
53310	PRINTING & BINDING	148,607	175,214	175,450	236	0.1%
53320	ADVERTISING	4,530	12,700	12,800	100	0.8%
53330	RENTAL- EQUIPMENT	15,309	44,000	40,600	(3,400)	(7.7%)
53340	RENTAL- CLOTHING	37,332	42,200	44,901	2,701	6.4%
53350	RENTAL-OUTSIDE PROPERTY	6,662	18,000	21,800	3,800	21.1%
53360	MISCELLANEOUS EXPENSE	9,637	10,000	10,000	-	0.0%
53370	PUBLIC OUTREACH ED.	51,776	60,000	63,500	3,500	5.8%
53410	LOCAL TRAVEL	2,393	7,000	13,065	6,065	86.6%
53420	LONG DISTANCE TRAVEL	87,700	135,000	146,041	11,041	8.2%
53470	BLDG. & GRND. MAINT.	462,455	392,297	481,542	89,245	22.7%
53480	BIOSOLID DISPOSAL	6,281,447	7,168,434	11,531,446	4,363,012	60.9%
53490	SCREENING & GRIT DISPOSAL	257,914	460,696	426,082	(34,614)	(7.5%)
53510	VEHICLE FUEL & MAINTENANCE	235,971	264,300	267,150	2,850	1.1%
53610	REPAIRS BUILDING & STRUCTURE	558,886	565,900	664,710	98,810	17.5%
53612	ELECTRICITY CONTRACTOR	552,045	538,000	606,360	68,360	12.7%
53615	REPAIRS PROCESS EQUIPMENT	792,913	725,000	768,500	43,500	6.0%
53620	REPAIR-HIGHWAY & WALKS	95,931	35,000	70,000	35,000	100.0%
53630	MAINTENANCE CONTRACTS	592,615	954,554	1,090,800	136,246	14.3%
53635	MAINT. CONTRACTS-OFFICE EQUIP.	243,451	271,346	276,236	4,890	1.8%
53640	SERVICE AGREEMENTS	105,429	105,286	184,220	78,934	75.0%
53645	SOFTWARE SUBSCRIPTIONS	296,861	273,094	265,232	(7,862)	(2.9%)
53646	COMP. HARDWARE, SOFTWARE & NET. MAINT.	865,540	1,143,058	1,115,664	(27,394)	(2.4%)
53650	HIGHWAY & LANDSCAPE	27,069	20,000	21,500	1,500	7.5%
53660	INSURANCE	1,426,707	1,603,291	1,641,106	37,815	2.4%
53680	WORK. COMP. INSURANCE	608,776	706,678	758,309	51,631	7.3%
54000	TELEPHONE	363,256	377,200	373,695	(3,505)	(0.9%)
54020	DIESEL FOR EQUIPMENT	16,059	45,000	65,000	20,000	44.4%
54060	NATURAL GAS	756,730	1,370,301	1,458,218	87,917	6.4%

Budgeted Operating Expense (continued)

ACCOUNT NUMBER	ACCOUNT	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
54090	ELECTRICITY	$ 5,695,006	$ 6,135,297	$ 5,620,349	$ (514,948)	(8.4%)
54091	NBC NET METERING CREDIT	(1,753,463)	(1,569,171)	(1,570,215)	(1,044)	0.1%
54092	FP TURBINES	263,080	415,398	346,922	(68,476)	(16.5%)
54093	COVENTRY WIND	206,924	478,724	289,546	(189,178)	(39.5%)
54095	GREEN PPA	2,062,967	2,265,203	2,110,985	(154,218)	(6.8%)
54096	GREEN PPA NET METERING CREDITS	(2,750,623)	(3,020,271)	(2,814,647)	205,624	(6.8%)
54097	BIOGAS	87,427	152,800	209,200	56,400	36.9%
54110	WATER	145,557	158,700	166,640	7,940	5.0%
54200	CLOTHING	48,822	70,450	66,400	(4,050)	(5.7%)
54332	CHLORINE/HYPOCHLORITE	847,601	1,389,493	927,585	(461,908)	(33.2%)
54333	CARBON FEED	27,753	73,446	35,179	(38,267)	(52.1%)
54335	POLYMER	137,227	139,324	162,839	23,515	16.9%
54336	SODIUM HYDROXIDE	-	19,531	83,654	64,123	328.3%
54337	SODIUM BISULFITE	481,046	540,091	565,352	25,261	4.7%
54338	SODA ASH	73,072	60,925	73,742	12,817	21.0%
54339	UV DISINFECTION	193,450	180,790	189,176	8,386	4.6%
54340	LAB SUPPLIES	385,436	421,700	439,400	17,700	4.2%
54345	LAB CHEMICALS & GASES	280,961	276,000	292,200	16,200	5.9%
54370	SUPPLIES BUILDING & MAINT.	508,175	571,580	581,680	10,100	1.8%
54410	EDUCATIONAL SUPP. & EXP.	74,125	123,250	120,120	(3,130)	(2.5%)
54420	COMPUTER SUPPLIES	110,813	97,100	96,200	(900)	(0.9%)
54430	OTHER OP. SUPPLIES & EXP.	14,842	18,550	21,357	2,807	15.1%
54440	SAFETY EQUIPMENT	83,737	95,470	94,060	(1,410)	(1.5%)
54500	OFFICE EXPENSE	129,342	164,020	159,660	(4,360)	(2.7%)
	TOTAL OPERATING SUPPLIES/EXPENSE	**$ 22,928,227**	**$ 27,387,611**	**$ 31,694,458**	**$ 4,306,847**	**15.7%**
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	$ 545,708	$ 643,900	$ 624,280	$ (19,620)	(3.0%)
52630	EDUCATIONAL PROFESSIONAL SERVICES	36,019	46,000	46,000	-	0.0%
52650	SECURITY SERVICES	24,754	34,500	36,807	2,307	6.7%
52660	LEGAL SERVICES	289,250	269,000	336,500	67,500	25.1%
52670	MGMT/AUDIT SERVICES	409,896	422,800	435,900	13,100	3.1%
52680	TEMPORARY/CLERICAL SERVICES	31,862	15,400	37,161	21,761	141.3%
52690	OTHER SERVICES	893,611	1,090,980	1,153,615	62,635	5.7%
	TOTAL PROFESSIONAL SERVICES	**$ 2,231,099**	**$ 2,522,580**	**$ 2,670,263**	**$ 147,683**	**5.9%**
LEASE/SUBSCRIPTIONS EXPENSE						
55000	LEASES PAID	$ 105,711	$ 106,120	$ 111,859	$ 5,739	5.4%
56000	SUBSCRIPTIONS PAID	280,072	505,686	658,555	152,869	30.2%
57950	INTEREST EXPENSE - LEASES	7,689	7,285	7,211	(74)	(1.0%)
57960	INTEREST EXPENSE - SUBSCRIPTIONS	10,715	6,616	28,921	22,305	337.1%
	TOTAL LEASE/SUBSCRIPTIONS EXPENSE	**$ 404,187**	**$ 625,707**	**$ 806,546**	**$ 180,839**	**28.9%**
						-
	TOTAL OPERATING EXPENSE	**$ 54,991,087**	**$ 63,972,757**	**$ 69,432,876**	**$ 5,460,119**	**8.5%**
DEBT SERVICE						
57903	INTEREST EXPENSE-2015 SERIES A	$ 128,600	$ 128,600	$ -	$ (128,600)	(100.0%)
57907	INTEREST EXPENSE-2008 SERIES A	1,146,107	1,043,057	-	(1,043,057)	(100.0%)
57912	INTEREST EXPENSE SRF	10,463,602	14,430,640	13,807,119	(623,521)	(4.3%)
57917	INTEREST EXPENSE-2020 SERIES A	4,362,414	4,257,200	-	(4,257,200)	(100.0%)
57920	PRINCIPAL PAID	26,628,162	30,201,787	34,221,595	4,019,808	13.3%
57924	INTEREST EXPENSE ACCRUED - OPEN MARKET BONDS	-	-	5,173,227	5,173,227	0.0%
57925	INTEREST EXPENSE ACCRUED - WIFIA BONDS	-	-	-	-	0.0%
	TOTAL DEBT SERVICE	**$ 42,728,885**	**$ 50,061,284**	**$ 53,201,941**	**$ 3,140,657**	**6.3%**
RESERVES AND REVENUE FUNDED CAPITAL						
	OPERATING RESERVE	$ -	$ -	$ 436,465	$ 436,465	0.0%
	REQUIRED TRUST INDENTURE DEPOSITS	4,200,937	2,509,520	2,775,552	266,032	10.6%
	REVENUE FUNDED CAPITAL (PAYGO)	12,592,483	13,841,668	16,064,714	2,223,046	16.1%
	SURPLUS REVENUE FUND BALANCE TRANSFER FORWARD	2,881,819	-	-	-	0.0%
	TOTAL RESERVES AND REVENUE FUNDED CAPITAL	**$ 19,675,239**	**$ 16,351,188**	**$ 19,276,731**	**$ 2,925,543**	**17.9%**
	TOTAL EXPENSES, RESERVES, AND FUNDS	**$ 117,395,211**	**$ 130,385,229**	**$ 141,911,548**	**$ 11,526,319**	**8.8%**

Budgeted Capital Sources of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
CAPITAL SOURCES						
11380	OCP - PAYGO	$ 4,538,663	$ 5,170,500	$ 6,100,050	$ 929,550	18.0%
11370/11381	CIP - PAYGO	12,989,283	22,544,341	17,482,660	(5,061,681)	(22.5%)
11495/11496	RECEIVABLE - RIIB-PL23	12,897,439	-	-	-	0.0%
11497	RECEIVABLE - RIIB-PL24	71,838,885	-	$ -	-	0.0%
11498/11499	RECEIVABLE - RIIB-PL25	24,649,791	56,325,129	-	(56,325,129)	(100.0%)
11500	RECEIVABLE - RIIB-PL26	-	26,378,277	8,077,692	(18,300,585)	(69.4%)
TBD	2027 SERIES A	-	-	64,395,378	64,395,378	0.0%
11550	RECEIVABLE - WIFIA 1	-	-	-	-	0.0%
11552	RECEIVABLE - WIFIA 2	1,103,352	48,719,100	-	(48,719,100)	(100.0%)
11553	RECEIVABLE - WIFIA 3	4,850,276	12,307,384	22,860,950	10,553,566	85.7%
	TOTAL SOURCES OF FUNDS	**$ 132,867,687**	**$ 171,444,731**	**$ 118,916,730**	**$ (52,528,001)**	**(30.6%)**

Budgeted Capital Uses of Funds

ACCOUNT NUMBER	ACCOUNT	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
OPERATING CAPITAL PROGRAM						
16510	VEHICLE AND RELATED EQUIPMENT	$ -	$ -	$ 308,750	$ 308,750	0.0%
16515	VEHICLE AND RELATED EQUIPMENT REPLACEMENT	756,732	662,000	815,100	153,100	23.1%
16520	BUILDING & PLANT EQUIPMENT	40,000	-	191,900	191,900	0.0%
16525	BUILDING & PLANT EQUIPMENT REPLACEMENT	2,302,399	2,783,500	3,212,050	428,550	15.4%
16550	COMPUTER HARDWARE, SOFTWARE AND NETWORK	183,666	425,000	205,500	(219,500)	(51.6%)
16555	COMPUTER HARDWARE, SOFTWARE AND NETWORK REP.	176,724	740,000	594,750	(145,250)	(19.6%)
16570	LAB & SAMPLING EQUIPMENT	27,766	-	-	-	0.0%
16575	LAB & SAMPLING EQUIPMENT REPLACEMENT	611,522	445,000	508,250	63,250	14.2%
16586	OFFICE FURNITURE & EQUIPMENT REPLACEMENT	-	10,000	-	(10,000)	(100.0%)
16595	OTHER EQUIPMENT REPLACEMENT	35,077	20,000	-	(20,000)	(100.0%)
16610	BUILDINGS & OTHER STRUCTURES	9,537	10,000	-	(10,000)	(100.0%)
16615	BUILDINGS & OTHER STRUCTURES REPLACEMENT	395,240	30,000	263,750	233,750	779.2%
16620	SPECIAL STUDIES	-	45,000	-	(45,000)	(100.0%)
	TOTAL OPERATING CAPITAL PROGRAM	**$ 4,538,663**	**$ 5,170,500**	**$ 6,100,050**	**$ 929,550**	**18.0%**
CAPITAL IMPROVEMENT PROGRAM						
16700	WASTEWATER TREATMENT FACILITY IMPROVEMENTS	$ 7,311,493	$ 13,212,800	$ 11,339,700	$ (1,873,100)	(14.2%)
16700	BUCKLIN POINT RESILIENCY	5,345,075	10,236,700	2,149,400	(8,087,300)	(79.0%)
16700	FIELD'S POINT RESILIENCY	4,853,338	15,408,884	23,912,450	8,503,566	55.2%
16700	INFRASTRUCTURE MANAGEMENT	394,797	3,365,700	4,867,700	1,502,000	44.6%
16700	CSO PHASE III A FACILITIES	109,799,223	116,451,100	61,584,397	(54,866,703)	(47.1%)
16700	SEWER SYSTEM IMPROVEMENTS	337,391	5,335,000	5,657,200	322,200	6.0%
16700	INTERCEPTOR INSPECTION & CLEANING	127,188	1,039,000	500,000	(539,000)	(51.9%)
16700	INTERCEPTOR RESTORATION & CONSTRUCTION	112,768	961,000	1,579,833	618,833	64.4%
	TOTAL CAPITAL IMPROVEMENT PROGRAM	**$ 128,281,274**	**$ 166,010,184**	**$111,590,680**	**$ (54,419,504)**	**(32.8%)**
COST OF ISSUANCE/OTHER						
11277	COST OF ISSUANCE/OTHER	$ 47,750	$ 264,047	$ 1,226,000	$ 961,953	364.3%
	TOTAL COST OF ISSUANCE/OTHER	**$ 47,750**	**$ 264,047**	**$ 1,226,000**	**$ 961,953**	**364.3%**
	TOTAL CAPITAL BUDGET	**$ 132,867,687**	**$ 171,444,731**	**$118,916,730**	**$ (52,528,001)**	**(30.6%)**



NBC'S Pretreatment Manager
Photo by Peter Goldberg

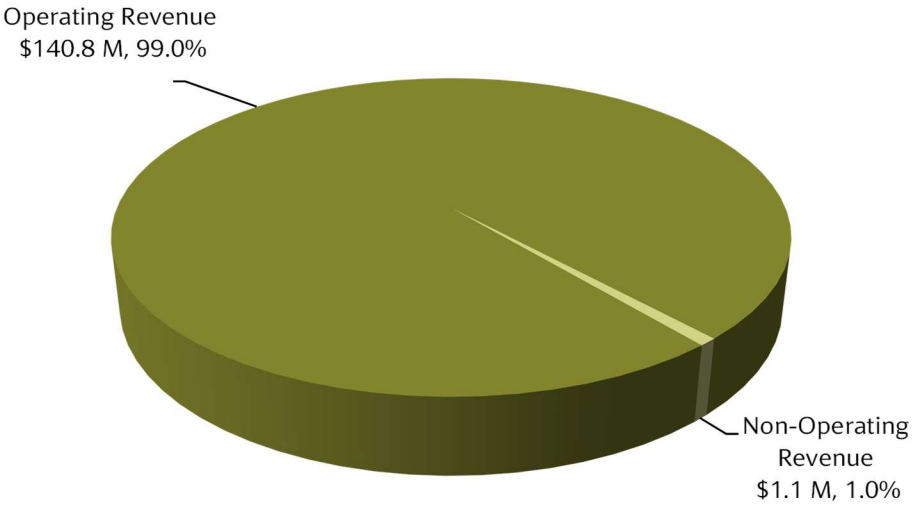
Operating Budget

NBC's FY 2027 Operating Budget is $141.9 million, which is an increase of $11.5 million or 8.8% over the FY 2026 budget.

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Revenue					
Operating Revenue					
User Fees	$ 112,945,177	$125,068,706	$137,906,457	$12,837,751	10.3%
Other	2,613,772	2,163,900	2,906,401	742,501	34.3%
Total Operating Revenue	115,558,949	127,232,606	140,812,858	13,580,252	10.7%
Non-Operating Revenue					
Investment Income	962,583	820,000	495,000	(325,000)	(39.6%)
Miscellaneous Income	375,038	134,389	128,403	(5,986)	(4.5%)
Revenue Fund Balance	-	2,000,000	-	(2,000,000)	(100.0%)
OMR Fund Transfer	498,641	198,234	475,287	277,053	139.8%
Total Non-Operating Revenue	1,836,262	3,152,623	1,098,690	(2,053,933)	(65.1%)
Total Revenue	**$117,395,211**	**$130,385,229**	**$141,911,548**	**$11,526,319**	**8.8%**
Expense					
Operating Expense					
Personnel	$ 29,427,574	$ 33,436,859	$ 34,261,609	$ 824,750	2.5%
Operating Supplies/Expense	22,913,499	27,387,611	31,694,458	4,306,847	15.7%
Professional Services	2,245,827	2,522,580	2,670,263	147,683	5.9%
Leases/Subscriptions Expense	404,187	625,707	806,546	180,839	28.9%
Total Operating Expense	54,991,087	63,972,757	69,432,876	5,460,119	8.5%
Debt Service					
Principal	26,628,162	30,201,787	34,221,595	4,019,808	13.3%
Interest	16,100,723	19,859,497	18,980,346	(879,151)	(4.4%)
Total Debt Service	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Total Expense	**$ 97,719,972**	**$ 114,034,041**	**$122,634,817**	**$ 8,600,776**	**7.5%**
Reserves and Revenue Funded Capital					
Operating Reserves	$ -	$ -	$ 436,465	$ 436,465	-
Required Trust Indenture Deposits	4,200,937	2,509,520	2,775,552	266,032	10.6%
Revenue Funded Capital (PAYGO)	12,592,483	13,841,668	16,064,714	2,223,046	16.1%
Surplus Revenue Fund Balance Transfer Forward	2,881,819	-	-	-	-
Total Reserves and Revenue Funded Capital	19,675,239	16,351,188	19,276,731	2,925,543	17.9%
Total Expenses, Reserves and Revenue Funded Capital	**$117,395,211**	**$130,385,229**	**$141,911,548**	**$11,526,319**	**8.8%**

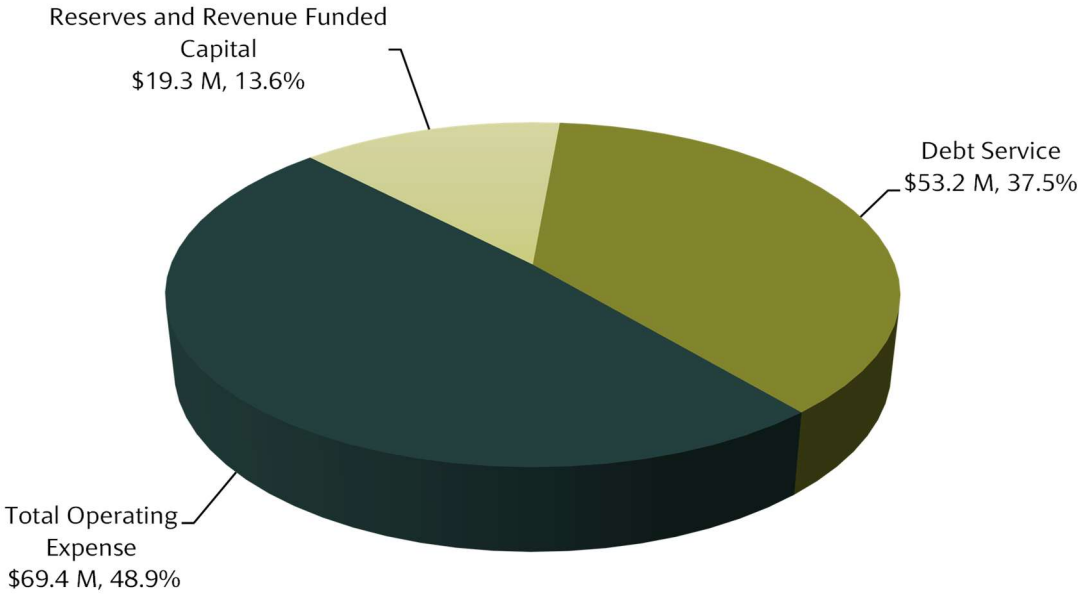
The FY 2027 Budgeted Revenue is $141.9 million, which is $11.5 million higher than last year's budget. Operating Revenue is $140.8 million, which is $13.6 million or 10.7% higher than the prior year. Non-Operating Revenue is $1.1 million, which is $2.1 million lower than the prior year. The chart below illustrates the split of FY 2027 Budgeted Operating and Non-Operating Revenue.

Sources of Revenue



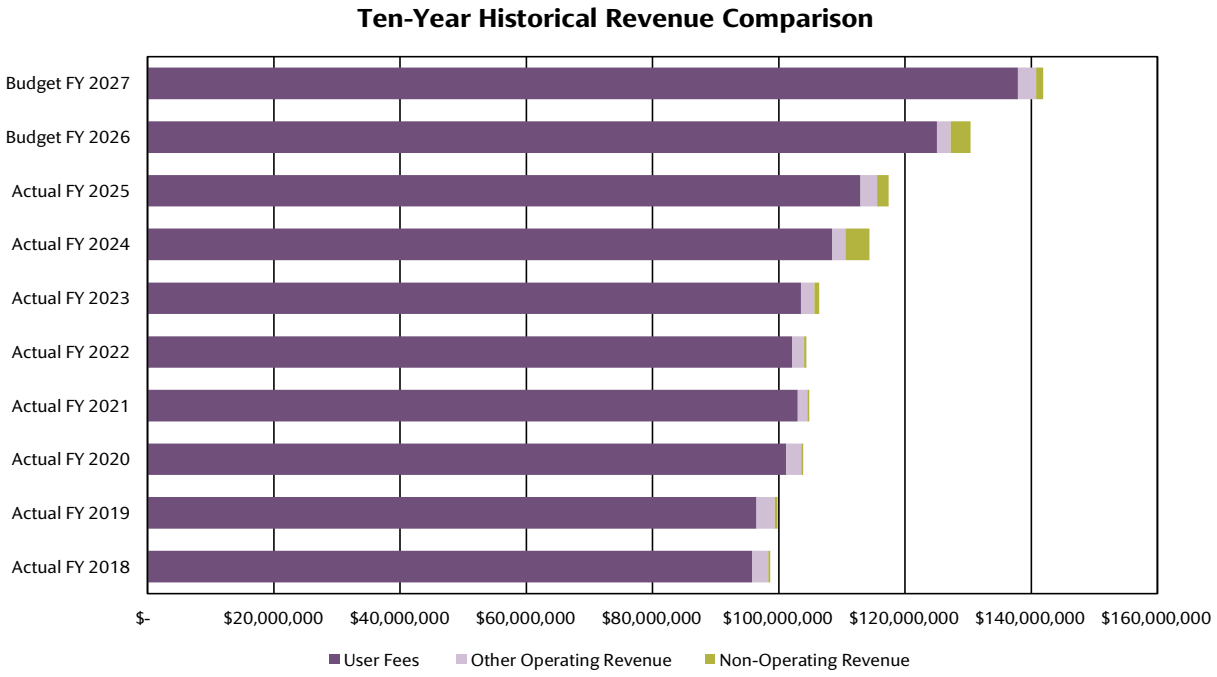
Operating Expense represents the largest use of revenue in FY 2027, totaling $69.4 million, or 48.9% of the total expense. Budgeted Debt Service expense is $53.2 million or 37.5% of total expense. The budget also includes Reserves and Revenue Funded Capital totaling $19.3 million. The chart below illustrates FY 2027 budgeted uses of revenue.

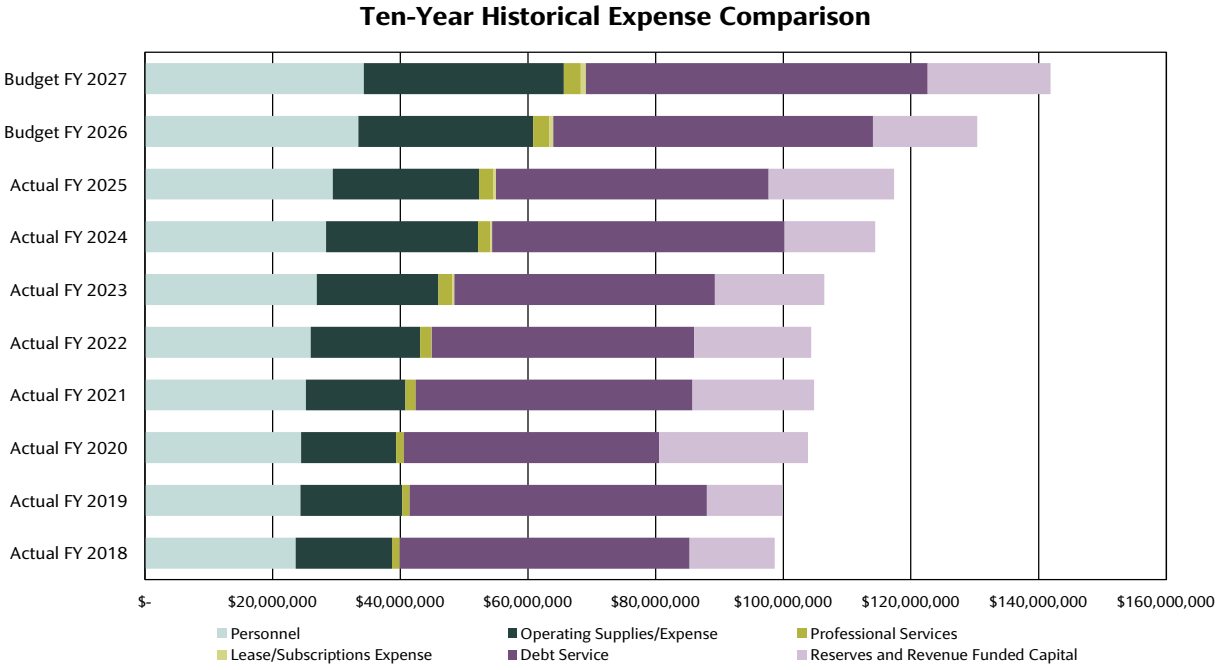
Uses of Revenue



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.

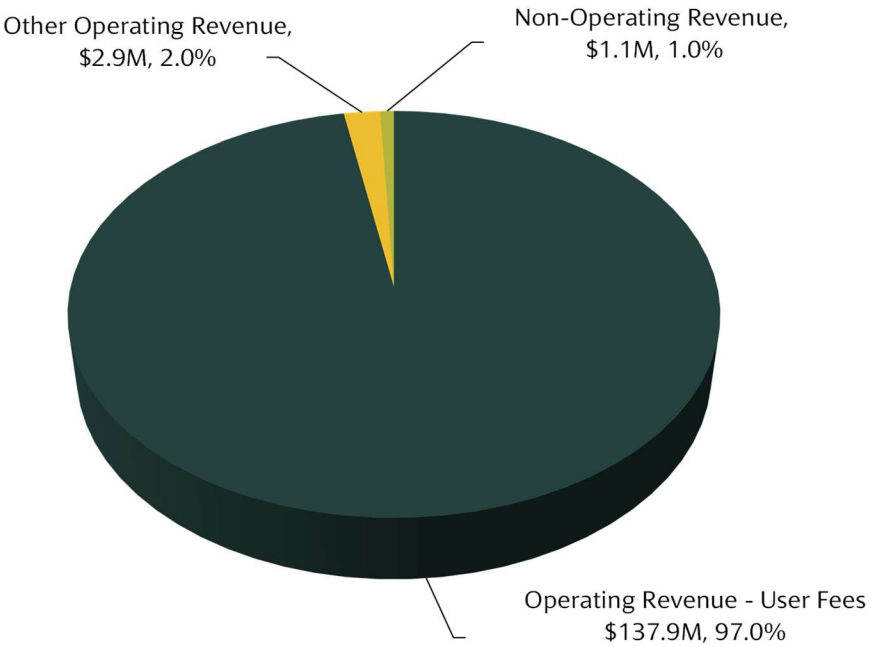




Revenue Profile

FY 2027 budgeted revenue is $141.9 million, an increase of $11.5 million or 8.8% compared to FY 2026. Operating Revenue is $140.8 million, and Non-Operating Revenue is $1.1 million.

Revenue by Category



Historical and budgeted revenue are shown in the table below.

Revenue	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Operating Revenue					
User Fees	$112,945,177	$125,068,706	$137,906,457	$12,837,751	10.3%
Application Fees	260,890	167,670	312,042	144,372	86.1%
Septage Income	331,248	368,239	368,239	-	0.0%
Capacity Charge Fees	248,325	206,168	211,704	5,536	2.7%
Late Charge Fees	743,672	441,046	829,380	388,334	88.0%
Customer Service Fees	125,825	174,359	173,805	(555)	(0.3%)
Renewable Energy Credits	903,813	806,418	1,011,230	204,812	25.4%
Total Operating Revenue	$115,558,949	$127,232,606	$140,812,858	$13,580,252	10.7%
Non-Operating Revenue					
Investment Income	$ 962,583	$ 820,000	$ 495,000	$ (325,000)	(39.6%)
Miscellaneous Income	375,038	134,389	128,403	(5,986)	(4.5%)
Revenue Fund Balance	-	2,000,000	-	(2,000,000)	100.0%
OMR Fund Transfer	498,641	198,234	475,287	277,053	139.8%
Total Non-Operating Revenue	$ 1,836,262	$ 3,152,623	$ 1,098,690	$(2,053,933)	(65.1%)
Total Revenue	**$117,395,211**	**$130,385,229**	**$141,911,548**	**$11,526,319**	**8.8%**

Operating Revenue

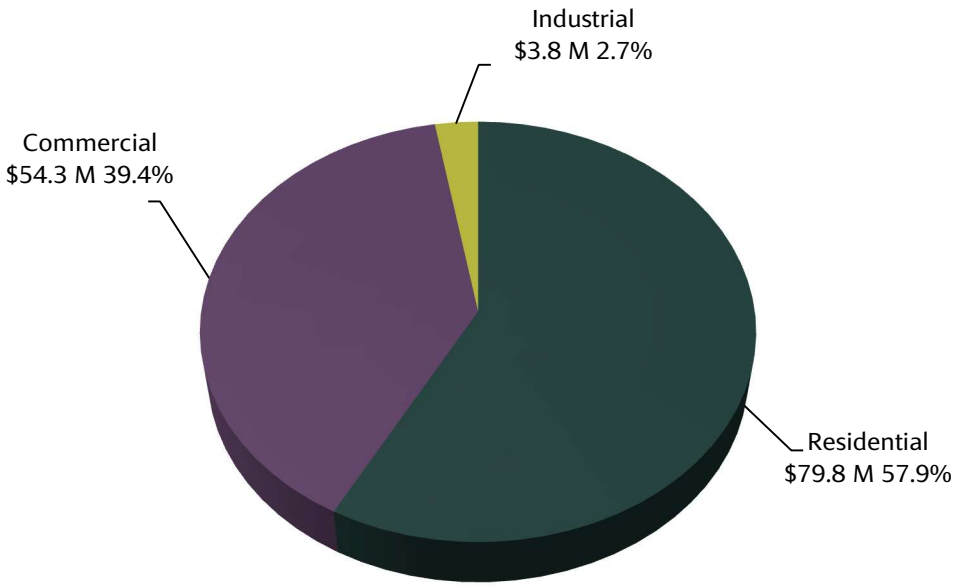
User Fee Revenue

FY 2027 budgeted user fee revenue is $137.9 million, a 10.3% increase over the prior year. This is driven by a projected 10.97% across-the-board increase in sewer user rates effective July 1, 2026. The projected rate increase is a composite rate that reflects a 4.08% rate increase to support the 2026 Series A $75.0 million loan from RIIB approved by the PUC as part of Docket 25-40-WW, and an estimated additional rate increase for operating expense resulting from NBC's pending General Rate Case, Docket 25-32-WW. It is anticipated that the PUC will render its decision on the Commission's General Rate Case, including any adjustments to NBC's revenue funded capital (PAYGO), in June 2026.

User Fee Revenue by Customer Class

The majority of the FY 2027 budgeted user fee revenue, $79.8 million or 57.9%, is from the residential customer class. Non-residential customers account for $58.1 million or 42.1% of total user fee revenue. Budgeted revenue from commercial customers is $54.3 million, while budgeted revenue from industrial customers is $3.8 million. User fee revenue is 10.3% higher than the previous year across all customer classes. To learn more about NBC's customer base, please refer to the "About NBC" section of the budget.

User Fee Revenue by Customer Class

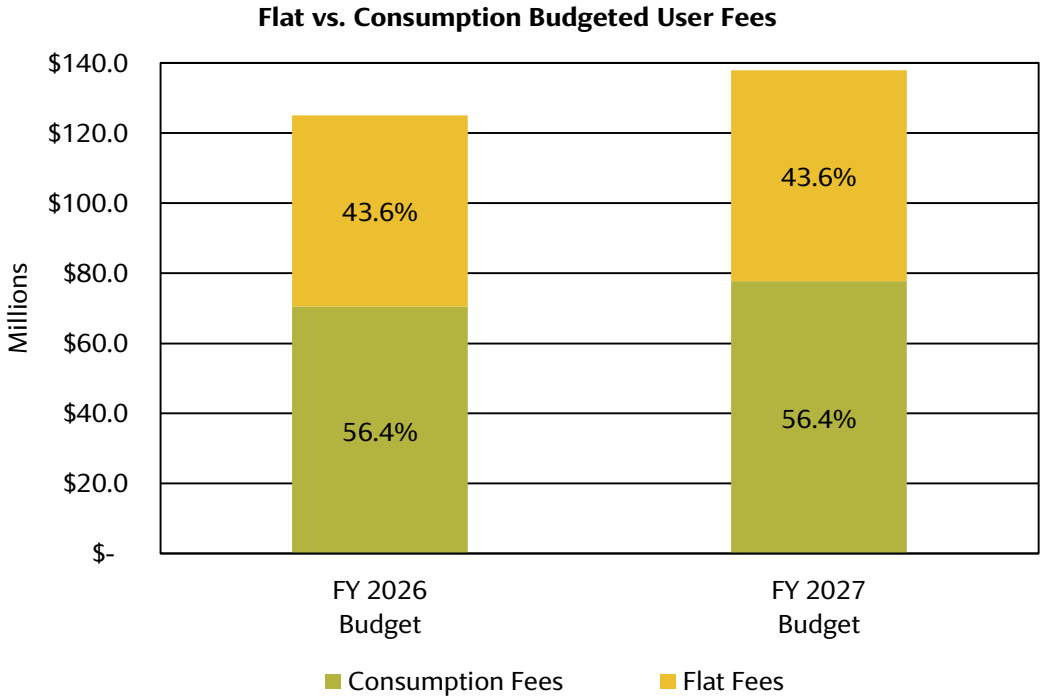


Budgeted User Fee Revenue by Customer Class

Customer Class	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Residential	$ 72,412,637	$ 79,845,475	$ 7,432,838	10.3%
Commercial	49,217,279	54,269,216	5,051,937	10.3%
Industrial	3,438,790	3,791,766	352,976	10.3%
Total User Fee Revenue	**$ 125,068,706**	**$ 137,906,457**	**$ 12,837,751**	**10.3%**

User Fee Revenue by Type

Customers are billed through a combination of a fixed customer charge and a water usage-based consumption charge. The chart below shows that the share of revenue from each source has stayed consistent year over year. In FY 2027, 43.6% of budgeted user fee revenue is from flat fees and 56.4% is from consumption fees.



FY 2027 budgeted consumption fees are 10.3% higher than the previous year, representing an increase of $7.2 million. Budgeted flat fees are also 10.3% higher than the prior year, with an increase of $5.6 million.

Revenue Type	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Consumption Fees	$ 70,524,630	$ 77,763,672	$ 7,239,042	10.3%
Flat Fees	54,544,076	60,142,785	5,598,709	10.3%
Total User Fee Revenue	**$ 125,068,706**	**$ 137,906,457**	**$ 12,837,751**	**10.3%**

Consumption Fees

Consumption fees are based on billable water usage, with distinct consumption rates for each customer class. FY 2027 budgeted billable consumption is based on the levels requested in the pending rate case, which reflect historical trends. There is no change in the total budgeted billable consumption from the prior year.

Billable Consumption (HCF)

Customer Class	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Residential	7,951,466	7,951,466	-	0.0%
Commercial	4,499,691	4,499,691	-	0.0%
Industrial	567,430	567,430	-	0.0%
Total Billable Consumption	**13,018,587**	**13,018,587**	**-**	**0.0%**

Budgeted consumption fees reflect the projected 10.97% rate increase effective July 1, 2026. The new rates, when applied to the projected billable units, result in a $7.2 million or 10.3% increase in budgeted consumption fees for FY 2027 compared to the previous year. Consumption fees are higher across all customer classes.

Budgeted Consumption Fees

Customer Class	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Residential	$ 36,728,847	$ 40,498,901	$ 3,770,054	10.3%
Commercial	31,216,703	34,420,960	3,204,257	10.3%
Industrial	2,579,080	2,843,811	264,731	10.3%
Total	**$ 70,524,630**	**$ 77,763,672**	**$ 7,239,042**	**10.3%**

Flat Fees

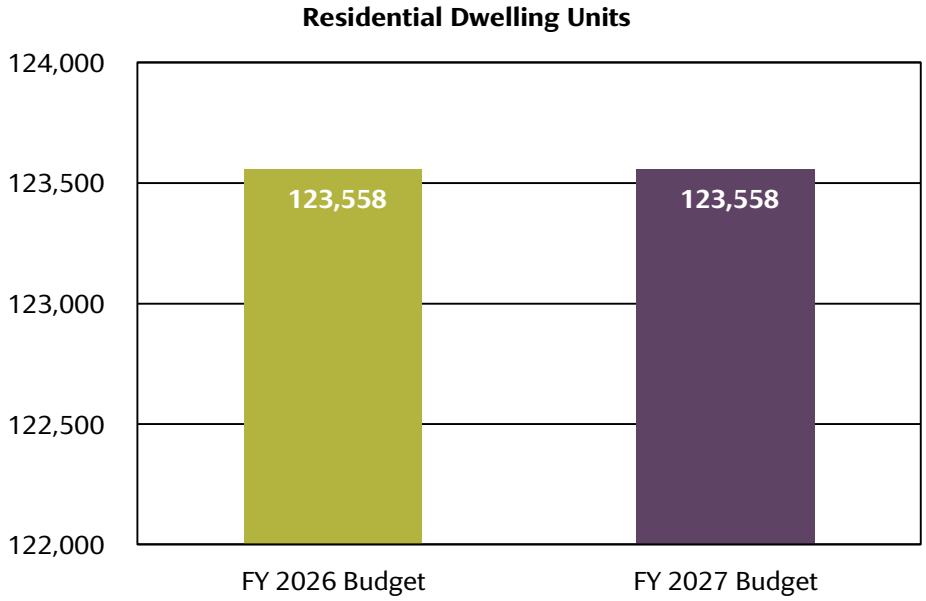
Flat fees are based on the number of dwelling units (DUs) for residential customers and billable meters by meter size for non-residential customers. Budgeted flat fees in FY 2027 are $5.6 million or 10.3% higher than the prior year for all customer classes. This is a result of the 10.97% across-the-board rate increase.

Budgeted Flat Fees

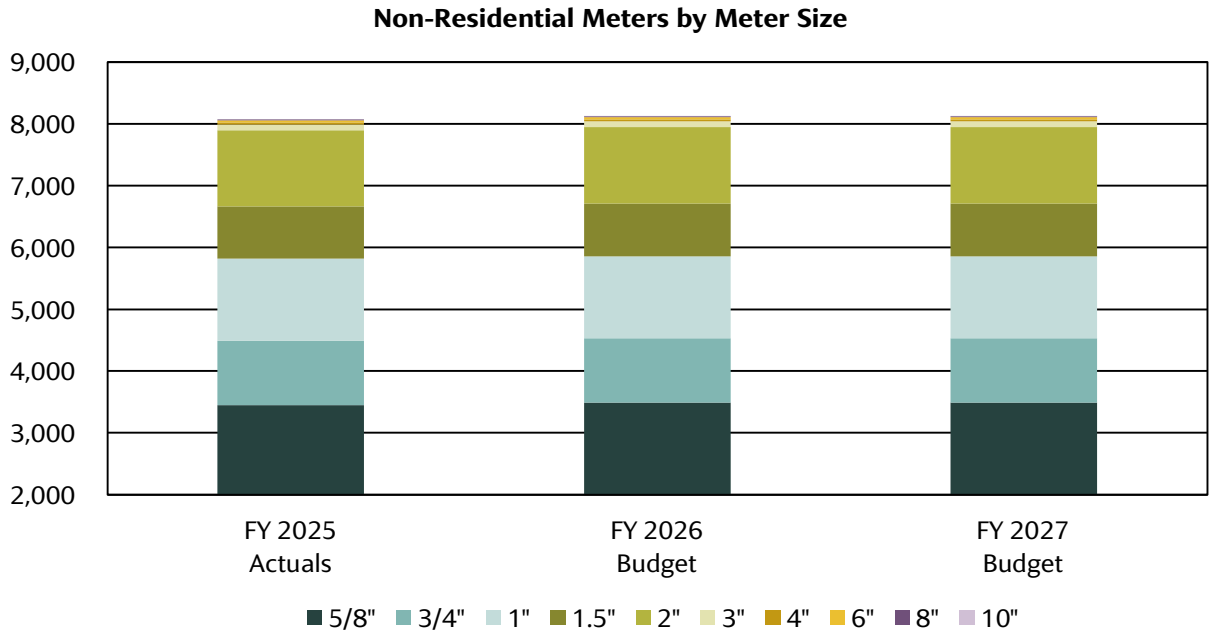
Customer Class	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Residential	$ 35,683,790	$ 39,346,574	$ 3,662,784	10.3%
Commercial	18,000,576	19,848,256	1,847,680	10.3%
Industrial	859,710	947,955	88,245	10.3%
Total	**$ 54,544,076**	**$ 60,142,785**	**$ 5,598,709**	**10.3%**



FY 2027 budgeted residential flat fee revenue is based on the projected number of DUs multiplied by the rate per DU. The FY 2027 DU projection of 123,558 is derived from the methodology used in the pending rate filing and reflects the average growth observed from FY 2020 through FY 2024.

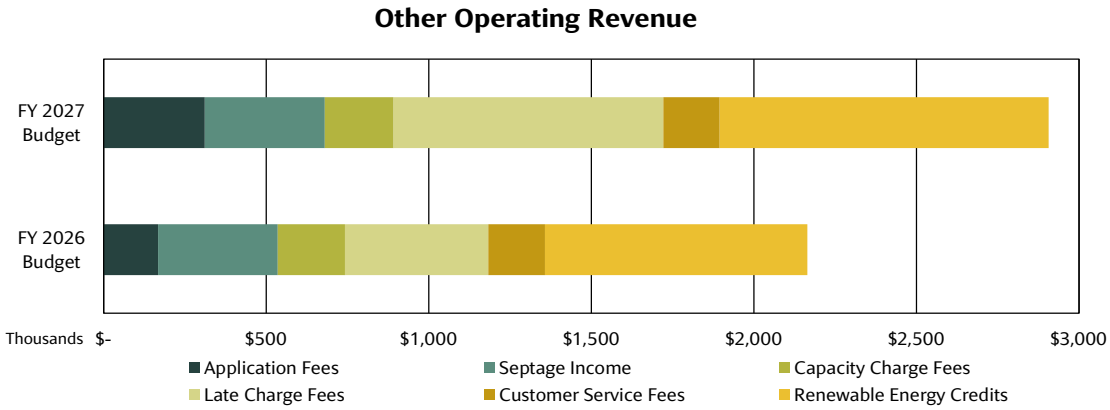


Non-residential flat fees are based on the number of meters by meter size multiplied by the rate per meter size. Annual non-residential flat fee rates range from $752 for a 5/8" meter to $86,561 for a 10" meter. The number of budgeted non-residential meters remains unchanged from the prior year, based on actual growth trends from FY 2020 through FY 2024 and consistent with the methodology applied in the pending rate case.



Other Operating Revenue

While User Fees are NBC's primary source of operating revenue, NBC also generates other operating revenue, which accounts for 2.0% of total revenue. The sources include Application Fees, Late Charge Fees, Capacity Charge Fees, Customer Service Fees, Renewable Energy Credits (REC), and Septage Income. As shown below, budgeted other operating revenue is $743 thousand or 34.3% higher in FY 2027 than the prior year. This is primarily due to higher budgeted REC Income and Late Charge Fees.



Customer Service Fees

FY 2027 budgeted Customer Service Fees are 0.3% lower than the prior year. Please see the following table for a comparison of the budgeted revenue from the Customer Service Fees.

Customer Service Fees

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Real Estate Closing Fees	$ 128,540	$ 128,540	$ -	0.0%
Abatement Application Fees	4,142	3,588	(555)	(13.4%)
Abatement Reinstatement Fees	12,060	12,060	-	0.0%
Returned Check Fees	29,617	29,617	-	0.0%
Total	**$ 174,359**	**$ 173,805**	**$ (555)**	**(0.3%)**

Late Charge Fees

Late fees are 1.0% per month on any unpaid balance past due 30 days from the billing date. Late Fee revenue is $0.8 million, reflecting an 88.0% increase compared to the previous year due to higher 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 2027 budgeted revenue reflects a 10.2% increase in Pretreatment Permit Application Fees from the prior year based on a three-year average.

Sewer Connection Permit Application 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 3.8% lower, and the budgeted Capacity Charge Fees are 2.7% higher.

Stormwater Permit Application Fees

NBC's Stormwater Permit Application Fee applies to all new sewer connections and commercial projects undergoing new development or redevelopment, whether connecting directly or indirectly to NBC's sanitary sewer lines. The FY 2027 budgeted revenue from these fees is $192 thousand, an increase of $139 thousand from the prior year.

Septage Income



Permitted haulers pay fees based on the amount of septage that they discharge at NBC's Septage Receiving Station. The FY 2027 budgeted septage revenue is $0.4 million, reflecting no change from the prior year.

The FY 2027 budgeted revenue from these application fees and septage income is $0.9 million, representing a 20.2% increase compared to the previous year.

Application Fees and Septage Income

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Pretreatment Permit Application Fees	$ 66,727	$ 73,514	$ 6,787	10.2%
Sewer Connection Permit Fees	48,883	47,028	(1,855)	(3.8%)
Capacity Charge Fees	206,168	211,704	5,536	2.7%
Stormwater Permit Application Fees	52,060	191,500	139,440	267.8%
Septage Income	368,239	368,239	-	0.0%
Total	**$ 742,077**	**$ 891,986**	**$ 149,909**	**20.2%**

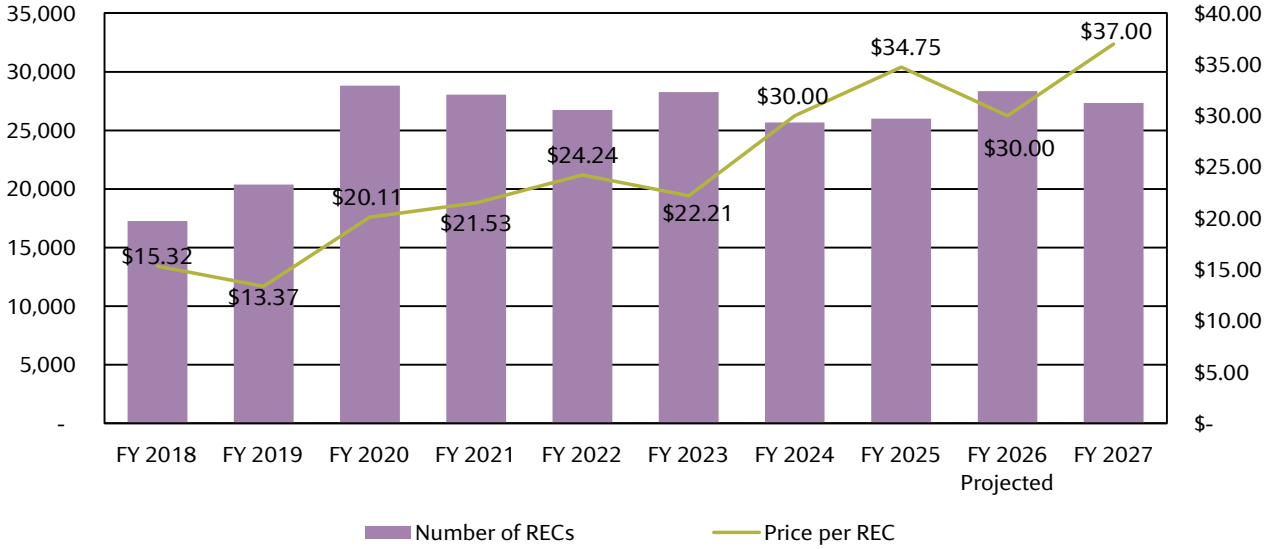
Renewable Energy Credits

The FY 2027 budget reflects a $205 thousand or 25.4% increase in RECs over the prior year. This is the net result of a new contract price per REC of $37.00 and a slight increase in the number of RECs generated. The total REC revenue budgeted for FY 2027 is $1.0 million.

Budgeted REC Revenue

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
REC Revenue	$ 806,418	$ 1,011,230	$ 204,812	25.4%
Average Rate/REC	$30.00	$37.00	$7.00	23.3%
Number of RECs	26,881	27,330	450	1.7%

Number of RECs Sold and Average Price



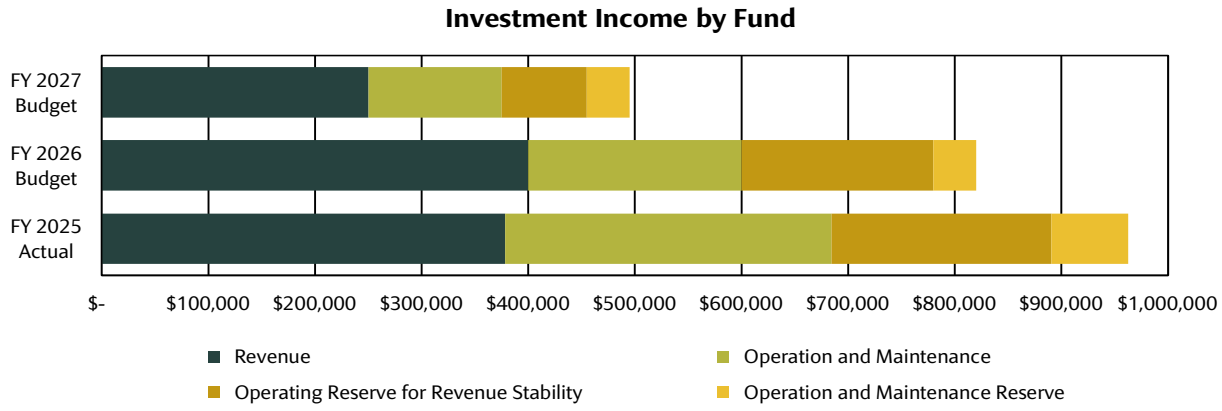
Non-Operating Revenue

Non-Operating Revenue includes Investment Income and Miscellaneous Income. The following table shows that Non-Operating Revenue is projected to decrease by $2.1 million or 65.1%.

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Interest Income				
Revenue	$ 400,000	$ 250,000	$ (150,000)	(37.5%)
Operation and Maintenance	200,000	125,000	(75,000)	(37.5%)
Operating Reserve for Revenue Stability	180,000	80,000	(100,000)	(55.6%)
Operation and Maintenance Reserve	40,000	40,000	-	0.0%
Subtotal Interest Income	$ 820,000	$ 495,000	$ (325,000)	(39.6%)
Other Non-Operating Revenue				
Discount Earned	$ 630	$ 315	$ (315)	(50.0%)
Miscellaneous Income	121,759	116,088	(5,671)	(4.7%)
Rental Income	12,000	12,000	-	0.0%
Revenue Fund Balance	2,000,000	-	(2,000,000)	(100.0%)
OMR Fund Transfer	198,234	475,287	277,053	139.8%
Subtotal Other Non-Operating Revenue	$ 2,332,623	$ 603,690	(1,728,933)	(74.1%)
Total Non-Operating Revenue	**$ 3,152,623**	**$ 1,098,690**	**$ (2,053,933)**	**(65.1%)**

Investment Income

FY 2027 budgeted Investment Income is $0.3 million less than the prior year. This is due to a projected decline in interest rates. Historical and budgeted Investment Income is shown in the chart below.



Miscellaneous Income

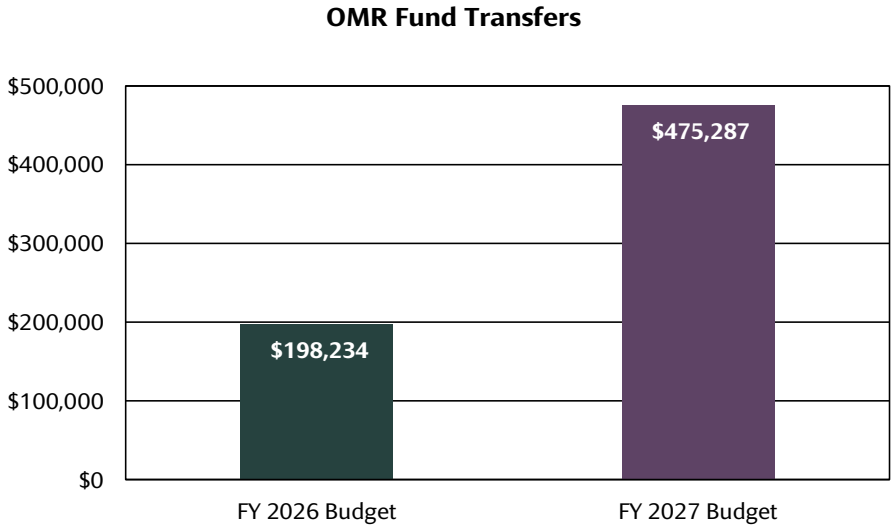
The budgeted Miscellaneous Income, based on three years of actual income, is six thousand or 4.5% lower than the previous year.

Miscellaneous Income

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Discount Earned	$ 630	$ 315	$ (315)	(50.0%)
Miscellaneous Income	121,759	116,088	(5,671)	(4.7%)
Rental Income	12,000	12,000	-	0.0%
Total	**$ 134,389**	**$ 128,403**	**$ (5,986)**	**(4.5%)**

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 expenses 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 2027 budgeted expense for these accounts. The OMR fund transfer is $0.3 million higher than the previous year.

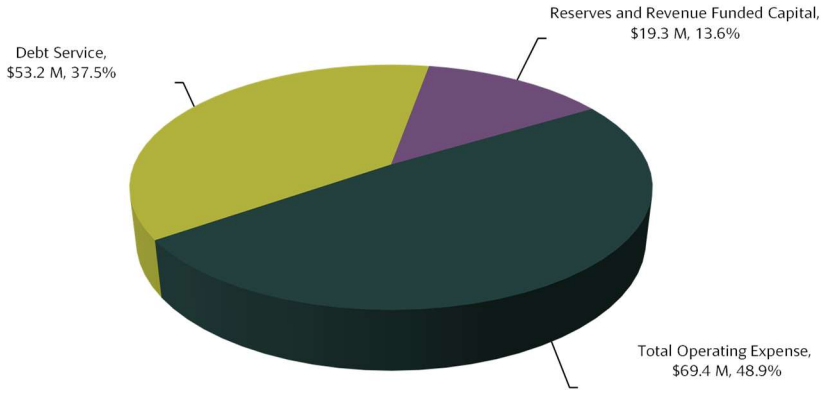


Expense Profile

FY 2027 budgeted expenses, reserves, and Revenue Funded Capital total $141.9 million, representing an increase of $11.5 million, or 8.8%, from the prior year's budget. Operating Expense remains the largest cost category at $69.4 million, reflecting an increase of $5.5 million, or 8.5%, compared to FY 2026. Budgeted debt service is 37.5% of the total and is $3.1 million higher than the prior year.

Reserves and Revenue Funded Capital are $2.9 million higher than the FY 2026 budget. Operating Reserves account for 0.3% of total and represent 5% of total expenses excluding personnel, debt service, and expenses included OMR Fund. Required Trust Indenture Deposits increased due to higher deposits into the debt service payment accounts based on updated amortization schedules. The calculation for debt service coverage is based on revenues, less operating expenses and debt service, with the remaining amount reflected as Revenue Funded Capital (PAYGO).

FY 2027 Expense by Category



The table below shows historical and budgeted expenses.

Expense	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Operations and Maintenance					
Personnel	$ 29,427,574	$ 33,436,859	$34,261,609	$ 824,750	2.5%
Operating Supplies/Expense	22,913,499	27,387,611	31,694,458	4,306,847	15.7%
Professional Services	2,245,827	2,522,580	2,670,263	147,683	5.9%
Leases/Subscriptions Expense	404,187	625,707	806,546	180,839	28.9%
Total Operating Expense	$54,991,087	$63,972,757	$69,432,876	$5,460,119	8.5%
Debt Service	$ 42,728,885	$ 50,061,284	$53,201,941	$3,140,657	6.3%
Total Expense	**$97,719,972**	**$114,034,041**	**$122,634,817**	**$8,600,776**	**7.5%**

Expense	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Reserves and Revenue Funded Capital					
Operating Reserves	$ -	$ -	$ 436,465	$ 436,465	-
Required Trust Indenture Deposits	4,200,937	2,509,520	2,775,552	266,032	10.6%
Revenue Funded Capital (PAYGO)	12,592,483	13,841,668	16,064,714	2,223,046	16.1%
Surplus Revenue Fund Balance Transfer Forward	2,881,819	-	-	-	-
Total Reserves and Revenue Funded Capital	$19,675,239	$16,351,188	$19,276,731	$2,925,543	17.9%
Total Expense, Reserves and Revenue Funded Capital	**$117,395,211**	**$130,385,229**	**$141,911,548**	**$11,526,319**	**8.8%**

Operating Expense

The following table shows that the largest percentage change to Operating Expense in FY 2027 is a 28.9% 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 15.7% increase in Operating Supplies/Expense. Professional Services increased 5.9%, and Personnel expenses increased by 2.5% over the prior year.

Operating Expense by Category

Expense	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change	Percent of Total
Personnel	$ 33,436,859	$34,261,609	$ 824,750	2.5%	49.3%
Operating Supplies/Expense	27,387,611	31,694,458	4,306,847	15.7%	45.6%
Professional Services	2,522,580	2,670,263	147,683	5.9%	3.8%
Lease/Subscriptions Expense	625,707	806,546	180,839	28.9%	1.2%
Total Operating Expense	$ 63,972,757	$69,432,876	$5,460,119	8.5%	100%

Personnel

The FY 2027 Personnel budget is 49.6% of the 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 2027 budgeted Personnel expense by major component. Salaries and wages are $0.5 million higher than the prior year. The budget includes an estimated COLA and step increases for union employees and a 5.0% increase for non-union employees. In addition, a 3.0% increase is included in Personnel for compensated absences. Budgeted retirement is $19 thousand or 0.3% lower, and benefits are $0.5 million or 8.8% higher. The FY 2027 budgeted capital reimbursements are $102 thousand or 3.1% higher than the prior year.

Budgeted Personnel Expense

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Salaries and Wages[1]	$ 24,863,218	$ 25,313,714	$ 450,496	1.8%
Retirement[2]	6,147,440	6,128,564	(18,876)	(0.3%)
Benefits	5,644,636	6,139,887	495,251	8.8%
Other	100,000	100,000	-	0.0%
Capital Reimbursements	(3,318,435)	(3,420,556)	(102,121)	3.1%
Total	$ 33,436,859	$ 34,261,609	$ 824,750	2.5%

[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 FY 2027 budget includes 287.0 budgeted FTEs, a net decrease of 7.0 from the prior year. This change reflects 1.0 fewer FTE and a 6.0 FTE increase in budgeted turnover. The table below presents the number of positions budgeted by department over the past ten years.

Budgeted FTEs by Cost Center

Cost Center	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 26 vs. FY 27
Administration	8.0	8.0	6.0	7.0	7.0	9.0	12.0	11.5	12.0	11.0	(1.0)
Human Resources	4.0	4.0	6.0	6.0	6.0	7.0	7.0	7.0	7.0	7.0	0.0
Information Technology	12.0	12.0	12.0	13.0	13.0	12.0	17.0	17.0	17.0	17.0	0.0
Legal	5.0	6.0	7.0	7.0	7.0	7.0	5.0	5.0	5.0	5.0	0.0
Engineering	6.0	7.0	10.0	10.0	10.0	12.0	13.0	14.0	12.0	11.0	(1.0)
Construction	10.0	10.0	9.0	10.0	11.0	12.0	12.0	13.0	11.0	10.0	(1.0)
Finance	6.0	7.0	8.0	10.0	10.0	11.0	11.0	11.5	13.0	11.5	(1.5)
Accounting	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	8.0	8.0	0.0
Customer Care	25.0	25.0	26.0	27.0	28.0	29.0	29.0	28.0	28.0	27.5	(0.5)
Purchasing	3.0	3.0	2.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	0.0
Interceptor Maintenance	18.0	19.0	18.0	22.0	23.0	20.0	18.0	18.0	21.0	20.5	(0.5)
Operations and Maintenance Svcs	7.0	6.0	7.0	7.0	8.0	11.0	6.0	7.5	6.0	6.0	0.0
Field's Point	53.0	52.0	50.0	50.0	50.0	51.0	50.0	46.5	48.0	47.0	(1.0)
Bucklin Point	44.0	44.0	44.0	44.0	44.0	44.0	42.0	43.0	43.0	43.0	0.0
Technical Analysis and Compliance	4.0	4.0	10.0	10.0	10.0	10.0	10.0	11.5	12.0	10.5	(1.5)
Pretreatment	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	0.0
Laboratory	17.0	17.0	18.0	19.0	19.0	19.0	20.0	20.0	19.0	19.0	0.0
ESTA	4.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Environmental Monitoring	17.0	17.0	15.0	15.0	15.0	15.0	15.0	14.0	14.0	15.0	1.0
Total Budgeted FTEs	**267.0**	**269.0**	**272.0**	**285.0**	**289.0**	**297.0**	**295.0**	**295.5**	**294.0**	**287.0**	**(7.0)**
Assumed Turnover											
Administration	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	1.0	1.0
Construction	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
Engineering	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Finance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.5	0.5
Customer Care	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	0.0	0.5	0.5
Interceptor Maintenance	0.0	1.0	1.0	1.0	1.0	1.0	3.0	2.0	1.0	1.5	0.5
Operations and Maintenance Svcs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0
Field's Point	1.0	2.0	4.0	4.0	4.0	4.0	5.0	5.5	4.0	5.0	1.0
Bucklin Point	1.0	3.0	3.0	3.0	3.0	3.0	6.0	5.0	4.0	4.0	0.0
Technical Analysis and Compliance	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.5	0.5
Total Assumed Turnover	**2.0**	**6.0**	**9.0**	**9.0**	**8.0**	**8.0**	**14.0**	**15.5**	**9.0**	**15.0**	**6.0**
FTE Ceiling	**269.0**	**275.0**	**281.0**	**294.0**	**297.0**	**305.0**	**309.0**	**311.0**	**303.0**	**302.0**	**(1.0)**
Increase (Decrease) FTE Ceiling	**(5.0)**	**6.0**	**6.0**	**13.0**	**3.0**	**8.0**	**4.0**	**2.0**	**(8.0)**	**(1.0)**	

Turnover

Budgeted turnover reflects the projected number of vacant FTEs during the year, driven by hiring challenges and the administrative time required for terminations, new hires, and promotions. The FY 2027 budget assumes 15.0 FTEs of turnover, up from 9.0 FTEs in the prior year.



New Positions

The FY 2027 Budget includes funding for one new position.

FY 2027 Budget Summary of New Positions

Position	Section
Cybersecurity Specialist - Ensure regulatory compliance, reduce operational risk, and protect wastewater infrastructure from escalating, sophisticated cyber threats that could impact public health and environmental safety.	Administration

Eliminated Positions

As part of the FY 2027 Budget preparation, it was determined that certain positions previously budgeted but unfilled were no longer required to meet operational needs during the year and could be removed from the budget. The following table shows the positions that were eliminated in the FY 2027 Budget.

FY 2027 Budget Summary of Eliminated Positions

Position	Section
Principal Financial Analyst	*Finance*
Sustainability Coordinator	*Technical Analysis and Compliance*

Health, Dental and Vision Benefits

The budgeted expense for health, dental and vision benefits is based on premiums, actual enrollment, and a weighted average for unfilled positions. The FY 2027 Budget also includes funding for the wellness initiative program, which promotes employee wellness activities, and the employer HRA contribution. The healthcare premiums are a net of employee premium co-payments. FY 2027 budgeted healthcare premiums are higher than the prior year budget by 11.4% and 11.9% for individual and family plans, respectively. See the following table for comparative information.



NBC Staff
Photo by Peter Goldberg

Budgeted Salary Adjustments and Benefits

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Individual Healthcare Premium	$ 10,543	$11,750	$1,207	11.4%
Family Healthcare Premium	$ 28,091	$31,444	$3,353	11.9%
Employee Co-Pay	20%	20%	-	0.0%
NBC Individual HRA Contribution	$ 1,800	$1,800	-	0.0%
NBC Family HRA Contribution	$ 3,600	$3,600	-	0.0%
Maximum Wellness Benefit	$ 500	$500	-	0.0%
Healthcare Waiver	$ 2,500	$2,750	$250	10.0%
Dental Waiver	$ 110	$110	-	0.0%
Individual Dental Premium	$ 520	$512	($8)	(1.5%)
Family Dental Premium	$ 1,507	$1,485	($22)	(1.5%)
Individual Vision Premium	$ 107	$107	-	0.0%
Family Vision Premium	$230	$230	-	0.0%

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 2027 budgeted employer contribution to the union pension decreased from 31.9% to 30.5%, and the union retiree health benefits decreased by 5.2% 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 2027 Budget for non-union retirement expense remains unchanged at 10.0% of the budgeted non-union salaries and wages.

Employer Retirement Contributions

	FY 2026 Budget	FY 2027 Budget	Percent Change
Union			
Retirement	31.9%	30.5%	(4.6%)
Retirement Health	3.3%	3.1%	(5.2%)
Total Union	33.5%	33.5%	(4.6%)
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 represents 45.4% of the FY 2027 Operating Expense and increased 15.7% or $4.3 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 most significant year-over-year changes in these line items. Additional information about these accounts is in the following section.

Budgeted Operating Supplies and Expense

	FY 2026 Budget	FY 2027 Budget	Difference	Percent Change
Biosolids Disposal	$ 7,168,434	$11,531,446	$4,363,012	60.9%
Natural Gas	1,370,301	1,458,218	87,917	6.4%
Electricity	6,135,297	5,620,349	(514,948)	(8.4%)
Net Metering Credits (NMC)	(4,589,442)	(4,384,862)	204,580	(4.5%)
Power Purchase Agreement (PPA)	2,265,203	2,110,985	(154,218)	(6.8%)
Biogas	152,800	209,200	56,400	36.9%
Chemicals	2,222,810	1,848,351	(374,459)	(16.8%)
Contracts and Service Agreements	2,747,338	2,932,152	184,814	6.7%
Insurance/Workers Comp. Insurance	2,309,969	2,399,415	89,446	3.9%
Screening and Grit Disposal	460,696	426,082	(34,614)	(7.5%)
Electricity Contractor	538,000	606,360	68,360	12.7%
Other	6,606,205	6,936,762	330,557	5.0%
Total Operating Supplies and Expense	$ 27,387,611	$31,694,458	$4,306,847	15.7%

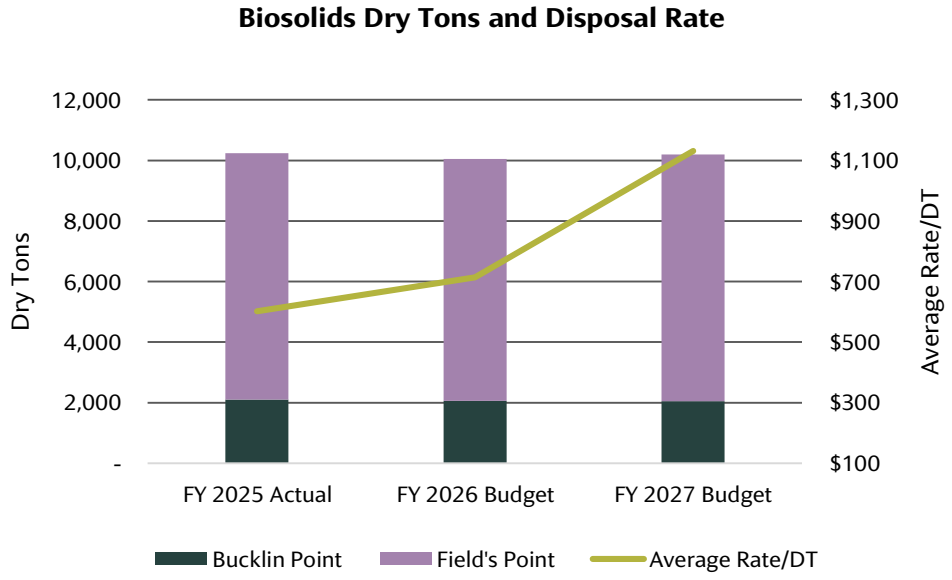


Interceptor Maintenance Staff
Photo by Peter Goldberg

Biosolids

FY 2027 budgeted biosolids disposal expense is $11.5 million, which is $4.4 million or 60.9% higher than the prior year. The FY 2027 budgeted dry tons is based on historical actuals and is 151 dry tons or 1.5% higher than the prior year. The average rate per dry ton for FY 2027 is $1,130, a 58.5% increase from the FY 2026 budget. This rate reflects both the updated Consumer Price Index (CPI) adjustment and the increased cost associated with the new biosolids disposal contract.

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Bucklin Point	2,106	2,067	2,055	(12)	(0.6%)
Field's Point	8,130	7,984	8,146	163	2.0%
Dry Tons (D/T)	**10,236**	**10,051**	**10,201**	**151**	**1.5%**
Expense	**$6,157,775**	**$ 7,168,434**	**$11,531,446**	**$4,363,012**	**60.9%**
Average Rate/DT	**$601.58**	**$713.22**	**$1,130.38**	**$417.16**	**58.5%**



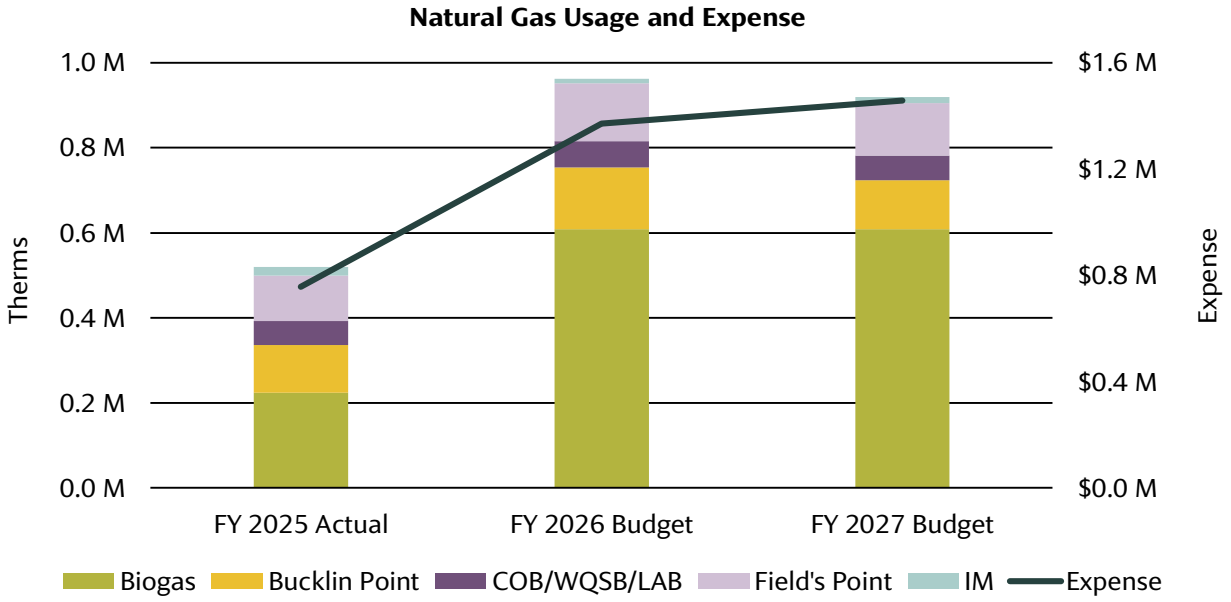


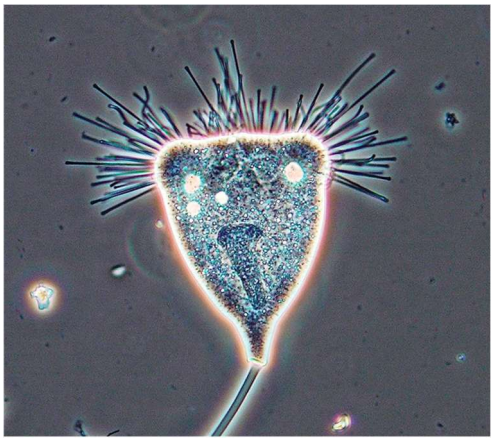
Integrated Fixed Film Activated Sludge (IFAS) Tank
Photo by Peter Goldberg

Natural Gas

The FY 2027 Natural Gas budget is $1.5 million, which is 6.4% higher than the prior year. The budget includes a 4.5% decrease in Therms based on a 3-year average, with adjustments to reflect the projected operation of the Biogas Facility. Also included is a projected 11.4% increase in the composite rate to $1.5861 per Therm.

Therms	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Biogas Facility	223,853	608,612	608,612	-	0.0%
Bucklin Point	112,449	144,995	115,413	(29,582)	(20.4%)
COB/WQSB/LAB	56,330	61,350	57,844	(3,506)	(5.7%)
Field's Point	106,623	136,716	123,103	(13,613)	(10.0%)
IM	20,122	10,976	14,416	3,440	31.3%
Therms	**519,376**	**962,648**	**919,388**	**(43,260)**	**(4.5%)**
Rate per Therm	**$ 1.4570**	**$ 1.4235**	**$ 1.5861**	**$ 0.1626**	**11.4%**
Expense	**$ 780,023**	**$ 1,370,301**	**$ 1,458,218**	**$ 87,917**	**6.4%**





Protozoan, Pathogenic Microorganism
Photo by NBC Laboratory

Electricity

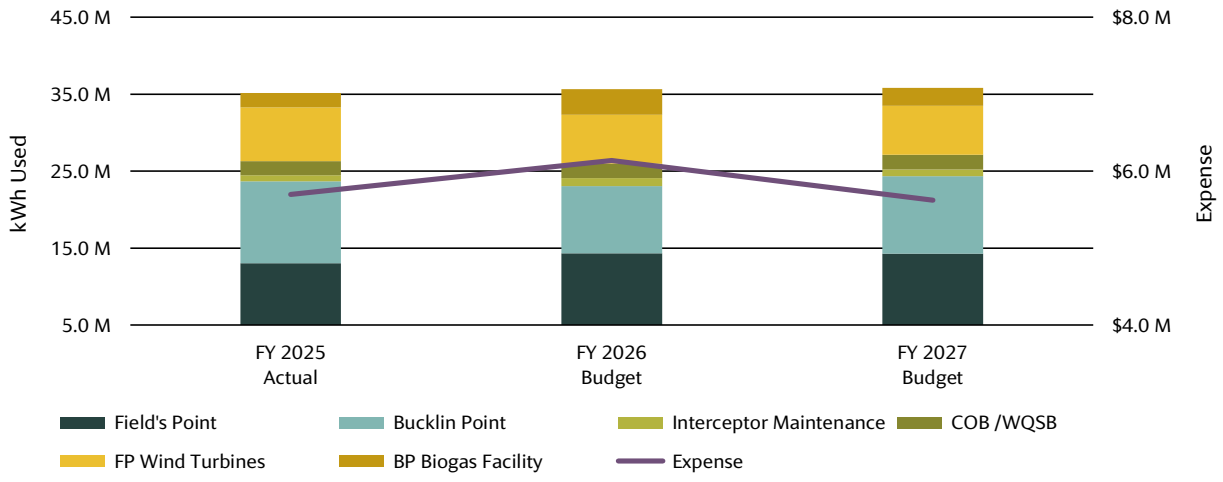
The FY 2027 budget for electricity expense is $5.6 million, calculated by applying the projected composite rate, which includes supply costs, to the kWh purchases by location. Electricity purchases are determined by subtracting the "behind-the-meter" production from the total use. The budgeted use is 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 $0.0920 per kWh and is based on contracted rates effective through June 2027. The supply rate plus delivery charges, taxes, and other fees results in a composite rate of $0.2071/kWh, which is 12.3% lower than the prior year. As shown in the table below, the FY 2027 budgeted electricity expense is $0.5 million or 8.4% lower than the prior year budget.

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

Location	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Field's Point	12,993,112	14,312,674	14,267,636	(45,038)	(0.3%)
Bucklin Point	10,686,487	8,751,390	10,051,031	1,299,641	14.9%
Interceptor Maintenance	785,082	1,003,032	907,559	(95,473)	(9.5%)
COB /WQSB	1,857,890	1,914,201	1,906,098	(8,103)	(0.4%)
Total kWh Purchased	26,322,571	25,981,296	27,132,324	1,151,028	4.4%
FP Wind Turbines	6,983,667	6,346,754	6,332,074	(14,680)	(0.2%)
Biogas Facility	1,865,188	3,336,408	2,351,430	(984,978)	(29.5%)
"Behind the Meter" kWh	8,848,855	9,683,162	8,683,504	(999,658)	(10.3%)
Total kWh Used	**35,171,426**	**35,664,458**	**35,815,828**	**151,370**	**0.4%**
Expense	**$ 5,695,006**	**$ 6,135,297**	**$ 5,620,349**	**$ (514,949)**	**(8.4%)**
Rate per kWh Purchased	**$ 0.2164**	**$ 0.2361**	**$ 0.2071**	**$ (0.0290)**	**(12.3%)**

Electricity Use and Expense



Net Metering Credits (NMC) and Green Power Purchase Agreement

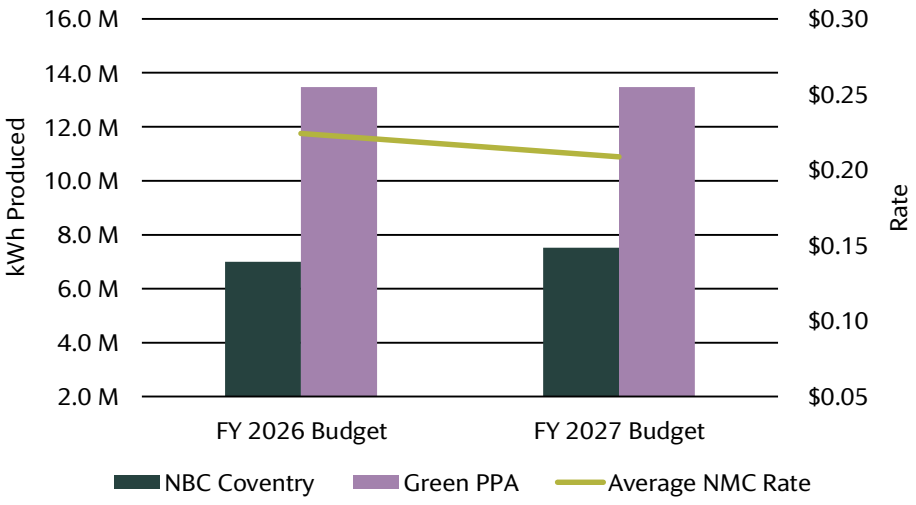
NBC budgets NMC as a reduction in expense. NBC earns NMC through renewable energy that is produced off-site and is net metered. The calculation of the NMC is based on a PUC-approved rate per kWh, which is applied to NBC's electricity invoices. NBC owns three off-site wind turbines in Coventry, RI, and 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 2027 budgeted kWh production from the net-metered sources is 21.0 million kWh, which is 2.5% or 0.5 million kWh more than FY 2026. 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 2027 budgeted NMC rate decreased 6.8% from $0.2241/kWh to $0.2088/kWh. The resulting total NMC budget is $4.4 million credits, which is $0.2 million or 4.5% lower than the prior year. The payment to the PPA vendor is budgeted at 75% of the NMC from the PPA facilities or $2.1 million in the FY 2027 budget.

Budgeted Net Metering Credits and PPA Expense

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
kWh from NMC Sources				
NBC Coventry	7,001,791	7,519,405	517,614	7.4%
PPA	13,476,734	13,478,712	1,978	0.0%
Total Budgeted kWh	20,478,525	20,998,117	519,592	2.5%
NBC Coventry NMC	$ (1,569,171)	$ (1,570,215)	$(1,044)	0.1%
PPA NMC	3,020,271)	(2,814,647)	205,624	(6.8%)
Total Budgeted NMC	$ (4,589,442)	$ (4,384,862)	$204,580	(4.5%)
PPA Payments				
75% of PPA NMC Earned	$ 2,265,203	$ 2,110,985	(154,218)	(6.8%)
Net Retained NMC	$ (2,324,239)	$ (2,273,877)	$ 50,362	(2.2%)
Budgeted NMC Rate/kWh	$ 0.2241	$ 0.2088	$ (0.0153)	(6.8%)

Budgeted kWh from Net-Metered Sources and Average NMC Rate



Chemicals

Budgeted Chemical expense in FY 2027 is $1.8 million, which is $0.4 million or 16.8% lower than the prior year, based on projected usage and rates.

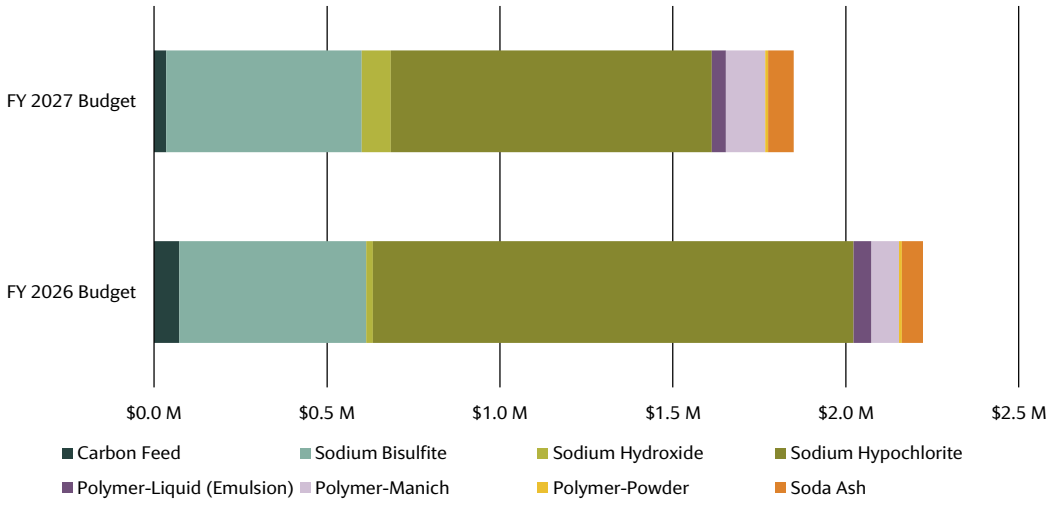


Various projection methods were used to calculate the Chemicals budget for FY 2027. Polymer and Soda Ash are based on the average total expense over the prior three years. Sodium Hydroxide and Carbon Feeds were decreased based on historical usage. Sodium Bisulfite and Hypochlorite are based on the prior-year 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 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Field's Point				
Carbon Feed	$ 60,816	$ 31,800	$ (29,016)	(47.7%)
Sodium Bisulfite	490,298	531,443	41,145	8.4%
Sodium Hydroxide	19,531	83,654	64,123	328.3%
Sodium Hypochlorite	1,289,442	873,733	(415,709)	(32.2%)
Field's Point Total	$ 1,860,087	$ 1,520,630	$ (339,456)	(18.2%)
Bucklin Point				
Carbon Feed	$ 12,630	$ 3,379	$ (9,251)	(73.2%)
Polymer-Liquid (Emulsion)	51,364	40,948	(10,416)	(20.3%)
Polymer-Manich	79,213	114,398	35,185	44.4%
Polymer-Powder	8,748	7,493	(1,255	(14.3%)
Soda Ash	60,925	73,742	12,817	21.0%
Sodium Bisulfite	49,793	33,909	(15,884)	(31.9%)
Sodium Hypochlorite	100,051	53,851	(46,200)	(46.2%)
Bucklin Point Total	$ 362,724	$ 327,721	$ (35,003)	(9.7%)
Total Chemical Expense	**$2,222,810**	**$1,848,351**	**$(374,459)**	**(16.8%)**

Budgeted Chemical Expense



Contract and Service Agreements

The FY 2027 budget for five related expense accounts, referred to collectively as Contract and Service Agreements, is $2.9 million. Computer Hardware, Software and Network Maintenance expenses are the majority, or 38.0% of the total, followed by Maintenance Contracts, Software Subscriptions, Office Equipment Contracts and Service Agreements. The 6.7% increase results from the addition of new contracts to the budget and the shift of maintenance contracts originally budgeted as capital to operating expenses. The table below shows that the FY 2026 budget for these line items is $185 thousand higher than the prior year.

Budgeted Contract and Service Agreements

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Maintenance Contracts	$954,554	$1,090,800	$136,246	14.3%
Software Subscriptions	273,094	265,232	(7,862)	(2.9%)
Service Agreements	105,286	184,220	78,934	75.0%
Office Equipment Contracts	271,346	276,236	4,890	1.8%
Computer Hardware, Software & Network Maintenance	1,143,058	1,115,664	(27,394)	(2.4%)
Total	$2,747,338	$2,932,152	$184,814	6.7%

Insurance



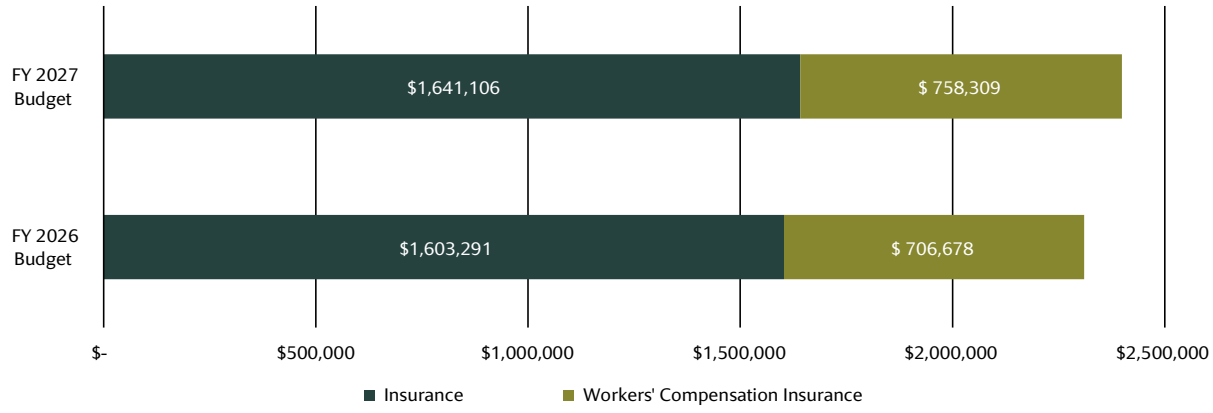
The FY 2027 Insurance budget totals $2.4 million, representing a 4.2% increase over the prior year. Budgeted Insurance expense is $38 thousand, or 2.4% higher than the prior year, primarily to align with FY 2026 actuals. Workers' Compensation Insurance expense is budgeted at $58 thousand, an increase of 8.3%, reflecting FY 2026 actuals that exceeded budget. However, FY 2027 costs are expected to decrease as more favorable workers' compensation modifications are anticipated.

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

Budgeted Insurance Accounts

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Insurance	$ 1,603,291	$1,641,106	$37,815	2.4%
Workers' Compensation Insurance	706,678	758,309	58,309	8.3%
Total	$ 2,309,969	$2,400,088	$96,797	4.2%

Budgeted Insurance



Screening and Grit Disposal

Screening and Grit Disposal expense decreased by $35 thousand or 7.5% in the FY 2027 budget. The average 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 $299.15/dry ton. The FY 2027 budgeted tons are 20.9% lower than the prior year, reflecting the average decrease over the past three years.

Location	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Interceptor Maintenance	$ 84,158	$243,272	($8,946)	(3.5%
Field's Point	252,219	$81,426	($2,732)	(3.2%
Bucklin Point	124,319	$101,384	($22,935)	(18.4%
Total	$ 460,696	$426,082	($34,614)	(7.5%)
Dry Tons	1,801	1,424	(377)	(20.9%)

Electricity Contractor



The Electricity Contractor account was introduced in FY 2025 and captures the expense associated with electrical repair and maintenance activities. The FY 2027 budgeted expense for this account is $68 thousand or 12.7% higher than the prior year.

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Electricity Contractor	$ 538,000	$ 606,360	$ 68,360	12.7%
Total	$ 538,000	$ 606,360	$ 68,360	12.7%

Professional Services

The FY 2027 budget for Professional Services totals $2.7 million, representing a 5.9% increase over the prior year. The increase in Other Professional Services is primarily driven by higher costs associated with NBC's online customer payment vendor. In addition, increases in Legal Expenses and Management and Audit Services reflect higher bond counsel costs and expenditures experienced in FY 2026. These increases are partially offset by a 3.0% decrease in Regulatory expenses, as NBC has incurred lower PUC assessment–related costs. The following table presents Professional Services expenses on a year-over-year basis.

Budgeted Professional Services Expense

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Regulatory	$643,900	$624,280	($19,620)	(3.0%)
Management and Audit Services	422,800	435,900	13,100	3.1%
Legal Services	269,000	336,500	67,500	25.1%
Other Professional Services	1,186,880	1,273,583	86,703	7.3%
Total	$2,522,580	$2,670,263	$147,683	5.9%

Lease/Subscriptions Expense

Budgeted Lease/Subscriptions Expense increased by 28.9% or $181 thousand in FY 2027. The increase is due to GASB 96 and the accounting of subscription-based information technology arrangements (SBITAS). There are additional subscriptions budgeted in FY 2027 that meet the criteria of GASB 96 and have been moved from Operating Supplies/Expense to the Lease/Subscriptions Expense category.

Subscriptions Paid increased by 30.2% or $153 thousand in FY 2027. The rise in expenses includes budgeted applications for cloud services and visualization software.

Budgeted Lease/Subscriptions Expense

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Leases Paid	$106,120	$111,859	$5,739	5.4%
Interest Expense – Lease	7,285	7,211	(74)	(1.0%)
Subscriptions Paid	505,686	658,555	152,869	30.2%
Interest Expense – Subscriptions	6,616	28,921	22,305	337.1%
Total	$625,707	$806,546	$180,839	28.9%

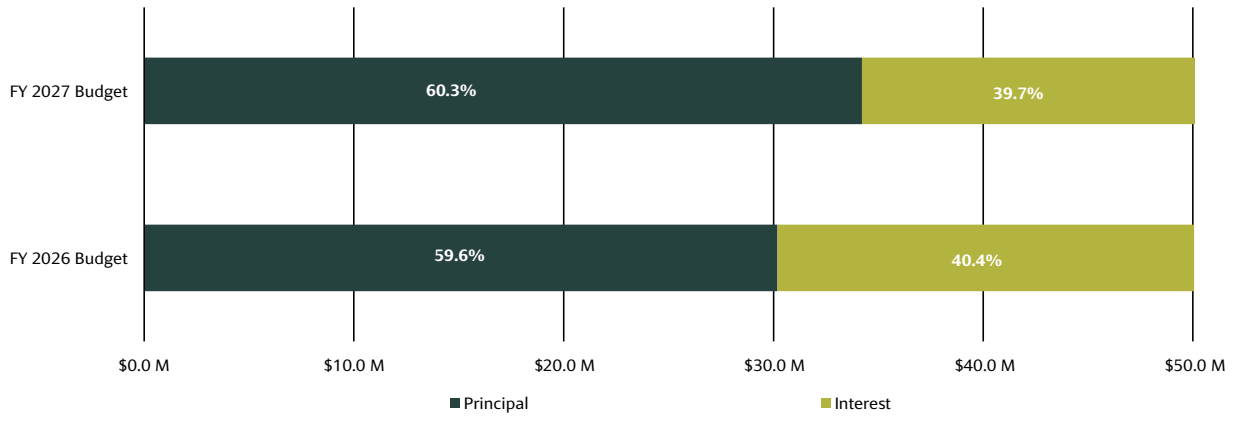
Debt Service

Budgeted Debt Service in FY 2027 is $53.2 million which is 6.3% or $3.1 million more than the prior year. This is due to a $4.0 million increase in principal payments on existing debt and a net decrease of $0.9 million in interest payments, driven in part by the $75.0 million 2026 Series A RIIB Loan.

	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
Principal Paid	$30,201,787	$34,221,595	$4,019,808	13.3%
Interest (Accrued)	19,859,497	18,980,346	(879,151)	(4.4%)
Total	$50,061,284	$53,201,941	$3,140,657	6.3%

The chart below shows that as a percentage of total debt service; the principal increased slightly from 59.6% in FY 2026 to 60.3% in FY 2027.

Budgeted Debt Service
(In Millions)



FY 2027 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.

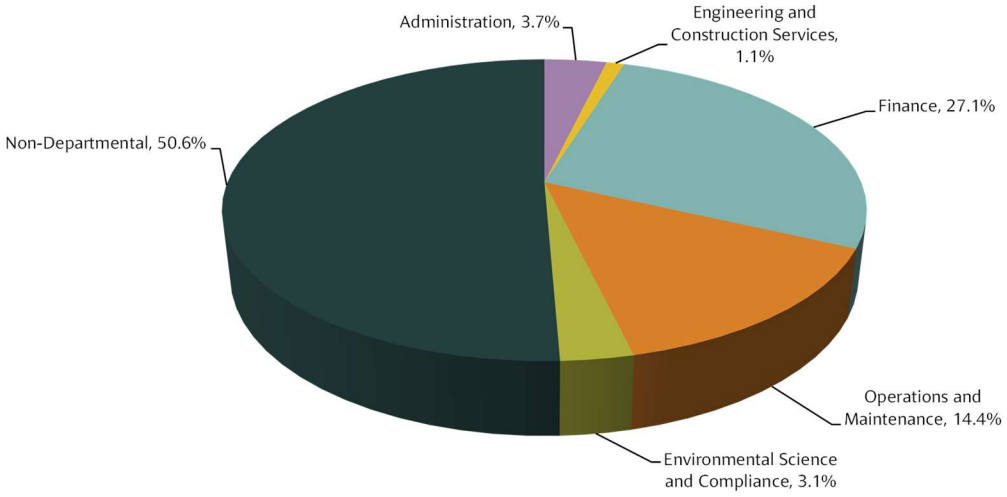
FY 2027 Budgeted Principal and Interest (Accrued)				
Series	**Par Amount (Millions)**	**Interest/Fees**	**Principal**	**Total**
RIIB Loans				
2006 Series A	$ 30.000	$ 1,475	$ 1,770,000	$ 1,771,475
2007 Series B	25.000	17,428	1,563,000	1,580,428
2009 Series A	55.000	334,015	3,157,626	3,491,642
2010 Series A	2.000	6,978	101,037	108,016
2010 Series B	20.000	147,895	1,147,000	1,294,895
2011 Series A	30.000	287,758	1,571,968	1,859,727
2012 Series A	25.750	278,885	1,348,645	1,627,530
2013 Series B	25.000	303,561	1,280,826	1,584,387
2014 Series A	45.000	694,349	2,259,000	2,953,349
2015 Series B	41.754	979,738	1,218,933	2,198,671
2016 Series A	23.000	367,446	1,084,000	1,451,446
2019 Series A	35.000	583,526	1,559,143	2,142,669
2019 Series B	10.000	135,489	467,000	602,489
2021 Series A	45.000	767,713	-	767,713
2023 Series A	52.405	1,574,841	-	1,574,841
2023 Series B	47.595	1,524,536	-	1,524,536
2024 Series A	75.000	2,054,429	-	2,054,429
2025 Series A	25.000	570,482	409,535	980,017
2025 Series B	75.000	2,372,392	1,713,000	4,085,392
2026 Series A	75.000	1,151,285	882	1,152,168
Subtotal RIIB Loans	**$ 762.504**	**$ 14,154,224**	**$ 20,651,595**	**$ 34,805,819**
Revenue Bonds				
Bond Issue	**Par Amount (Millions)**	**Interest**	**Principal**	**Total**
2008 Series A	$ 66.360	$ 944,969	$ 4,200,000	$ 5,144,969
2015 Series A	40.085	128,600	-	128,600
2020 Series A	196.360	4,099,658	9,370,000	13,469,658
Subtotal Revenue Bonds	**$ 302.805**	**$ 5,173,227**	**$ 13,570,000**	**$ 18,743,227**
WIFIA Loans				
Issues	**Par Amount (Millions)**	**Interest**	**Principal**	**Total**
WIFIA 1 - 2020 SERIES B	$ 268.711	-	-	-
WIFIA 2 - 2020 SERIES C	190.634	-	-	-
WIFIA 3 - 2022 SERIES A	55.499	-	-	-
Subtotal WIFIA Loans	**$ 514.844**	**$ -**	**$ -**	$ -
Total Debt Service	**$ 1,580.153**	**$ 19,327,451**	**$ 34,221,595**	**$ 53,549,046**

Division Summaries

The graph below shows the FY 2027 Budget by Division. Approximately half, or 50.6%, is Non-Departmental and related to the Capital Improvement Program. The Finance Division accounts for 27.1% of the total and includes Debt Service. Operations and Maintenance represent 14.4% of the total budget.

FY 2027 Budget by Division

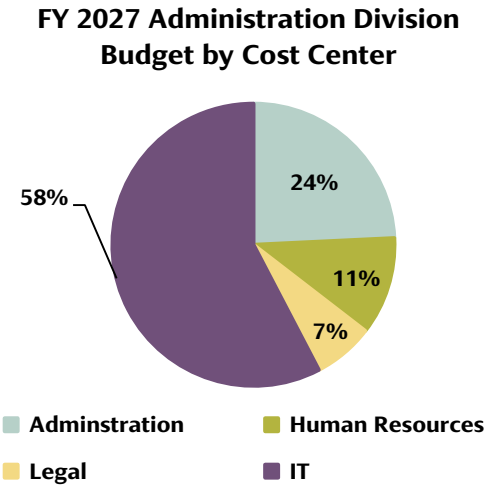
Division	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Percent Change	Percent of Budget
Operating Budget					
Administration	$ 7,334,256	$ 8,369,128	$ 9,008,757	7.6%	3.5%
Engineering and Construction Services	1,968,283	2,839,250	2,514,000	(11.5%)	1.0%
Finance	60,202,974	67,435,975	70,549,734	4.6%	27.0%
Operations and Maintenance	24,602,267	28,226,137	33,094,970	17.2%	12.7%
Environmental Science and Compliance	6,494,010	7,163,551	7,467,356	4.2%	2.9%
Non-Departmental	16,793,420	16,351,188	19,276,731	17.9%	7.4%
Total Operating Budget	117,395,211	130,385,229	141,911,548	8.8%	54.4%
Capital Budget					
Administration	277,904	835,000	719,500	(13.8%)	0.3%
Engineering and Construction Services	173,365	285,000	297,000	4.2%	0.1%
Finance	66,116	375,000	164,350	(56.2%)	0.1%
Operations and Maintenance	3,242,044	3,230,500	4,363,450	35.1%	1.7%
Environmental Science and Compliance	779,235	445,000	555,750	24.9%	0.2%
Non-Departmental	128,329,024	166,274,231	112,816,680	(32.2%)	43.3%
Total Capital Budget	132,867,687	171,444,731	118,916,730	(30.6%)	45.6%
Annual Budget					
Administration	7,612,160	9,204,128	9,728,257	5.7%	3.7%
Engineering and Construction Services	2,141,648	3,124,250	2,811,000	(10.0%)	1.1%
Finance	60,269,090	67,810,975	70,714,084	4.3%	27.1%
Operations and Maintenance	27,844,311	31,456,637	37,458,420	19.1%	14.4%
Environmental Science and Compliance	7,273,244	7,608,551	8,023,106	5.4%	3.1%
Non-Departmental	145,122,444	182,625,419	132,093,411	(27.7%)	50.6%
Total Annual Budget	$ 250,262,898	$ 301,829,960	$ 260,828,278	(13.6%)	100.0%



Administration Division

Division Summary

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



Significant Budget Modifications

The Administration Divisions' FY 2027 budget is $9.7 million, including $9.0 million for Operating Expense.

Total Operating Expense increased by $640 thousand, or 7.6%, compared to the prior year. This increase is driven primarily by Personnel and Leases/ Subscriptions expenses, which rose by $399 thousand and $154 thousand, respectively. Personnel cost increases reflect COLA and contracted step increases for union employees, as well as increases for non-union employees. Leases/Subscriptions expenses increased by 39.5% and include costs related to a learning management system and critical communications software. Operating Supplies increased by 4.2%, primarily due to higher service agreement costs. The Operating Capital budget totals $720 thousand, representing a 13.8% decrease from the prior fiscal year.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 4,716,970	$ 5,241,813	$ 5,640,932	$ 399,119	7.6%
Operating Supplies/Expense	1,903,767	2,191,588	2,283,199	91,611	4.2%
Professional Services	509,912	544,790	539,390	(5,400)	(1.0%)
Lease/Subscriptions Expense	203,607	390,937	545,236	154,299	39.5%
Total Operating Expense	7,334,256	8,369,128	9,008,757	639,629	7.6%
Debt Service	-	-	-	-	-
Operating Capital Program	277,904	835,000	719,500	(115,500)	(13.8%)
Total Expense and Use of Funds	7,612,160	9,204,128	9,728,257	524,129	5.7%
FUNDING SOURCES					
Revenue Fund	7,334,256	8,369,128	9,008,757	639,629	7.6%
Project Fund	277,904	835,000	719,500	(115,500)	(13.8%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 7,612,160	$ 9,204,128	$ 9,728,257	$ 524,129	5.7%
FTE's	41.0	41.0	41.0	0.0	0.0%

Administration Division

FY 2026 Accomplishments

WP Strategy	Key Code	Administration
X	CF1	Created and installed new interpretive signage for the treatment process at Field's Point
X	FM1	Completed a Memorandum of Agreement with the City of Woonsocket to explore the potential acquisition of the Wastewater Treatment Facility and Incinerator
X	OE1	Completed Phase I of Biosolids Regionalization Study
X	OE4	Implemented NBC's new Strategic Plan
X	OE1	Initiated upgraded biosolids dewatering operations
X	OE2	Oversaw completion of Pawtucket CSO Tunnel
WP Strategy	**Key Code**	**Human Resources**
	WD3	Implemented a new Learning Management System that supports the development of job-based skills, performance management and social learning
	WD3	Assisted in the creation of a formal recommendation regarding the safe and effective use of AI at NBC
	WD2	Leveraged new Human Resources and Payroll technology for a better employee self-service experience
	OE4	Reduced NBC's workers' compensation modification rating with timely reporting and investigation
	WD2	Implemented a new onboarding roadmap for new employees
WP Strategy	**Key Code**	**Legal**
	FM2	Completed 1 lien sale
X	OE1	Assisted with the development of a long-term biosolids management plan
X	OE1	Finalized a short-term contract for the management of NBC biosolids that provides an interim solution that will take effect upon expiration of NBC's existing Biosolids Processing Services Agreement
	OE2	Stayed abreast on requirements, guidance, and developments related to PFAS in wastewater and biosolids
	WD3	Updated Records Retention Policies and Procedures and created streamlined training process for NBC managers and directors
WP Strategy	**Key Code**	**Information Technology**
	OE4	Upgraded the SampleManager laboratory information system
	OE4	Implemented a company-wide copier refresh program for copiers reaching end-of-life
	OE4	Upgraded the NBC network and implemented additional technology to strengthen NBC's cybersecurity stance
	OE4	Implemented Windows 11 for all machines company-wide
	OE4	Expanded the Field's Point plant video surveillance to strengthen security

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	$ -	$ 61,152	$ -	$ -	$ 61,152
52300	NON-UNION REGULAR	1,395,945	567,093	494,656	1,657,075	4,114,769
52350	NON-UNION OVERTIME	-	-	2,625	-	2,625
52400	NON-UNION LIMITED	3,200	3,200	3,200	3,200	12,800
52800	UNION PENSION	-	18,009	-	-	18,009
52801	UNION DC	-	612	-	-	612
52810	FICA	107,035	48,306	38,287	127,011	320,639
52920	NON UNION PENSION	69,957	28,515	25,024	83,014	206,510
52921	NON UNION DC	69,957	28,515	25,024	83,014	206,510
52940	UNION RETIREMENT HEALTH	-	1,883	-	-	1,883
52950	HEALTH INSURANCE	219,705	147,214	57,613	278,195	702,727
52970	DENTAL INSURANCE	15,103	8,448	4,505	17,057	45,113
52980	VISION INSURANCE	2,455	1,365	781	2,821	7,422
	TOTAL PERSONNEL	1,883,357	914,312	651,715	2,251,387	5,700,771
59000	SALARY REIMBURSEMENT	(24,419)	-	(11,268)	(2,919)	(38,606)
59001	FRINGE REIMBURSEMENT	(13,431)	-	(6,197)	(1,605)	(21,233)
	NET PERSONNEL SERVICES	1,845,507	914,312	634,250	2,246,863	5,640,932
OPERATING	**SUPPLIES/EXPENSES**					
52610	MEDICAL SVCS.	-	10,000	-	-	10,000
53240	DUES & SUBSCRIPTIONS	48,050	11,745	7,695	4,215	71,705
53250	FREIGHT	1,000	200	200	700	2,100
53310	PRINTING & BINDING	12,000	700	100	100	12,900
53320	ADVERTISING	2,000	5,000	1,000	-	8,000
53350	RENTAL-OUTSIDE PROPERTY	15,000	-	-	-	15,000
53360	MISCELLANEOUS EXPENSE	-	10,000	-	-	10,000
53370	PUBLIC OUTREACH ED.	63,500	-	-	-	63,500
53410	LOCAL TRAVEL	500	100	500	300	1,400
53420	LONG DISTANCE TRAVEL	35,000	6,000	10,500	15,000	66,500
53510	VEHICLE FUEL & MAINTENANCE	2,000	-	-	600	2,600
53610	REPAIRS BUILDING & STRUCTURE	500	-	-	39,400	39,900
53635	MAINT. CONTRACTS-OFFICE EQUIP.	400	-	-	130,000	130,400
53640	SERVICE AGREEMENTS	-	-	-	130,100	130,100
53645	SOFTWARE SUBSCRIPTIONS	-	-	-	235,740	235,740
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	-	-	926,664	926,664
54000	TELEPHONE	-	-	-	373,695	373,695
54200	CLOTHING	2,000	750	-	1,700	4,450
54410	EDUCATIONAL SUPP. & EXP.	10,000	3,750	4,175	10,000	27,925
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	3,800	1,500	53,800
	TOTAL OPERATING SUPPLIES/EXPENSE	233,050	56,745	28,170	1,965,234	2,283,199
PROFESSIONAL SERVICES						
52630	EDUCATIONAL PROFESSIONAL SERVICES	-	46,000	-	-	46,000
52650	SECURITY SERVICES	-	3,000	-	-	3,000
52660	LEGAL SERVICES	146,500	-	5,000	-	151,500
52670	MGMT/AUDIT SERVICES	89,000	9,800	-	-	98,800
52680	TEMPORARY/CLERICAL SERVICES	5,000	5,400	-	-	10,400
52690	OTHER SERVICES	-	8,300	-	221,390	229,690
	TOTAL PROFESSIONAL SERVICES	240,500	72,500	5,000	221,390	539,390
	TOTAL OPERATING EXPENSE	2,319,057	1,043,557	667,420	4,433,487	8,463,521
LEASE/SUBSCRIPTIONS EXPENSE						
56000	SUBSCRIPTIONS PAID	-	46,648	-	473,270	519,918
57960	INTEREST EXPENSE SUBSCRIPTIONS	-	-	-	25,318	25,318
	TOTAL LEASE/SUBSCRIPTIONS EXPENSE	-	46,648	-	498,588	545,236
	TOTAL	**$ 2,319,057**	**$ 1,090,205**	**$ 667,420**	**$ 4,932,075**	**$ 9,008,757**
	Division Total			**$9,008,757**		

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
- Manage NBC's wellness program
- Conduct exit interviews
- Maintain the number of grievances filed
- Manage and maintain FMLA and workers compensation
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 escalate appropriate enforcement action, as needed, 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 contaminates of concern, 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*	Initiate the development of the Acquisition Agreement with the City of Woonsocket for the Wastewater Treatment Facility and Incinerator to provide NBC with a new source of revenue and assist in biosolids management
OE1*	Investigate sustainable biosolids management solutions
OE2*	Develop Strategic Plan strategies for FY 2027
WD2*	Work with RIDEM on future RIPDES Permits
FM1*	Research grant funding opportunities

**Included in workplan strategy*

Significant Budget Modifications

Administrations' Total Operating Expense increased $182 thousand in FY 2027. Personnel expenses increased 11.3% or $188 thousand and includes increases for non-union employees. Professional Services decreased $15 thousand, as expenses related to Management and Audit Servies were reduced. FY 2027 Operating Capital for Administration increased by $38 thousand.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,335,115	$ 1,657,719	$ 1,845,507	$ 187,788	11.3%
Operating Supplies/Expense	181,683	224,550	233,050	8,500	3.8%
Professional Services	226,001	255,000	240,500	(14,500)	(5.7%)
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,742,799	2,137,269	2,319,057	181,788	8.5%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	38,000	38,000	-
Total Expense and Use of Funds	1,742,799	2,137,269	2,357,057	219,788	10.3%
FUNDING SOURCES					
Revenue Fund	1,742,799	2,137,269	2,319,057	181,788	8.5%
Project Fund	-	-	38,000	38,000	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 1,742,799	$ 2,137,269	$ 2,357,057	$ 219,788	10.3%
FTE's	12.0	12.0	12.0	0.0	0.0%

Administration Cost Center
Performance Measures

CUSTOMER FOCUS

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
CF1	Conduct a minimum of 65 lessons at schools in the NBC service area	40	40	65	65
CF1	Arrange a minimum of 10 water quality testing field trips for local schools	12	10	10	10
CF1	Ensure 100% of participating schools attend the Watershed Explorer Environmental Education Conference	100%	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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Hold informational meetings with union and non-union staff	2	2	2	2
WD3	Include NBC staff articles in monthly newsletter	35	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	
WD3*	Collaborate with cost centers to capture and transfer institutional knowledge from roles at risk of turnover
WD3	Utilize new technology to disseminate company knowledge including but not limited to policies and procedures
WD2	Implement Succession Planning and Merit-Based Distribution programs through NBC's Learning Management System software
WD2*	Improve retention and reduce turnover through consistent employee engagement and recognition programs

**Included in workplan strategy*

Significant Budget Modifications

In FY 2027 Total Operating Expense increased by $60 thousand or 5.8% in Human Resources. Personnel expenses increased 6.1% or $52 thousand, reflecting COLA and contracted step increases for union employees, in addition to increases for non-union employees. Professional services increased by 7.6% or $5 thousand due to new TASC administration fees within other services.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 801,175	$ 862,066	$ 914,312	$ 52,246	6.1%
Operating Supplies/Expense	76,783	56,470	56,745	275	0.5%
Professional Services	56,231	67,400	72,500	5,100	7.6%
Lease/Subscriptions Expense	-	44,427	46,648	2,221	5.0%
Total Operating Expense	934,189	1,030,363	1,090,205	59,842	5.8%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	934,189	1,030,363	1,090,205	59,842	5.8%
FUNDING SOURCES					
Revenue Fund	934,189	1,030,363	1,090,205	59,842	5.8%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 934,189	$ 1,030,363	$ 1,090,205	$ 59,842	5.8%
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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Implement a new employee training program	1 Program	1 Program	1 Program	1 Program
WD2	Attend a minimum of 3 outside HR related seminars	4	3	3	3
WD2	Implement a minimum of 2 leadership training events	3	1	1	2
WD2	Implement at least 1 employee engagement event per quarter	5	4	4	4
WD2	Implement a minimum of 4 “Good Health” programs	5	2	2	4
WD2	Implement a minimum of 7 Wellness Incentive programs	9	7	6	7
WD2	Achieve a minimum of 50% participation in Wellness Incentive programs	75%	50%	50%	50%
WD2	Achieve at least 25% of employees reaching the wellness incentive maximum	28%	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	15th Year	15th Year	16th Year	17th 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 2 lien sales
OE1*	Assist with the development of a long-term biosolids management plan
OE4	Modify NBC Purchasing Regulations in accordance with the Rhode Island Administrative Procedures Act

**Included in workplan strategy*

Significant Budget Modifications

Legals' FY 2027 Total Operating Expense increased by 5.4%, primarily due to Personnel. The $24 thousand increase in Personnel is a result of salary increases for non-union employees. The $9 thousand or 47.9% increase in Operating Supplies and Expense reflects increases in long-distance travel expenses. Professional Services are 25.0% more than the prior year to further assist with Lien sale services.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 582,920	$ 610,232	$ 634,250	$ 24,018	3.9%
Operating Supplies/Expense	18,467	19,050	28,170	9,120	47.9%
Professional Services	-	4,000	5,000	1,000	25.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	601,387	633,282	667,420	34,138	5.4%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	601,387	633,282	667,420	34,138	5.4%
FUNDING SOURCES					
Revenue Fund	601,387	633,282	667,420	34,138	5.4%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 601,387	$ 633,282	$ 667,420	$ 34,138	5.4%
FTE's	5.0	5.0	5.0	0.0	0.0%

Legal Cost Center

Performance Measures

CUSTOMER FOCUS

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
CF2	Respond to all public records requests within 30 days	21/21 requests (100%)	100%	100%	100%

FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 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	83%	> 65%	> 65%	> 65%

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE2	Review all bills referred to the Legal section from the Legislative Liaison	33/33 bills (100%)	100%	100%	100%
OE4	Review and provide feedback on contracts and agreements referred to Legal	32/32 contracts (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	Implement Wi-Fi Evaluation and Upgrade project
OE4	Implement Control Systems PLC Testing Area project
OE4	Start Control Systems Upgrade Information Discovery
OE4	Implement further network revamps
OE4	Implement further upgrades to the Public Address System, including speakers and network amplifiers

Significant Budget Modifications

Information Technology's Total Expenses and Use of Funds increased by 3.9%. This increase was primarily driven by higher Lease and Subscription costs, which rose by $152 thousand due to the reallocation of subscription expenses in accordance with GASB regulations. Personnel costs increased by 6.4%, reflecting salary increases for non-union employees. Operating Supplies and Expenses increased by 3.9%, largely attributable to higher service agreement costs and the addition of new software subscription contracts. The FY 2027 Operating Capital budget reflects a decrease of $154 thousand.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,997,761	$ 2,111,796	$ 2,246,863	$ 135,067	6.4%
Operating Supplies/Expense	1,626,834	1,891,518	1,965,234	73,716	3.9%
Professional Services	227,680	218,390	221,390	3,000	1.4%
Lease/Subscriptions Expense	203,607	346,510	498,588	152,078	43.9%
Total Operating Expense	4,055,882	4,568,214	4,932,075	363,861	8.0%
Debt Service	-	-	-	-	-
Operating Capital Program	277,904	835,000	681,500	(153,500)	(18.4%)
Total Expense and Use of Funds	4,333,786	5,403,214	5,613,575	210,361	3.9%
FUNDING SOURCES					
Revenue Fund	4,055,882	4,568,214	4,932,075	363,861	8.0%
Project Fund	277,904	835,000	681,500	(153,500)	(18.4%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 4,333,786	$ 5,403,214	$ 5,613,575	$ 210,361	3.9%
FTE's	17.0	17.0	17.0	0.0	0.0%

Information Technology Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

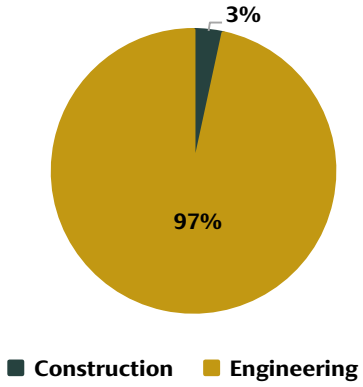
Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Ensure safe web browsing through third-party name protection, blocking malicious website browsing	Blocked 71,000/ 257,000,000	100%	100%	100%
OE4	Maintain and update email filters to prevent malicious emails	Blocked 1,346,310/1,952,646	100%	100%	100%
OE4	Ensure the hardware and operating systems of all PCs are using the current versions	358/364 (98%)	100%	100%	100%
OE4	Ensure the hardware and operating systems of all servers are using the current versions	144/151 (95%)	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.

FY 2027 Engineering and Construction Division Budget by Cost Center



Significant Budget Modifications

For FY 2027, the Engineering and Construction Division's budget was reduced by $313 thousand from the prior year, totaling $2.8 million.

The main driver is Personnel expense, which decreased by $300 thousand, or 29.4%. Although this includes COLAs and contracted Step raises for union employees and salary increases for non-union employees, net Personnel expense declined due to budgeted turnover. Operating Supplies and Expenses decreased by $27 thousand, primarily driven by lower repair costs for the Field's Point and Coventry turbines. Professional Services increased by 2.0%, this is due to an increase in other service-related expenses. Operating Capital is $12 thousand higher than the prior year and includes elevator upgrades and a concrete walkway replacement at the Pretreatment Building.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 845,590	$ 1,018,761	$ 719,201	$ (299,560)	(29.4%)
Operating Supplies/Expense	1,078,329	1,749,899	1,722,799	(27,100)	(1.5%)
Professional Services	44,365	70,590	72,000	1,410	2.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,968,283	2,839,250	2,514,000	(325,250)	(11.5%)
Debt Service	-	-	-	-	-
Operating Capital Program	173,365	285,000	297,000	12,000	4.2%
Total Expense and Use of Funds	2,141,648	3,124,250	2,811,000	(313,250)	(10.0%)
FUNDING SOURCES					
Revenue Fund	1,968,283	2,839,250	2,514,000	(325,250)	(11.5%)
Project Fund	173,365	285,000	297,000	12,000	4.2%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 2,141,648	$ 3,124,250	$ 2,811,000	$ (313,250)	(10.0%)
FTE's	27.0	23.0	23.0	0.0	0.0%

Engineering and Construction Division

FY 2026 Accomplishments

WP Strategy	Key Code	Engineering
X	OE3	Replaced the HVAC roof top units at both the Pretreatment Building and the Corporate Office Building
X	OE3	Advanced and substantially completed the Evaluation and Planning Services for Reservoir Avenue Pump Station Improvements (Project 72000)
X	OE3	Completed an evaluation of financial conditions for the Phase III CSO Program as required by the Consent Agreement
X	OE3	Completed the equipment Pre-Selection Procurement and advanced the Detailed Design of needed capital improvements to the Lincoln Septage Receiving Facility (Project 71000)
X	OE1	Completed and submitted a draft Facility Plan Amendment – Biosolids Management Facility Upgrades for the Field's Point and Bucklin Point WWTFs to RIDEM, which will allow NBC to oversee and manage the detailed design of needed Biosolids Management Facility Improvements (Project 20701)
WP Strategy	**Key Code**	**Construction**
	OE4	Achieved substantial completion for the Bucklin Point WWTF Sludge Digestion Facility Improvements (Contract 81800C)
	OE4	Achieved substantial completion of the Ernest Street Pumping Station Phase 1 - Valves, Flow Meter and Other Miscellaneous Improvements (Contract 20401C)
	OE4	Advertised, awarded and began construction of the Field's Point Wastewater Treatment Facility Improvement project (Contract 20300C)
	OE4	Completed the installation of various HVAC roof top units at the Corporate Office Building (Contract 91000C)
	OE3	Facilitated monthly capital project meetings to support planning and progress tracking

Engineering and Construction Division

Budget Detail

Account Number	Account	Engineering CC 25	Construction CC 22	Account Total
PERSONNEL				
52300	NON-UNION REGULAR	$ 1,157,615	$ 1,210,576	$ 2,368,191
52350	NON-UNION OVERTIME	-	52,500	52,500
52400	NON-UNION LIMITED	3,200	3,200	6,400
52810	FICA	88,802	96,870	185,672
52920	NON UNION PENSION	58,041	63,314	121,355
52921	NON UNION DC	58,041	63,314	121,355
52950	HEALTH INSURANCE	219,705	187,146	406,851
52970	DENTAL INSURANCE	15,103	15,564	30,667
52980	VISION INSURANCE	2,455	2,471	4,926
	TOTAL PERSONNEL	1,602,962	1,694,955	3,297,917
59000	SALARY REIMBURSEMENT	(602,224)	(1,061,464)	(1,663,688)
59001	FRINGE REIMBURSEMENT	(331,223)	(583,805)	(915,028)
	NET PERSONNEL SERVICES	669,515	49,686	719,201
OPERATING	**SUPPLIES/EXPENSES**			
53240	DUES & SUBSCRIPTIONS	4,255	3,200	7,455
53250	FREIGHT	750	-	750
53310	PRINTING & BINDING	2,500	500	3,000
53320	ADVERTISING	-	2,000	2,000
53330	RENTAL- EQUIPMENT	3,500	-	3,500
53410	LOCAL TRAVEL	1,000	750	1,750
53420	LONG DISTANCE TRAVEL	11,000	14,000	25,000
53470	BLDG. & GRND. MAINT.	246,058	-	246,058
53510	VEHICLE FUEL & MAINTENANCE	2,000	6,000	8,000
53610	REPAIRS BUILDING & STRUCTURE	211,800	-	211,800
53612	ELECTRICITY CONTRACTOR	10,000	-	10,000
53615	REPAIRS PROCESS EQUIPMENT	-	2,000	2,000
53620	REPAIR-HIGHWAY & WALKS	25,000	-	25,000
53630	MAINTENANCE CONTRACTS	432,382	-	432,382
53635	MAINT. CONTRACTS-OFFICE EQUIP.	79,036	-	79,036
53640	SERVICE AGREEMENTS	5,000	-	5,000
53645	SOFTWARE SUBSCRIPTIONS	750	-	750
54092	FP TURBINES	346,922	-	346,922
54093	COVENTRY WIND	275,746	-	275,746
54200	CLOTHING	1,500	2,500	4,000
54370	SUPPLIES BUILDING & MAINT.	9,900	500	10,400
54410	EDUCATIONAL SUPP. & EXP.	7,000	4,000	11,000
54420	COMPUTER SUPPLIES	250	1,000	1,250
54430	OTHER OP. SUPPLIES & EXP.	1,000	-	1,000
54440	SAFETY EQUIPMENT	500	1,000	1,500
54500	OFFICE EXPENSE	3,500	4,000	7,500
	TOTAL OPERATING SUPPLIES/EXPENSE	1,681,349	41,450	1,722,799
PROFESSIONAL SERVICES				
52690	OTHER SERVICES	72,000	-	72,000
	TOTAL PROFESSIONAL SERVICES	72,000	-	72,000
	TOTAL OPERATING EXPENSE	2,422,864	91,136	2,514,000
	TOTAL	**$ 2,422,864**	**$ 91,136**	**$ 2,514,000**
	Division Total		**$2,514,000**	

Engineering and Construction Division

Snapshot of Responsibilities

Engineering
- Oversee and manage all active capital improvement projects
- Oversee and manage all Phase III CSO Program activities to ensure compliance with NBC's existing Consent Agreement with RIDEM
- Provide needed engineering technical support services to all active Construction Projects
- Perform required quarterly inspections for elevators and fire alarms
- Record file easements for projects
- Ensure NBC records are recorded and archived as required
- Update NBC's GIS database and application software
- Perform required mechanical equipment inspections
- Perform annual Environmental Land Use Restriction (ELUR) Inspections
Construction Services
- Receive 100% of WBE, MBE, and EEO plans for approval prior to award of all Contracts
- 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 detailed design of Phase 2 - Electrical System Upgrades and Other Miscellaneous Improvements at the Ernest Street Pumping Station Project (20400)
OE5	Upgrade the Building Management Systems (BMS) at Bucklin Point to enhance the heating and cooling systems, as well as expedite corrective measures
OE1*	Receive RIDEM approval of the Facility Plan Amendment – Biosolids Management Facility Upgrades for the Field's Point and Bucklin Point WWTFs Project (20701)
OE1*	Initiate additional engineering services associated with the detailed design phase services, for needed short-term sludge management and dewatering system improvements at the WWTFs
OE3	Initiate the detailed design of Reservoir Avenue Pump Station Improvements Project (72000)

**Included in workplan strategy*

Significant Budget Modifications

Engineering's Total Expenses and Use of Funds decreased by $90 thousand compared to the prior fiscal year. Personnel costs declined by 14.9%; despite increases in salaries and fringe reimbursements, this decrease is primarily attributable to budgeted turnover. Operating Supplies and Expenses decreased by $31 thousand, largely due to lower turbine-related costs. The Operating Capital budget increased by $57 thousand and includes planned elevator upgrades and the replacement of a concrete walkway.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 742,767	$ 786,976	$ 669,515	$ (117,461)	(14.9%)
Operating Supplies/Expense	1,063,058	1,712,324	1,681,349	(30,975)	(1.8%)
Professional Services	44,365	70,590	72,000	1,410	2.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,850,190	2,569,890	2,422,864	(147,026)	(5.7%)
Debt Service	-	-	-	-	-
Operating Capital Program	129,681	240,000	297,000	57,000	23.8%
Total Expense and Use of Funds	1,979,871	2,809,890	2,719,864	(90,026)	(3.2%)
FUNDING SOURCES					
Revenue Fund	1,850,190	2,569,890	2,422,864	(147,026)	(5.7%)
Project Fund	129,681	240,000	297,000	57,000	23.8%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 1,979,871	$ 2,809,890	$ 2,719,864	$ (90,026)	(3.2%)
FTE's	14.0	12.0	12.0	0.0	0.0%

Engineering Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE3	Conduct four capital project meetings per year	N/A	N/A	N/A	4
OE3	Apply for Orders of Approval from RIDEM for applicable projects	N/A	N/A	N/A	100%
OE4	Ensure timely completion of capital cash draws for design projects	N/A	N/A	N/A	95%
OE4	Apply for Certificates of Approval from RIDEM for applicable projects	N/A	N/A	100%	100%

WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Attend a minimum of 20 professional training sessions per year	23	25	25	20

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*	Advance and complete the construction of various CSO Phase III A Facilities in a timely manner so the facilities are in operation in accordance with the RIDEM Consent Agreement's milestone date of February 21, 2028
OE4	Achieve substantial completion of the Bucklin Point WWTF Final Clarifier, UV Disinfection and Other Miscellaneous Improvements (Contract 30810C)
OE4	Publicly advertise, bid and award the Ernest Street Pumping Station Phase 2 - Electrical System Upgrades and Other Miscellaneous Improvements (Contract 20402C)

**Included in workplan strategy*

Significant Budget Modifications

Total Operating Expense and Use of Funds decreased by $223 thousand or 71.0% within Construction Services' FY 2027 budget. Personnel costs decreased by $182 thousand, or 78.6%, due to the net effect of higher salary and fringe reimbursements and budgeted turnover. Operating Supplies and Expense increased 10.3% to support calibration repairs on equipment and costs related to long-distance travel. The FY 2027 Operating Capital Program decreased by $45 thousand or 100.0%.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 102,822	$ 231,785	$ 49,686	$ (182,099)	(78.6%)
Operating Supplies/Expense	15,271	37,575	41,450	3,875	10.3%
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	118,094	269,360	91,136	(178,224)	(66.2%)
Debt Service	-	-	-	-	-
Operating Capital Program	43,684	45,000	-	(45,000)	(100.0%)
Total Expense and Use of Funds	161,778	314,360	91,136	(223,224)	(71.0%)
FUNDING SOURCES					
Revenue Fund	118,094	269,360	91,136	(178,224)	(66.2%)
Project Fund	43,684	45,000	-	(45,000)	(100.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 161,778	$ 314,360	$ 91,136	$ (223,224)	(71.0%)
FTE's	13.0	11.0	11.0	0.0	0.0%

Construction Services Cost Center

Performance Measures

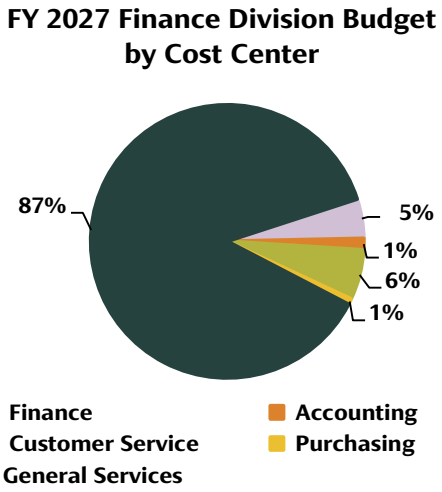
OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE3	Timely completion of construction daily reports	N/A	N/A	N/A	95%
OE3	Ensure 100% of Phase III Contracts are completed in accordance with the schedule in the Consent Agreement	100%	100%	100%	100%
OE3	Ensure that "Buy America Build America" language is included in all applicable contracts	N/A	N/A	100%	100%
OE4	Ensure timely completion of cash draws for construction projects	100%	N/A	100%	95%

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 2027 budget totals $70.7 million and increased 4.3% over the prior year.

The increase is primarily driven by a $3.1 million rise in Debt Service costs. Personnel decreased by $68 thousand, reflecting the elimination of 1.0 FTE. Operating Supplies and Expense decreased by $127 thousand, primarily due to lower Electricity costs, though mostly offset by higher natural gas expenses. In contrast, Professional Services increased $141 thousand or 7.8%. Leases and Subscriptions expenses increased 11.3% to support payroll software. The Operating Capital budget was reduced by $211 thousand or 56.2%, following the completion of customer care system upgrades and the purchase of a postage machine.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 5,826,621	$ 6,869,652	$ 6,801,752	$ (67,900)	(1.0%)
Operating Supplies/Expense	6,958,780	8,448,969	8,322,063	(126,906)	(1.5%)
Professional Services	1,606,289	1,821,300	1,962,668	141,368	7.8%
Lease/Subscriptions Expense	200,580	234,770	261,310	26,540	11.3%
Total Operating Expense	14,592,270	17,374,691	17,347,793	(26,898)	(0.2%)
Debt Service	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Operating Capital Program	66,116	375,000	164,350	(210,650)	(56.2%)
Total Expense and Use of Funds	57,387,271	67,810,975	70,714,084	2,903,109	4.3%
FUNDING SOURCES					
Revenue Fund	14,592,270	17,374,691	17,347,793	(26,898)	(0.2%)
Project Fund	66,116	375,000	164,350	(210,650)	(56.2%)
Debt Service Fund	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Total Funding Sources	$57,387,271	$67,810,975	$70,714,084	$ 2,903,109	4.3%
FTE's	55.0	53.0	52.0	(1.0)	(1.9%)

Finance Division

FY 2026 Accomplishments

WP Strategy	Key Code	Finance
	FM2	Received the GFOA Distinguished Budget Presentation Award for FY 2026 with Special Recognition in the Capital Program
	OE4	Ensured sufficient future operating and debt service coverage through the submission of a General Rate Application and Debt Compliance Filing with the RIPUC
	FM1	Executed a $75 million loan from the RIIB
	OE4	Completed implementation of new payroll system
X	**FM2**	Requested an increase in revenue funded capital (PAYGO) from RIPUC
WP Strategy	**Key Code**	**Accounting**
	FM2	Received an unmodified opinion with no management letter for the FY 2025 Annual Comprehensive Financial Report
	OE4	Assisted with the expanded implementation of a new electronic payment solution to include Permitting and Pretreatment
	FM2	Assisted with the General Rate Filing
	FM2	Received the GFOA Certificate of Achievement for FY 2025
WP Strategy	**Key Code**	**Customer Care**
	OE4	Completed Business Process Review with Advanced Utilities
	FM1	Revised collection notices and respective timelines to streamline processes and increase payment
	CF2	Implemented negative usage fee calculations in billing to ensure precise and reliable charges
X	**FM2**	Incentive Campaign to promote paperless billing and autopay registration
	OE4	Automated the new meter logging process in the CIS Program, minimizing manual input and improving data accuracy
WP Strategy	**Key Code**	**Purchasing**
	FM2	Negotiated new insurance policies
	OE4	Reviewed and negotiated renewable energy expenses and contracts
	WD3	Developed general guidelines for tariffs with Legal
	FM2	Created property and land spreadsheets to improve management and tracking efficiency
	OE4	Collaborated with an independent broker to evaluate strategic changes to property insurance

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	$ -	$ 73,121	$ 703,863	$ -	$ -	$ 776,984
52150	UNION OVERTIME	-	-	5,915	-	-	5,915
52300	NON-UNION REGULAR	1,141,215	669,712	1,226,137	348,989	-	3,386,053
52350	NON-UNION OVERTIME	-	53	2,100	-	-	2,153
52400	NON-UNION LIMITED	3,200	3,200	3,200	3,200	-	12,800
52800	UNION PENSION	-	21,534	207,288	-	-	228,822
52801	UNION DC	-	731	7,039	-	-	7,770
52810	FICA	87,548	57,076	148,503	26,942	-	320,069
52820	UNEMPLOYMENT	-	-	-	-	100,000	100,000
52920	NON UNION PENSION	57,221	33,648	61,572	17,609	30,000	200,050
52921	NON UNION DC	57,221	33,648	61,572	17,609	-	170,050
52940	UNION RETIREMENT HEALTH	-	2,252	21,679	-	-	23,931
52950	HEALTH INSURANCE	118,587	127,182	518,199	63,591	768,800	1,596,359
52970	DENTAL INSURANCE	12,568	8,558	34,363	4,966	-	60,455
52980	VISION INSURANCE	2,116	1,472	5,583	798	-	9,969
52990	LTD INSURANCE	-	-	-	-	75,327	75,327
	TOTAL PERSONNEL	1,479,676	1,032,187	3,007,013	483,704	974,127	6,976,707
59000	SALARY REIMBURSEMENT	-	(112,874)	-	-	-	(112,874)
59001	FRINGE REIMBURSEMENT	-	(62,081)	-	-	-	(62,081)
	NET PERSONNEL SERVICES	1,479,676	857,232	3,007,013	483,704	974,127	6,801,752
OPERATING SUPPLIES/EXPENSES							
53210	POSTAGE	-	-	566,658	-	65,000	631,658
53240	DUES & SUBSCRIPTIONS	5,405	2,470	650	2,000	-	10,525
53250	FREIGHT	-	100	200	100	22,000	22,400
53310	PRINTING & BINDING	12,000	400	140,950	1,000	-	154,350
53320	ADVERTISING	-	-	-	300	-	300
53410	LOCAL TRAVEL	250	250	-	1,000	-	1,500
53420	LONG DISTANCE TRAVEL	6,000	-	12,000	-	-	18,000
53510	VEHICLE FUEL & MAINTENANCE	-	-	6,500	-	-	6,500
53635	MAINT. CONTRACTS-OFFICE EQUIP.	-	200	2,000	-	3,000	5,200
53645	SOFTWARE SUBSCRIPTIONS	-	-	-	-	1,250	1,250
53646	COMP. HARDWARE, SOFTWARE & NET MAINT.	-	-	189,000	-	-	189,000
53660	INSURANCE	-	-	-	-	1,641,106	1,641,106
53680	WORK. COMP. INSURANCE	-	-	-	-	758,309	758,309
54060	NATURAL GAS	-	-	-	-	1,458,218	1,458,218
54090	ELECTRICITY	-	-	-	-	5,620,349	5,620,349
54091	NBC NET METERING CREDIT	-	-	-	-	(1,570,215)	(1,570,215)
54093	COVENTRY WIND	-	-	-	-	3,000	3,000
54095	GREEN PPA	-	-	-	-	2,110,985	2,110,985
54096	GREEN PPA NET METERING CREDITS	-	-	-	-	(2,814,647)	(2,814,647)
54110	WATER	-	-	-	-	6,000	6,000
54200	CLOTHING	-	-	2,100	-	-	2,100
54410	EDUCATIONAL SUPP. & EXP.	5,225	3,000	8,000	3,500	10,000	29,725
54430	OTHER OP. SUPPLIES & EXP.	-	-	-	-	5,250	5,250
54440	SAFETY EQUIPMENT	-	-	500	-	-	500
54500	OFFICE EXPENSE	11,000	6,500	8,000	4,000	1,200	30,700
	TOTAL OPERATING SUPPLIES/EXPENSE	39,880	12,920	936,558	11,900	7,320,805	8,322,063
PROFESSIONAL SERVICES							
52600	REGULATORY EXPENSE	605,000	-	-	-	-	605,000
52650	SECURITY SERVICES	-	-	18,307	-	-	18,307
52660	LEGAL SERVICES	185,000	-	-	-	-	185,000
52670	MGMT/AUDIT SERVICES	265,100	72,000	-	-	-	337,100
52680	TEMPORARY/CLERICAL SERVICES	-	-	26,761	-	-	26,761
52690	OTHER SERVICES	626,000	-	104,500	-	60,000	790,500
	TOTAL PROFESSIONAL SERVICES	1,681,100	72,000	149,568	-	60,000	1,962,668
LEASE/SUBSCRIPTIONS EXPENSE							
55000	LEASES PAID	-	-	-	-	111,859	111,859
56000	SUBSCRIPTIONS PAID	26,516	-	-	-	112,121	138,637
57950	INTEREST EXPENSE - LEASES	-	-	-	-	7,211	7,211
57960	INTEREST EXPENSE SUBSCRIPTIONS	1,484	-	-	-	2,119	3,603
	TOTAL LEASE/SUBSCRIPTIONS EXPENSE	28,000	-	-	-	233,310	261,310
	TOTAL OPERATING EXPENSE	3,228,656	942,152	4,093,139	495,604	8,588,242	17,347,793
DEBT SERVICE							
	PRINCIPAL PAID	-	-	-	-	34,221,595	34,221,595
	INTEREST ACCRUED	-	-	-	-	18,980,346	18,980,346
	TOTAL DEBT SERVICE	-	-	-	-	53,201,941	53,201,941
	TOTAL	**$ 3,228,656**	**$ 942,152**	**$ 4,093,139**	**$ 495,604**	**$ 61,790,183**	**$ 70,549,734**
	Division Total			**$70,549,734**			

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
- Develop, administer and manage 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
- Process bi-weekly payroll, review quarterly tax filings, and year end W-2 and 1095 forms
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 trust transfers 3 days prior to the last business day of month-end
- Submit the quarterly surcharge reports and the remittance to RI Department of Environmental Management
- Prepare and submit the consultant report for the RI Secretary of State by October 1st
- Perform monthly fund accounting and cash flow reconciliations within 25 days of month-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 by loading file
- Investigate new sewer connection permits
- Process Abatement Applications
- Review all credit balances created through real estate closings
- Accurate and timely billing of relevant charges
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 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 the 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 at least 125% debt coverage
FM2	Receive the GFOA Distinguished Budget Award for the FY 2027 budget
FM2	Maintain AA- rating from S&P Global Ratings and AA rating from Kroll Bond Rating Agency
OE4	Work to improve payroll system setup
FM1*	Implement full cost recovery fees for abatement program and shutoff activities

**Included in workplan strategy*

Significant Budget Modifications

Finance's FY 2027 Total Expense and Use of Funds decreased by 4.7%, or $165 thousand, compared to the prior year. This decrease is primarily driven by a 15.7% reduction in Personnel costs, attributable to the elimination of 1.0 FTE. Professional services increased by $113 thousand, a result of higher PUC-related service costs and electronic payment vendor fees associated with new customer enrollments. Operating Supplies and Expenses decreased by 40.0% due to reclassifying a software subscription to Leases and Subscriptions in accordance with GASB 96. Operating Capital decreased by 5.0% from the prior year.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,237,412	$ 1,754,951	$ 1,479,676	$ (275,275)	(15.7%)
Operating Supplies/Expense	41,084	66,515	39,880	(26,635)	(40.0%)
Professional Services	1,474,236	1,568,000	1,681,100	113,100	7.2%
Lease/Subscriptions Expense	-	-	28,000	28,000	-
Total Operating Expense	2,752,732	3,389,466	3,228,656	(160,810)	(4.7%)
Debt Service	-	-	-	-	-
Operating Capital Program	-	75,000	71,250	(3,750)	(5.0%)
Total Expense and Use of Funds	2,752,732	3,464,466	3,299,906	(164,560)	(4.7%)
FUNDING SOURCES					
Revenue Fund	2,752,732	3,389,466	3,228,656	(160,810)	(4.7%)
Project Fund	-	75,000	71,250	(3,750)	(5.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 2,752,732	$ 3,464,466	$ 3,299,906	$ (164,560)	(4.7%)
FTE's	12.0	13.0	12.0	(1.0)	(7.7%)

Finance Cost Center

Performance Measures

FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 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	23 Years	23 Years	24 Years	25 Years
FM2	Evaluate 100% of any new investments to ensure they are permitted	100%	100%	100%	100%

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Fund minimum ARC for Non-Union Defined Benefit Plan	129%	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	
WD3	Cross train new staff to provide backup for department operations
FM2	Implement GASB 103 Financial Reporting Model Improvements, GASB 104 Disclosure of Certain Capital Assets and GASB 105 Subsequent Events, if applicable
OE4	Ensure the proper calculation of the monthly trust transfers and PUC restricted accounts
OE4	Prepare monthly financial statements in a timely manner

Significant Budget Modifications

Accountings' Total Expense and Use of Funds increased by $47 thousand, or 5.2%, compared to the prior year, primarily due to a $45 thousand increase in Personnel costs. This increase reflects COLAs and contracted step increases for union employees, as well as salary increases for non-union employees. Operating supplies and expenses decreased by 42.5%, or $10 thousand, from the prior year. Professional services increased by 20.0%, mainly to support audit-related management and audit services.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 941,867	$ 812,707	$ 857,232	$ 44,525	5.5%
Operating Supplies/Expense	9,669	22,470	12,920	(9,550)	(42.5%)
Professional Services	53,754	60,000	72,000	12,000	20.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,005,290	895,177	942,152	46,975	5.2%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	1,005,290	895,177	942,152	46,975	5.2%
FUNDING SOURCES					
Revenue Fund	1,005,290	895,177	942,152	46,975	5.2%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 1,005,290	$ 895,177	$ 942,152	$ 46,975	5.2%
FTE's	10.0	8.0	8.0	0.0	0.0%

Accounting Cost Center

Performance Measures

FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
FM2	Receive the GFOA Certificate of Achievement for Excellence in Financial Reporting	23 Years	23 Years	24 Years	25 Years
FM2	Years without management letter received for Annual Comprehensive Financial Report (ACFR)	27 Years	27 Years	28 Years	29 Years

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE3	Process Capital invoices within 30 days	100%	100%	100%	100%

WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Complete a minimum of 65 training hours	126 Hours	50 Hours	65 Hours	65 Hours

Customer Care Cost Center

Summary

The Customer Care Cost Center is responsible for the billing and collection of approximately $137.9 million in annual user charges. It bills approximately 86,300 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	
FM2*	Increase enrollment in paperless billing
CF2	Provide excellent customer service
WD3*	Provide staff training and cross training to optimize coverage
OE4	Explore assistive AI for call center representatives

**Included in workplan strategy*

Significant Budget Modifications

Total Operating Expenses increased by $296 thousand, driven primarily by higher operating costs, most notably increased postage expenses. Personnel costs rose by $120 thousand, reflecting COLA and contractual increases for union employees, as well as salary increases for non-union staff. Operating Supplies and Expense increased by 21.0%, attributable to higher costs associated with postage. In contrast, the Operating Capital budget decreased by $207 thousand.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 2,484,494	$ 2,887,322	$ 3,007,013	$ 119,691	4.1%
Operating Supplies/Expense	784,851	774,156	936,558	162,402	21.0%
Professional Services	44,786	135,300	149,568	14,268	10.5%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	3,314,131	3,796,778	4,093,139	296,361	7.8%
Debt Service	-	-	-	-	-
Operating Capital Program	66,116	300,000	93,100	(206,900)	(69.0%)
Total Expense and Use of Funds	3,380,247	4,096,778	4,186,239	89,461	2.2%
FUNDING SOURCES					
Revenue Fund	3,314,131	3,796,778	4,093,139	296,361	7.8%
Project Fund	66,116	300,000	93,100	(206,900)	(69.0%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 3,380,247	$ 4,096,778	$ 4,186,239	$ 89,461	2.2%
FTE's	29.0	28.0	28.0	0.0	0.0%

Customer Care Cost Center

Performance Measures

CUSTOMER FOCUS

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
CF2	Resolve 85% of all account disputes within 30 days	1,856 (85%)	85%	85%	85%
CF2	Increase the percentage of customers enrolled in autopay	11,697 (14%)	> 5%	> 5%	>10%
CF1	Increase the percentage of customers registered online	40,558 (47%)	> 30%	> 30%	>35%
CF2	Process 95% of closing requests within 48 hours	3,294 (84%)	95%	95%	95%
CF2	Keep the number of abandoned calls below 10%	8%	<5%	<5%	<10%
CF2	Ensure a minimum of 98% of accounts have an actual meter reading within the last 12 months	98%	98%	98%	98%
CF2	Create a minimum of 5% of payment arrangements for accounts with over 30-day balance	1,208 (2%)	8%	5%	5%

FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
FM2	Increase the percentage of customers enrolled in paperless billing	11,922 (14%)	> 3%	> 3%	>3%

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Ensure 100% of eligible accounts receive Water Shut-Off (WSO) eligibility letters	13,587 (100%)	100%	100%	100%
OE4	Schedule a minimum of 2,600 postings during WSO season	3,327	2,600	2,600	2,600
OE4	Schedule a minimum of 960 accounts for termination during WSO season	1,467	960	960	960

WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Provide a minimum of 1,500 employee training hours	1,630 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	
OE4	Prepare robust purchasing specifications to ensure competitive bids
FM2	Encourage vendors to participate in NBC's P-Card program
OE4	Conduct NBC-wide Purchasing training
OE4	Encourage compliance with federal and state law
OE4	Manage renewable energy bids, contracts and expenses

Significant Budget Modifications

Purchasing's Total Operating Expense increased by 7.4%, driven primarily by a $30 thousand increase in Personnel costs, largely reflecting salary increases for non-union employees. In addition, Operating Supplies and Expenses increased by 54.5%, due to higher office-related costs and investment in training within the education supplies and expense account.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 422,713	$ 453,698	$ 483,704	$ 30,006	6.6%
Operating Supplies/Expense	6,197	7,700	11,900	4,200	54.5%
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	428,909	461,398	495,604	34,206	7.4%
Debt Service	-	-	-	-	-
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	428,909	461,398	495,604	34,206	7.4%
FUNDING SOURCES					
Revenue Fund	428,909	461,398	495,604	34,206	7.4%
Project Fund	-	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 428,909	$ 461,398	$ 495,604	$ 34,206	7.4%
FTE's	4.0	4.0	4.0	0.0	0.0%

Purchasing Cost Center

Performance Measures

FINANCIAL MANAGEMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
ES1	Ensure NBC does not have more than 48 vehicles that weigh less than 8,500 tons	48	48	48	48

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Increase the number of vendors participating in the P-Card Program	502 Vendors	700 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 2027 Total Expenses and Use of Funds increased by $2.9 million, primarily due to a 6.3% increase in Debt Service costs. Operating Supplies and Expenses decreased by $257 thousand, or 3.4%, driven by lower electricity-related expenditures.

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.

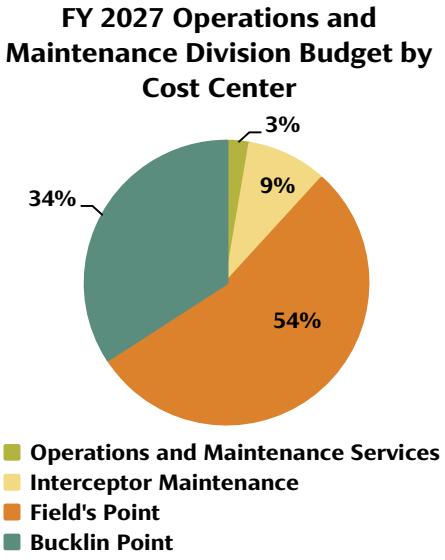
Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 740,135	$ 960,974	$ 974,127	$ 13,153	1.4%
Operating Supplies/Expense	6,116,980	7,578,128	7,320,805	(257,323)	(3.4%)
Professional Services	33,513	58,000	60,000	2,000	3.4%
Lease/Subscriptions Expense	200,580	234,770	233,310	(1,460)	(0.6%)
Total Operating Expense	7,091,207	8,831,872	8,588,242	(243,630)	(2.8%)
Debt Service	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Operating Capital Program	-	-	-	-	-
Total Expense and Use of Funds	49,820,092	58,893,156	61,790,183	2,897,027	4.9%
FUNDING SOURCES					
Revenue Fund	7,091,207	8,831,872	8,588,242	(243,630)	(2.8%)
Debt Service Fund	42,728,885	50,061,284	53,201,941	3,140,657	6.3%
Total Funding Sources	$49,820,092	$58,893,156	$61,790,183	$ 2,897,027	4.9%

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 collection systems. The division includes the Operations and Maintenance Services, Interceptor Maintenance, Field's Point, and Bucklin Point Cost Centers.



Significant Budget Modifications

The FY 2027 Operations and Maintenance Division budget is $37.5 million, 19.1% higher than the prior year.

Personnel increased $608 thousand or 4.3%. This is the net impact of COLA and contracted step increases for union employees, as well as increases for non-union employees. The driver of the year-over-year increase is within Operating Supplies and Expense. In FY 2027, the expense category is $4.3 million higher than the prior year, primarily driven by increases in biosolids disposal-related costs. Operating Capital increased 35.1% and includes the replacement, betterment, and new purchases of assets necessary to run the facilities.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$12,595,077	$14,204,591	$14,812,965	$ 608,374	4.3%
Operating Supplies/Expense	11,982,619	13,983,346	18,242,705	4,259,359	30.5%
Professional Services	24,572	38,200	39,300	1,100	2.9%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	24,602,267	28,226,137	33,094,970	4,868,833	17.2%
Debt Service	-	-	-	-	-
Operating Capital Program	3,242,044	3,230,500	4,363,450	1,132,950	35.1%
Total Expense and Use of Funds	27,844,311	31,456,637	37,458,420	6,001,783	19.1%
FUNDING SOURCES					
Revenue Fund	24,602,267	28,226,137	33,094,970	4,868,833	17.2%
Project Fund	3,242,044	3,230,500	4,363,450	1,132,950	35.1%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$27,844,311	$31,456,637	$37,458,420	$ 6,001,783	19.1%
FTE's	128.0	127.0	127.0	0.0	0.0%

Operations and Maintenance Division

FY 2026 Accomplishments

WP Strategy	Key Code	Operations and Maintenance Services
	OE4	Advertised the request for proposals for a new Asset Management System
	OE3	Submitted the Asset Management Manual to Finance
	WD3	Trained employees on creating and closing work orders
X	**OE4**	Reviewed and updated 10% of all existing assets in Hansen for accuracy monthly
WP Strategy	**Key Code**	**Interceptor Maintenance**
	OE4	Cleaned and inspected 15,000 feet of NBC Interceptors Project (30482M) and replaced manhole structure frames and covers throughout the service area
	OE4	Ensured NBC's Overflow Notification Website was monitored and maintained daily for all potential overflow events
	OE4	Assisted Engineering in contracting firms for the Inspection and Design of the Reservoir Avenue Pump Station Improvement Project (72000D) and Lincoln Septage Receiving Station Replacement Project (71000)
	CF2	Provided timely response to sewer backup issues, locating sewer connections, and identifying lines for contractor excavations
	OE4	Implemented upgrades to the IM office
WP Strategy	**Key Code**	**Field's Point**
	OE3	Implemented semi-annual meetings to inform Engineering of the plant status and any needs that should be included in a capital project
	OE4	Updated staff on changes in biosolids disposal
	OE4	Maintained communication between IT, operations technology and the plant managers on WWTF upgrades
X	**WD3**	Developed testing protocols to gauge staff comprehension in various areas of the plant
X	**WD2**	Established procedures for implementing apprenticeship and mentorship programs for plant work
WP Strategy	**Key Code**	**Bucklin Point**
	OE4	Updated staff on changes in biosolids disposal
	OE4	Maintained communication between IT, Operations Technology and the plant managers on WWTF upgrades
	OE4	Rebuilt Bar Rack #4
X	**OE4**	Identified energy programs at Bucklin Point and monitored performance levels
	OE4	Replaced two pumps at Washington Highway Pump Station

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	$ 584,091	$ -	$ 2,415,261	$ 2,172,614	$ 5,171,966
52150	UNION OVERTIME	59,153	-	335,555	381,408	776,116
52300	NON-UNION REGULAR	881,618	641,760	1,066,576	1,115,409	3,705,363
52350	NON-UNION OVERTIME	21,000	-	111,539	111,395	243,934
52400	NON-UNION LIMITED	3,200	3,200	3,200	3,200	12,800
52800	UNION PENSION	172,015	-	711,294	639,835	1,523,144
52801	UNION DC	5,841	-	24,153	21,726	51,720
52810	FICA	118,503	49,339	300,808	289,478	758,128
52920	NON UNION PENSION	45,291	32,248	59,066	61,500	198,105
52921	NON UNION DC	45,291	32,248	59,066	61,500	198,105
52940	UNION RETIREMENT HEALTH	17,990	-	74,390	66,916	159,296
52950	HEALTH INSURANCE	372,686	107,628	771,338	696,802	1,948,454
52970	DENTAL INSURANCE	25,640	7,534	53,683	47,798	134,655
52980	VISION INSURANCE	4,188	1,151	9,065	7,804	22,208
	TOTAL PERSONNEL	2,356,507	875,108	5,994,994	5,677,385	14,903,994
59000	SALARY REIMBURSEMENT	(18,599)	(17,724)	(4,431)	(17,975)	(58,729)
59001	FRINGE REIMBURSEMENT	(10,229)	(9,748)	(2,437)	(9,886)	(32,300)
	NET PERSONNEL SERVICES	2,327,679	847,636	5,988,126	5,649,524	14,812,965
OPERATING SUPPLIES/EXPENSES						
53240	DUES & SUBSCRIPTIONS	4,600	5,140	8,000	4,280	22,020
53250	FREIGHT	2,500	250	9,000	10,500	22,250
53310	PRINTING & BINDING	1,000	500	500	200	2,200
53330	RENTAL- EQUIPMENT	2,100	-	20,000	15,000	37,100
53340	RENTAL- CLOTHING	2,100	-	22,000	20,801	44,901
53410	LOCAL TRAVEL	1,000	1,500	300	200	3,000
53420	LONG DISTANCE TRAVEL	2,000	5,000	2,000	-	9,000
53470	BLDG. & GRND. MAINT.	20,000	-	99,552	102,892	222,444
53480	BIOSOLID DISPOSAL	-	-	8,773,779	2,757,667	11,531,446
53490	SCREENING & GRIT DISPOSAL	81,426	-	243,272	101,384	426,082
53510	VEHICLE FUEL & MAINTENANCE	65,000	1,250	87,000	63,500	216,750
53610	REPAIRS BUILDING & STRUCTURE	19,700	-	224,600	162,500	406,800
53612	ELECTRICITY CONTRACTOR	-	-	298,180	298,180	596,360
53615	REPAIRS PROCESS EQUIPMENT	62,500	-	378,400	295,000	735,900
53620	REPAIR-HIGHWAY & WALKS	42,500	-	2,500	-	45,000
53630	MAINTENANCE CONTRACTS	7,600	-	321,161	200,244	529,005
53635	MAINT. CONTRACTS-OFFICE EQUIP.	7,805	-	22,870	30,925	61,600
53640	SERVICE AGREEMENTS	27,120	-	7,000	15,000	49,120
53645	SOFTWARE SUBSCRIPTIONS	18,800	-	-	-	18,800
53650	HIGHWAY & LANDSCAPE	10,000	-	4,000	7,500	21,500
54020	DIESEL FOR EQUIPMENT	-	-	25,000	40,000	65,000
54097	BIOGAS	-	-	-	209,200	209,200
54110	WATER	4,000	-	20,000	125,000	149,000
54200	CLOTHING	7,000	500	10,000	15,000	32,500
54332	CHLORINE/HYPOCHLORITE	-	-	873,733	53,852	927,585
54333	CARBON FEED	-	-	31,800	3,379	35,179
54335	POLYMER	-	-	-	162,839	162,839
54336	SODIUM HYDROXIDE	-	-	83,654	-	83,654
54337	SODIUM BISULFITE	-	-	531,443	33,909	565,352
54338	SODA ASH	-	-	-	73,742	73,742
54339	UV DISINFECTION	-	-	-	189,176	189,176
54340	LAB SUPPLIES	-	-	20,000	11,500	31,500
54345	LAB CHEMICALS & GASES	-	-	27,000	8,000	35,000
54370	SUPPLIES BUILDING & MAINT.	89,200	-	245,900	223,000	558,100
54410	EDUCATIONAL SUPP. & EXP.	4,800	2,500	7,000	3,000	17,300
54420	COMPUTER SUPPLIES	1,000	1,000	-	500	2,500
54430	OTHER OP. SUPPLIES & EXP.	2,000	-	2,000	4,000	8,000
54440	SAFETY EQUIPMENT	7,500	750	22,000	25,000	55,250
54500	OFFICE EXPENSE	7,750	1,000	16,800	15,000	40,550
	TOTAL OPERATING SUPPLIES/EXPENSE	501,001	19,390	12,440,444	5,281,870	18,242,705
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	300	-	8,000	10,500	18,800
52650	SECURITY SERVICES	12,000	-	2,500	1,000	15,500
52690	OTHER SERVICES	-	-	3,000	2,000	5,000
	TOTAL PROFESSIONAL SERVICES	12,300	-	13,500	13,500	39,300
	TOTAL OPERATING EXPENSE	2,840,980	867,026	18,442,070	10,944,894	33,094,970
	TOTAL	**$ 2,840,980**	**$ 867,026**	**$ 18,442,070**	**$ 10,944,894**	**$ 33,094,970**
	Division Total			**$33,094,970**		

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/seminars/conferences
- Update and maintain NBC's Asset Management Program
- Maintain Communication between Customer Service and Permits
- Perform a monthly check-in with each department (FP, BP, IM, and O&M)
- Maintain communication between departments within the O&M section where projects may affect them
Interceptor Maintenance
- Submit BMP and I&I reports
- Respond to emergencies – 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 the 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 the 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 Maintenances 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 maintain the Asset Management Program to track all NBC assets for cost, life history, and performance monitoring.

Priorities

Key Code	
WD3	Implement semi-annual Asset Management Committee meetings
OE4	Streamline and organize the inventory at Fields Point
OE4	Implement a new Computerized Maintenance Management System (CMMS)
OE3	Enter all capital assets as they are installed into the CMMS at Field's Point and Bucklin Point
WD3	Formalize a training manual and guidelines for creating and closing work orders

Significant Budget Modifications

Total Operating Expense and Use of Funds increased by 15.5% or $135 thousand in FY 2027. Personnel expenses are $56 thousand higher. This is attributable to COLA and step increases for union employees and salary increases for non-union employees. Operating Supplies and Expense increased 0.4%. The FY 2027 Operating Capital budget includes $78 thousand for operations training equipment.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 837,935	$ 791,199	$ 847,636	$ 56,437	7.1%
Operating Supplies/Expense	24,411	19,310	19,390	80	0.4%
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	862,346	810,509	867,026	56,517	7.0%
Debt Service	-	-	-	-	-
Operating Capital Program	-	55,000	133,000	78,000	141.8%
Total Expense and Use of Funds	862,346	865,509	1,000,026	134,517	15.5%
FUNDING SOURCES					
Revenue Fund	862,346	810,509	867,026	56,517	7.0%
Project Fund	-	55,000	133,000	78,000	141.8%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 862,346	$ 865,509	$ 1,000,026	$ 134,517	15.5%
FTE's	8.0	6.0	6.0	0.0	0.0%

Operations and Maintenance Services Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Close out 100% of completed work orders	16,172/ 16,914 (96%)	100%	100%	100%
OE3	Conduct semi-annual Asset Management Committee meetings	-	N/A	4	2
OE3	Conduct monthly Asset Management Team meetings	N/A	N/A	N/A	12
OE3	Perform monthly check-in with each cost center	N/A	N/A	N/A	12

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 systems and assist communities and NBC operations as needed. IM also manages the sewer, stormwater permitting, and Collection System Flow Monitoring Program.

Priorities

Key Code	
WD3*	Provide training to new employees to ensure they are equipped with the knowledge and resources necessary to perform their duties effectively
OE4	Initiate another cleaning, inspection, and manhole frame and cover replacement project
WD2*	Implement Employee Recognition program
OE4	Ensure NBC's Overflow Notification Website is monitored and maintained daily for all potential overflow events
CF2	Provide a timely response to sewer backup issues, locating sewer connections and identifying lines for contractor excavations

**Included in workplan strategy*

Significant Budget Modifications

The FY 2027 budget reflects a 7.5% increase in Total Operating Expense and Use of Funds. Personnel costs increased by $80 thousand due to COLA and contracted step increases for union employees, and salary increases for non-union employees. Operating Capital increased 32.6% or $140 thousand and includes the replacement of a Combo Vactruck used for flushing manholes and other structures.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,886,621	$ 2,247,509	$ 2,327,679	$ 80,170	3.6%
Operating Supplies/Expense	340,358	483,288	501,001	17,713	3.7%
Professional Services	6,156	12,200	12,300	100	0.8%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	2,233,135	2,742,997	2,840,980	97,983	3.6%
Debt Service	-	-	-	-	-
Operating Capital Program	175,236	430,000	570,000	140,000	32.6%
Total Expense and Use of Funds	2,408,371	3,172,997	3,410,980	237,983	7.5%
FUNDING SOURCES					
Revenue Fund	2,233,135	2,742,997	2,840,980	97,983	3.6%
Project Fund	175,236	430,000	570,000	140,000	32.6%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 2,408,371	$ 3,172,997	$ 3,410,980	$ 237,983	7.5%
FTE's	20.0	22.0	22.0	0.0	0.0%

Interceptor Maintenance Cost Center

Performance Measures

CUSTOMER FOCUS

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
CF2	Inspect new sewer connections within 72 hours of request	85%	100%	100%	100%
CF2	Issue 75% of residential sewer connection permits within 10 business days	178/232 (77%)	N/A	N/A	75%
CF2	Issue 75% of non-residential sewer connection permits within 30 business days	48/51 (94%)	N/A	N/A	75%
CF2	Issue 75% of sewer alteration permits within 30 business days	2/3 (66%)	N/A	N/A	75%

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Report 100% of events as required by RIPDES permit	2/2 (100%)	100%	100%	100%
OE4	Perform no less than 90% Preventative Maintenance work orders based on total work orders	6,605/6,605 (100%)	90%	90%	90%
OE4	Respond to dry weather bypass within 6 hours of initial notification	≤9 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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Provide staff with a minimum of 150 technical or standard operating procedure training hours	234 Hours	100 Hours	150 Hours	150 Hours
WD2	Limit number of workers' compensation incidents	None	<5 Incidents	<4 Incidents	<3 Incidents

ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
ES1	Ensure 75% of stormwater connection permits for new construction projects will remove a 3-month storm event from the NBC system	17/30 (57%)	N/A	75%	75%

Field's Point Cost Center

Summary

The Field's Point 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	Tag and inventory all equipment and spare parts
OE4	Implement additional preventative maintenance contracts for plant equipment to increase the asset and equipment useful life
OE4	Rebuild bar racks and grit tank units

Significant Budget Modifications

Field's Point Total Operating Expense and Use of Funds is 18.1% or $3.1 million higher than FY 2026, driven by a $2.8 million increase in Operating Supplies and Expense for increased biosolid disposal related costs. Personnel expenses increased by $153 thousand, or 2.6%, reflecting COLA and contracted step increases for union employees, and salary increases for non-union employees. Operating Capital increased by $173 thousand, or 10.1%, and includes the replacement of sump pump, tunnel pump cartridges, and bar racks.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 5,153,375	$ 5,835,475	$ 5,988,126	$ 152,651	2.6%
Operating Supplies/Expense	8,366,103	9,645,151	12,440,444	2,795,293	29.0%
Professional Services	8,450	13,500	13,500	-	0.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	13,527,928	15,494,126	18,442,070	2,947,944	19.0%
Debt Service	-	-	-	-	-
Operating Capital Program	1,858,079	1,705,000	1,877,725	172,725	10.1%
Total Expense and Use of Funds	15,386,007	17,199,126	20,319,795	3,120,669	18.1%
FUNDING SOURCES					
Revenue Fund	13,527,928	15,494,126	18,442,070	2,947,944	19.0%
Project Fund	1,858,079	1,705,000	1,877,725	172,725	10.1%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$15,386,007	$17,199,126	$20,319,795	$ 3,120,669	18.1%
FTE's	52.0	52.0	52.0	0.0	0.0%

Field's Point Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Meet or exceed discharge parameter permit levels for TSS (mg/L)	4.68mg/L	<20mg/L	<20mg/L	<20mg/L
OE4	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	7.68	<35	<35	<35
OE4	Meet or exceed discharge parameter permit levels for cBOD (mg/L)	4.65mg/L	<20mg/L	<20mg/L	<20mg/L
OE4	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	2.99	<5	<5	<5
OE4	Ensure treatment of 100% wastewater and stormwater collected through the Tunnel Pump Station	1,017MG/ 1,036MG (98%)	100%	100%	100%
OE4	Perform no less than 85% Preventative Maintenance work orders based on total work orders	3,358/ 4,426 (76%)	>90%	>90%	85%

Bucklin Point Cost Center

Summary

The Bucklin Point 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	Rebuild the Dry Weather Effluent Pumps
OE4	Modify the CHP engine to ensure smooth operation
OE4*	Make corrective actions on Standard Operating Procedures (SOP) and develop new SOPs as needed

**Included in workplan strategy*

Significant Budget Modifications

Bucklin Point's FY 2027 Total Operating Expense and Use of Funds is 24.5%, or $2.5 million, higher than the prior year. Personnel costs increased by $319 thousand, or 6.0%, driven by COLA and contracted step increases for union employees, as well as salary increases for non-union employees. The primary driver of the overall increase is Operating Supplies and Expense, with a $1.4 million rise reflecting higher costs for biosolids disposal. The Operating Capital Program increased by $742 thousand and includes the purchase of a new roll-off dump truck for the disposal of solids from the new tunnel pump station, along with the replacement of a screw pump, effluent pump, and additional equipment.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 4,717,146	$ 5,330,408	$ 5,649,524	$ 319,116	6.0%
Operating Supplies/Expense	3,251,747	3,835,597	5,281,870	1,446,273	37.7%
Professional Services	9,966	12,500	13,500	1,000	8.0%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	7,978,859	9,178,505	10,944,894	1,766,389	19.2%
Debt Service	-	-	-	-	-
Operating Capital Program	1,208,729	1,040,500	1,782,725	742,225	71.3%
Total Expense and Use of Funds	9,187,588	10,219,005	12,727,619	2,508,614	24.5%
FUNDING SOURCES					
Revenue Fund	7,978,859	9,178,505	10,944,894	1,766,389	19.2%
Project Fund	1,208,729	1,040,500	1,782,725	742,225	71.3%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 9,187,588	$10,219,005	$12,727,619	$ 2,508,614	24.5%
FTE's	48.0	47.0	47.0	0.0	0.0%

Bucklin Point Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

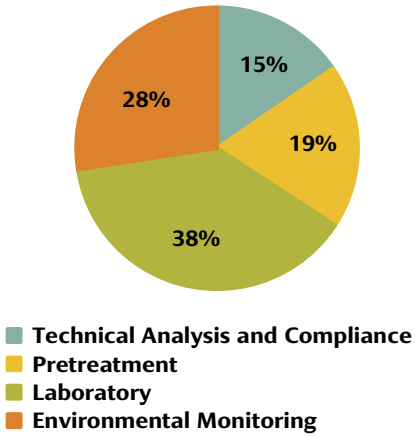
Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Meet or exceed discharge parameter permit levels for TSS (mg/L)	7.3mg/L	≤20mg/L	≤20mg/L	≤20mg/L
OE4	Meet or exceed discharge parameter permit levels for Enterococci (MPN/100ml)	8.66	≤35	≤35	≤35
OE4	Meet or exceed discharge parameter permit levels for cBOD (mg/L)	3.21mg/L	≤20mg/L	≤20mg/L	≤20mg/L
OE4	Meet or exceed discharge parameter permit levels for seasonal Total Nitrogen	3.95	≤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	5,986/7,029 (85%)	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.

FY 2027 Environmental Science and Compliance Division Budget by Cost Center



Significant Budget Modifications

The FY 2027 Environmental Science and Compliance Division budget totals $8.0 million, $415 thousand higher than the prior year.

Personnel expenses increased by 3.0%, or $185 thousand. Although 1.0 FTE was eliminated in TAC, 1.0 FTE was added to Environmental Monitoring. The net increase is primarily attributable to COLA and step increases for union employees, as well as salary increases for non-union employees. Operating Supplies and Expenses increased by 10.8%, or $110 thousand, reflecting higher costs for laboratory supplies, chemicals and gas, and maintenance contracts. Operating Capital increased by $111 thousand, or 24.9%, driven by the replacement of critical systems, including sondes, meters, and other essential equipment.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 5,443,317	$ 6,102,042	$ 6,286,759	$ 184,717	3.0%
Operating Supplies/Expense	1,004,732	1,013,809	1,123,692	109,883	10.8%
Professional Services	45,961	47,700	56,905	9,205	19.3%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	6,494,010	7,163,551	7,467,356	303,805	4.2%
Debt Service	-	-	-	-	-
Operating Capital Program	779,235	445,000	555,750	110,750	24.9%
Total Expense and Use of Funds	7,273,245	7,608,551	8,023,106	414,555	5.4%
FUNDING SOURCES					
Revenue Fund	6,494,010	7,163,551	7,467,356	303,805	4.2%
Project Fund	779,235	445,000	555,750	110,750	24.9%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 7,273,245	$ 7,608,551	$ 8,023,106	$ 414,555	5.4%
FTE's	61.0	59.0	59.0	0.0	0.0%

Environmental Science and Compliance Division

FY 2026 Accomplishments

WP Strategy	Key Code	Technical Analysis and Compliance
X	WD3	Hired a replacement for the Sustainability Engineer role to ensure continuity in anticipation of future workforce changes
X	WD3	Developed 22 new written job aids to ensure processes and institutional knowledge into our systems are captured for future reference
X	OE2	Developed and implemented quarterly trending strategy for PFAS data from influent, effluent, and sludge samples
X	OE1	Developed a summary of testing requirements (type and frequency) to establish whether anaerobic digestion at Bucklin Point is sufficient to attain Class B biosolids classification
	OE4	Hosted 3-day In-Plant Energy Efficiency training program at WWTFs, led by US Department of Energy and Cascade Energy
WP Strategy	**Key Code**	**Pretreatment**
	OE4	Conducted annual inspections of 100% of Significant Industrial Users
	OE4	Issued Notices of Violation for all incidents of non-compliance
	OE4	Issued Wastewater Discharge and Zero Process Wastewater Sanitary Discharge Permits
	CF2	Implemented electronic permit application submittals and online application fee payments with Accounting and Information Technology
X	OE2	Initiated the process of identifying companies to sample for PFAS in preparation of a new requirement to be included in future RIPDES permits
WP Strategy	**Key Code**	**Laboratory**
X	OE4	Obtained 100% accuracy for all mandatory EPA analytical proficiency tests conducted in the laboratory
X	OE2	Completed the third EPA required testing of the 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	In FY 2025, 107,292 samples were analyzed, 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
WP Strategy	**Key Code**	**Environmental Monitoring**
X	OE2	Implemented routine PFAS monitoring program for Significant Industrial Users (SIU) and conducted a minimum of one sampling per SIU
X	WD3	Developed formalized training program of new hires to include tracking and checklists
	OE4	Collected 28,389 samples to satisfy federal, state, and NBC mandates and/or requirements
	ES2	Established a program to proactively replace refrigerated autosampler parts to extend the life of the equipment and limit unnecessary waste

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	$ -	$ 170,377	$ 602,907	$ 524,725	$ 1,298,009
52150	UNION OVERTIME	-	1,183	42,590	63,294	107,067
52300	NON-UNION REGULAR	901,689	817,167	881,255	564,831	3,164,942
52350	NON-UNION OVERTIME	2,310	630	5,775	9,660	18,375
52400	NON-UNION LIMITED	3,200	3,200	3,200	3,200	12,800
52800	UNION PENSION	-	50,176	177,556	154,531	382,263
52801	UNION DC	-	1,704	6,029	5,247	12,980
52810	FICA	69,401	75,931	117,483	89,177	351,992
52920	NON UNION PENSION	45,360	41,050	44,512	28,885	159,807
52921	NON UNION PENSION	45,360	41,050	44,512	28,885	159,807
52940	UNION RETIREMENT HEALTH	-	5,248	18,570	16,162	39,980
52950	HEALTH INSURANCE	147,175	257,764	313,676	304,205	1,022,820
52970	DENTAL INSURANCE	11,066	15,136	18,097	17,408	61,707
52980	VISION INSURANCE	1,809	2,469	3,112	2,837	10,227
	TOTAL PERSONNEL	1,227,370	1,483,085	2,279,274	1,813,047	6,802,776
59000	SALARY REIMBURSEMENT	(69,461)	-	(248,170)	(15,283)	(332,914)
59001	FRINGE REIMBURSEMENT	(38,204)	-	(136,493)	(8,406)	(183,103)
	NET PERSONNEL SERVICES	1,119,705	1,483,085	1,894,611	1,789,358	6,286,759
OPERATING	**SUPPLIES/EXPENSES**					
52610	MEDICAL SVCS.	6,600	-	-	-	6,600
53240	DUES & SUBSCRIPTIONS	4,959	800	1,510	16,215	23,484
53250	FREIGHT	100	100	1,000	1,000	2,200
53310	PRINTING & BINDING	500	2,000	-	500	3,000
53320	ADVERTISING	-	2,500	-	-	2,500
53350	RENTAL-OUTSIDE PROPERTY	3,000	-	-	3,800	6,800
53410	LOCAL TRAVEL	4,465	50	400	500	5,415
53420	LONG DISTANCE TRAVEL	13,041	4,000	8,000	2,500	27,541
53470	BLDG. & GRND. MAINT.	-	200	12,840	-	13,040
53510	VEHICLE FUEL & MAINTENANCE	800	5,000	-	27,500	33,300
53610	REPAIRS BUILDING & STRUCTURE	-	-	6,210	-	6,210
53615	REPAIRS PROCESS EQUIPMENT	-	-	-	30,600	30,600
53630	MAINTENANCE CONTRACTS	-	-	126,713	2,700	129,413
53645	SOFTWARE SUBSCRIPTIONS	8,692	-	-	-	8,692
54093	COVENTRY WIND	10,800	-	-	-	10,800
54110	WATER	-	-	11,640	-	11,640
54200	CLOTHING	1,050	2,500	8,250	11,550	23,350
54340	LAB SUPPLIES	500	2,000	286,900	118,500	407,900
54345	LAB CHEMICALS & GASES	-	-	247,500	9,700	257,200
54370	SUPPLIES BUILDING & MAINT.	5,200	250	-	7,730	13,180
54410	EDUCATIONAL SUPP. & EXP.	21,170	2,000	8,000	3,000	34,170
54420	COMPUTER SUPPLIES	500	250	750	250	1,750
54430	OTHER OP. SUPPLIES & EXP.	1,807	-	-	-	1,807
54440	SAFETY EQUIPMENT	10,440	2,500	9,800	13,250	35,990
54500	OFFICE EXPENSE	6,300	4,000	8,560	8,250	27,110
	TOTAL OPERATING SUPPLIES/EXPENSE	99,924	28,150	738,073	257,545	1,123,692
PROFESSIONAL SERVICES						
52600	REGULATORY EXPENSE	-	-	480	-	480
52690	OTHER SERVICES	12,925	-	26,600	16,900	56,425
	TOTAL PROFESSIONAL SERVICES	12,925	-	27,080	16,900	56,905
	TOTAL OPERATING EXPENSE	1,232,554	1,511,235	2,659,764	2,063,803	7,467,356
	TOTAL	**$ 1,232,554**	**$ 1,511,235**	**$ 2,659,764**	**$ 2,063,803**	**$ 7,467,356**
	Division Total			**$7,467,356**		

Environmental Science and Compliance Division

Snapshot of Responsibilities

Technical Analysis and Compliance
- Submit RIPDES DMR Reports by the 15th of each month
- Submit the biosolids report to the EPA by February 19th of each year
- Submit the CAERS annual report on time
- Monitor NBC's energy produced on-site, off-site, and purchased
- Track data on workplace injuries to inform prevention efforts
- Submit monthly EIA reports on time
- Ensure proper allocation of renewable energy Net Metering Credits to prevent generation of excess credits
- Submit quarterly RES reports on time
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

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	
OE1*	Develop a sludge and biosolids monitoring plan for when the NBC assumes all duties managed by the current contractor
WD2	Reduce workplace injuries by promoting a culture of safety through a safety incentive for individuals and/or departments
OE4	Increase data handling and reporting efficiency through the development of new tools and exploration of new technologies
WD2	Improve employee retention through opportunities for professional development and mastery
ES2	Enhance recycling program through internal audits and educational initiatives to ensure proper recycling by NBC staff and custodial contractors

**Included in workplan strategy*

Significant Budget Modifications

TAC's FY 2027 Total Expense and Use of Funds decreased by 0.6% or $7 thousand from the prior year. The reduction is primarily attributed to a $21 thousand decrease in Personnel expenses, as 1.0 FTE was eliminated. Operating Supplies and Expense increased by 13.7%, primarily for radon testing and safety signs. Professional Services increased by 10.5% for administrative services related to renewable energy credits.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 999,587	$ 1,140,285	$ 1,119,705	$ (20,580)	(1.8%)
Operating Supplies/Expense	79,774	87,908	99,924	12,016	13.7%
Professional Services	11,750	11,700	12,925	1,225	10.5%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,091,110	1,239,893	1,232,554	(7,339)	(0.6%)
Debt Service	-	-	-	-	-
Operating Capital Program	9,537	-	-	-	-
Total Expense and Use of Funds	1,100,647	1,239,893	1,232,554	(7,339)	(0.6%)
FUNDING SOURCES					
Revenue Fund	1,091,110	1,239,893	1,232,554	(7,339)	(0.6%)
Project Fund	9,537	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 1,100,647	$ 1,239,893	$ 1,232,554	$ (7,339)	(0.6%)
FTE's	12.0	12.0	11.0	(1.0)	(8.3%)

Technical Analysis and Compliance Cost Center

Performance Measures

CUSTOMER FOCUS

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
CF1	Submit technical papers, posters and abstracts for presentation or publication	3	4	4	3
CF1	Educate the public and NBC stakeholders by giving presentations about NBC and water quality improvements	9	5	5	5
CF1	Post a minimum of 50 updates to NBC's Snapshot of the Upper Bay	100+	12	12	50
CF1	Conduct 100% of requested technical site visits within 30 days	100%	100%	100%	100%

ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
ES1	Perform internal environmental health and safety audits	10	≥8	15	15
ES2	Provide grants to support the Earth Day River Clean Up event in NBC Service Area	15	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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Initiate accident investigations within 7 days for each reported accident	88%	100%	100%	100%
WD2	Issue accident report within 30 days	75%	100%	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	37	≥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	Respond to all reports of unusual influent, illegal dumping, spills and blockages
OE4	Issue Wastewater Discharge Permits to previously unpermitted users within 30 days from the submittal of the complete application package
OE2*	Conduct Industrial User Surveys to identify users with the potential to discharge PFAS compounds
CF1*	Develop materials to further educate users identified as potentially discharging PFAS and the impact on the sewer system

**Included in workplan strategy*

Significant Budget Modifications

Pretreatment's Total Expense and Use of Funds increased 7.6% over the prior year, driven by a $107 thousand increase in Personnel. This is attributed to COLA and contracted step increases for union employees and salary increases for non-union employees. Operating Supplies and Expense decreased 3.4% or $1 thousand, primarily due to a reduction in education supplies.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,149,225	$ 1,375,917	$ 1,483,085	$ 107,168	7.8%
Operating Supplies/Expense	14,902	29,150	28,150	(1,000)	(3.4%)
Professional Services	-	-	-	-	-
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,164,127	1,405,067	1,511,235	106,168	7.6%
Debt Service	-	-	-	-	-
Operating Capital Program	34,973	-	-	-	-
Total Expense and Use of Funds	1,199,100	1,405,067	1,511,235	106,168	7.6%
FUNDING SOURCES					
Revenue Fund	1,164,127	1,405,067	1,511,235	106,168	7.6%
Project Fund	34,973	-	-	-	-
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 1,199,100	$ 1,405,067	$ 1,511,235	$ 106,168	7.6%
FTE's	14.0	14.0	14.0	0.0	0.0%

Pretreatment Cost Center

Performance Measures

CUSTOMER FOCUS

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
CF2	Issue a minimum of 8 educational form letters	10	8	8	8
CF2	Participate in a minimum of 3 public presentations or workshops	5	3	3	3

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Conduct non-sampling inspections of Significant Industrial Users (SIUs) within the required 12-month period	68 SIUs (100%)	100%	100%	100%
OE4	Issue Notices of Violation (NOVs) for incidents of non-compliance	2,239 (100%)	100%	100%	100%
OE4	Compile and publish in the newspaper a list of companies in significant non-compliance	2/28/2025	2/28/2025	2/28/2026	2/28/2027
OE4	Issue Wastewater Discharge and Zero Process Wastewater - Sanitary Permits	461 (100%)	100%	100%	100%
OE4	Respond to all reports of unusual influent, illegal dumping, spills and blockages	12 (100%)	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 the first round of testing for the PFAS compounds in SIU and Manhole samples in preparation for upcoming Permit requirements
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*	Perform high quality analyses and produce accurate data to assist facility managers in optimizing their daily plant operations
OE4*	Provide quality analytical service for all studies and samples collected

**Included in workplan strategy*

Significant Budget Modifications

The Laboratories' FY 2027 Total Operating Expense and Use of Funds increased by 5.4%, or $157 thousand. There was a 2.3% reduction in Personnel expenses, primarily due to higher salaries and fringe reimbursements. Operating Supplies and Expense increased by $73 thousand, driven by the addition of a new maintenance contract. The largest increase is in Operating Capital, which rose by 42.7% and includes the purchase of compound testing systems, a temperature monitoring system, and additional equipment.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,848,704	$ 1,938,634	$ 1,894,611	$ (44,023)	(2.3%)
Operating Supplies/Expense	699,650	664,686	738,073	73,387	11.0%
Professional Services	23,197	24,600	27,080	2,480	10.1%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	2,571,551	2,627,920	2,659,764	31,844	1.2%
Debt Service	-	-	-	-	-
Operating Capital Program	560,299	293,000	418,000	125,000	42.7%
Total Expense and Use of Funds	3,131,850	2,920,920	3,077,764	156,844	5.4%
FUNDING SOURCES					
Revenue Fund	2,571,551	2,627,920	2,659,764	31,844	1.2%
Project Fund	560,299	293,000	418,000	125,000	42.7%
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 3,131,850	$ 2,920,920	$ 3,077,764	$ 156,844	5.4%
FTE's	20.0	19.0	19.0	0.0	0.0%

Laboratory Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Calibrate all laboratory instrumentation annually	100%	100%	100%	100%
OE2	Prepare and submit the Department of Health certification license renewal application	11/29/2025	12/2/2024	12/3/2025	12/3/2026
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 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Provide a minimum of 250 training hours	355	190	200	250
WD3	Audit and improve compliance measures of at least two laboratory procedures per month	24 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	
OE4	Monitor the Wastewater Treatment Facilities daily to ensure compliance with the RIPDES permits and to support Operations in optimization of plant processes
OE4	Sample each Significant Industrial User annually to satisfy federal, state, and NBC Mandates
OE2*	Expand PFAS Monitoring Program in collaboration with the Pretreatment program to include non-significant industrial users
WD3*	Develop, train, and promote an atmosphere of learning for new and existing staff to maximize retention and growth

**Included in workplan strategy*

Significant Budget Modifications

The FY 2027 Total Expense and Use of Funds increased by 7.8% or $159 thousand within Environmental Monitoring. The increase of $142 thousand, or 8.6%, in Personnel reflects COLA and contracted steps for union employees, along with salary increases for non-union employees, and the addition of 1.0 FTE. Operating Supplies and Expense increased 11.0%, as a membership was reallocated to dues and subscriptions. The Operating Capital Program decreased by $14 thousand.

Budget

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference	Percent Change
BUDGET					
Operating Expense					
Personnel	$ 1,445,801	$ 1,647,206	$ 1,789,358	$ 142,152	8.6%
Operating Supplies/Expense	210,407	232,065	257,545	25,480	11.0%
Professional Services	11,014	11,400	16,900	5,500	48.2%
Lease/Subscriptions Expense	-	-	-	-	-
Total Operating Expense	1,667,222	1,890,671	2,063,803	173,132	9.2%
Debt Service	-	-	-	-	-
Operating Capital Program	174,426	152,000	137,750	(14,250)	(9.4%)
Total Expense and Use of Funds	1,841,648	2,042,671	2,201,553	158,882	7.8%
FUNDING SOURCES					
Revenue Fund	1,667,222	1,890,671	2,063,803	173,132	9.2%
Project Fund	174,426	152,000	137,750	(14,250)	(9.4%)
Debt Service Fund	-	-	-	-	-
Total Funding Sources	$ 1,841,648	$ 2,042,671	$ 2,201,553	$ 158,882	7.8%
FTE's	15.0	14.0	15.0	1.0	7.1%

Environmental Monitoring Cost Center

Performance Measures

OPERATIONAL EXCELLENCE

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
OE4	Conduct Sampling of 100% of Significant Industrial Users who discharged process wastewater to sewer	68/68 SIUs (100%)	100%	100%	100%
OE2	Conduct quarterly RIPDES Multi Sector General Permit stormwater collections at each NBC treatment facility	4 Collections	4 Collections	4 Collections	4 Collections

ENVIRONMENTAL SUSTAINABILITY

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
ES1	Ensure river samples are collected annually to support water quality monitoring efforts	4,234 Samples (100%)	100%	100%	100%
ES1	Ensure bay samples are collected annually, weather permitting, to support water quality monitoring efforts	2,182 Samples (100%)	100%	100%	100%
ES1	Annually deploy fixed site monitoring equipment at a minimum of two sites for receiving water	3 sites	2 sites	2 sites	2 sites

WORKFORCE DEVELOPMENT

Key Code	Target Measure	FY 2025 Actual	FY 2025 Goal	FY 2026 Goal	FY 2027 Goal
WD2	Provide a minimum of 270 training hours to staff	407 Hours	270 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 2027 Capital Budget is $118.9 million, which is $52.5 million or 69.4% lower than the prior year.

	FY 2025 Actual	FY 2026 Budget	FY 2027 Budget	Budgeted Difference
Sources of Funds				
OCA* - Restricted CIP	$ 12,941,533	$ 22,544,341	$ 17,482,660	$ (5,061,681)
OCA* - Restricted OCP	4,538,663	5,170,500	6,100,050	929,550
2023 Series A (RIIB)	12,897,439	-	-	-
2024 Series A (RIIB)	71,838,885	-	-	-
2025 Series A (RIIB)	24,697,540	56,325,129	-	(56,325,129)
2026 Series A (RIIB)	-	26,378,277	8,077,692	(18,300,585)
2027 Series A (RIIB)	-	-	64,395,378	64,395,378
2020 Series C (WIFIA 2)	1,103,352	48,719,100	-	(48,719,100)
2022 Series A (WIFIA 3)	4,850,276	12,307,384	22,860,950	10,553,566
Total Source of Funds	**$ 132,867,687**	**$ 171,444,731**	**$ 118,916,730**	**$ (52,528,001)**
Uses of Funds				
Operating Capital	$ 4,538,663	$ 5,170,500	$ 6,100,050	$ 929,550
Capital Improvement	128,281,274	166,010,184	111,590,680	(54,419,504)
Cost of Issuance/Other	47,750	264,047	1,226,000	961,953
Total Use of Funds	**$ 132,867,687**	**$ 171,444,731**	**$ 118,916,730**	**$ (52,528,001)**

*Operating Capital Account

The CIP and OCP identify capital expenditures in the current budget year and the 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 (AMP) 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.

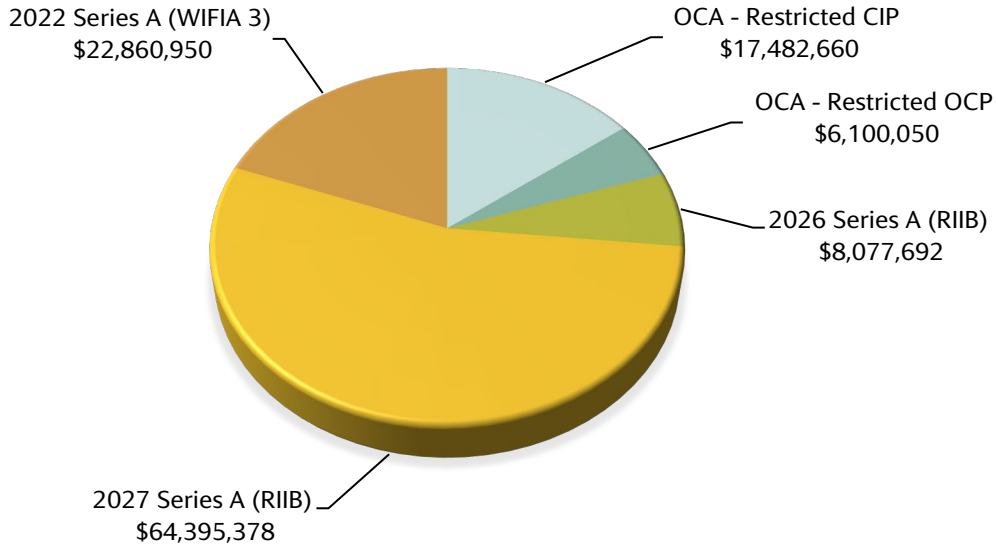


Items identified for inclusion in the Capital Budget must meet NBC's criteria to be considered an asset. NBC's asset criteria are further discussed in the OCP portion of this document. In general, assets that are to be purchased and installed by NBC staff within the fiscal year are included in the OCP. The highest priority items are included in the budget year, with the remaining assets programmed into subsequent years. The CIP includes major capital investments that are typically larger, more intricate, and more expensive, with timelines extending across multiple years. Most CIP items require outside consultants to assist with the planning, design, and construction. The projects identified in the CIP are assigned priority codes and funding is allocated accordingly.

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 addition, the Operating Budget line item "Transfer to Project Fund" is used in the subsequent fiscal year to cash fund the OCP and CIP. Funds in the Grant and Projects Reimbursements Account in the Project Fund are also used to fund the CIP. Debt service for CIP financing is reflected in the Operating Budget.

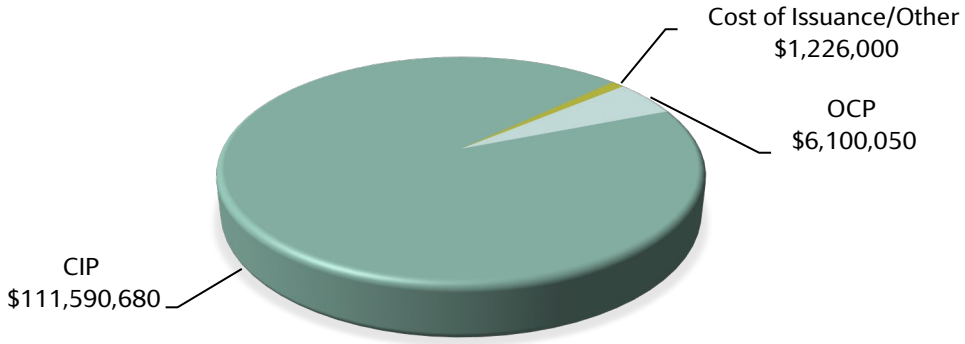
In FY 2027, the primary programmed funding source is from existing and new RIIB loans totaling $72.5 million. NBC also plans to fund $22.9 million in existing WIFIA proceeds, along with $23.6 million from the Operating Capital Account (OCA) – Restricted CIP and OCP.

Sources of Funds



The FY 2027 CIP is $111.6 million or 93.8% of the total capital budget funds. The OCP is $6.1 million or 5.1% of the capital budget expense followed by $1.2 million for Cost of Issuance/Other at 1.0%. The following chart illustrates the capital funding uses by type.

Uses of Funds



Operating Capital Program (OCP)

The FY 2027 OCP is $6.1 million, and from FY 2028 to FY 2032, $21.5 million is programmed. The majority, 74.2%, 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 2027-2032, and FY 2027 budget details.

Operating Capital Program by Division

Division Cost Center		Fiscal Year 2027	Fiscal Years 2028-2032
Administration			
Administration		$ 38,000	$ 45,000
Information Technology		681,500	1,485,000
	Subtotal	719,500	1,530,000
Engineering and Construction			
Construction Services		-	190,000
Engineering		297,000	325,000
	Subtotal	297,000	515,000
Finance			
Finance		71,250	-
Customer Care		93,100	370,001
	Subtotal	164,350	370,001
Operations and Maintenance			
Interceptor Maintenance		570,000	2,002,500
Operation and Maintenance Services		133,000	-
Field's Point		1,877,725	6,584,000
Bucklin Point		1,782,725	7,369,000
	Subtotal	4,363,450	15,955,500
Environmental Science and Compliance			
Pretreatment		-	135,000
Laboratory		418,000	2,281,000
Environmental Monitoring		137,750	719,500
	Subtotal	555,750	3,135,500
	Total	**$ 6,100,050**	**$ 21,506,001**

Capital Improvement Program Overview (CIP)

The table on the following page shows the CIP by functional area. From FY 2027 to FY 2032, the CIP is $454.7 million with $111.6 million programmed in FY 2027 and $343.1 million programmed in FY 2028 – FY 2032. Approximately 26.3% of the CIP is for the CSO Phase III Facilities, including $45.3 million for the CSO Phase III B Facilities, and 36.5% is for the WWTF Improvements. 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 by Functional Area

(In Thousands)

Project Number	Project Name		Fiscal Year 2027	Fiscal Years 2028-2032
Wastewater Treatment Facilities Improvements				
20000	WWTF Improvements		$ -	$ -
20700	Long-Range Regional Biosolids Disposal		341	2,218
20701	Biosolids Management Facility Upgrades		3,780	100,679
20801	Data Communications Upgrades and WWTF Network Improvements		3,450	15,339
20900	FPWWTF Wet Weather Clarifier Facility Improvements		782	4,336
21000	FPWWTF CSO Tunnel System Improvements		853	128
21100	Miscellaneous HVAC Improvements		958	65
24000	NBC Facility Electrical Improvements		178	-
81701	BPWWTF Service Building Demolition		376	2,606
81800	BPWWTF Sludge Digestion Facility Improvements		372	-
92000	Stormwater Education Resource Center		250	-
		Subtotal	11,339	125,371
Bucklin Point Resiliency Improvements				
81000	BPWWTF UV Disinfection Improvements		579	-
81600	BPWWTF Improvements		1,570	3,587
		Subtotal	2,149	3,587
Field's Point Resiliency Improvements				
20300	FPWWTF Improvements		10,309	18,895
20400	FPWWTF Ernest Street Pump Station Improvements		6,204	19,403
20500	FPWWTF Maintenance and Storage Buildings		1,530	26,487
40101	FPWWTF Electrical Improvements		996	10,076
71000	Lincoln Septage Receiving Station Replacement		4,874	2,328
		Subtotal	23,912	77,189
Infrastructure Management				
1140600	RIPDES Compliance Improvements		597	320
1140700	PFAS Testing and Monitoring		90	719
1140900	Water Quality Model Validation and Enhancement		34	39
1150100	PFAS Compounds Testing Equipment		1,455	-
30700	NBC System-wide Facilities Planning		717	1,053
40200	NBC System-wide Inflow Reduction		-	1,690
40300	Municipal Lateral Sewer Acquisition Impact		36	582
40600	Asset Management Program Support Services		1,425	230
40700	Enterprise Resource Planning (ERP) System Replacement		26	887
40800	WWTF Process Model and Simulator Development		489	154
		Subtotal	4,868	5,671
CSO Phase III Facilities				
30800	CSO Phase III A Facilities - Design and Construction Program Management		6,681	7,467
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft		-	-
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out		28,310	23,734
30804	CSO Phase III A Facilities - OF 210, 213, 214		22,811	13,757
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters		3,783	-
30830	CSO Phase III B Facilities		-	45,293
		Subtotal	61,584	90,252
Sewer System Improvements				
12400	Interceptor Maintenance Building		-	5,851
30500	NBC Interceptor Easements Restoration, Various Locations		-	1,578
30610	NBC System-wide Regulator Modifications		1,448	149
70900	Omega Pump Station Improvements		858	8,083
72000	Resevoir Ave Pump Station Improvements		2,700	1,860
72100	Saylesville Pump Station Improvements		650	8,560
		Subtotal	5,657	26,082
Interceptor Cleaning/Restoration and Construction				
30400M	Interceptor Inspection and Cleaning Projects		500	2,500
30400C	Interceptor Restoration and Construction		-	2,040
30315	Woonasquatucket CSO OF 046 Improvements		36	3,838
30421	Louisquisset Pike Interceptor Improvements		-	6,261
30468	Improvements to Interceptors		1,010	-
30469	Branch Avenue Interceptor Improvements		451	309
30490	CSO OF 018 Improvements		84	-
		Subtotal	2,081	14,948
		Total	**$ 111,592**	**$ 343,100**

Operating Capital Program

NBC's Operating Capital Program (OCP) identifies programmed asset purchases for the current budget year and the subsequent five years. The OCP is primarily based on information from NBC's Asset Management Program (AMP) and includes new assets, asset replacements, asset renovations, and improvements. 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, laboratory equipment, and 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 88 assets that are programmed for purchase in FY 2027 at a total cost of approximately $6.1 million. NBC has also programmed asset purchases in FY 2028 through FY 2032 of approximately $21.5 million for a total of $27.6 million over the six-year period. As shown in the following table, $20.3 million or 73.7% of the assets support the wastewater treatment and collection functions in the Operations and Maintenance Division.

FY 2027 – 2032
Operating Capital Program

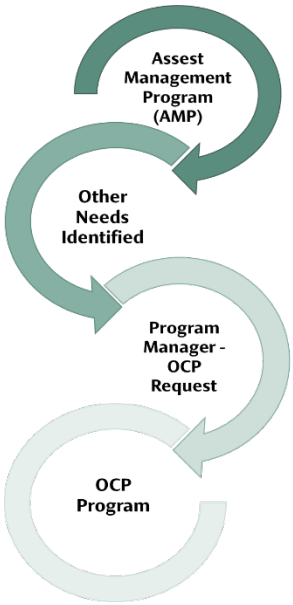
Division	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Total FY 2027-2032
Administration	$ 719,500	$ 470,000	$ 265,000	$ 225,000	$ 300,000	$ 270,000	$ 2,249,500
Engineering and Construction	297,000	320,000	95,000	50,000	-	50,000	812,000
Finance	164,350	50,000	103,000	53,045	107,681	56,275	534,351
Operations and Maintenance	4,363,450	5,413,000	3,185,000	2,839,000	2,160,500	2,358,000	20,318,950
Environmental Science and Compliance	555,750	605,000	673,000	559,500	690,000	608,000	3,691,250
Total	**$ 6,100,050**	**$ 6,858,000**	**$ 4,321,000**	**$ 3,726,545**	**$ 3,258,181**	**$ 3,342,275**	**$ 27,606,051**

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 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. Each asset is assigned a criticality rating that accounts for system redundancy. NBC's computerized work order system is integrated into the AMP, ensuring that all preventive and corrective maintenance activities are captured for each asset. The asset maintenance history, along with useful life information, supports informed decisions about whether an asset should be repaired or replaced. The information in the AMP enables NBC to generate a comprehensive facilities and equipment condition analysis report that is used to identify and prioritize capital asset needs.

In addition to the AMP, new asset needs and potential replacements are identified through ongoing facilities operations and routine inspection. Investment in Information Technology 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.



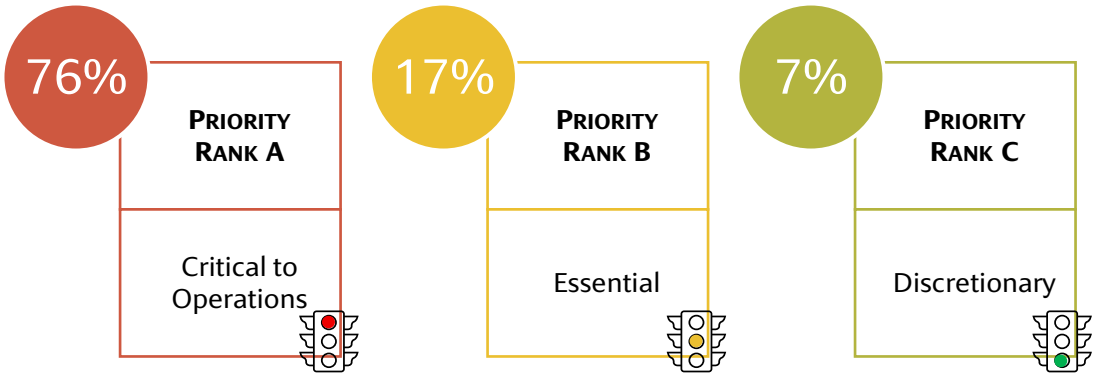
Program managers use the information from the AMP and other sources as the basis for requesting funding for operating capital assets. The OCP includes requests for the upcoming budget year as well as the subsequent five years to align with the CIP window.

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 of 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 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 76.1% of asset requests for FY 2027 are prioritized with an "A" ranking, with a total cost of $5.2 million.

In addition, 17.0% or $609 thousand are identified with a "B" priority ranking, which includes items essential to efficient operations, such as the need for 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 6.9% of the total or $291 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 2027 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 OCP Budget is as follows:

OCTOBER 2025

Budget Forms Available

DECEMBER 2025

Review submittals with respect to Asset Criteria and GL Account Code
- Asset Criteria
- GL Account Code
- New Asset Cost Comparison

Compile FY 2027-2032 OCP for Cost Center Review and Approval

JANUARY 2026

FY 2027-2032 OCP Approval from Cost Centers
Review FY 2027-2032 OCP with Division Directors
Compile OCP Schedules
Compile OCP Detail
Draft Narrative
Finalize OCP Document
Finance Committee and Board Review and Approval of OCP

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:

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 88 capital assets budgeted in FY 2027, $5.9 million or 96.6% are related to NBC's Operational Excellence Pillar, which covers the essential aspects of infrastructure integrity, through continually prioritizing needs and investments. Additionally, $147 thousand or 2.3% relates to the Workforce Development Pillar and involves equipment and activities. Lastly, 1.1% or $46 thousand aligns with the Customer Focus Pillar and provides transportation for customer care site visits.

Percentage of OCP Assets 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
OE3	**58.0%**	Enhance capital planning process
OE4	**38.6%**	Encourage operational efficiency and effectiveness

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.*

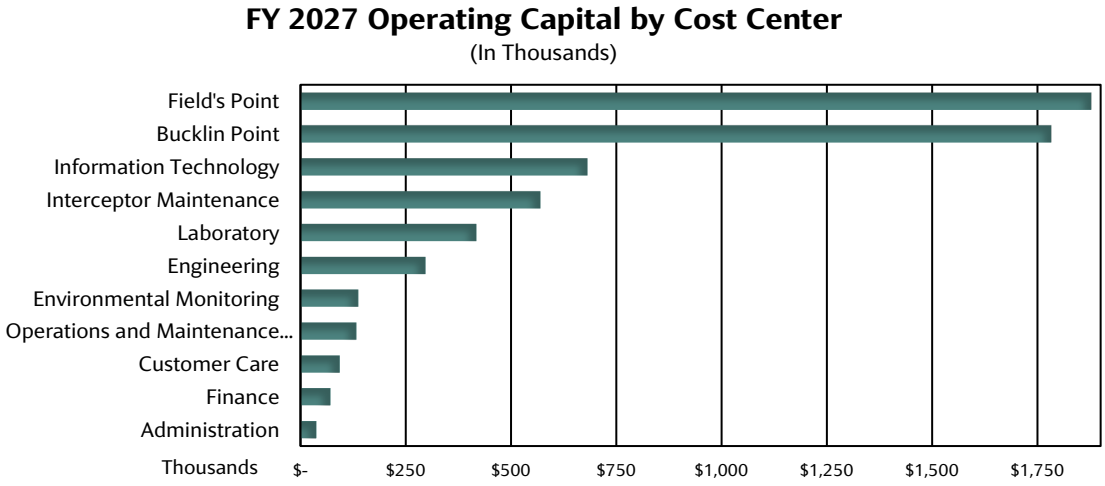
Key Code	Percentage	Code Description
WD1	**1.2%**	Enhance recruitment efforts
WD3	**1.1%**	Capture and transfer institutional knowledge

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.*

Key Code	Percentage	Code Description
CF2	**1.1%**	Improve internal and external customer satisfaction

Operating Capital Program by Cost Center

The following chart shows that the largest share, or 60.0% of the FY 2027 OCP budget, is for the wastewater treatment facilities (WWTF), including $1.9 million for Field's Point and $1.8 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.



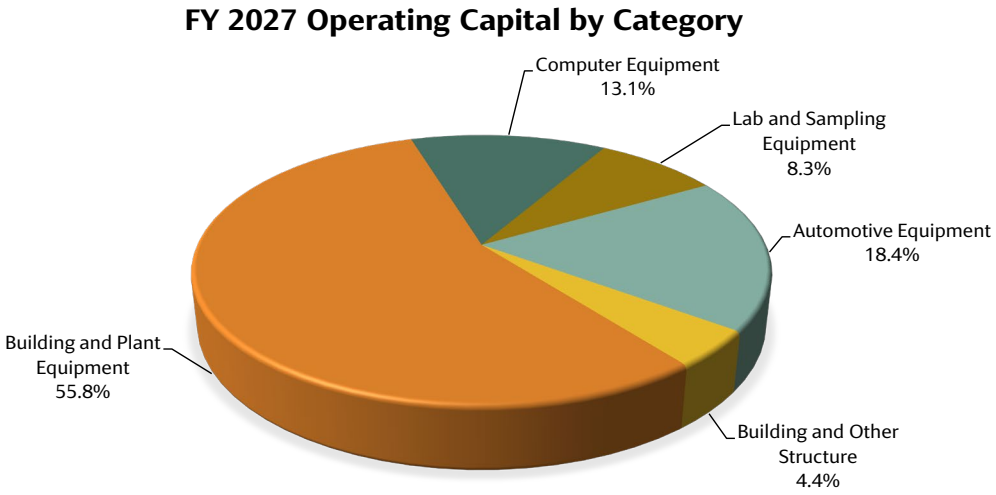
Of the remaining $2.4 million FY 2027 OCP Budget, 11.2% or $682 thousand is allocated to the Information Technology section and includes network and security upgrades to ensure optimal performance. Additionally, 9.3% or $570 thousand of the budget is allocated to the Interceptor Maintenance section to replace Vehicle 329 used for vacuuming manholes and other structures. Furthermore, 6.9% or $418 thousand is apportioned to the Laboratory section, which includes $238 thousand for gas chromatography and purge and trap system with LIMS interface and $128 thousand for internal temperature monitoring system. The Engineering section is 4.9% or $297 thousand and includes the COB elevator upgrade at $190 thousand. The Environmental Monitoring section is 2.3% of the budget or $138 thousand and includes $77 thousand for fixed site sondes, probes and meters. Other items such as financial budgeting software, replacement vehicles, and training equipment encompass the remaining 5.5% or $335 thousand of the OCP budget.



Vactor truck designed for sewer and drainage line cleaning with high-pressure water and vacuum removal of debris and sludge.

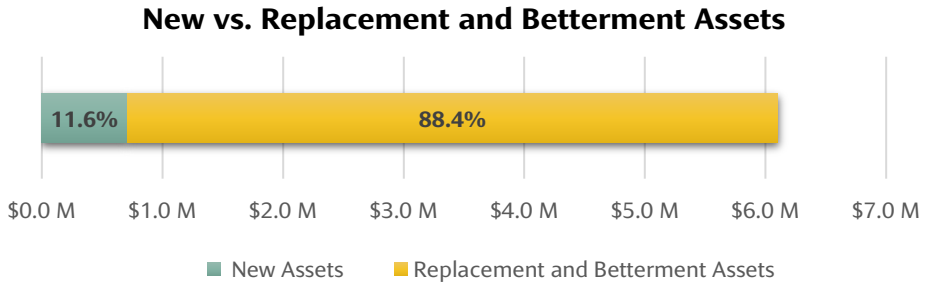
Fiscal Year 2027 Operating Capital Program by Category

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 $3.4 million or 55.8% of the total budget. Automotive Equipment represent 18.4% or $1.1 million. Computer Equipment represents 13.1% or $800 thousand. Lab and Sampling Equipment, in addition to Building and Other Structure, comprise the remaining 12.7% of the FY 2027 asset acquisitions.



Operating Capital Program New vs. Replacement and Betterment Assets

The FY 2027 OCP identifies new, replacement, and betterment asset purchases totaling approximately $6.1 million. As shown in the following graph, replacement and betterment assets are 88.4% of the total, while new assets are 11.6% of the total.



FY 2027 programmed Replacement and Betterment assets are $5.4 million. Of this total, Building and Plant Equipment Replacement assets are 59.5% or $3.2 million, and include items such as pumps, bar racks, actuators, grit tanks, probes/sensors, elevator upgrades, and flow meters. Automotive Equipment Replacement assets are 15.1% of the total or $815 thousand. Computer Equipment Replacement assets are 11.0% of the total and include the replacement of wireless system upgrades to continue optimal technology performance at a cost of $595 thousand. The remaining 14.3% are for Lab and Sampling Equipment Replacement and Building and Other Structure Replacement.

Replacement and Betterment Assets		Total	Percent of Total
Building and Plant Equipment Replacement	$	3,212,050	59.5%
Automotive Equipment Replacement		815,100	15.1%
Computer Equipment Replacement		594,750	11.0%
Lab and Sampling Equipment Replacement		508,250	9.4%
Building and Other Structure Replacement		263,750	4.9%
Total	**$**	**5,393,900**	**100%**

Programmed New Asset purchases in FY 2027 are 11.6% of the total OCP. Automotive Equipment is 43.7% of the programmed new assets, at a cost of $309 thousand and includes a Roll Off Dumpster Truck used for the disposal of solids from the Tunnel Pump Station. Also included is $206 thousand in Computer Equipment and $192 thousand for Building and Plant Equipment.

New Assets		Total	Percent of Total
Automotive Equipment	$	308,750	43.7%
Computer Equipment		205,500	29.1%
Building and Plant Equipment		191,900	27.2%
Total	**$**	**706,150**	**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 2027. The largest item is a wireless system upgrade at $400 thousand, upgrades at $86 thousand. Next is financial budgeting software at $71 thousand. Also included in the FY 2027 OCP is the replacement of employee PCs that are past their life cycle at $71 thousand.

Computer Hardware, Software, and Network		Total
Wireless System Upgrade	$	400,000
Security Upgrades		85,500
Financial Budgeting Software		71,250
Annual PC Refresh Program		71,250
Customer Care System Upgrades		47,500
AVEVA System Platform Upgrade		38,000
Customer Care Enhancements		25,000
Computer Room Enhancements		23,750
Conference Room Upgrades		23,750
Ops Tech Automation Industrial Control Training		14,250
Total	**$**	**800,250**

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 $508 thousand programmed for Lab and Sampling Equipment assets in FY 2027. A list of the items is shown in the following table.

Lab and Sampling Equipment	Total
Gas Chromatography and Purge and Trap System with LIMS Interface	$ 237,500
Internal Temperature Monitoring System	128,250
Fixed Site Sondes, Probes, Meters	76,950
Robotic Module System (Nitrogen Cyanide/Phosphorous Analyses)	52,250
Refrigerated Autosampler Parts	13,300
Total	**$ 508,250**

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 the 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 OCP, 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 2027, NBC plans to fund the OCP with $6.1 million from the Operating Capital Account - Restricted OCP. NBC has also programmed funding of $6.0 million per year for FY 2029 through FY 2032, for the OCP from this same source.

OCP - SOURCES OF FUNDS

Sources of Funds (Thousands)	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Total FY 2027-2032
Operating Capital Account - Restricted OCP	$ 6,100	$ 6,858	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 36,958
Total	**$ 6,100**	**$ 6,858**	**$ 6,000**	**$ 6,000**	**$ 6,000**	**$ 6,000**	**$ 36,958**

The FY 2027 programmed asset purchases total approximately $6.1 million. In FY 2029 through FY 2032, 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 $6.0 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 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Total FY 2027-2032
Operating Capital Program	$ 6,100	$ 6,858	$ 4,321	$ 3,727	$ 3,258	$ 3,342	$ 27,606
Operating Capital Placeholder	-	-	1,679	2,273	2,742	2,658	9,352
Total	**$ 6,100**	**$ 6,858**	**$ 6,000**	**$ 6,000**	**$ 6,000**	**$ 6,000**	**$ 36,958**

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Operating Capital Program Summary by Fiscal Year

	ASSET TITLE	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	TOTAL COST
ADMINISTRATION								
Administration								
R	Vehicle 285	$ 38,000	$ -	$ -	$ -	$ -	$ -	$ 38,000
R	Vehicle 321	-	45,000	-	-	-	-	45,000
	Subtotal Administration	38,000	45,000	-	-	-	-	83,000
Information Technology								
R	Wireless System Upgrade	400,000	-	-	-	-	-	400,000
B	Security Upgrades	85,500	10,000	10,000	10,000	10,000	10,000	135,500
R	Annual PC Refresh Program	71,250	75,000	75,000	75,000	75,000	75,000	446,250
B	AVEVA System Platform Upgrade	38,000	-	-	-	-	-	38,000
N	Customer Care Enhancements	25,000	-	50,000	-	50,000	-	125,000
N	Conference Room Upgrades	23,750	25,000	25,000	25,000	25,000	25,000	148,750
N	Computer Room Enhancements	23,750	25,000	25,000	25,000	25,000	25,000	148,750
N	Ops Tech Automation Industrial Control Training	14,250	-	-	-	-	-	14,250
R	IT Department Renovations	-	200,000	-	-	-	-	200,000
R	Network Upgrades	-	50,000	-	50,000	-	50,000	150,000
N	Oracle Enhancements	-	40,000	-	40,000	-	40,000	120,000
N	Triennial Security Assessment	-	-	45,000	-	-	45,000	90,000
R	Printer/Plotter/Copier Replacement	-	-	35,000	-	35,000	-	70,000
R	SampleManager/LIMS Upgrade	-	-	-	-	80,000	-	80,000
	Subtotal Information Technology	681,500	425,000	265,000	225,000	300,000	270,000	2,166,500
ENGINEERING AND CONSTRUCTION								
Engineering								
B	COB Elevator Upgrade	190,000	-	-	-	-	-	190,000
R	Concrete Walkway PT Building	50,000	-	-	-	-	-	50,000
R	Uninterruptible Power Supply Batteries-WQSB	28,500	-	-	-	-	-	28,500
R	Uninterruptible Power Supply Batteries-COB	19,000	-	-	-	-	-	19,000
R	Hot Water Circulator Pump	9,500	-	-	-	-	-	9,500
R	Pretreatment Roof Replacement	-	225,000	-	-	-	-	225,000
R	Vehicle 326	-	50,000	-	-	-	-	50,000
R	Vehicle 312	-	-	50,000	-	-	-	50,000
	Subtotal Engineering	297,000	275,000	50,000	-	-	-	622,000
Construction Services								
R	Vehicle 311	-	45,000	-	-	-	-	45,000
R	Vehicle 296	-	-	45,000	-	-	-	45,000
R	Vehicle 292	-	-	-	50,000	-	-	50,000
R	Vehicle 275	-	-	-	-	-	50,000	50,000
	Subtotal Construction Services	-	45,000	45,000	50,000	-	50,000	190,000
FINANCE								
Finance								
N	Financial Budgeting Software	71,250	-	-	-	-	-	71,250
	Subtotal Finance	71,250	-	-	-	-	-	71,250
Customer Care								
N	Customer Care System Upgrades	47,500	-	51,500	-	53,045	-	152,045
R	Vehicle 297	45,600	-	-	-	-	-	45,600
R	Vehicle 289	-	50,000	-	-	-	-	50,000
R	Vehicle 276	-	-	51,500	-	-	-	51,500
R	Vehicle 261	-	-	-	53,045	-	-	53,045
R	Vehicle 256	-	-	-	-	54,636	-	54,636
R	Vehicle 316	-	-	-	-	-	56,275	56,275
	Subtotal Customer Care	93,100	50,000	103,000	53,045	107,681	56,275	463,101
OPERATIONS AND MAINTENANCE								
Interceptor Maintenance								
R	Vehicle 329	570,000	-	-	-	-	-	570,000
R	Vehicle 322	-	175,000	-	-	-	-	175,000
R	Vehicle 284	-	75,000	-	-	-	-	75,000
R	Vehicle 272	-	50,000	-	-	-	-	50,000
R	Vehicle 284	-	8,500	-	-	-	-	8,500
R	Vehicle 284	-	7,500	-	-	-	-	7,500
R	Vehicle 363	-	-	285,000	-	-	-	285,000
R	Vehicle 471B	-	-	75,000	-	-	-	75,000
R	Vehicle 307	-	-	42,000	-	-	-	42,000
R	Vehicle 459	-	-	16,000	-	-	-	16,000

Operating Capital Program Summary by Fiscal Year

	ASSET TITLE	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	TOTAL COST
R	Vehicle 471B	-	-	10,000	-	-	-	10,000
R	Equipment 829A	-	-	10,000	-	-	-	10,000
R	Equipment 656A	-	-	8,000	-	-	-	8,000
R	Pneumatic Pipe Plugs w/Lift Line & Filler Hoses	-	-	7,000	-	-	-	7,000
R	Equipment V471	-	-	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 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 334	-	-	-	-	65,000	-	65,000
R	Vehicle 254	-	-	-	-	65,000	-	65,000
R	Vehicle 262	-	-	-	-	45,000	-	45,000
R	Gate Controller Replacement	-	-	-	-	12,000	-	12,000
R	Vehicle 251	-	-	-	-	8,500	-	8,500
R	Vehicle 251	-	-	-	-	8,500	-	8,500
R	Equipment 860A	-	-	-	-	7,500	-	7,500
R	Vehicle 334	-	-	-	-	7,500	-	7,500
R	Vehicle 254	-	-	-	-	7,500	-	7,500
R	Vehicle 277	-	-	-	-	-	275,000	275,000
R	Vehicle 308	-	-	-	-	-	175,000	175,000
R	Vehicle 373	-	-	-	-	-	65,000	65,000
R	Equipment 007B	-	-	-	-	-	45,000	45,000
R	Vehicle 298	-	-	-	-	-	12,000	12,000
R	Vehicle 322	-	-	-	-	-	9,500	9,500
R	Vehicle 322	-	-	-	-	-	9,500	9,500
	Subtotal Interceptor Maintenance	570,000	316,000	458,000	326,000	311,500	591,000	2,572,500
	Operations and Maintenance Services							
N	Ops Training Equipment	133,000	-	-	-	-	-	133,000
	Subtotal Operations and Maintenance Services	133,000	-	-	-	-	-	133,000
	Field's Point							
R	Sump Pump	233,750	-	-	-	-	-	233,750
R	Tunnel Pump Cartridges	166,250	-	-	-	-	-	166,250
R	Bar Racks	161,500	170,000	175,000	185,000	190,000	210,000	1,091,500
R	Grit Tank Unit	156,750	165,000	170,000	175,000	-	180,000	846,750
R	Dezurik Valves	95,000	100,000	100,000	100,000	100,000	100,000	595,000
R	20MGD Sewage Pump Cartridge	71,250	-	-	-	-	-	71,250
R	Stair Replacement	71,250	-	-	-	-	-	71,250
R	Water Champ	71,250	-	-	-	-	-	71,250
R	Vehicle 332	61,750	-	-	-	-	-	61,750
R	Door Replacement	61,750	-	-	-	-	-	61,750
R	Grit Pump with Motor	57,000	-	35,000	-	-	40,000	132,000
B	Flygt Mixer Rebuild	57,000	50,000	50,000	50,000	50,000	50,000	307,000
B	Pump Rebuild	57,000	50,000	50,000	50,000	50,000	50,000	307,000
R	Impellers	52,250	-	-	-	-	-	52,250
R	Vehicle 375	52,250	-	-	-	-	-	52,250
R	Dewatering Pump with Motor	47,500	50,000	-	-	-	-	97,500
R	Sewage Pump Cone Valve Actuator	47,500	-	-	-	-	-	47,500
R	Flow Meters	38,000	-	-	-	-	-	38,000
R	Plant Water Pump and Motor	33,250	-	-	-	-	-	33,250
R	Scum Pump with Motor	28,500	-	25,000	-	30,000	-	83,500
R	Gearbox G2	28,500	-	-	-	-	-	28,500
R	Actuator and Motor G3	28,500	-	-	-	-	-	28,500
R	Scum Dewatering Pump	23,750	-	-	-	-	-	23,750
R	Suction Filters	19,000	-	-	-	-	-	19,000
R	Sludge Flow Meter	19,000	-	-	20,000	-	20,000	59,000
R	Equipment 0024	19,000	-	-	-	-	-	19,000
R	Actuator and Motor G6	19,000	-	-	-	-	-	19,000
R	Fire Alarm Panel	19,000	-	-	-	-	-	19,000
R	Actuators	19,000	-	-	-	-	-	19,000
R	Equipment 0025	15,200	-	-	-	-	-	15,200
R	Leak Detection System	14,250	-	-	-	-	-	14,250

Operating Capital Program Summary by Fiscal Year

	ASSET TITLE	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	TOTAL COST
R	Scum Tank Skimmer	14,250	-	-	-	-	-	14,250
R	Filter Rack	11,875	-	-	-	-	-	11,875
R	TSS Portable Meter	6,650	-	-	-	-	-	6,650
R	Hydroflow Screen	-	325,000	-	-	-	-	325,000
R	Sewage Pump	-	250,000	250,000	-	-	-	500,000
R	Sewage Pump Motor	-	130,000	-	-	-	-	130,000
R	Equipment 0050	-	100,000	-	-	-	-	100,000
R	40MGD Sewage Pump Cartridge	-	100,000	-	-	-	-	100,000
R	66" Screw Pump 4	-	85,000	-	-	-	-	85,000
R	Caustic Storage Tank	-	85,000	75,000	-	-	-	160,000
R	Hypo Storage Tanks	-	80,000	85,000	-	85,000	-	250,000
R	Vehicle 352	-	75,000	-	-	-	-	75,000
R	Crane Clam Bucket	-	60,000	-	-	-	-	60,000
R	Vehicle 333	-	55,000	-	-	-	-	55,000
R	Vehicle 345	-	55,000	-	-	-	-	55,000
R	Hypo Floor Relining	-	50,000	-	-	-	-	50,000
R	Caustic Metering Pump	-	45,000	-	-	-	-	45,000
R	Underflow Valve and Actuator(s)	-	45,000	-	-	-	-	45,000
R	Flow Meter Venturi	-	40,000	-	-	-	-	40,000
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	Influent Cylinders	-	30,000	30,000	30,000	35,000	-	125,000
R	Sludge Grinder	-	30,000	-	30,000	-	35,000	95,000
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	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	Vehicle 464	-	-	55,000	-	-	-	55,000
R	Dewatering Pump	-	-	50,000	-	-	-	50,000
R	ABB Process Control Unit	-	-	50,000	-	-	-	50,000
R	Flexim Flow Meters	-	-	40,000	-	-	-	40,000
R	Equipment 0015B	-	-	25,000	-	-	-	25,000
R	Equipment 0020B	-	-	25,000	-	-	-	25,000
R	Mag Flow Meter	-	-	20,000	-	-	-	20,000
R	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	Metering Pumps	-	-	-	60,000	-	-	60,000
R	Variable Frequency Drive	-	-	-	25,000	-	-	25,000
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
R	Hypo Pump and Motor	-	-	-	-	75,000	-	75,000
R	Sludge Grinder Cartridges	-	-	-	-	45,000	-	45,000
R	Uninterruptible Power Supply Batteries	-	-	-	-	-	30,000	30,000
R	Sludge Flow Meter to Tank #3	-	-	-	-	-	20,000	20,000
	Subtotal Field's Point	1,877,725	2,480,000	1,710,000	999,000	660,000	735,000	8,461,725
	Bucklin Point							
N	Roll Off Dumpster Truck	308,750	-	-	-	-	-	308,750
R	Screw Pump Gearbox With Motor	166,250	175,000	-	-	-	-	341,250
R	Effluent Pump 1 Rebuild	123,500	-	-	-	-	-	123,500
R	Recirculation Pump and Rebuild - Aeration Tanks 1-4	85,500	-	90,000	-	-	90,000	265,500
R	Recirculation Pump - Digester Control Bldg.	85,500	-	-		-	-	85,500
R	Doors	80,750	-	-	-	-	-	80,750
R	Bar Rack 2	75,000	95,000	95,000	95,000	95,000	95,000	550,000
R	Sludge Pump - Return Sludge Pump Station 1	71,250	75,000	75,000	80,000	85,000	90,000	476,250
R	Safety Stairs	71,250	-	-	-	-	-	71,250
R	Uninterruptible Power Supply - Screening and Grit Bldg.	68,400	-	-	-	-	-	68,400

Operating Capital Program Summary by Fiscal Year

	ASSET TITLE	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	TOTAL COST
R	Actuators	64,600	-	-	-	-	-	64,600
R	Remote Mower	58,900	-	-	-	-	-	58,900
R	Differential Pressure Transducers	57,000	-	-	-	-	-	57,000
R	RAS Sludge Pump 5-7	49,400	55,000	60,000	60,000	65,000	65,000	354,400
R	Thickener Waste Pump	42,500	-	55,000	-	60,000	-	157,500
R	Scum Pump	42,750	50,000	50,000	55,000	55,000	55,000	307,750
R	Scum Pump	38,000	-	-	-	-	-	38,000
R	Dewatering Pump	25,000	-	-	-	-	45,000	70,000
R	Dewatering Pump	25,000	-	-	-	-	45,000	70,000
R	Centrate Pump	33,250	-	-	60,000	65,000	-	158,250
R	Hypo Pump	30,400	25,000	35,000	35,000	40,000	40,000	205,400
R	Uninterruptible Power Supply - GBT and Sludge Dewatering	28,500	-	-	-	-	-	28,500
R	Level Indicator	26,125	-	-	-	-	-	26,125
R	Dewatering Pump	23,750	-	40,000	-	40,000	-	103,750
R	Hot Water Recycling Pump	23,500	-	-	35,000	-	-	58,500
R	Scum Mixer Rebuild	21,850	-	-	-	-	-	21,850
R	Grit Pump	20,900	22,000	22,000	24,000	24,000	25,000	137,900
R	Pump Check Valve	20,900	-	-	-	-	-	20,900
R	Wash Booster Pump	14,250	-	-	-	-	-	14,250
R	Mixers Primary Digesters	-	382,000	-	-	-	-	382,000
R	Centrifugal Blower 1	-	350,000	-	-	-	-	350,000
N	Crane Truck	-	200,000	-	-	-	-	200,000
R	Effluent Pump 2 Rebuild	-	150,000	-	-	-	-	150,000
R	Do Sensors	-	120,000	-	-	-	-	120,000
R	Limortorque Actuators & Gearbox	-	100,000	-	-	-	-	100,000
R	Variable Frequency Drive	-	90,000	-	-	-	-	90,000
R	Vehicle 368	-	85,000	-	-	-	-	85,000
R	Sludge Pump - Dry Weather Primary Pump Station Primary Proc	-	75,000	40,000	50,000	50,000	80,000	295,000
R	Vehicle 330	-	65,000	-	-	-	-	65,000
R	Vehicle 331	-	65,000	-	-	-	-	65,000
R	Vehicle 344	-	60,000	-	-	-	-	60,000
R	Scum Pump and Mixer	-	55,000	55,000	60,000	60,000	65,000	295,000
R	RAS Sludge Pump Rebuild 1	-	55,000	55,000	60,000	60,000	-	230,000
R	RAS Sludge Pump Rebuild 2	-	55,000	55,000	60,000	60,000	-	230,000
R	Vehicle 318	-	50,000	-	-	-	-	50,000
R	Scum Pump 1	-	45,000	-	45,000	-	50,000	140,000
R	Actuators	-	45,000	-	-	-	55,000	100,000
R	Control Panels	-	35,000	35,000	40,000	40,000	-	150,000
R	Screening Grinder Gearbox and Motor	-	28,000	-	-	-	30,000	58,000
R	Uninterruptable Power Supply - Plant Water Bldg.	-	10,000	-	-	-	-	10,000
R	Vehicle 323	-	-	55,000	-	-	-	55,000
R	Vehicle 328	-	-	55,000	-	-	-	55,000
R	Air Filter Box	-	-	45,000	-	50,000	-	95,000
R	Sump Pumps	-	-	40,000	-	-	-	40,000
R	Flushing Water Pump #3	-	-	30,000	-	35,000	35,000	100,000
R	Scum Pump Inline Grinder	-	-	15,000	-	20,000	-	35,000
R	Sump Pumps	-	-	15,000	-	-	15,000	30,000
R	HVAC Upgrade	-	-	-	150,000	-	-	150,000
R	UV Control Module Boards and Bank Control Boards	-	-	-	80,000	-	-	80,000
R	Waste Sludge Pump 1	-	-	-	60,000	-	-	60,000
R	Waste Sludge Pump 2	-	-	-	60,000	-	-	60,000
R	Vehicle 303	-	-	-	55,000	-	-	55,000
R	Sewage Pump	-	-	-	55,000	55,000	-	110,000
R	Vehicle 304	-	-	-	50,000	-	-	50,000
R	Vehicle 306	-	-	-	50,000	-	-	50,000
R	Scum Pump 2	-	-	-	45,000	-	-	45,000
R	Poly Emulsion Pump	-	-	-	45,000	-	-	45,000
R	Mixer with Motor	-	-	-	45,000	-	-	45,000
R	Bisulfite Tanks 1 and 2 Relining	-	-	-	30,000	-	-	30,000
R	Uninterruptable Power Supply - Dry Weather Primary Sludge Pur	-	-	-	15,000	-	-	15,000
R	Pump Check Valve	-	-	-	15,000	20,000	-	35,000
R	Grinder Cutting Assembly with Motor	-	-	-	-	60,000	-	60,000
R	Vehicle 293	-	-	-	-	55,000	-	55,000
R	Sewage Pump	-	-	-	-	55,000	-	55,000
R	Vent Fan	-	-	-	-	20,000	-	20,000
R	Equipment 102A Bobcat Brushcutter	-	-	-	-	10,000	-	10,000
R	Equipment 102A Bobcat Snow Blower	-	-	-	-	10,000	-	10,000

Operating Capital Program Summary by Fiscal Year

	ASSET TITLE	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	TOTAL COST
R	Vehicle 281	-	-	-	-	-	55,000	55,000
R	Vehicle 282	-	-	-	-	-	55,000	55,000
R	Bar Screening Grinder	-	-	-	-	-	42,000	42,000
	Subtotal Bucklin Point	1,782,725	2,617,000	1,017,000	1,514,000	1,189,000	1,032,000	9,151,725
	ENVIRONMENTAL SCIENCE AND COMPLIANCE							
	Pretreatment							
R	Vehicle 342	-	45,000	-	-	-	-	45,000
R	Vehicle 325	-	-	45,000	-	-	-	45,000
R	Vehicle 302	-	-	-	-	45,000	-	45,000
	Subtotal Pretreatment	-	45,000	45,000	-	45,000	-	135,000
	Laboratory							
R	Gas Chromatography and Purge and Trap System with LIMS inte	237,500	-	-	-	-	-	237,500
R	Internal Temperature Monitoring System	128,250	-	-	-	-	-	128,250
R	Robotic Module System (Nitrogen Cyanide/Phosphorous Analyse	52,250	-	-	-	-	-	52,250
R	ICP-OES Industrial Metals Analyzer	-	150,000	-	-	-	-	150,000
R	Autoclave #2	-	111,000	-	-	-	-	111,000
R	Biological Media Dispenser	-	54,000	-	-	-	-	54,000
R	Spectrophotometers	-	40,000	-	-	-	-	40,000
B	LIMS Enhancement	-	35,000	-	30,000	-	-	65,000
R	Laboratory BOD Refrigerated Incubators System	-	25,000	-	-	-	-	25,000
R	ICP-Mass Spectrometer Analyzer	-	-	240,000	-	-	-	240,000
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	Cyanide Analyzer	-	-	-	130,000	-	-	130,000
R	Oil and Grease Extractor	-	-	-	100,000	-	-	100,000
R	Laboratory Incubators and Refrigerators	-	-	-	30,000	-	-	30,000
R	Fluorometer	-	-	-	15,000	-	-	15,000
R	Water Purification System	-	-	-	-	230,000	-	230,000
R	Auto-Titration System	-	-	-	-	120,000	-	120,000
R	Total Organic Carbon System	-	-	-	-	80,000	-	80,000
R	Microbiology Microscope System	-	-	-	-	64,000	-	64,000
R	Gas Chromatography Analyzer and LIMS Interface	-	-	-	-	-	245,000	245,000
R	Robotic BOD Analyzer	-	-	-	-	-	120,000	120,000
R	Robotic in-line Digester for Nutrients analyses	-	-	-	-	-	62,000	62,000
R	Laboratory Refrigerated Incubator/Freezer System	-	-	-	-	-	30,000	30,000
	Subtotal Laboratory	418,000	415,000	480,000	435,000	494,000	457,000	2,699,000
	Environmental Monitoring							
R	Fixed Site Sondes, Probes, Meters	76,950	81,000	83,000	83,000	85,000	85,000	493,950
R	Vehicle 324	47,500	-	-	-	-	-	47,500
B	Refrigerated Autosampler Parts	13,300	14,000	15,000	15,000	16,000	16,000	89,300
R	Vehicle 309	-	50,000	-	-	-	-	50,000
R	Vehicle 300	-	-	50,000	-	-	-	50,000
R	Deionized Water Unit	-	-	-	26,500	-	-	26,500
R	Vehicle 280	-	-	-	-	50,000	-	50,000
R	Vehicle 271	-	-	-	-	-	50,000	50,000
	Subtotal Environmental Monitoring	137,750	145,000	148,000	124,500	151,000	151,000	857,250
	Total	**$ 6,100,050**	**$ 6,858,000**	**$ 4,321,000**	**$ 3,726,545**	**$ 3,258,181**	**$ 3,342,275**	**$ 27,606,051**

Asset Type
R Replacement
N New
B Betterment

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FY 2027 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Approved Budget
ADMINISTRATION						
Administration						
B	R	16515	OC27-021-002	Vehicle 285	Executive Director transportation	$ 38,000
					Subtotal Administration	38,000
Information Technology						
R	A	16555	OC27-033-001	Wireless System Upgrade	Continue optimal technology performance	400,000
B	B	16555	OC27-033-002	Security Upgrades	Physical security enhancements	85,500
R	B	16555	OC27-033-003	Annual PC Refresh Program	Replace NBC personnel computers over 5 years	71,250
B	A	16555	OC27-033-004	AVEVA System Platform Upgrade	Upgrade the AVEVA System Platform to 2023 R2	38,000
N	C	16550	OC27-033-005	Customer Care Enhancements	Enhance customer related technological processes	25,000
N	C	16550	OC27-033-006	Conference Room Upgrades	Ensure reliability and effective communications and meetings	23,750
N	C	16550	OC27-033-007	Computer Room Enhancements	Ensure reliability and efficiency of computer room	23,750
N	C	16550	OC27-033-008	Ops Tech Automation Industrial Control Training	Provide Ops Tech staff real-time training equipment for automation and industrial control	14,250
					Subtotal Information Technology	681,500
					Subtotal Administration	**719,500**
ENGINEERING AND CONSTRUCTION						
Engineering						
B	A	16525	OC27-025-001	COB Elevator Upgrade	Transport employees and supplies	190,000
R	A	16615	OC27-025-002	Concrete Walkway	Concrete walkway at Pretreatment	50,000
R	A	16525	OC27-025-003	UPS Batteries-WQSB	Back up power to critical equipment	28,500
R	B	16525	OC27-025-004	UPS Batteries-COB	Back up power to critical equipment	19,000
R	B	16525	OC27-025-005	Hot Water Circulator Pump	Continuous operation of the heating system	9,500
					Subtotal Engineering	297,000
					Subtotal Engineering and Construction	**297,000**
FINANCE						
Finance						
N	C	16550	OC26-031-001	Financial Budgeting Software	Enhancements to financial reporting software	71,250
					Subtotal Finance	71,250
Customer Care						
N	A	16550	OC27-034-001	Customer Care System Upgrades	Increase automation, modernization of business practices and methods	47,500
R	B	16515	OC27-034-002	Vehicle 297	Site visits, service order completion, WSO Posting and Shut Off.	45,600
					Subtotal Customer Care	93,100
					Subtotal Finance	**164,350**
OPERATIONS AND MAINTENANCE						
Interceptor Maintenance						
R	A	16515	OC27-043-001	Vehicle 329 - Combo VacTruck	Vacuuming/flushing manholes and other structures	570,000
					Subtotal Interceptor Maintenance	570,000
Operations and Maintenance Services						
N	C	16520	OC27-044-001	Ops Training Equipment	Training equipment to prepare for the National WEFTEC Operations Challenge	133,000
					Subtotal Operations and Maintenance Services	133,000
Field's Point						
R	A	16525	OC27-046-001	Sump Pump	Prevents flooding	233,750
R	A	16525	OC27-046-002	Tunnel Pump Cartridges	Pumps influent to WWTF	166,250
R	A	16525	OC27-046-003	Bar Racks	Removes large amount of debris from influent to protect downstream equipment	161,500
R	A	16525	OC27-046-004	Grit Tank Unit	Grit unit at Preliminary Treatment Bldg	156,750
R	A	16525	OC27-046-005	Dezurik Valves	Isolate pumps	95,000
R	A	16525	OC27-046-006	20 MGD Sewage Pump Cartridge	Pumps influent to WWTF	71,250
B	A	16525	OC27-046-007	Stair Replacement	Replacement of stairs throughout Field's Point plant	71,250
R	B	16525	OC27-046-008	Water Champ	Helps in even distribution of chemicals	71,250
R	B	16515	OC27-046-009	Vehicle 332	Transport instrumentation staff to perform their duties	61,750
R	A	16615	OC27-046-010	Door Replacement	Replace various doors at various locations	61,750
R	A	16525	OC27-046-011	Grit Pump with Motor	Process of separation of grit in wastewater	57,000
B	A	16525	OC27-046-012	Flygt Mixer Rebuild	Mix the mixed liqueur inside the IFAS tank so the solids do not bulk and settle	57,000
B	A	16525	OC27-046-013	Pump Rebuild	For various pumps in the plant to be rebuilt	57,000
R	A	16525	OC27-046-014	Impellers	Pump the contents of the tunnel to the main plant	52,250
R	B	16515	OC27-046-015	Vehicle 375	Transport instrumentation staff to perform their duties	52,250
R	A	16525	OC27-046-016	Dewatering Pump with Motor	Separates water from the sludge	47,500
R	A	16525	OC27-046-017	Sewage Pump Cone Valve Actuator	Required for the tunnel pumping process to occur	47,500
R	A	16525	OC27-046-018	Flow Meter	Measures the influent flow, these flow measurements are vital to treatment process	38,000
R	A	16525	OC27-046-019	Plant Water Pump and Motor	Circulates treated plant effluent throughout the plant	33,250
R	A	16525	OC27-046-020	Scum Pump with Motor	Pumps scum to tanks	28,500
R	A	16525	OC27-046-021	Gearbox G2	Allows the gates to open and close as flow dictate	28,500
R	A	16525	OC27-046-022	Actuator and Motor G3	Exercises the gate at the G&S site # 3 for use of the tunnel during rain events	28,500
R	A	16525	OC27-046-023	Scum Dewatering Pump	Removes scum from secondary treatment	23,750
R	B	16525	OC27-046-024	Suction Filters	Protect pumps from contaminants and ensure efficient operation	19,000
R	B	16525	OC27-046-025	Sludge Flow Meter	Measures flow in/out of gravity thickener tanks 1, 2, 4	19,000
R	B	16525	OC27-046-026	Equipment 0024	Lifting employees and tools/equipment to work safely at heights	19,000
R	A	16525	OC27-046-027	Actuator and Motor G6	Exercises the gate at the G&S site # 6 for use of the tunnel during rain events	19,000
R	A	16525	OC27-046-028	Fire Alarm Panel	Controls fire alarm	19,000
R	A	16525	OC27-046-029	Actuators	Controls air flow to grit tanks	19,000
R	B	16525	OC27-046-030	Equipment 0025	Lift employees, tools and equipment safely to heights for repairs	15,200
R	A	16525	OC27-046-031	Leak Detection System	Monitor panel leak detection system	14,250
R	A	16525	OC27-046-032	Scum Tank Skimmer	Removes scum from process at the primary stage	14,250
R	A	16525	OC27-046-033	Filter Rack	Keeps sump pump electrical equipment clean	11,875
R	A	16525	OC27-046-034	TSS Portable Meter	Measures Turbidity and Total Suspended Solids	6,650
					Subtotal Field's Point	1,877,725
Bucklin Point						
N	A	16510	OC27-047-001	Roll Off Dumpster Truck	Disposal of solids from the Tunnel Pump Station	308,750
R	A	16525	OC27-047-002	Screw Pump Gearbox with Motor	Move large volumes of raw sewage and sludge	166,250
R	A	16525	OC27-047-003	Effluent Pump 1 Rebuild	Moves treated liquid to discharge point	123,500
R	A	16525	OC27-047-004	Recirculation Pump and Rebuild - Aeration Tanks 1-4	Moves treated or partially treated wastewater back to an earlier process stage	85,500
R	A	16525	OC27-047-005	Recirculation Pump - Digester Control Bldg.	Moves treated or partially treated wastewater back to an earlier process stage	85,500
R	A	16615	OC27-047-006	Doors	Replace various doors at various locations	80,750
R	A	16525	OC27-047-007	Bar Rack 2	Removes large items from influent	75,000
R	A	16525	OC27-047-008	Sludge Pump - Return Sludge Pump Station 1	Pumps sludge	71,250
R	A	16615	OC27-047-009	Safety Stairs	Replace wooden steps with metal steps with railings, safety concern	71,250
R	A	16525	OC27-047-010	Uninterruptible Power Supply - Screening and Grit Building	Backup power during emergency shutdown	68,400
R	A	16525	OC27-047-011	Actuators	Automate the operation of industrial valves and dampers	64,600
R	B	16520	OC27-047-012	Remote Mower	Remote mower for Slopes	58,900
R	A	16525	OC27-047-013	Differential Pressure Transducers	Measure liquids, gases and vapors	57,000
R	A	16525	OC27-047-014	RAS Sludge Pump 5-7	Pumps activated sludge through process	49,400

FY 2027 Operating Capital Program

Asset Type	Rank	Budget Account	Allocation	Asset Title	Asset Description	Approved Budget
R	A	16525	OC27-047-015	Thickener Waste Pump	Send sludge to (mixed liquor) and wastes to GBT bldg	42,500
R	A	16525	OC27-047-016	Scum Pump	Removes scum	42,750
R	A	16525	OC27-047-017	Scum Pump	Removes scum	38,000
R	A	16525	OC27-047-018	Centrate Pump	Pushes the water towards the outer edges of the casing	33,250
R	A	16525	OC27-047-019	Hypo Pump	Pumps hypo to RAS line	30,400
R	A	16525	OC27-047-020	Uninterruptible Power Supply - GBT and Sludge Dewatering	Backup power during emergency shutdown	28,500
R	A	16525	OC27-047-021	Level Indicator	Level measurement and control for chemical, water, wastewater, oil, and solids applications	26,125
R	A	16525	OC27-047-022	Dewatering Pump	Separates water from sludge	25,000
R	A	16525	OC27-047-023	Dewatering Pump	Separates water from sludge	25,000
R	B	16525	OC27-047-024	Dewatering Pump	Separates water from the sludge	23,750
R	A	16525	OC27-047-025	Hot Water Recycling Pump	Continuously circulates hot water from your heater through your pipes and back	23,500
R	A	16525	OC27-047-026	Scum Mixer Rebuild	Mixes scum	21,850
R	A	16525	OC27-047-027	Grit Pump	Moves removed grit from the grit chambers to a grit classifier	20,900
R	A	16525	OC27-047-028	Pump Check Valve	Ensures efficient fluid flow in one direction	20,900
R	A	16525	OC27-047-029	Wash Booster Pump	Cleans gravity thickener belt	14,250
					Subtotal Bucklin Point	1,782,725
					Subtotal Operations and Maintenance	**4,363,450**
ENVIRONMENTAL SCIENCE AND COMPLIANCE						
Laboratory						
R	A	16575	OC27-053-001	Gas Chromatography, Purge, Trap System with LIMS Interface	Test for organic volatile compounds in permit samples for FP and BP plants and SIU samples	237,500
R	A	16575	OC27-053-002	Internal Temperature Monitoring System	Controls proper temperature environment to hold, incubate, and process Permit samples	128,250
R	A	16575	OC27-053-003	Robotic Module System	Analysis of permit samples for phosphorus, cyanide, and nitrogen	52,250
					Subtotal Laboratory	418,000
Environmental Monitoring						
R	A	16575	OC27-055-001	Fixed Site Sondes, Probes, Meters	Conduct real-time water quality monitoring	76,950
R	A	16515	OC27-055-002	Vehicle 324	Collects RIPDES-required samples from treatment facilities, industrial users, CSO sites, and manholes	47,500
B	A	16575	OC27-055-003	Refrigerated Autosampler Parts	Parts to upgrade two autosamplers for RIPDES compliance and process monitoring	13,300
					Subtotal Environmental Monitoring	137,750
					Subtotal Environmental Science and Compliance	**555,750**
					Total Operating Capital FY 2027	**$ 6,100,050**

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.	**OC27-021-001**				
Asset Title:	**Vehicle 285**	**Cost Center:**	Administration		
Asset Location:	COB	**Amount:**	$ 38,000	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Executive Director transportation				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	5 Years		
Original date in service:	3/1/2021	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-033-001**				
Asset Title:	**Wireless System Upgrade**	**Cost Center:**	Information Technology		
Asset Location:	NBC-wide	**Amount:**	$ 400,000	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Continue optimal technology performance				
Budget Account:	16555 Computer Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	9/1/2016	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-033-002**				
Asset Title:	**Security Upgrades**	**Cost Center:**	Information Technology		
Asset Location:	NBC-wide	**Amount:**	$ 85,500	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Physical security enhancements				
Budget Account:	16555 Computer Equipment Replacement				
Type:	BETTERMENT	**Actual Useful Life:**	26 Years		
Original date in service:	7/1/2020	**Original estimated Actual Useful Life:**	20 Years		



Asset Allocation No.	**OC27-033-003**				
Asset Title:	**Annual PC Refresh Program**	**Cost Center:**	Information Technology		
Asset Location:	NBC-wide	**Amount:**	$ 71,250	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☐ Inspection		☑ 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:	7/1/2021	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-033-004**				
Asset Title:	**AVEVA System Platform Upgrade**	**Cost Center:**	Information Technology		
Asset Location:	BP/FP	**Amount:**	$ 38,000	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection	☑ Other		
Asset Description:	Upgrade the AVEVA System Platform to 2023 R2				
Budget Account:	16555 Computer Equipment Replacement				
Type:	BETTERMENT	**Actual Useful Life:**			
Original date in service:		**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-033-005**				
Asset Title:	**Customer Care Enhancements**	**Cost Center:**	Information Technology		
Asset Location:	COB	**Amount:**	$ 25,000	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection	☑ Other		
Asset Description:	Enhance customer related technological processes				
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.	**OC27-033-006**				
Asset Title:	**Conference Room Upgrades**	**Cost Center:**	Information Technology		
Asset Location:	N/A	**Amount:**	$ 23,750	**Priority Ranking:**	C
Need identified:	☐ Asset Management	☐ Inspection	☑ Other		
Asset Description:	Ensure reliability and effective communications 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		



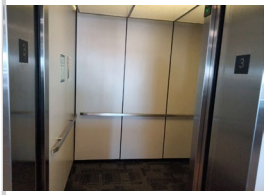
Asset Allocation No.	**OC27-033-007**				
Asset Title:	**Computer Room Enhancements**	**Cost Center:**	Information Technology		
Asset Location:	COB	**Amount:**	$ 23,750	**Priority Ranking:**	C
Need identified:	☐ Asset Management	☐ Inspection	☑ Other		
Asset Description:	Ensure reliability and efficiency 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.	**OC27-033-008**				
Asset Title:	**Ops Tech Automation Industrial Control**	**Cost Center:**	Information Technology		
Asset Location:	FP/BP	**Amount:**	$ 14,250	**Priority Ranking:**	C
Need identified:	☐ Asset Management	☐ Inspection	☐ Other		
Asset Description:	Provide Ops Tech staff real-time training equipment for automation and industrial control				
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		



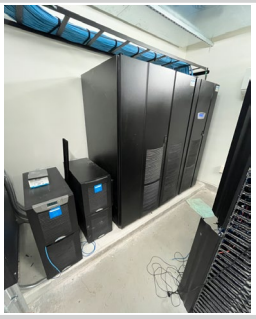
Asset Allocation No.	**OC27-025-001**				
Asset Title:	**COB Elevator Upgrade**	**Cost Center:**	Engineering		
Asset Location:	COB	**Amount:**	$ 190,000	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection	☐ Other		
Asset Description:	Transport NBC personnel to and from construction job sites				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	26 Years		
Original date in service:	1/1/2000	**Original estimated Actual Useful Life:**	25 Years		



Asset Allocation No.	**OC27-025-002**				
Asset Title:	**Concrete Walkway**	**Cost Center:**	Engineering		
Asset Location:	Pretreatment Building	**Amount:**	$ 50,000	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection	☐ Other		
Asset Description:	Replacement of concrete walkway at Field's Point plant				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	35 Years		
Original date in service:	1/1/1992	**Original estimated Actual Useful Life:**	25 Years		



Asset Allocation No.	**OC27-025-003**				
Asset Title:	**UPS Batteries**	**Cost Center:**	Engineering		
Asset Location:	Water Quality Science Building	**Amount:**	$ 28,500	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection	☐ Other		
Asset Description:	Back up power to critical equipment				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	1/21/2017	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-025-004**				
Asset Title:	**UPS Batteries**	**Cost Center:**	Engineering		
Asset Location:	Corporate Office Building	**Amount:**	$ 19,000	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Back up power to critical equipment				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	1/21/2017	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-025-005**				
Asset Title:	**Hot Water Circulator Pump**	**Cost Center:**	Engineering		
Asset Location:	Water Quality Science Building	**Amount:**	$ 9,500	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Continuous operation of the heating system				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	1/1/2016	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-031-001**				
Asset Title:	**Financial Budgeting Software**	**Cost Center:**	Finance		
Asset Location:	COB	**Amount:**	$ 71,250	**Priority Ranking:**	C
Need identified:	☐ Asset Management	☐ Inspection		☑ 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.	**OC27-034-001**				
Asset Title:	**Customer Care System Upgrades**	**Cost Center:**	Customer Care		
Asset Location:	Customer Care Department	**Amount:**	$ 47,500	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☐ Inspection		☑ 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:**	3 Years		

ADVANCED UTILITY SYSTEMS

Asset Allocation No.	**OC27-034-002**				
Asset Title:	**Vehicle 297**	**Cost Center:**	Customer Care		
Asset Location:	Customer Care Department	**Amount:**	$ 45,600	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Site visits, service order completion, WSO Posting and Shut Off.				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**			
Original date in service:		**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-043-001**				
Asset Title:	**Vehicle 329**	**Cost Center:**	Interceptor Maintenance		
Asset Location:	IM Garage and Field	**Amount:**	$ 570,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Vacuuming/flushing manholes and other structures				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	7/8/2016	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-044-001**				
Asset Title:	**Ops Training Equipment**	**Cost Center:**	Operations & Maintenance Services		
Asset Location:	Bucklin Point	**Amount:**	$ 133,000	**Priority Ranking:**	C
Need identified:	☐ Asset Management	☐ Inspection		☑ Other	
Asset Description:	Training equipment to prepare for the national WEFTEC Operations Challenge				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	NEW	**Actual Useful Life:**	N/A		
Original date in service:	N/A	**Original estimated Actual Useful Life:**	20 Years		



Asset Allocation No.	**OC27-046-001**				
Asset Title:	**Sump Pump**	**Cost Center:**	Field's Point		
Asset Location:	Tunnel Pump Station	**Amount:**	$ 233,750	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Prevents flooding				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	19 Years		
Original date in service:	1/1/2008	**Original estimated Actual Useful Life:**	15 Years		



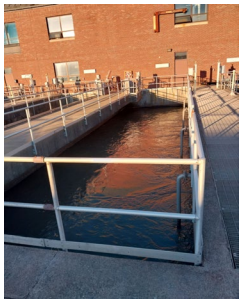
Asset Allocation No.	**OC27-046-002**				
Asset Title:	**Tunnel Pump Cartridges**	**Cost Center:**	Field's Point		
Asset Location:	Tunnel Pump Station	**Amount:**	$ 166,250	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Pumps influent to WWTF				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	13 Years		
Original date in service:	4/12/2014	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-046-003**				
Asset Title:	**Bar Racks**	**Cost Center:**	Field's Point		
Asset Location:	Ernest Street Pump Station	**Amount:**	$ 161,500	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Removes large amount 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:	1/1/2020	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-046-004**				
Asset Title:	**Grit Tank Unit**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 156,750	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Grit unit at Preliminary Treatment Bldg				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	5 Years		
Original date in service:	7/1/2021	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-046-005**				
Asset Title:	**Dezurik Valves**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 95,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Isolate pumps				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	17 Years		
Original date in service:	1/1/2010	**Original estimated Actual Useful Life:**	15 Years		



Asset Allocation No.	**OC27-046-006**				
Asset Title:	**20 MGD Sewage Pump Cartridge**	**Cost Center:**	Field's Point		
Asset Location:	Ernest Street Pump Station	**Amount:**	$ 71,250	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Pumps influent to WWTF				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	12 Years	
Original date in service:	1/20/2015		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-007**				
Asset Title:	**Stair Replacement**	**Cost Center:**	Field's Point		
Asset Location:	Pretreatment Building	**Amount:**	$ 71,250	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Replacement of stairs throughout Field's Point plant				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	42 Years	
Original date in service:	7/1/1984		**Original estimated Actual Useful Life:**	30 Years	



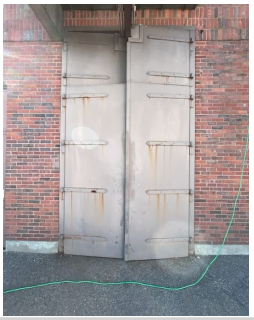
Asset Allocation No.	**OC27-046-008**				
Asset Title:	**Water Champ**	**Cost Center:**	Field's Point		
Asset Location:	Chlorine Contact Tank 1 and 2	**Amount:**	$ 71,250	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Helps in even distribution of chemicals				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	13 Years	
Original date in service:	10/14/2013		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-009**				
Asset Title:	**Vehicle 332**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 61,750	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Transport instrumentation staff to perform their duties				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	10 Years	
Original date in service:	1/1/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-010**				
Asset Title:	**Door Replacement**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 61,750	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Replace various doors at various locations				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	23 Years		
Original date in service:	1/1/2004	**Original estimated Actual Useful Life:**	20 Years		



Asset Allocation No.	**OC27-046-011**				
Asset Title:	**Grit Pump with Motor**	**Cost Center:**	Field's Point		
Asset Location:	Grit Building	**Amount:**	$ 57,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Process of separation of grit in wastewater				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	12 Years		
Original date in service:	1/15/2015	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-046-012**				
Asset Title:	**Flygt Mixer Rebuild**	**Cost Center:**	Field's Point		
Asset Location:	IFAS Tanks	**Amount:**	$ 57,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Mix the mixed liqueur inside the IFAS tank so the solids do not bulk and settle				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	11 Years		
Original date in service:	1/1/2016	**Original estimated Actual Useful Life:**	8 Years		



Asset Allocation No.	**OC27-046-013**				
Asset Title:	**Pump Rebuild**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 57,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	For various pumps in the plant to be rebuilt				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	1/1/2017	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-046-014**				
Asset Title:	**Impellers**	**Cost Center:**	Field's Point		
Asset Location:	Tunnel Pump Station	**Amount:**	$ 52,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Pump the contents of the tunnel to the main plant				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	14 Years	
Original date in service:	4/1/2013		**Original estimated Actual Useful Life:**	12 Years	



Asset Allocation No.	**OC27-046-015**				
Asset Title:	**Vehicle 375**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 52,250	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Transport instrumentation staff to perform their duties				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	16 Years	
Original date in service:	1/1/2011		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-016**				
Asset Title:	**Dewatering Pump with Motor**	**Cost Center:**	Field's Point		
Asset Location:	Wet Weather Pump Station	**Amount:**	$ 47,500	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Separates water from the sludge				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	14 Years	
Original date in service:	1/1/2013		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-017**				
Asset Title:	**Sewage Pump Cone Valve Actuator**	**Cost Center:**	Field's Point		
Asset Location:	Tunnel Pump Station	**Amount:**	$ 47,500	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Required for the tunnel pumping process to occur				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	19 Years	
Original date in service:	10/6/2008		**Original estimated Actual Useful Life:**	17 Years	



Asset Allocation No.	**OC27-046-018**				
Asset Title:	**Flow Meter**	**Cost Center:**	Field's Point		
Asset Location:	Grit Building	**Amount:**	$ 38,000	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection	☐ Other		
Asset Description:	Measures the influent flow, these flow measurements are vital to treatment process				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	1/1/2017	**Original estimated Actual Useful Life:**	8 Years		



Asset Allocation No.	**OC27-046-019**				
Asset Title:	**Plant Water Pump and Motor**	**Cost Center:**	Field's Point		
Asset Location:	Plant Water Building	**Amount:**	$ 33,250	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection	☐ Other		
Asset Description:	Circulates treated plant effluent throughout the plant				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	1/1/2017	**Original estimated Actual Useful Life:**	8 Years		



Asset Allocation No.	**OC27-046-020**				
Asset Title:	**Scum Pump with Motor**	**Cost Center:**	Field's Point		
Asset Location:	Primary Sludge Pump Station	**Amount:**	$ 28,500	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection	☐ Other		
Asset Description:	Pumps scum to tanks				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	12 Years		
Original date in service:	1/1/2015	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-046-021**				
Asset Title:	**Gearbox G2**	**Cost Center:**	Field's Point		
Asset Location:	Allens Ave	**Amount:**	$ 28,500	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection	☐ Other		
Asset Description:	Allows the gates to open and close as flow dictate				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	11 Years		
Original date in service:	3/13/2016	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-046-022**				
Asset Title:	**Actuator and Motor G3**	**Cost Center:**	Field's Point		
Asset Location:	India Street	**Amount:**	$ 28,500	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Exercises the gate at the G&S site # 3 for use of the tunnel during rain events				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	6/6/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-023**				
Asset Title:	**Scum Dewatering Pump**	**Cost Center:**	Field's Point		
Asset Location:	Return Sludge Pump Station 2	**Amount:**	$ 23,750	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Removes scum from secondary treatment				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	10 Years	
Original date in service:	1/1/2017		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-024**				
Asset Title:	**Suction Filter**	**Cost Center:**	Field's Point		
Asset Location:	Wet Weather Pump Station	**Amount:**	$ 19,000	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Protect pumps from contaminants and ensure efficient operation				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	1/1/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-025**				
Asset Title:	**Sludge Flow Meter**	**Cost Center:**	Field's Point		
Asset Location:	Gravity Thickener Pump Station	**Amount:**	$ 19,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Measures flow in/out of gravity thickener tanks 1, 2, 4				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	10 Years	
Original date in service:	1/1/2017		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-026**				
Asset Title:	**Genie Scissor lift**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 19,000	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Lifting employees and tools/equipment to work safely at heights				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	12 Years	
Original date in service:	5/1/2015		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-027**				
Asset Title:	**Actuator and Motor G6**	**Cost Center:**	Field's Point		
Asset Location:	Smith Street	**Amount:**	$ 19,000	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Exercises the gate at the G&S site # 6 for use of the tunnel during rain events				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	6/6/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-028**				
Asset Title:	**Fire Alarm Panel**	**Cost Center:**	Field's Point		
Asset Location:	MARR Storage Building	**Amount:**	$ 19,000	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Controls fire alarm				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	47 Years	
Original date in service:	7/1/1980		**Original estimated Actual Useful Life:**	20 Years	



Asset Allocation No.	**OC27-046-029**				
Asset Title:	**Actuators**	**Cost Center:**	Field's Point		
Asset Location:	Grit Building	**Amount:**	$ 19,000	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Controls air flow to grit tanks				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	1/1/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-030**				
Asset Title:	**Genie Vertical Platform**	**Cost Center:**	Field's Point		
Asset Location:	Field's Point	**Amount:**	$ 15,200	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Lift employees, tools and equipment safely to heights for repairs				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	12 Years	
Original date in service:	5/15/2015		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-031**				
Asset Title:	**Leak Detection System**	**Cost Center:**	Field's Point		
Asset Location:	Ernest Street Pump Station	**Amount:**	$ 14,250	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Monitor panel leak detection system				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	12/1/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-032**				
Asset Title:	**Scum Tank Skimmer**	**Cost Center:**	Field's Point		
Asset Location:	Primary Sludge Pump Station	**Amount:**	$ 14,250	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Removes scum from process at the primary stage				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	12 Years	
Original date in service:	2/1/2015		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-046-033**				
Asset Title:	**Filter Rack**	**Cost Center:**	Field's Point		
Asset Location:	Wet Weather Pump Station	**Amount:**	$ 11,875	**Priority Ranking:**	B
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Keeps sump pump electrical equipment clean				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	43 Years	
Original date in service:	7/1/1984		**Original estimated Actual Useful Life:**	20 Years	



Asset Allocation No.	**OC27-046-034**				
Asset Title:	**TSS Portable Meter**	**Cost Center:**	Field's Point		
Asset Location:	Various Locations	**Amount:**	$ 6,650	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection		☑ Other	
Asset Description:	Measures Turbidity and Total Suspended Solids				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	NEW		**Actual Useful Life:**	10 Years	
Original date in service:	1/1/2017		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-001**				
Asset Title:	**Roll Off Dumpster Truck**	**Cost Center:**	Bucklin Point		
Asset Location:	Tunnel Pump Station	**Amount:**	$ 308,750	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection		☑ Other	
Asset Description:	Disposal of solids from the Tunnel Pump Station				
Budget Account:	16510 Automotive Equipment				
Type:	NEW		**Actual Useful Life:**	N/A	
Original date in service:	N/A		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-002**				
Asset Title:	**Screw Pump Gearbox with Motor**	**Cost Center:**	Bucklin Point		
Asset Location:	Effluent Pump Station	**Amount:**	$ 166,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Move large volumes of raw sewage and sludge				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	12 Years	
Original date in service:	4/16/2015		**Original estimated Actual Useful Life:**	12 Years	



Asset Allocation No.	**OC27-047-003**				
Asset Title:	**Effluent Pump 1 Rebuild**	**Cost Center:**	Bucklin Point		
Asset Location:	Dry Weather Effluent Pump Station	**Amount:**	$ 123,500	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Moves treated liquid to discharge point				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	7 Years	
Original date in service:	6/7/2020		**Original estimated Actual Useful Life:**	5 Years	



Asset Allocation No.	**OC27-047-004**				
Asset Title:	**Recirculation Pump and Rebuild**	**Cost Center:**	Bucklin Point		
Asset Location:	Aeration Tanks	**Amount:**	$ 85,500	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Moves treated or partially treated wastewater back to an earlier process stage				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	12 Years		
Original date in service:	1/1/2015	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-005**				
Asset Title:	**Recirculation Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Digester Control Building	**Amount:**	$ 85,500	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Moves treated or partially treated wastewater back to an earlier process stage				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	9 Years		
Original date in service:	6/15/2018	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-006**				
Asset Title:	**Doors**	**Cost Center:**	Bucklin Point		
Asset Location:	Bucklin Point	**Amount:**	$ 80,750	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Replace various doors at various locations				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	23 Years		
Original date in service:	1/1/2004	**Original estimated Actual Useful Life:**	20 Years		



Asset Allocation No.	**OC27-047-007**				
Asset Title:	**Bar Rack 2**	**Cost Center:**	Bucklin Point		
Asset Location:	Screening and Grit	**Amount:**	$ 75,000	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Removes large items from influent				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	8 Years		
Original date in service:	8/13/2019	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-008**				
Asset Title:	**Sludge Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Return Sludge Pump Station	**Amount:**	$ 71,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Pumps sludge				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	3/15/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-009**				
Asset Title:	**Safety Stairs**	**Cost Center:**	Bucklin Point		
Asset Location:	Screening and Grit	**Amount:**	$ 71,250	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Replace wooden steps with metal steps with railings, safety concern				
Budget Account:	16615 Building & Other Structures Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	1/1/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-010**				
Asset Title:	**Uninterruptible Power Supply**	**Cost Center:**	Bucklin Point		
Asset Location:	Screening and Grit Building	**Amount:**	$ 68,400	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Backup power during emergency shutdown				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	9 Years	
Original date in service:	5/4/2018		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-011**				
Asset Title:	**Actuators**	**Cost Center:**	Bucklin Point		
Asset Location:	Mixed Liquor	**Amount:**	$ 64,600	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Automate the operation of industrial valves and dampers				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	9 Years	
Original date in service:	5/17/2018		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-012**				
Asset Title:	**Remote Mower**	**Cost Center:**	Bucklin Point		
Asset Location:	Bucklin Point	**Amount:**	$ 58,900	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Remote mower for Slopes				
Budget Account:	16520 Building and Plant Equipment				
Type:	NEW		**Actual Useful Life:**	N/A	
Original date in service:	N/A		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-013**				
Asset Title:	**Differential Pressure Transducers**	**Cost Center:**	Bucklin Point		
Asset Location:	Aeration Tanks 1-4	**Amount:**	$ 57,000	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Measure liquids, gases and vapors				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	12 Years	
Original date in service:	4/25/2015		**Original estimated Actual Useful Life:**	10 Years	



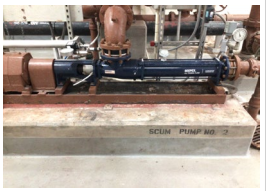
Asset Allocation No.	**OC27-047-014**				
Asset Title:	**RAS Sludge Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Return Activated Sludge	**Amount:**	$ 49,400	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Pumps activated sludge through process				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	13 Years	
Original date in service:	5/26/2014		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-015**				
Asset Title:	**Thickener Waste Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Gravity Belt Thickener Building	**Amount:**	$ 42,500	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Send sludge to (mixed liquor) and wastes to GBT bldg				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	10 Years	
Original date in service:	5/9/2017		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-016**				
Asset Title:	**Scum Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Dry Weather Primary Pump Station	**Amount:**	$ 42,750	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Removes scum				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	9 Years		
Original date in service:	2/1/2018	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-017**				
Asset Title:	**Scum Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Primary Scum Pump Station	**Amount:**	$ 38,000	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Removes scum				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**			
Original date in service:		**Original estimated Actual Useful Life:**			



Asset Allocation No.	**OC27-047-018**				
Asset Title:	**Centrate Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Sludge Dewatering Building	**Amount:**	$ 33,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Pushes the water towards the outer edges of the casing				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	13 Years		
Original date in service:	6/9/2014	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-019**				
Asset Title:	**Hypo Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Bucklin Point	**Amount:**	$ 30,400	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Pumps hypo to RAS line				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	8 Years		
Original date in service:	7/24/2019	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-020**				
Asset Title:	**Uninterruptible Power Supply**	**Cost Center:**	Bucklin Point		
Asset Location:	GBT and Sludge Dewatering	**Amount:**	$ 28,500	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Backup power during emergency shutdown				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	7 Years	
Original date in service:	1/1/2020		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-021**				
Asset Title:	**Level Indicator**	**Cost Center:**	Bucklin Point		
Asset Location:	Influent Pump Station	**Amount:**	$ 26,125	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Level measurement and control for chemical, water, wastewater, oil, and solids applications				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	10 Years	
Original date in service:	5/5/2017		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-022**				
Asset Title:	**Dewatering Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Dewatering Pump Dry Weather	**Amount:**	$ 25,000	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Separates water from sludge				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	5/15/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-023**				
Asset Title:	**Dewatering Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Wet Weather Dewatering Pump Station	**Amount:**	$ 23,750	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Separates water from sludge				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	9 Years	
Original date in service:	12/8/2018		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-024**				
Asset Title:	**Dewatering Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Scum Pump Station	**Amount:**	$ 23,750	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Separates water from sludge				
Budget Account:					
Type:	REPLACEMENT	**Actual Useful Life:**			
Original date in service:		**Original estimated Actual Useful Life:**			



Asset Allocation No.	**OC27-047-025**				
Asset Title:	**Hot Water Recycling Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Heat Exchange Building	**Amount:**	$ 23,500	**Priority Ranking:**	B
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Continuously circulates hot water from your heater through your pipes and back				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	6/14/2017	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-026**				
Asset Title:	**Scum Mixer Rebuild**	**Cost Center:**	Bucklin Point		
Asset Location:	Bucklin Point	**Amount:**	$ 21,850	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Mixes scum				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	12 Years		
Original date in service:	11/4/2015	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-027**				
Asset Title:	**Grit Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	Bucklin Point	**Amount:**	$ 20,900	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Moves removed grit from the grit chambers to a grit classifier				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	10 Years		
Original date in service:	7/24/2017	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-047-028**				
Asset Title:	**Pump Check Valve**	**Cost Center:**	Bucklin Point		
Asset Location:	Omega Pump Station	**Amount:**	$ 20,900	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☑ Inspection		☐ Other	
Asset Description:	Ensures efficient fluid flow in one direction				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	11 Years	
Original date in service:	7/16/2016		**Original estimated Actual Useful Life:**	10 Years	



Asset Allocation No.	**OC27-047-029**				
Asset Title:	**Wash Booster Pump**	**Cost Center:**	Bucklin Point		
Asset Location:	GBT Building	**Amount:**	$ 14,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Cleans gravity thickener belt				
Budget Account:	16525 Building and Plant Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	9 Years	
Original date in service:	5/25/2018		**Original estimated Actual Useful Life:**	10 Years	



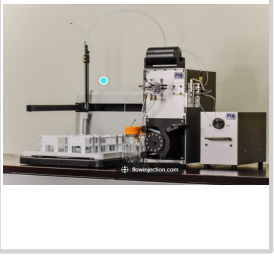
Asset Allocation No.	**OC27-053-001**				
Asset Title:	**Gas Chromatography and Purge and Tra**	**Cost Center:**	Laboratory		
Asset Location:	Water Quality Science Building	**Amount:**	$ 237,500	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Test for organic volatile compounds in permit samples for FP and BP plants and SIU samples				
Budget Account:	16575 Lab & Sampling Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	10 Years	
Original date in service:	6/1/2017		**Original estimated Actual Useful Life:**	5 Years	



Asset Allocation No.	**OC27-053-002**				
Asset Title:	**Internal Temperature Monitoring Systen**	**Cost Center:**	Laboratory		
Asset Location:	Water Quality Science Building	**Amount:**	$ 128,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Controls proper temperature environment to hold, incubate, and process Permit samples				
Budget Account:	16575 Lab & Sampling Equipment Replacement				
Type:	REPLACEMENT		**Actual Useful Life:**	13 Years	
Original date in service:	10/10/2014		**Original estimated Actual Useful Life:**	5 Years	



Asset Allocation No.	**OC27-053-003**				
Asset Title:	**Robotic Module System**	**Cost Center:**	Laboratory		
Asset Location:	Water Quality Science Building	**Amount:**	$ 52,250	**Priority Ranking:**	A
Need identified:	☐ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Analysis of permit samples for phosphorus, cyanide, and nitrogen				
Budget Account:	16575 Lab & Sampling Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	4 Years		
Original date in service:	6/20/2023	**Original estimated Actual Useful Life:**	5 Years		



Asset Allocation No.	**OC27-055-001**				
Asset Title:	**Fixed Site Sondes, Probes, Meters**	**Cost Center:**	Environmental Monitoring		
Asset Location:	Upper Narragansett Bay	**Amount:**	$ 76,950	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Conduct real-time water quality monitoring				
Budget Account:	16575 Lab & Sampling Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	5 Years		
Original date in service:	4/13/2022	**Original estimated Actual Useful Life:**	10 Years		



Asset Allocation No.	**OC27-055-002**				
Asset Title:	**Vehicle 324**	**Cost Center:**	Environmental Monitoring		
Asset Location:	Field's Point	**Amount:**	$ 47,500	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Collects RIPDES-required samples from treatment facilities, industrial users, CSO sites, and manholes				
Budget Account:	16515 Automotive Equipment Replacement				
Type:	REPLACEMENT	**Actual Useful Life:**	11 Years		
Original date in service:	8/2/2016	**Original estimated Actual Useful Life:**	10 Years		

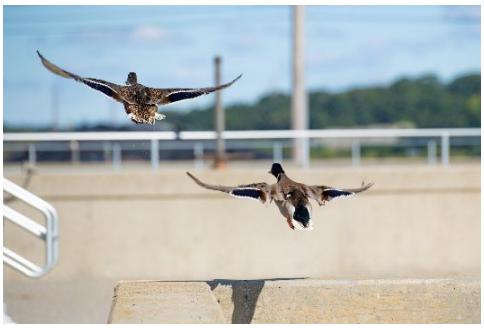


Asset Allocation No.	**OC27-055-003**				
Asset Title:	**Refrigerated Autosampler Parts**	**Cost Center:**	Environmental Monitoring		
Asset Location:	Field's Point/Bucklin Point	**Amount:**	$ 13,300	**Priority Ranking:**	A
Need identified:	☑ Asset Management	☐ Inspection		☐ Other	
Asset Description:	Parts to upgrade two autosamplers for RIPDES compliance and process monitoring				
Budget Account:	16575 Lab & Sampling Equipment Replacement				
Type:	BETTERMENT	**Actual Useful Life:**	N/A		
Original date in service:	1/21/2014	**Original estimated Actual Useful Life:**	7 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 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, as well as energy efficiency and sustainability projects. The CIP shows programmed expenditures for the current fiscal year (FY) 2027 as well as the following five years (FY 2028-2032).



Birds flying over Field's Point WWTF

Capital Improvement Program Overview

The CIP identifies 47 projects that are in progress, planned for initiation, or scheduled for completion during FY 2027–2032 at an estimated cost of $454.7 million, along with two additional projects scheduled to begin after FY 2032. Of this total, 67.4% are for construction and construction management. Project costs programmed in FY 2027 and FY 2028 account for 51.5% of the total. See the table below for the FY 2027-2032 CIP costs by category.

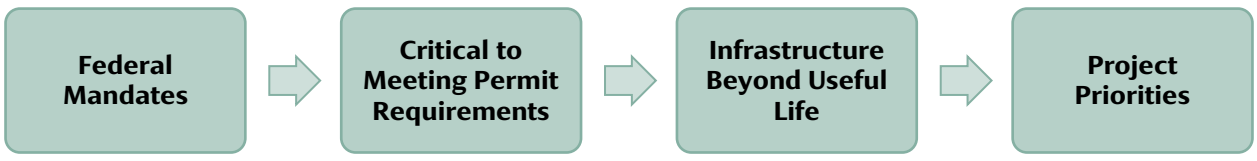
FY 2027-2032 CIP Costs by Category

(In Thousands)

Category	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2027 - 2032
Administrative	$ 5,428	$ 3,847	$ 2,600	$ 1,857	$ 945	$ 957	$ 15,632
Land	7	2,032	25	-	1,000	-	3,064
A/E Professional	20,808	11,828	5,247	3,228	3,232	2,602	46,945
Construction	66,133	76,827	86,391	28,520	27,177	21,517	306,564
Contingency	13,216	23,536	20,721	6,521	2,319	1,136	67,449
Other	6,000	4,674	1,565	1,481	1,008	308	15,037
	$ 111,592	**$ 122,745**	**$ 116,549**	**$ 41,607**	**$ 35,679**	**$ 26,520**	**$ 454,691**

Capital Improvement Program Development

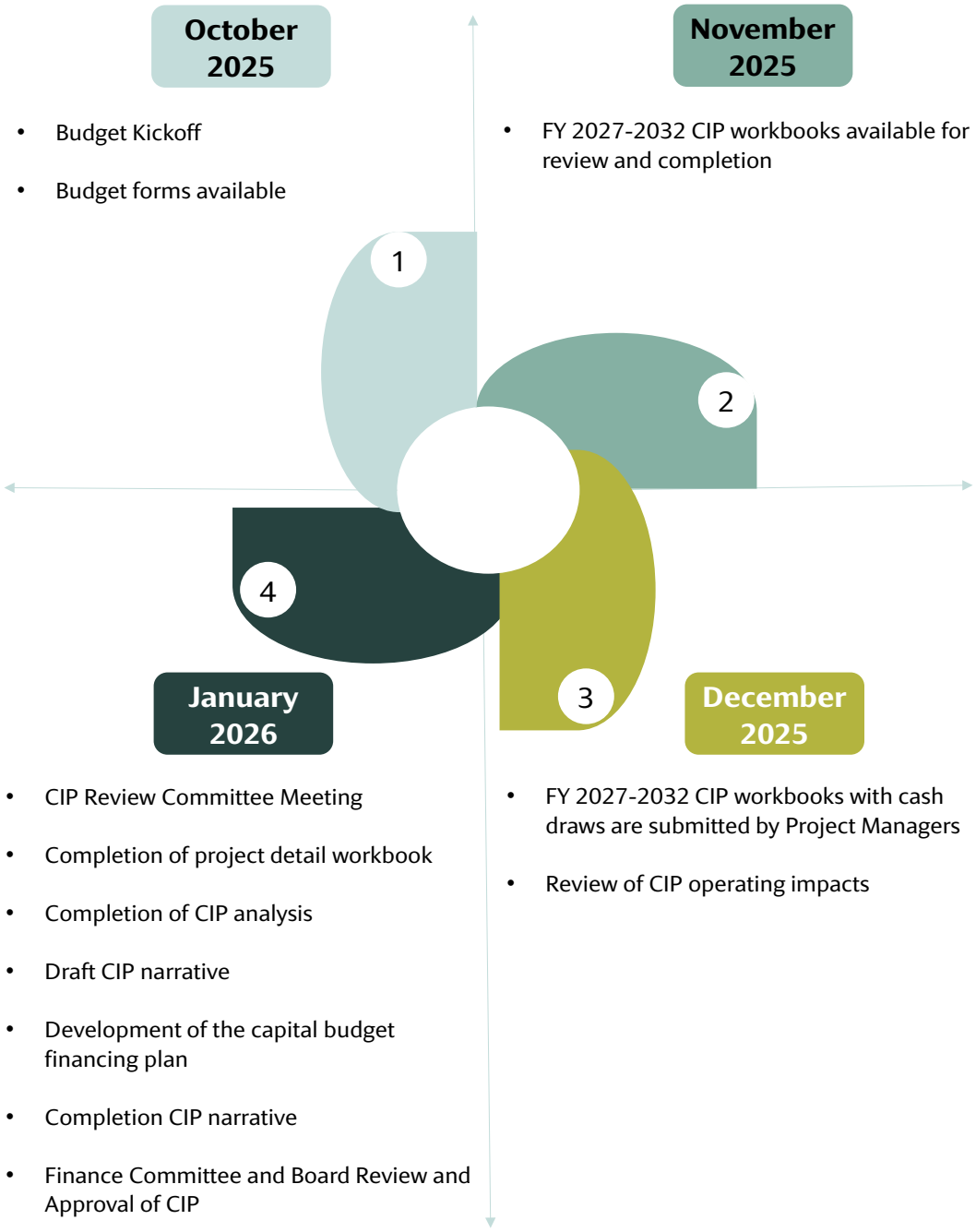
NBC's capital improvement planning process evaluates each project's relationship with the strategic plan, compliance with federal mandates and permit requirements, infrastructure replacement needs, and overall project readiness, among other considerations. The CIP drives NBC's long-term financing requirements, 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



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 to assess project need, scope, and feasibility before 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 assign a project name and number, establish a preliminary budget, and designate a funding source. Before incurring any expenditures on a capital project, the budget must be established within the project module of the Enterprise Resource Planning (ERP) system.

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 funding source in the ERP, which may or may not be funded depending on project readiness and Board approval. Expenditure types include labor, architectural/engineering services, contracts, police detail, legal services, land, contingency, etc.

Existing CIP Projects

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

Board authorization is required to execute new contracts exceeding $20 thousand and contract change orders or amendments exceeding 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 expenditure type with the contract amount, ancillary costs, and labor. The Project Manager also submits a request for funding authorization. Finance adds the new expenditure types to the initial capital project budget and assigns funding sources, enabling the costs to be chargeable to the appropriate funding source.

Additional capital budget amendments by expenditure type 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, expenditure type, and funding source monthly. Updated cash draws are requested if variances are significant. NBC also conducts monthly capital project meetings to review 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:

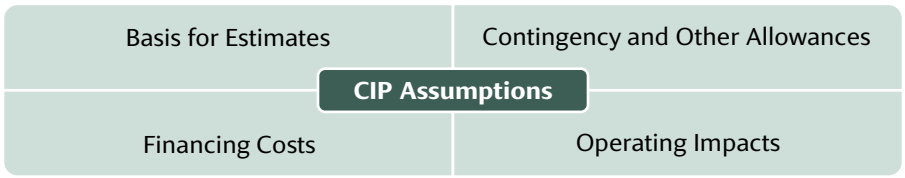
- Costs and cash draws are based on planning or design estimates and/or bids once available.
- Preliminary construction project cost estimates include a contingency based upon an engineering assessment of the complexity of the project and industry experience. Project contingencies may be subsequently modified based on 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.

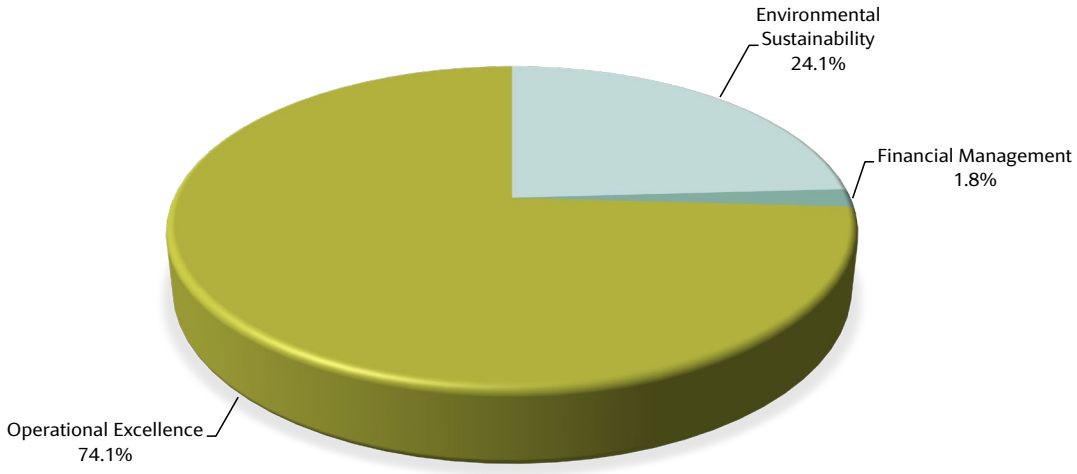


Capital Projects by Strategic Plan Pillar

NBC's Strategic Plan provides the framework for meeting regulatory water-quality requirements through the achievement of both short-term and long-term objectives in a cost-effective manner. Due to the magnitude of the CIP and NBC's funding constraints, proposed capital improvements are evaluated based on strategic value, with each project assigned one or more key strategic codes within the Strategic Plan Pillar.

Approximately 74.1% of the projects align with the Operational Excellence Pillar, primarily supporting initiatives that enhance operational efficiency and effectiveness, and prepare for new regulatory requirements in future RIPDES permits. This is followed by the Environmental Sustainability Pillar at 24%, which advances climate resiliency strategies and expands the sustainability program. The remaining 1.8% of projects are focused on the Financial Management Pillar.

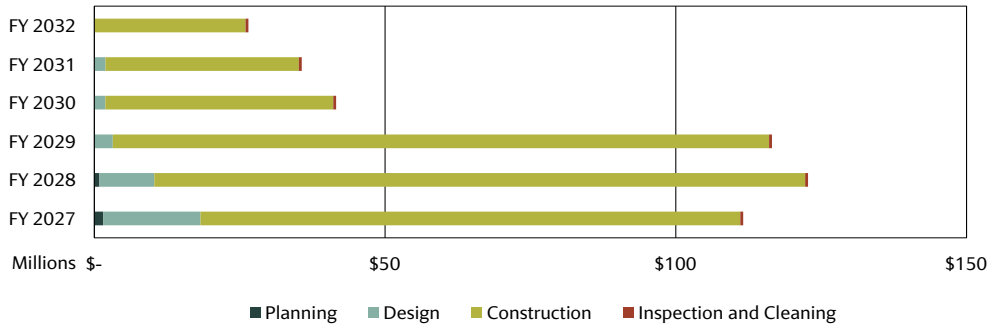
CIP Projects by Strategic Plan Pillar



Capital Expenditures by Phase

NBC's capital projects typically include planning, design, and construction phases. The planning phase includes feasibility studies and the determination of the technology to be implemented. The design phase involves the development of plans and specifications, the acquisition of land and 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 and cleaning of NBC's interceptors, or other one-time special studies. As shown in the chart below, the construction phase accounts for the majority of the programmed expenditures during fiscal years 2027 – 2032, representing 91.5% or $416.0 million.

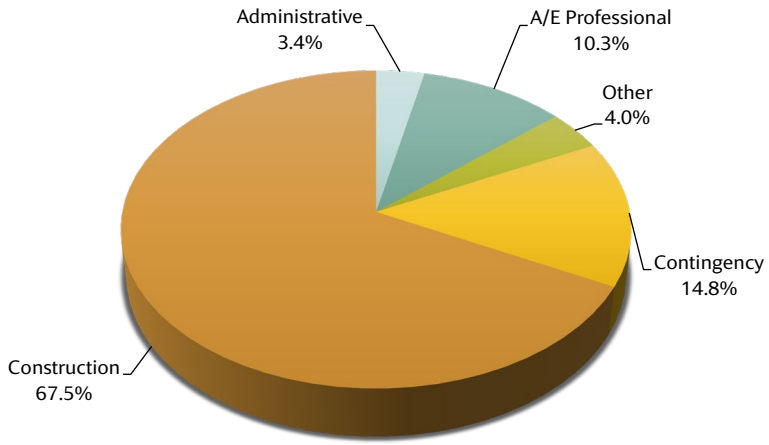
FY 2027-2032 Capital Expenditures by Phase
(In Millions)



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 expenses. 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 67.5% or $306.6 million of the total costs for FY 2027 - FY 2032. Contingency is 14.8% or $67.4 million, and A/E Professional Services is 10.3% or $46.9 million during this same period. The remaining 7.4% or $33.7 million is for Administrative and Other cost categories, which include NBC labor, advertising, legal services, and land.

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 Regional Biosolids Disposal, Biosolids Management Facility Upgrades, Data Communications Upgrades, and Wet Weather Clarifier Facility Improvements
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, Septage Receiving Station Replacement, Facility Improvements, and Standby Power
Infrastructure Management	Special Studies, Energy Sustainability, RIPDES Compliance Improvements, PFAS Testing and Monitoring, Compound Testing Equipment, Asset Management Program Support Services, and ERP Replacement, WWTF Process Model and Simulator Development
CSO Phase III Facilities	CSO Phase III A, B, C, and D
Sewer System Improvements	Easement Restoration, Sewer System, and Pump Stations
Interceptor Inspection and Cleaning	Remote Television Inspections, Grit/Debris Removal, and Disposal
Interceptor Restoration and Construction	Expansion, Improvements, 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 2026-2031	FY 2027-2032	Change	Percent Change
CSO Phase III Facilities	$ 255,791	$ 151,837	$ (103,954)	(40.6%)
Field's Point Resiliency Improvements	104,971	101,101	(3,870)	(3.7%)
Wastewater Treatment Facility Improvements	84,493	136,710	52,217	61.8%
Sewer System Improvements	26,724	31,739	5,016	18.8%
Bucklin Point Resiliency Improvements	15,240	5,737	(9,503)	(62.4%)
Interceptor Restoration and Construction	12,993	14,028	1,035	8.0%
Infrastructure Management	8,684	10,539	1,855	21.4%
Interceptor Inspection and Cleaning	3,000	3,000	-	0.0%
Total	**$ 511,896**	**$ 454,691**	**$ (57,204)**	**(11.2%)**

On a year-over-year basis, the Wastewater Treatment Facility Improvements functional area shows the largest increase at 61.8% over the prior year. The increase is a result of several changes. The most notable change is the expanded scope of the Biosolids Management Facility Upgrades Project (20701), which includes a comprehensive plan to evaluate, design, and implement both immediate and long-term upgrades to the biosolids dewatering systems at the Field's Point and Bucklin Point treatment facilities. With the new scope, the estimated cost has increased to $104.5 million. The second largest increase is from the Data Communications Upgrades and WWTF Network Improvements Project (20801) at an estimated cost of $18.8 million. This increase is a result of the inclusion of upgrades to the Distributed Control System (DCS) Ethernet Loop and a new Programmable Logic Controller. Finally, the increase is also attributed to the inclusion of

two new projects, the FPWWTF CSO Tunnel System Improvements Project (21000) and the Miscellaneous HVAC Improvements Project (21100), totaling an additional $2.0 million over the prior year.

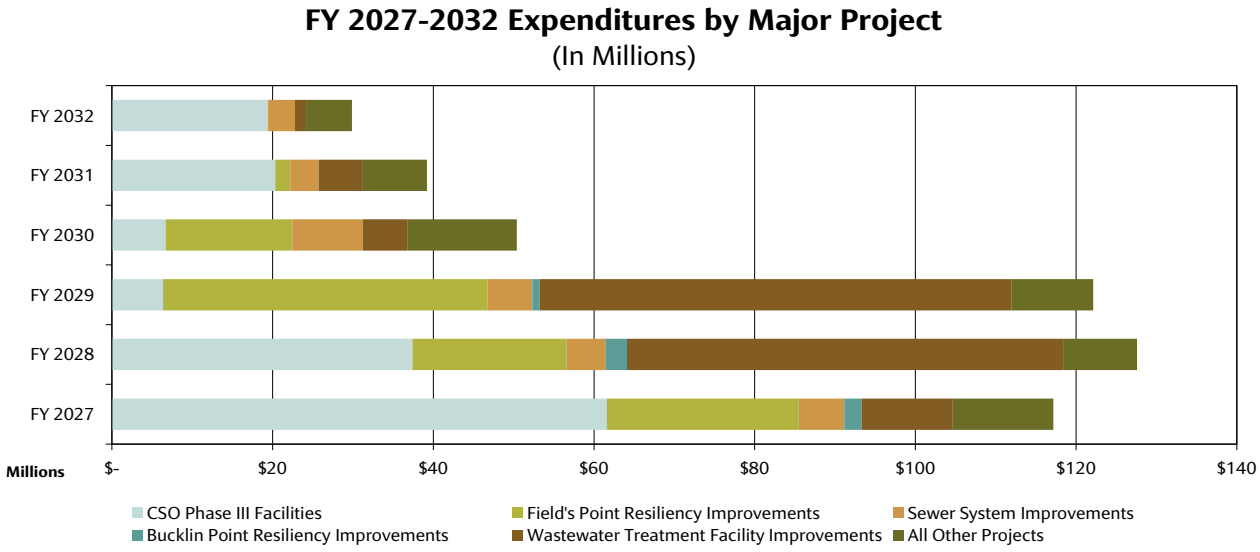
The most notable decrease from last year's CIP is for the CSO Phase III Facilities functional area at $104.0 million less than the prior year. The reduction is attributable to construction progress on the CSO Phase III A Pawtucket Tunnel and Pump Station Shaft Project (30801), which will be 100% complete in FY 2027, and the completion of CSO Phase III A Facilities - OF 205 Project (30803) in FY 2026.

Significant Capital Improvement Projects

The most significant projects in this year's CIP are the CSO Phase III Facilities at $151.8 million or 33.4% of programmed costs for FY 2027 - FY 2032. This is followed by the Wastewater Treatment Facility Improvements projects at $136.7 million or 30.1%, followed by the Field's Point Resiliency Improvements projects at $101.1 million or 22.2%, the Sewer System Improvements projects at $31.7 million or 7.0%, and $5.7 million or 1.3% for the Bucklin Point Resiliency Improvements projects. The following table and graph show the programmed expenditures for the major projects included in FY 2027 - 2032. A discussion of the capital projects is on the following pages.

Largest Capital Projects
(In Thousands)

Project	Estimated Cost FY 2027 - 2032	Percent of Total
CSO Phase III Facilities	$ 151,837	33%
Wastewater Treatment Facility Improvements	136,710	30%
Field's Point Resiliency Improvements	101,101	22%
Sewer System Improvements	31,739	7%
Bucklin Point Resiliency Improvements	5,737	1%
All Other Projects	27,567	6%
Total	**$ 454,691**	**100%**



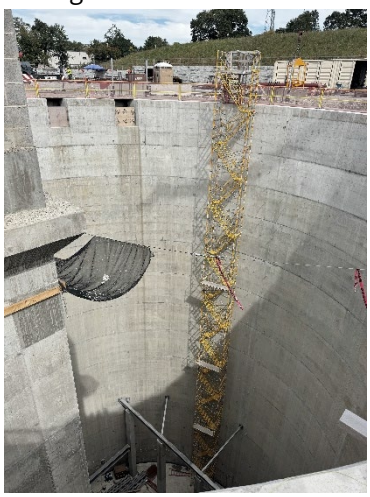
Comprehensive Combined Sewer Overflow (CSO) Program

The largest project in the CIP is the CSO Phase III Facilities at an estimated cost of $151.8 million over fiscal years 2027 – 2032. 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 2043. 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 professional engineering estimates for contracts not yet advertised.

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 the midpoint of design and construction.

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



CSO Phase III A Pawtucket Tunnel Pump Station Shaft

CSO Phase III Program

(In Millions)

Phase	Scope	Estimated Cost	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 is also included in the cost of Phase III A.	$ 907.1	4/1/2013	2/1/2028
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	2/1/2030	7/30/2032
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.	$ 285.7	8/1/2033	2/1/2040
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	3/1/2037	2/1/2043
	Total	$ 1,399.0		

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 $106.5 million during FY 2027 - FY 2032, a decrease of $103.7 million or 50.7% reduction over last year's CIP. The decrease is primarily resulting from the completion of the OF 205 Project (30803) and continued progress on the Pawtucket Tunnel and Pump Station Shaft Project (30801), which is anticipated to be completed in early FY 2027.



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 $493.4 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 will be completed early FY 2027.

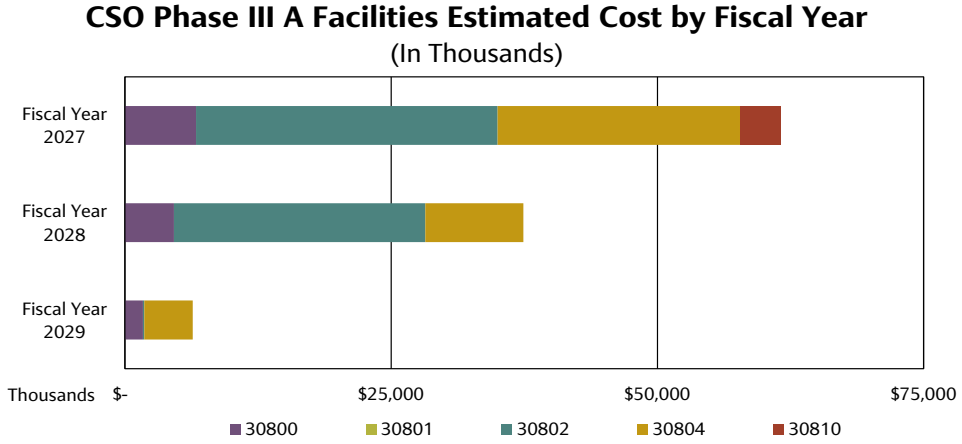
The following table shows the CSO Phase III A projects, their estimated cost, construction start and end dates, as well as the percentage complete.

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	$ 122.0	N/A	N/A	
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	493.4	Dec-20	Jul-26	100%
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	131.2	Feb-24	Nov-27	60%
30803	CSO Phase III A Facilities - OF 205	6.7	Mar-23	Jan-26	100%
30804	CSO Phase III A Facilities - OF 210, 213, 214	62.4	Jan-24	Jun-29	41%
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	60.3	Jul-22	Dec-26	94%
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	**$ 907.1**			

The following graph shows the CSO Phase III A Facilities over the next three fiscal years. The estimated annual expenditure on this project is expected to decrease from $61.6 million in FY 2027 to $37.4 million in FY 2028 and $6.4 million in FY 2029 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 early FY 2033.

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

Project Number	Major Project	FY 2027 - 2032 CIP	Total Estimated Cost	Percent Complete	Construction Start Date	Construction End Date
30830	CSO Phase III B Facilities	$ 45,293	$ 45,507	0%	Feb-30	Jul-32
Total		**$ 45,293**	**$ 45,507**			

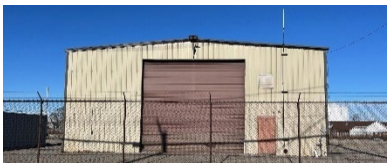
Field's Point Resiliency Improvements

NBC identified the following projects to address resiliency concerns at Field's Point WWTF. The total estimated cost for these projects is $101.1 million over the FY 2027–2032 period.

Field's Point Resiliency Improvements
(In Thousands)

Project Number	Major Project	FY 2027 - 2032 CIP	Total Estimated Cost	Percent Complete
20300	FPWWTF Improvements	$ 29,204	$ 38,486	24%
20500	FPWWTF Maintenance and Storage Buildings	28,017	29,611	26%
20400	FPWWTF Ernest Street Pump Station Improvements	25,607	34,479	5%
40101	FPWWTF Electrical Improvements	11,072	12,228	9%
71000	Lincoln Septage Receiving Station Replacement	7,202	8,884	19%
Total		**$ 101,101**	**$ 123,688**	

FPWWTF Improvements Project (20300) at an estimated cost of $29.2 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 $28.0 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 $25.6 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 Station

At an estimated cost of $11.1 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.

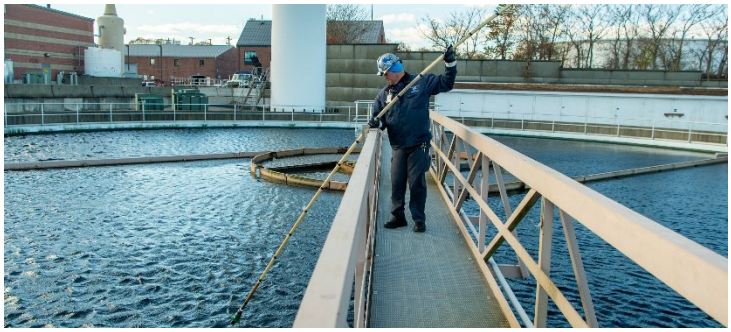


Lincoln Septage Receiving Station

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 $7.2 million, includes design and construction of a new facility that will operate automatically and provide preliminary treatment and testing of septage before discharge into the collection system. The new facility will contain an odor control system to mitigate and manage fugitive emissions and odors.

Wastewater Treatment Facility (WWTF) Improvements

This year's CIP includes $136.7 million for projects related to NBC's Wastewater Treatment Facilities.



NBC Operator performing Depth of Bed (DOB) Measurement to ensure optimal system conditions at FPWWTF

The CIP includes three projects related to biosolids treatment and disposal. Most notable is a new Biosolids Management Facility Upgrades Project (20701) at an estimated cost of $104.5 million. This project involves the comprehensive 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 $372 thousand, 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 Regional Biosolids Disposal Project (20700) at an estimated cost of $2.6 million involves the evaluation, planning and development of a long-term regional biosolids management solution.

Data Communications Upgrades and WWTF Network Improvements Project (20801) at a cost of $18.8 million involves the implementation of innovative, open architecture-type Ethernet based hybrid data control system upgrades to ensure system viability.



NBC operator measuring oxygen levels in the Integrate Fixed-Film Activated Sludge (IFAS) Tank at FPWWTF

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 $3.0 million consists of the demolition of the old service building along with the relocation of select utilities.

Two new projects are planned within this functional area this year. The Field's Point CSO Tunnel System Improvements Project (21000), funded at $1.0 million, will support the evaluation, design, and construction of upgrades to the Field's Point CSO Storage Tunnel System, including the main pumping station, gate and screening structures, and other related facilities. The Miscellaneous HVAC Improvements Project (21100), also funded at $1.0 million, will provide for the replacement, upgrade, and modification of critical HVAC systems necessary to ensure continuous and reliable operations at NBC's facilities.

The following table shows the WWTF functional area projects and estimated costs for FY 2027-2032. 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 2027 - 2032 CIP	Total Estimated Cost	Percent Complete
20701	Biosolids Management Facility Upgrades	$ 104,459	$ 107,992	3%
20801	Data Communications Upgrades and WWTF Network	18,789	19,433	3%
20900	FPWWTF Wet Weather Clarifier Facility Improvement	5,119	5,585	8%
81701	BPWWTF Service Building Demolition	2,982	3,005	1%
20700	Long-Range Regional Biosolids Disposal	2,559	3,260	21%
21100	Miscellaneous HVAC Improvements	1,023	1,291	21%
21000	FPWWTF CSO Tunnel System Improvements	981	1,009	3%
81800	BPWWTF Sludge Digestion Facility Improvements	372	14,457	97%
92000	Stormwater Education Resource Center	250	265	6%
24000	NBC Facility Electrical Improvements	178	601	70%
20000	WWTF Improvements	-	500	6%
	Total	**$ 136,710**	**$ 157,398**	

Sewer System Improvements

The Sewer System functional area encompasses projects related to the collection system and includes six projects at an estimated cost of $31.7 million between FY 2027 and FY 2032.



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 $4.6 million focuses on facility upgrades to ensure the continued reliability of this aging infrastructure. The NBC System-wide Regulator Modifications Project (30610), at a cost of $1.6 million is to address hydraulic capacity limitations in NBC's collection system and eliminate surcharges. The CIP continues to support NBC's Easement Management program with the NBC Interceptor Easements Restoration Project (30500) at a cost of $1.6 million. Design work is estimated to start in FY 2030 for the Interceptor Maintenance Building Project (12400) if NBC is required by legislation to assume ownership of lateral sewers currently owned by local communities within its district.

Programmed Sewer System Improvements are shown in the following table.

Sewer System Improvements
(In Thousands)

Project Number	Major Project	FY 2027 - 2032 CIP	Total Estimated Cost	Percent Complete
72100	Saylesville Pump Station Improvements	$ 9,211	$ 9,229	0%
70900	Omega Pump Station Improvements	8,941	8,978	0%
12400	Interceptor Maintenance Building	5,851	12,881	0%
72000	Reservoir Avenue Pump Station Improvements	4,560	5,241	13%
30610	NBC System-wide Regulator Modifications	1,598	2,396	33%
30500	NBC Interceptor Easements Restoration, Various Locations	1,578	1,578	0%
	Total	**$ 31,739**	**$ 40,302**	

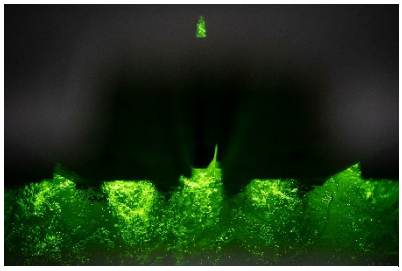
Bucklin Point Resiliency Improvements (BP Resiliency Improvements)

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 2027 – 2032 window are $5.7 million.

Bucklin Point Resiliency Improvements
(In Thousands)

Project Number	Major Project	FY 2027 - 2032 CIP	Total Estimated Cost	Percent Complete
81600	BPWWTF Improvements	$ 5,158	$ 11,765	56%
81000	BPWWTF UV Disinfection Improvements	579	24,251	98%
	Total	**$ 5,737**	**$ 36,016**	

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.

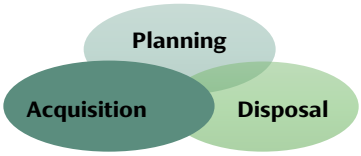


UV Disinfection

Infrastructure Management

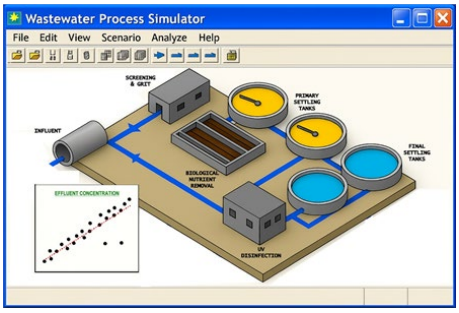
The Infrastructure Management functional area encompasses several smaller studies and projects. The largest is the NBC System-wide Facilities Planning Project (30700), estimated at $1.8 million, which will evaluate system capacity and infiltration/inflow into NBC's interceptors.

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 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 $1.7 million.

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 $0.9 million.



New to the Infrastructure Management functional area this year, there are two new projects. The WWTF Process Model and Simulator Development Project (40800) at a cost of $642 thousand. This project involves engaging professional engineering wastewater consultation services to support NBC in optimizing its WWTF operations. A key component of this effort is the development of a comprehensive, software-based Process Model and Simulator tailored to WWTFs. The second new project is the PFAS Compounds Testing Equipment Project (1150100) at a cost of $1.5 million. This project includes the procurement of specialized equipment, associated supplies, and appurtenant work to enhance NBC's laboratory capacity as it relates to testing wastewater, biosolids, and the immediate receiving waters for PFAS compounds. This project is funded through an Emerging Contaminants Grant from the Environmental Protection Agency through Rhode Island Infrastructure Bank.

PFAS Testing and Monitoring Project (1140700) at cost of $0.8 million. 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 $0.9 million.

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 2027-2032.

Infrastructure Management (In Thousands)				
Project Number	Major Project	FY 2027 - 2032 CIP	Total Estimated Cost	Percent Complete
30700	NBC System-wide Facilities Planning	$ 1,770	$ 1,770	0%
40200	NBC System-wide Inflow Reduction	1,690	1,690	0%
40600	Asset Management Program Support Services	1,654	1,945	15%
1150100	PFAS Compounds Testing Equipment	1,455	2,102	0%
1140600	RIPDES Compliance Improvements	917	2,261	59%
40700	Enterprise Resource Planning (ERP) System Replacement	913	913	0%
1140700	PFAS Testing and Monitoring	808	1,017	21%
40800	WWTF Process Model and Simulator Development	642	692	7%
40300	Municipal Lateral Sewer Acquisition Impact	617	617	0%
1140900	Water Quality Model Validation and Enhancement	73	126	42%
	Total	**$ 10,539**	**$ 13,132**	

Interceptor Cleaning, Restoration, and Construction

The CIP includes several collection system infrastructure projects, which total $17.0 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 Projects (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 $5.0 million.

Interceptor Cleaning, Restoration and Construction (In Thousands)				
Project Number	Major Project	FY 2027 - 2032 CIP	Total Estimated Cost	Percent Complete
30421	Louisquisset Pike Interceptor Improvements	$ 6,261	$ 6,261	0%
30315	Woonasquatucket CSO OF 046 Improvements	3,874	3,981	3%
30400M	Interceptor Inspection and Cleaning Projects	3,000	3,500	0%
30400C	Interceptor Restoration and Construction	2,040	3,540	0%
30468	Improvements to Interceptors	1,010	2,914	65%
30469	Branch Avenue Interceptor Improvements	760	761	0%
30490	CSO OF 018 Improvements	84	500	83%
	Total	**$ 17,028**	**$ 21,456**	

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 2026, NBC completed three capital projects at a cost of $8.6 million as shown in the following table.

Completed Projects (In Thousands)			
Project Number	**Project Name**	**Total Cost**	
30803	CSO Phase III A - OF 205	$	6,676
91000	Office and Building Improvements		1,302
30482M	Interceptor Inspection and Cleaning		620
	Total	**$**	**8,599**

The largest project completed last year was part of the CSO Phase III A Facilities program. CSO Phase III A – OF 205 Project (30803) involved constructing near-surface facilities to direct flow from the existing CSO OF 205 pipe to a drop shaft for the CSO storage tunnel.

Also completed was the Office and Building Improvements Project (91000), which included office renovations and reconfiguration as well as HVAC and various roofs throughout the Field's Point and Bucklin Point campuses.

The last project to be completed last year was the Interceptor Inspection and Cleaning Project (30482M), which involved CCTV inspection and cleaning of NBC interceptors and sewer mains scheduled for inspection.

New Projects

This year's CIP includes six new capital projects totaling $6.4 million. The new projects and their estimated costs are summarized in the following table. Please refer to capital projects by functional area in this document for information regarding the need for these projects, along with their descriptions.



Outfall 018

New Projects (In Thousands)			
Project Number	**Project Name**	**Total Estimated Cost**	
1150100	PFAS Compounds Testing Equipment	$	2,102
21100	Miscellaneous HVAC Improvements		1,291
21000	FPWWTF CSO Tunnel System Improvements		1,009
40800	WWTF Process Model and Simulator Development		692
30469	Branch Avenue Interceptor Improvements		761
30490	CSO OF 018 Improvements		500
	Estimated Total	**$**	**6,355**

Impact of Capital Investments on Operating Budget

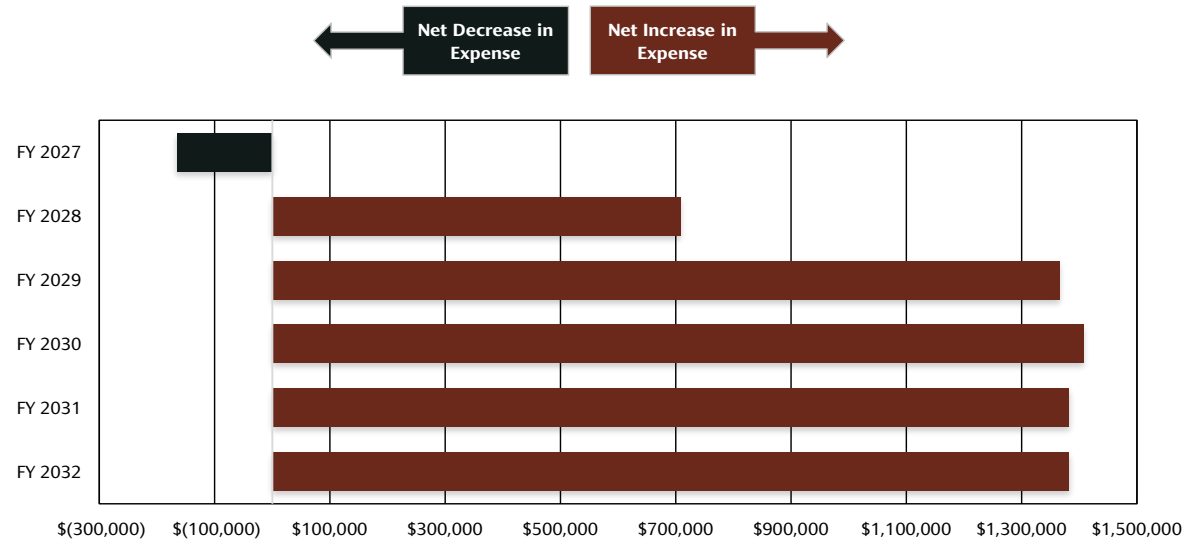
NBC recognizes the importance of planning for capital expenditures and is committed to minimizing ratepayer impact through an assessment of both operating costs and financing impacts. Debt service and rate impacts associated with financing the CIP are discussed in the Long-Term Debt and Long-Term Financial 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 2027-2032 Revenue and Expense Impacts

In FY 2032, estimated CIP impacts on the operating budget include an annual reduction in expense of $805,229, and an increase in expense of $2,187,266. The overall operating budget impact in FY 2032 results in an increased funding requirement of $1,382,037. The following chart shows the projected impact of the completed CIP projects on the annual operating budget. The impact on the operating budget becomes increasingly significant beginning in FY 2028 as a result of the CSO Phase III A Facilities projects being completed. Projects with revenue, savings, or expense impacts are discussed in the following section.

Estimated Net Impact on Operating Budget



The following table summarizes the projected impact of new capital projects scheduled to become operational in FY 2027-2032. Projects that involve inspection, studies, cleaning, and rehabilitation do not have operating cost impacts and are excluded from this list.

Projected Annual Operating Budget Impact

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Projected Annual Operating Revenue Impact						
Increased Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Net Increase (Decrease) in Revenue	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Projected Annual Operating Expense Impact						
Reduced Expense						
81800 BPWWTF Sludge Digestion Facility Improvements	$ (165,919)	$ (284,432)	$ (284,432)	$ (284,432)	$ (284,432)	$ (284,432)
81000 BPWWTF UV Disinfection Improvements	-	(366,947)	(366,947)	(366,947)	(366,947)	(366,947)
71000 Lincoln Septage Receiving Station Replacement	-	(45,996)	(78,850)	(78,850)	(78,850)	(78,850)
20300 FPWWTF Improvements	-	-	-	-	(37,500)	(75,000)
Reduced Expense	**$ (165,919)**	**$ (697,375)**	**$ (730,229)**	**$ (730,229)**	**$ (767,729)**	**$ (805,229)**
Increased Expense						
30802 CSO Phase III A Facilities - Tunnel Pump Station Fit-out	$ -	$ 1,372,685	$ 2,059,027	$ 2,059,027	$ 2,059,027	$ 2,059,027
81000 BPWWTF UV Disinfection Improvements	-	33,443	33,443	33,443	33,443	33,443
81600 BPWWTF Improvements	-	-	3,437	3,437	3,437	3,437
20500 FPWWTF Maintenance and Storage Buildings	-	-	-	25,229	75,686	75,686
40101 FPWWTF Electrical Improvements	-	-	-	1,718	3,437	3,437
12400 Interceptor Maintenance Building	-	-	-	-	-	12,236
Increased Expense	**$ -**	**$ 1,406,128**	**$ 2,095,907**	**$ 2,122,854**	**$ 2,175,029**	**$ 2,187,266**
Net (Decrease) Increase in Expense	**$ (165,919)**	**$ 708,753**	**$ 1,365,678**	**$ 1,392,625**	**$ 1,407,301**	**$ 1,382,037**
Net Impact on Operating Budget	**$ (165,919)**	**$ 708,753**	**$ 1,365,678**	**$ 1,392,625**	**$ 1,407,301**	**$ 1,382,037**

BPWWTF UV Disinfection Improvements

The BPWWTF UV Disinfection Improvements Project (81000) involves the 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 $367 thousand annually. The increased expense associated with the new building is $33 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
Natural Gas	$ -	$ 15,849	$ -
Maintenance	15,000	10,560	-
Electricity	351,947	7,035	-
Total	**$ 366,947**	**$ 33,443**	**$ -**

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 2030 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	$ -	$ 45,991	$ -
Electricity	-	25,482	-
Water	-	4,212	-
Total	**$ -**	**$ 75,686**	**$ -**

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 necessary to address methane gas leakage concerns. These upgrades are projected to reduce the natural gas required to heat the digesters and operate the cogeneration facilities, resulting in an annual savings of $284 thousand beginning in FY 2028.

BPWWTF Sludge Digestion Facility Improvements			
	Reduced Expense	Increased Expense	Increased Revenue
Natural Gas	$ 284,432	$ -	$ -
Total	**$ 284,432**	**$ -**	**$ -**

CSO Phase III A Facilities

CSO Phase III A operating impacts are estimated to commence in FY 2028. An increased expense of $2.1 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 phase.

CSO Phase III A Facilities			
	Reduced Expense	Increased Expense	Increased Revenue
Electricity	$ -	$ 1,179,330	$ -
Biosolids	-	492,846	-
Screening and Grit Disposal	-	228,550	-
Natural Gas	-	81,015	-
Maintenance	-	31,936	-
Hypochlorite	-	25,962	-
Personnel	-	10,400	-
Sodium Bisulfite	-	7,572	-
Water	-	1,454	-
Total	**$ -**	**$ 2,059,065**	**$ -**

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			
	Reduced Expense	Increased Expense	Increased Revenue
Personnel	$ 78,850	$ -	$ -
Total	**$ 78,850**	**$ -**	**$ -**

Grants and Capital Reimbursements

It is anticipated that NBC will receive approximately $5.4 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 US Environmental Protection Agency granted $2.1 million in funds through the Rhode Island Infrastructure Bank (RIIB) to support the PFAS Compounds Testing Equipment Project (1150100). The BPWWTF UV Disinfection Improvements Project (81000C) may qualify for a $389 thousand rebate from Rhode Island Energy, provided the UV upgrades meet the necessary requirements.

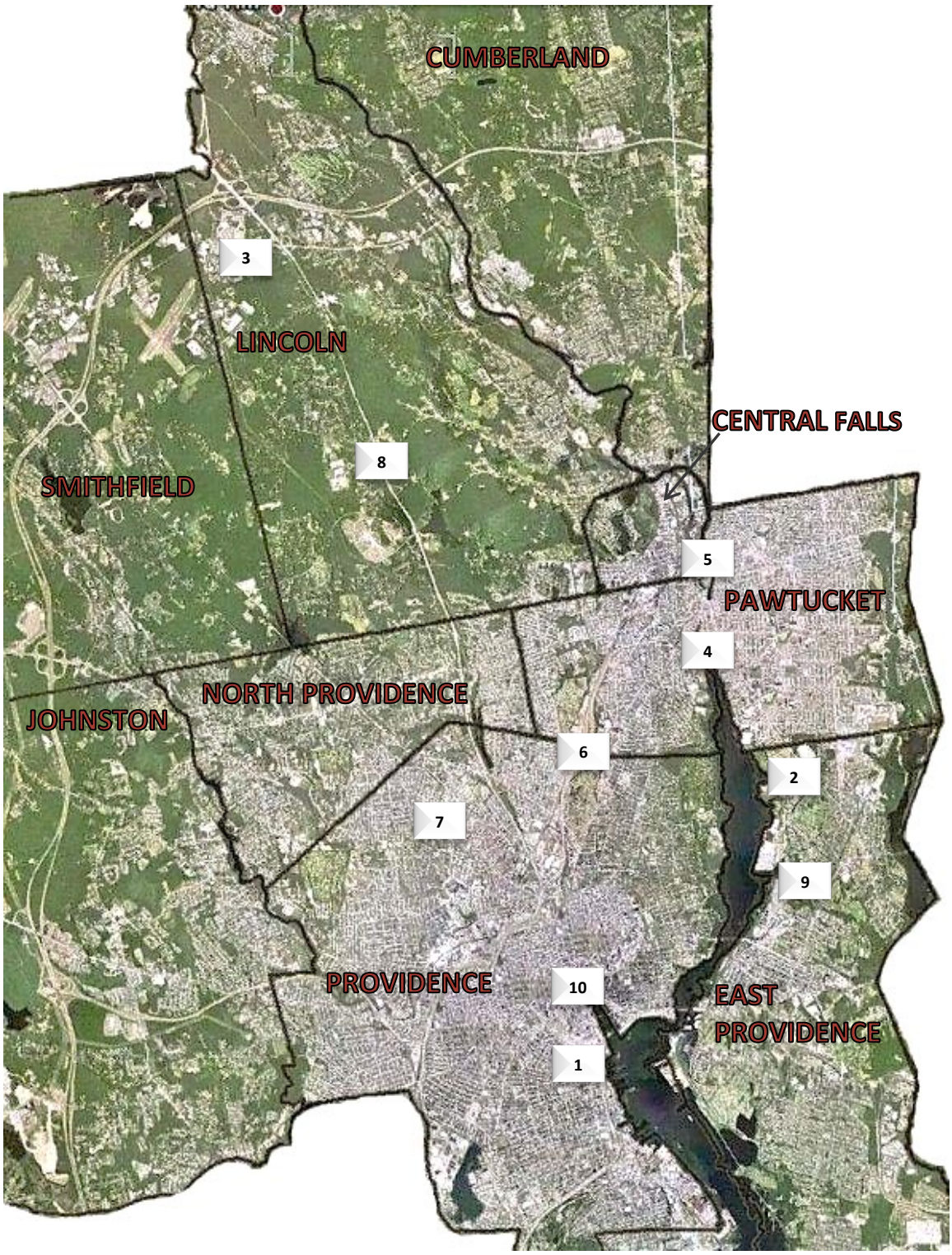
Grants and Capital Reimbursements				
Contract	Project	Source	FY of Award	Amount
81800C	BPWWTF Sludge Digestion Facility Improvements	US Department of Energy - Grant	FY 2027	$ 2,900,000
1150100	PFAS Compounds Testing Equipment	RIIB SRF - Grant	FY 2027	2,102,000
81000C	BPWWTF UV Disinfection Improvements	Rhode Island Energy - Rebate	FY 2027	389,358
				$ 5,391,358

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 Regional Biosolids Disposal
SW	20701	Biosolids Management Facility Upgrades
1	20801	Data Communications Upgrades and WWTF Network Improvements
1	20900	FPWWTF Wet Weather Clarifier Facility Improvements
1	21000	FPWWTF CSO Tunnel System Improvements
1	21100	Miscellaneous HVAC Improvements
1	24000	NBC Facility Electrical Improvements
2	81701	BPWWTF Service Building Demolition
2	81800	BPWWTF Sludge Digestion Facility 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	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	1150100	PFAS Compounds Testing Equipment
SW	30700	NBC System-wide Facilities Planning
SW	40200	NBC System-wide Inflow Reduction
SW	40300	Municipal Lateral Sewer Acquisition Impact
SW	40600	Asset Management Program Support Services
SW	40700	Enterprise Resource Planning (ERP) System Replacement
SW	40800	WWTF Process Model and Simulator Development
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	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
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
7	30469	Branch Avenue Interceptor Improvements
7	30490	CSO OF 018 Improvements

Capital Improvement Program Project Locations



Capital Project Summary by Fiscal Year

(In Thousands)

Project Number	Project Name	Project Priority	Pre FY 2027	FY 2027	FY 2028-2032	FY 2027-2032	Post FY 2032	Total Estimated Project Cost
Wastewater Treatment Facility Improvements								
20000	WWTF Improvements	C	$ -	$ -	$ -	$ -	$ 500	$ 500
20700	Long-Range Regional Biosolids Disposal	C	701	341	2,218	2,559	-	3,260
20701	Biosolids Management Facility Upgrades	A	3,533	3,780	100,679	104,459	-	107,992
20801	Data Communications Upgrades and WWTF Network Improvements	A	645	3,450	15,339	18,789	-	19,433
20900	FPWWTF Wet Weather Clarifier Facility Improvements	A	466	782	4,336	5,119	-	5,585
21000	FPWWTF CSO Tunnel System Improvements	B	28	853	128	981	-	1,009
21100	Miscellaneous HVAC Improvements	B	268	958	65	1,023	-	1,291
24000	NBC Facility Electrical Improvements	B	424	178	-	178	-	601
81701	BPWWTF Service Building Demolition	C	23	376	2,606	2,982	-	3,005
81800	BPWWTF Sludge Digestion Facility Improvements	A	14,085	372	-	372	-	14,457
92000	Stormwater Education Resource Center	C	16	250	-	250	-	265
	Subtotal		20,188	11,339	125,371	136,710	500	157,398
Bucklin Point Resiliency Improvements								
81000	BPWWTF UV Disinfection Improvements	A	23,671	579	-	579	-	24,251
81600	BPWWTF Improvements	A	6,608	1,570	3,587	5,158	-	11,765
	Subtotal		30,279	2,149	3,587	5,737	-	36,016
Field's Point Resiliency Improvements								
20300	FPWWTF Improvements	A	9,282	10,309	18,895	29,204	-	38,486
20400	FPWWTF Ernest Street Pump Station Improvements	A	8,872	6,204	19,403	25,607	-	34,479
20500	FPWWTF Maintenance and Storage Buildings	A	1,594	1,530	26,487	28,017	-	29,611
40101	FPWWTF Electrical Improvements	B	1,156	996	10,076	11,072	-	12,228
71000	Lincoln Septage Receiving Station Replacement	B	1,683	4,874	2,328	7,202	-	8,884
	Subtotal		22,586	23,912	77,189	101,101	-	123,688
Infrastructure Management								
1140600	RIPDES Compliance Improvements	C	1,344	597	320	917	-	2,261
1140700	PFAS Testing and Monitoring	C	209	90	719	808	-	1,017
1140900	Water Quality Model Validation and Enhancement	C	53	34	39	73	-	126
1150100	PFAS Compounds Testing Equipment	C	647	1,455	-	1,455	-	2,102
30700	NBC System-wide Facilities Planning	D	-	717	1,053	1,770	-	1,770
40200	NBC System-wide Inflow Reduction	D	-	-	1,690	1,690	-	1,690
40300	Municipal Lateral Sewer Acquisition Impact	D	-	36	582	617	-	617
40600	Asset Management Program Support Services	B	291	1,425	230	1,654	-	1,945
40700	Enterprise Resource Planning (ERP) System Replacement	D	-	26	887	913	-	913
40800	WWTF Process Model and Simulator Development	B	50	489	154	642	-	692
	Subtotal		2,593	4,868	5,671	10,539	-	13,132
CSO Phase III Facilities								
30800	CSO Phase III A Facilities - Design and Construction Program Management	A	105,147	6,681	7,467	14,148	2,730	122,025
30801	CSO Phase III A Facilities - Pawtucket Tunnel and Pump Station Shaft	A	493,385	-	-	-	-	493,385
30802	CSO Phase III A Facilities - Tunnel Pump Station Fit-out	A	79,193	28,310	23,734	52,044	-	131,237
30804	CSO Phase III A Facilities - OF 210, 213, 214	A	25,802	22,811	13,757	36,568	-	62,369
30810	CSO Phase III A Facilities - BPWWTF Clarifiers and Flow Splitters	A	56,529	3,783	-	3,783	-	60,313
	CSO Phase III A Facilities Subtotal		760,056	61,584	44,959	106,543	2,730	869,330
30830	CSO Phase III B Facilities	A	-	-	45,293	45,293	214	45,507
30850	CSO Phase III C Facilities	A	-	-	-	-	285,689	285,689
30870	CSO Phase III D Facilities	A	-	-	-	-	160,674	160,674
	CSO Phase III B, C, and D Facilities Subtotal		-	-	45,293	45,293	446,576	491,870
	Subtotal		760,056	61,584	90,252	151,837	449,306	1,361,199
Sewer System Improvements								
12400	Interceptor Maintenance Building	C	-	-	5,851	5,851	7,029	12,881
30500	NBC Interceptor Easements Restoration, Various Locations	B	-	-	1,578	1,578	-	1,578
30610	NBC System-wide Regulator Modifications	A	799	1,448	149	1,598	-	2,396
70900	Omega Pump Station Improvements	B	37	858	8,083	8,941	-	8,978
72000	Reservoir Avenue Pump Station Improvements	B	680	2,700	1,860	4,560	-	5,241
72100	Saylesville Pump Station Improvements	B	18	650	8,560	9,211	-	9,229
	Subtotal		1,534	5,657	26,082	31,739	7,029	40,302
Interceptor Inspection and Cleaning								
30400M	Interceptor Inspection and Cleaning Projects	A	-	500	2,500	3,000	500	3,500
	Subtotal		-	500	2,500	3,000	500	3,500
Interceptor Restoration and Construction								
30400C	Interceptor Restoration and Construction	C	-	-	2,040	2,040	1,500	3,540
30315	Woonasquatucket CSO OF 046 Improvements	D	106	36	3,838	3,874	-	3,981
30421	Louisquisset Pike Interceptor Improvements	D	-	-	6,261	6,261	-	6,261
30468	Improvements to Interceptors	A	1,904	1,010	-	1,010	-	2,914
30469	Branch Avenue Interceptor Improvements	B	2	451	309	760	-	761
30490	CSO OF 018 Improvements	A	416	84	-	84	-	500
	Subtotal		2,428	1,581	12,448	14,028	1,500	17,956
	Total		**$839,665**	**$111,592**	**$343,100**	**$ 454,691**	**$458,836**	**$1,753,192**

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.

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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	$500
Total Project	**Ongoing**	**Ongoing**	**Ongoing**	**$500**



Photo: Aeration Tank Pumps

This project is an annual allocation for facility improvements at NBC's WWTF's to comply with current and future regulatory requirements and ensure uninterrupted wastewater treatment processing. NBC programs $500 thousand annually for improvements to ensure resources are available in years that do not have specific projects identified. As new projects are identified, they are given a unique project number.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500**	**$ 500**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 42	$ 42
A/E Professional	-	-	-	-	-	-	-	203	203
Construction	-	-	-	-	-	-	-	170	170
Contingency	-	-	-	-	-	-	-	20	20
Other	-	-	-	-	-	-	-	65	65
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500**	**$ 500**

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 Regional Biosolids Disposal

Project Manager: David Bowen, P.E.
Contractor(s): Stantec/ CDM-Smith
Location: Field's Point and Bucklin Point WWTFs
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-21	November-27	77 Months	$3,260
Construction	N/A	N/A	N/A	N/A
Total Project	**July-21**	**November-27**	**77 Months**	**$3,260**



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 requirements and relative benefits of various appropriate industry standard residual solids disposal and management practices to address NBC's needs. The study will evaluate the relative benefits of continuing with similar disposal practices on a long-term basis for both WWTFs, as well as more capital-intensive options such as constructing new sludge process facilities.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 701	**$ 341**	**$ 2,218**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,260**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 495	$ 206	$ 93	$ -	$ -	$ -	$ -	$ -	$ 794
Land	-	-	2,000	-	-	-	-	-	2,000
A/E Professional	200	100	100	-	-	-	-	-	400
Other	6	35	25	-	-	-	-	-	66
Total	**$ 701**	**$ 341**	**$ 2,218**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,260**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

20701
Biosolids Management Facility Upgrades

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	$7,309
Construction	June-27	June-29	25 Months	100,684
Total Project	**May-24**	**June-29**	**62 Months**	**$107,992**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 3,533	**$ 3,780**	**$ 45,469**	**$ 55,210**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 107,992**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 523	$ 110	$ -	$ -	$ -	$ -	$ -	$ -	$ 633
Land	-	-	-	-	-	-	-	-	-
A/E Professional	2,664	3,000	-	-	-	-	-	-	5,664
Other	345	662	4	-	-	-	-	-	1,011
Total	**$ 3,533**	**$ 3,772**	**$ 4**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,309**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ 8	$ 188	$ 205	$ -	$ -	$ -	$ -	$ 401
A/E Professional	-	-	1,126	1,126	-	-	-	-	2,251
Construction	-	-	33,750	41,250	-	-	-	-	75,000
Contingency	-	-	10,294	12,544	-	-	-	-	22,838
Other	-	-	108	85	-	-	-	-	193
Total	**$ -**	**$ 8**	**$ 45,466**	**$ 55,210**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,684**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

20801
Data Communications Upgrades and WWTF Network Improvements

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

Location: WWTF
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	October-24	February-28	40 Months	$1,739
Construction	April-22	September-31	114 Months	17,694
Total Project	**April-22**	**September-31**	**114 Months**	**$19,433**

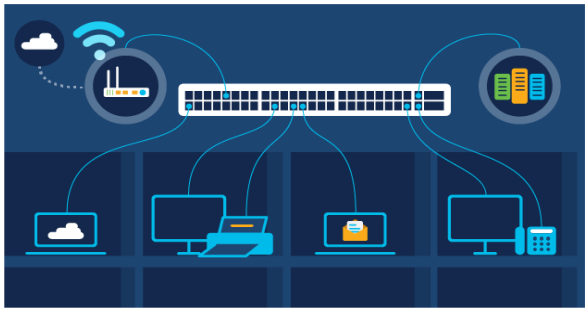


Photo: Ethernet Integrated Communication Network

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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 645	**$ 3,450**	**$ 1,382**	**$ 1,563**	**$ 5,528**	**$ 5,498**	**$ 1,367**	**$ -**	**$ 19,433**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 39	$ 60	$ 48	$ -	$ -	$ -	$ -	$ -	$ 147
Land	-	-	-	-	-	-	-	-	-
A/E Professional	180	581	445	-	-	-	-	-	1,206
Other	79	148	160	-	-	-	-	-	387
Total	**$ 298**	**$ 789**	**$ 653**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,739**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 6	$ 65	$ 50	$ 62	$ 60	$ 30	$ -	$ -	$ 273
A/E Professional	-	120	47	201	268	268	67	-	970
Construction	336	2,032	425	1,000	4,001	4,001	1,000	-	12,795
Contingency	-	415	208	300	1,200	1,200	300	-	3,623
Other	5	30	-	-	-	-	-	-	35
Total	**$ 347**	**$ 2,661**	**$ 729**	**$ 1,563**	**$ 5,528**	**$ 5,498**	**$ 1,367**	**$ -**	**$ 17,694**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	October-23	October-25	24 Months	N/A
Design	February-24	February-27	36 Months	$822
Construction	March-26	June-29	40 Months	4,763
Total Project	**October-23**	**June-29**	**68 Months**	**$5,585**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 466	**$ 782**	**$ 2,723**	**$ 1,613**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,585**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 102	$ 68	$ -	$ -	$ -	$ -	$ -	$ -	$ 170
Land	-	-	-	-	-	-	-	-	-
A/E Professional	268	249	-	-	-	-	-	-	517
Other	64	71	-	-	-	-	-	-	135
Total	**$ 434**	**$ 388**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 822**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 32	$ 143	$ 150	$ 100	$ -	$ -	$ -	$ -	$ 425
A/E Professional	-	42	125	83	-	-	-	-	250
Construction	-	155	1,864	1,087	-	-	-	-	3,106
Contingency	-	55	584	343	-	-	-	-	982
Other	-	-	-	-	-	-	-	-	-
Total	**$ 32**	**$ 394**	**$ 2,723**	**$ 1,613**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,763**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

21000
FPWWTF CSO Tunnel System Improvements

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

Project Location: WWTF
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	September-26	September-27	12 Months	$1
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	**September-26**	**September-27**	**12 Months**	**$1,009**



Field's Point CSO Tunnel Pump Station

This project involves the evaluation, design, and construction of upgrades to the Field's Point CSO Storage Tunnel System, including its main Pumping Station, associated Gate and Screening Structures, and other ancillary facilities, which were constructed circa 2008 and 2015. The improvements are required to address aging infrastructure and operational control challenges, ensuring the continued reliable operation and performance of these essential CSO Control facilities. Risk-based asset management principles will guide decisions on equipment upgrades, replacements, and system enhancements to optimize reliability and efficiency. Recommendations to minimize maintenance requirements and enhance system operational performance should be considered.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 28	**$ 853**	**$ 128**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,009**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 28	$ 98	$ 27	$ -	$ -	$ -	$ -	$ -	$ 153
A/E Professional	-	480	70	-	-	-	-	-	550
Other	-	275	31	-	-	-	-	-	306
Total	**$ 28**	**$ 853**	**$ 128**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,009**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

21100
Miscellaneous HVAC Improvements

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

Project Location: WWTF
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-26	July-27	18 Months	$1,291
Total Project	**January-26**	**July-27**	**18 Months**	**$1,291**



HVAC Units

To mitigate and best manage aging infrastructure concerns, NBC must address various HVAC needs throughout its Field Point and Bucklin Point campus areas. This project encompasses the replacement, upgrade, and modification of critical HVAC systems required to support continuous, uninterrupted operations at NBC's facilities.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 268	**$ 958**	**$ 65**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,291**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 43	$ 41	$ -	$ -	$ -	$ -	$ -	$ -	$ 84
A/E Professional	225	377	5	-	-	-	-	-	607
Construction	-	450	50	-	-	-	-	-	500
Contingency	-	90	10	-	-	-	-	-	100
Other	-	-	-	-	-	-	-	-	-
Total	**$ 268**	**$ 958**	**$ 65**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,291**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

24000
NBC Facility Electrical Improvements

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

Location: NBC Service Area
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	November-24	February-26	34 Months	$601
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**	**$601**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 424	**$ 178**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 601**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 191	$ 90	$ -	$ -	$ -	$ -	$ -	$ -	$ 281
A/E Professional	62	33	-	-	-	-	-	-	95
Other	171	55	-	-	-	-	-	-	226
Total	**$ 424**	**$ 178**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 601**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-25	July-27	21 Months	$428
Construction	August-27	August-28	13 Months	2,578
Total Project	**November-25**	**August-28**	**34 Months**	**$3,005**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 23	**$ 376**	**$ 2,297**	**$ 309**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,005**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 23	$ 84	$ 7	$ -	$ -	$ -	$ -	$ -	$ 114
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	260	21	-	-	-	-	-	281
Other	-	32	1	-	-	-	-	-	33
Total	**$ 23**	**$ 376**	**$ 29**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 428**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 70	$ 24	$ -	$ -	$ -	$ -	$ 94
A/E Professional	-	-	155	25	-	-	-	-	180
Construction	-	-	2,000	250	-	-	-	-	2,250
Contingency	-	-	43	11	-	-	-	-	54
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ 2,268**	**$ 309**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,578**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

81800
BPWWTF Sludge Digestion Facility Improvements

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

Location: Bucklin Point WWTF
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	February-22	February-26	48 Months	$1,088
Construction	February-23	July-26	41 Months	13,369
Total Project	**February-22**	**July-26**	**54 Months**	**$14,457**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 14,085	**$ 372**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,457**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 312	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 312
Land	-	-	-	-	-	-	-	-	-
A/E Professional	647	-	-	-	-	-	-	-	647
Other	108	22	-	-	-	-	-	-	129
Total	**$ 1,066**	**$ 22**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,088**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 406	$ 30	$ -	$ -	$ -	$ -	$ -	$ -	$ 435
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	11,750	321	-	-	-	-	-	-	12,070
Contingency	285	-	-	-	-	-	-	-	285
Other	578	-	-	-	-	-	-	-	578
Total	**$ 13,019**	**$ 350**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 13,369**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	165,919	284,435	284,435	284,435	284,435	284,435
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ (165,919)**	**$ (284,435)**	**$ (284,435)**	**$ (284,435)**	**$ (284,435)**	**$ (284,435)**

92000
Stormwater Education Resource Center

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

Location: COB
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	May-26	August-26	4 Months	$25
Construction	August-26	November-26	4 Months	240
Total Project	**May-26**	**November-26**	**7 Months**	**$265**



Photo: Stormwater Education

Enhance NBC environmental education and public outreach efforts .

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 16	**$ 250**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 265**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	13	13	-	-	-	-	-	-	25
Other	-	-	-	-	-	-	-	-	-
Total	**$ 13**	**$ 13**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 1	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1
A/E Professional	-	25	-	-	-	-	-	-	25
Construction	2	200	-	-	-	-	-	-	202
Contingency	-	-	-	-	-	-	-	-	-
Other	-	12	-	-	-	-	-	-	12
Total	**$ 3**	**$ 237**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 240**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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81000
BPWWTF UV Disinfection Improvements

Project Manager: David Bowen, P.E.
Contractor(s): TBD
Location: Bucklin Point WWTF (East Providence, RI)
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	April-17	February-22	59 Months	N/A
Construction	July-22	December-26	54 Months	$24,251
Total Project	**April-17**	**December-26**	**117 Months**	**$24,251**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 23,671	**$ 579**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 24,251**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 490	$ 60	$ -	$ -	$ -	$ -	$ -	$ -	$ 550
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	20,978	519	-	-	-	-	-	-	21,497
Contingency	2,188	-	-	-	-	-	-	-	2,188
Other	15	-	-	-	-	-	-	-	15
Total	**$ 23,671**	**$ 579**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 24,251**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	366,947	366,947	366,947	366,947	366,947
Increased Expense	-	33,443	33,443	33,443	33,443	33,443
Net Impact on Operating Budget	**$ -**	**$ (333,504)**	**$ (333,504)**	**$ (333,504)**	**$ (333,504)**	**$ (333,504)**

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	August-26	86 Months	$1,244
Construction	January-24	November-28	59 Months	10,521
Total Project	**June-19**	**November-28**	**113 Months**	**$11,765**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
$ 6,608	**$ 1,570**	**$ 2,685**	**$ 903**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,765**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 245	$ 30	$ -	$ -	$ -	$ -	$ -	$ -	$ 275
Land	-	-	-	-	-	-	-	-	-
A/E Professional	782	40	-	-	-	-	-	-	822
Other	132	15	-	-	-	-	-	-	147
Total	**$ 1,159**	**$ 85**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,244**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 50	$ 170	$ 180	$ 60	$ -	$ -	$ -	$ -	$ 460
A/E Professional	5	123	139	29	-	-	-	-	295
Construction	5,352	866	2,097	729	-	-	-	-	9,044
Contingency	21	254	254	85	-	-	-	-	615
Other	21	73	14	-	-	-	-	-	107
Total	**$ 5,449**	**$ 1,485**	**$ 2,685**	**$ 903**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,521**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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	$4,149
Construction	March-22	January-30	95 Months	34,337
Total Project	**February-22**	**January-30**	**96 Months**	**$38,486**

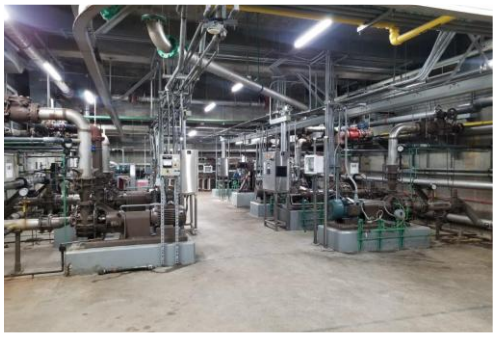


Photo: Primary Sludge Pump Station

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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
$ 9,282	**$ 10,309**	**$ 2,642**	**$ 10,774**	**$ 5,478**	**$ -**	**$ -**	**$ -**	**$ 38,486**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 336	$ 90	$ 84	$ -	$ -	$ -	$ -	$ -	$ 510
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,353	924	900	-	-	-	-	-	3,177
Other	96	185	181	-	-	-	-	-	462
Total	**$ 1,784**	**$ 1,199**	**$ 1,165**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,149**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 246	$ 327	$ 40	$ 255	$ 136	$ -	$ -	$ -	$ 1,003
A/E Professional	276	450	83	497	331	-	-	-	1,637
Construction	6,169	6,908	-	8,668	4,334	-	-	-	26,078
Contingency	790	1,355	1,355	1,355	677	-	-	-	5,532
Other	16	70	-	-	-	-	-	-	86
Total	**$ 7,498**	**$ 9,110**	**$ 1,477**	**$ 10,774**	**$ 5,478**	**$ -**	**$ -**	**$ -**	**$ 34,337**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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	$3,375
Construction	March-23	April-30	84 Months	31,103
Total Project	**July-21**	**April-30**	**105 Months**	**$34,479**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 8,872	**$ 6,204**	**$ 8,326**	**$ 5,792**	**$ 3,432**	**$ 1,853**	**$ -**	**$ -**	**$ 34,479**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 442	$ 39	$ 39	$ -	$ -	$ -	$ -	$ -	$ 520
Land	-	-	-	-	-	-	-	-	-
A/E Professional	2,017	300	245	-	-	-	-	-	2,562
Other	184	55	55	-	-	-	-	-	293
Total	**$ 2,643**	**$ 394**	**$ 339**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,375**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 545	$ 180	$ 128	$ 120	$ 120	$ 49	$ -	$ -	$ 1,141
A/E Professional	80	360	357	240	240	93	-	-	1,370
Construction	5,103	4,500	6,700	4,710	2,350	1,410	-	-	24,772
Contingency	421	722	722	722	722	301	-	-	3,612
Other	80	48	80	-	-	-	-	-	208
Total	**$ 6,229**	**$ 5,810**	**$ 7,987**	**$ 5,792**	**$ 3,432**	**$ 1,853**	**$ -**	**$ -**	**$ 31,103**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

20500
FPWWTF Maintenance and Storage Buildings

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

Location: Field's Point WWTF
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	March-22	December-27	70 Months	$3,912
Construction	January-28	March-30	27 Months	25,699
Total Project	**March-22**	**March-30**	**97 Months**	**$29,611**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 1,594	**$ 1,530**	**$ 895**	**$ 18,776**	**$ 6,816**	**$ -**	**$ -**	**$ -**	**$ 29,611**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 289	$ 102	$ 41	$ -	$ -	$ -	$ -	$ -	$ 431
Land	975	-	-	-	-	-	-	-	975
A/E Professional	323	1,111	583	-	-	-	-	-	2,017
Other	7	317	165	-	-	-	-	-	489
Total	**$ 1,594**	**$ 1,530**	**$ 789**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,912**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 85	$ 322	$ 110	$ -	$ -	$ -	$ 517
A/E Professional	-	-	22	875	338	-	-	-	1,235
Construction	-	-	-	14,250	4,750	-	-	-	19,000
Contingency	-	-	-	3,167	1,583	-	-	-	4,750
Other	-	-	-	162	35	-	-	-	197
Total	**$ -**	**$ -**	**$ 107**	**$ 18,776**	**$ 6,816**	**$ -**	**$ -**	**$ -**	**$ 25,699**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	25,229	75,686	75,686
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ 25,229**	**$ 75,686**	**$ 75,686**

40101
FPWWTF Electrical Improvements

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

Location: Providence, RI
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	$0
Design	November-25	March-27	16 Months	$1,464
Construction	July-27	June-29	24 Months	10,764
Total Project	**November-25**	**June-29**	**44 Months**	**$12,228**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 1,156	**$ 996**	**$ 4,988**	**$ 5,055**	**$ 33**	**$ -**	**$ -**	**$ -**	**$ 12,228**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 58	$ 65	$ -	$ -	$ -	$ -	$ -	$ -	$ 122
Land	-	-	-	-	-	-	-	-	-
A/E Professional	427	682	-	-	-	-	-	-	1,109
Other	97	136	-	-	-	-	-	-	233
Total	**$ 581**	**$ 883**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,464**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ 15	$ 120	$ 141	$ 7	$ -	$ -	$ -	$ 282
A/E Professional	-	65	260	260	22	-	-	-	608
Construction	-	-	3,788	3,788	-	-	-	-	7,577
Contingency	75	13	810	810	4	-	-	-	1,713
Other	500	20	10	55	-	-	-	-	585
Total	**$ 575**	**$ 113**	**$ 4,988**	**$ 5,055**	**$ 33**	**$ -**	**$ -**	**$ -**	**$ 10,764**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	1,718	3,437	3,437
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ 1,718**	**$ 3,437**	**$ 3,437**

71000
Lincoln Septage Receiving Station Replacement

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

Location: Lincoln, RI
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	February-22	February-26	48 Months	$1,476
Construction	January-26	January-28	24 Months	7,409
Total Project	**February-22**	**January-28**	**71 Months**	**$8,884**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 1,683	**$ 4,874**	**$ 2,328**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,884**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 278	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 278
Land	-	-	-	-	-	-	-	-	-
A/E Professional	1,125	-	-	-	-	-	-	-	1,125
Other	72	-	-	-	-	-	-	-	72
Total	**$ 1,476**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,476**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 72	$ 248	$ 130	$ -	$ -	$ -	$ -	$ -	$ 450
A/E Professional	85	445	205	-	-	-	-	-	735
Construction	-	3,800	1,806	-	-	-	-	-	5,606
Contingency	-	374	187	-	-	-	-	-	562
Other	50	7	-	-	-	-	-	-	57
Total	**$ 207**	**$ 4,874**	**$ 2,328**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,409**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	45,996	78,850	78,850	78,850	78,850
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ (45,996)**	**$ (78,850)**	**$ (78,850)**	**$ (78,850)**	**$ (78,850)**

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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	January-28	118 Months	$2,261
Construction	N/A	N/A	N/A	N/A
Total Project	**March-18**	**January-28**	**118 Months**	**$2,261**



Photo: Aerial view 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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 1,344	**$ 597**	**$ 320**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,261**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 850	$ 305	$ 137	$ -	$ -	$ -	$ -	$ -	$ 1,292
Land	-	-	-	-	-	-	-	-	-
A/E Professional	382	147	81	-	-	-	-	-	610
Other	112	146	101	-	-	-	-	-	359
Total	**$ 1,344**	**$ 597**	**$ 320**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,261**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

1140700
PFAS Testing and Monitoring

Project Manager: Walter Palm
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	$1,017
Construction	N/A	N/A	N/A	N/A
Total Project	**July-25**	**September-28**	**38 Months**	**$1,017**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 209	**$ 90**	**$ 69**	**$ 650**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,017**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 165	$ 16	$ 8	$ -	$ -	$ -	$ -	$ -	$ 188
Land	7	7	7	-	-	-	-	-	21
A/E Professional	26	27	17	-	-	-	-	-	70
Other	10	40	37	650	-	-	-	-	737
Total	**$ 209**	**$ 90**	**$ 69**	**$ 650**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,017**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	12,500	15,000	15,000
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ 12,500**	**$ 15,000**	**$ 15,000**

1140900
Water Quality Model Validation and Enhancement

Project Manager: Walter Palm
Contractor(s): Kincaid Consulting

Location: NBC Receiving Waters
Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-23	September-27	50 Months	$126
Construction	N/A	N/A	N/A	N/A
Total Project	**July-23**	**September-27**	**50 Months**	**$126**

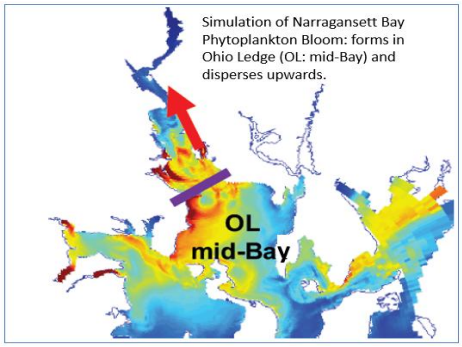


Photo: ROMs model shows how algai blooms form and move through the Bay.

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.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 53	**$ 34**	**$ 39**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 126**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 11	$ 4	$ 9	$ -	$ -	$ -	$ -	$ -	$ 24
Land	-	-	-	-	-	-	-	-	-
A/E Professional	42	30	30	-	-	-	-	-	102
Other	-	-	-	-	-	-	-	-	-
Total	**$ 53**	**$ 34**	**$ 39**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 126**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

1150100
PFAS Compounds Testing Equipment

Project Manager: Walter Palm
Contractor(s): TBD

Location: NBC Receiving Waters
Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	$2,102
Construction	March-26	March-27	12 Months	N/A
Total Project	**March-26**	**March-27**	**12 Months**	**$2,102**



This project includes the procurement of specialized equipment, associated supplies, and appurtenant work to enhance NBC's laboratory capacity as it relates to testing wastewater, biosolids and the immediate receiving waters for PFAS compounds. This project is funded through an Emerging Contaminants Grant from the Environmental Protection Agency.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 647	**$ 1,455**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,102**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	647	1,455	-	-	-	-	-	-	2,102
Other	-	-	-	-	-	-	-	-	-
Total	**$ 647**	**$ 1,455**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,102**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30700
NBC System-wide Facilities Planning

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

Location: NBC Service Area
Project Priority: D

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	August-26	July-28	24 Months	$1,770
Construction	N/A	N/A	N/A	N/A
Total Project	**August-26**	**July-28**	**24 Months**	**$1,770**

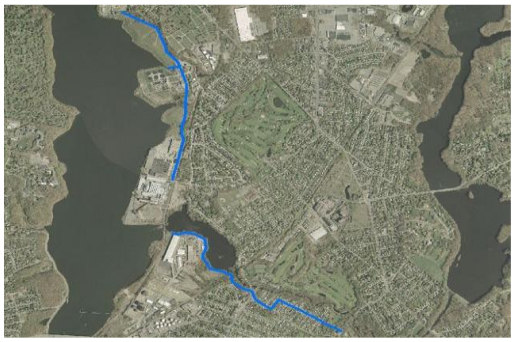


Photo: Proposed area for the East Providence Capacity

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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ 717**	**$ 1,027**	**$ 27**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,770**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ 83	$ 87	$ 7	$ -	$ -	$ -	$ -	$ 176
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	271	509	20	-	-	-	-	800
Other	-	363	431	-	-	-	-	-	794
Total	**$ -**	**$ 717**	**$ 1,027**	**$ 27**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,770**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

40200
NBC System-wide Inflow Reduction

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

Location: NBC Service Area
Project Priority: D

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	May-28	March-30	23 Months	$728
Construction	May-30	January-32	20 Months	961
Total Project	**May-28**	**January-32**	**44 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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ 40**	**$ 508**	**$ 236**	**$ 552**	**$ 354**	**$ -**	**$ 1,690**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 11	$ 73	$ 50	$ -	$ -	$ -	$ 133
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	22	334	92	-	-	-	448
Other	-	-	8	102	38	-	-	-	147
Total	**$ -**	**$ -**	**$ 40**	**$ 508**	**$ 180**	**$ -**	**$ -**	**$ -**	**$ 728**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	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 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

40300
Municipal Lateral Sewer Acquisition Impact

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

Location: NBC Service Area
Project Priority: D

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	May-27	October-28	18 Months	$617
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	**May-27**	**October-28**	**18 Months**	**$617**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ 36**	**$ 458**	**$ 123**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 617**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 221	$ 85	$ -	$ -	$ -	$ -	$ 306
A/E Professional	-	26	132	18	-	-	-	-	175
Other	-	-	45	-	-	-	-	-	45
Contingency	-	10	61	20	-	-	-	-	92
Total	**$ -**	**$ 36**	**$ 458**	**$ 123**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 617**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

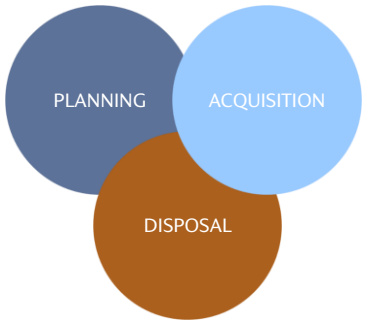
40600
Asset Management Program Support Services

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

Location: NBC Service Area and Facilities
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-23	December-27	50 Months	$1,945
Construction	N/A	N/A	N/A	N/A
Total Project	**November-23**	**December-27**	**50 Months**	**$1,945**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 291	**$ 1,425**	**$ 230**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,945**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 86	$ 102	$ 51	$ -	$ -	$ -	$ -	$ -	$ 239
Land	-	-	-	-	-	-	-	-	-
A/E Professional	137	1,150	155	-	-	-	-	-	1,442
Other	68	173	24	-	-	-	-	-	264
Total	**$ 291**	**$ 1,425**	**$ 230**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,945**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	January-27	December-27	12 Months	$52
Construction	July-28	December-29	18 Months	861
Total Project	**January-27**	**December-29**	**36 Months**	**$913**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	$ 26	$ 26	$ 574	$ 287	$ -	$ -	$ -	$ 913

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ 5	$ 5	$ -	$ -	$ -	$ -	$ -	$ 11
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	20	20	-	-	-	-	-	41
Total	**$ -**	**$ 26**	**$ 26**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 52**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ 36	$ 18	$ -	$ -	$ -	$ 54
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	468	234	-	-	-	702
Contingency	-	-	-	70	35	-	-	-	105
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ 574**	**$ 287**	**$ -**	**$ -**	**$ -**	**$ 861**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

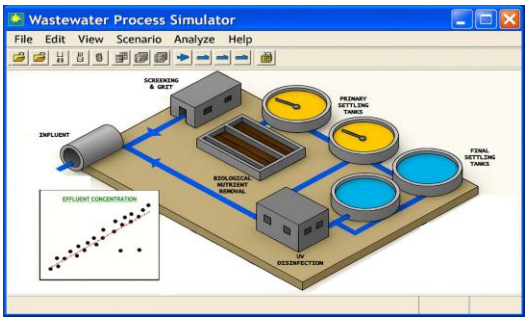
40800
WWTF Process Model and Simulator Development

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

Location: Fields Point and Bucklin Point WWTFs
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	January-26	November-27	23 Months	$692
Construction	N/A	N/A	N/A	N/A
Total Project	**January-26**	**November-27**	**23 Months**	**$692**



This project involves professional engineering wastewater consultation services to support NBC in optimizing its WWTF operations. A key component of this effort is the development of a comprehensive, software-based Process Model and Simulator tailored to WWTFs. The project will strengthen NBC's ability to manage a dynamic workforce creating a series of wastewater process-fundamentals training programs and computer-based operational tools (e.g., models, simulators, etc.) designed to modernize NBC's process optimization. The model-based training tools developed by this project will equip NBC staff to address ongoing process control needs, troubleshoot operational challenges, and enhance optimization and training efforts both now and into the future.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 50	**$ 489**	**$ 154**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 692**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 27	$ 86	$ 33	$ -	$ -	$ -	$ -	$ -	$ 146
Land	-	-	-	-	-	-	-	-	-
A/E Professional	16	299	86	-	-	-	-	-	400
Other	7	104	35	-	-	-	-	-	146
Total	**$ 50**	**$ 489**	**$ 154**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 692**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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	207 Months	$78,217
Construction	August-20	June-28	94 Months	43,808
Total Project	**April-13**	**June-30**	**207 Months**	**$122,025**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 105,147	**$ 6,681**	**$ 4,596**	**$ 1,693**	**$ 1,176**	**$ 2**	**$ -**	**$ 2,730**	**$ 122,025**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 6,344	$ 342	$ 457	$ 642	$ 447	$ -	$ -	$ -	$ 8,232
Land	10,277	-	-	-	-	-	-	-	10,277
A/E Professional	53,625	160	445	900	609	-	-	2,730	58,470
Other	710	125	130	151	120	2	-	-	1,238
Total	**$ 70,957**	**$ 627**	**$ 1,032**	**$ 1,693**	**$ 1,176**	**$ 2**	**$ -**	**$ 2,730**	**$ 78,217**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	34,148	5,982	3,502	-	-	-	-	-	43,632
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	42	72	62	-	-	-	-	-	176
Total	**$ 34,190**	**$ 6,054**	**$ 3,564**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 43,808**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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	November-26	71 Months	$493,385
Total Project	**December-20**	**November-26**	**71 Months**	**$493,385**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 493,385	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 493,385**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 2,708	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,708
A/E Professional	2	-	-	-	-	-	-	-	2
Construction	490,777	-	-	-	-	-	-	-	490,777
Contingency	-	-	-	-	-	-	-	-	-
Other	(102)	-	-	-	-	-	-	-	(102)
Total	**$ 493,385**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 493,385**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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

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-23	November-27	48 Months	$131,237
Total Project	**December-23**	**November-27**	**48 Months**	**$131,237**

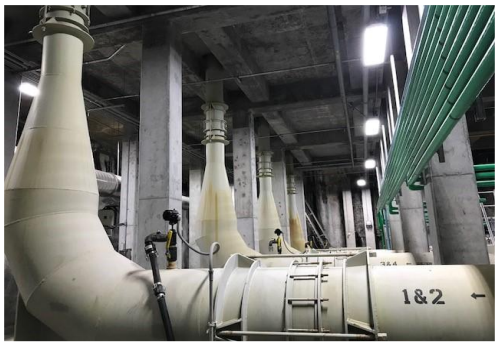


Photo: CSO Tunnel Pump Station

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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 79,193	**$ 28,310**	**$ 23,605**	**$ 129**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 131,237**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 728	$ 910	$ 489	$ -	$ -	$ -	$ -	$ -	$ 2,127
A/E Professional	0	-	-	-	-	-	-	-	0
Construction	74,815	22,000	15,798	129	-	-	-	-	112,743
Contingency	2,275	3,900	5,069	-	-	-	-	-	11,244
Other	1,375	1,500	2,248	-	-	-	-	-	5,123
Total	**$ 79,193**	**$ 28,310**	**$ 23,605**	**$ 129**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 131,237**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	1,372,685	2,059,027	2,059,027	2,059,027	2,059,027
Net Impact on Operating Budget	**$ -**	**$1,372,685**	**$2,059,027**	**$2,059,027**	**$2,059,027**	**$2,059,027**

30804
CSO Phase III A Facilities - OF 210, 213, 214

Project Manager: Kathryn Kelly, P.E.
Contractor(s): John Rocchio Corporation

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	June-24	June-29	61 Months	$62,369
Total Project	**June-24**	**June-29**	**61 Months**	**$62,369**



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 strcture 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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 25,802	**$ 22,811**	**$ 9,208**	**$ 4,549**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 62,369**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 427	$ 269	$ 258	$ 26	$ -	$ -	$ -	$ -	$ 980
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	22,638	18,057	6,145	4,362	-	-	-	-	51,202
Contingency	2,415	4,140	2,514	-	-	-	-	-	9,069
Other	322	345	290	161	-	-	-	-	1,118
Total	**$ 25,802**	**$ 22,811**	**$ 9,208**	**$ 4,549**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 62,369**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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): Barletta Heavy Division

Location: East Providence
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-22	December-26	54 Months	$60,313
Total Project	**July-22**	**December-26**	**54 Months**	**$60,313**



Photo: Construction Underway - Clarifiers at Bucklin Point

This project entails the construction of two new final clarifiers, modifications to the flow splitting operation, construction of a new RAS pump station for the new final clarifiers, improvements to the RAS piping system and influent pump station, and construction of a new ultraviolet disinfection facility.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 56,529	**$ 3,783**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,313**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 1,523	$ 113	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,636
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	52,501	2,692	-	-	-	-	-	-	55,193
Contingency	2,100	750	-	-	-	-	-	-	2,850
Other	405	229	-	-	-	-	-	-	634
Total	**$ 56,529**	**$ 3,783**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,313**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30830
CSO Phase III B Facilities

Project Manager: Kathryn Kelly, P.E.
Contractor(s): N/A

Location: Central Falls, RI
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	February-30	July-32	30 Months	$45,507
Total Project	**February-30**	**July-32**	**29 Months**	**$45,507**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ -**	**$ -**	**$ 5,520**	**$ 20,339**	**$ 19,435**	**$ 214**	**$ 45,507**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ 118	$ 531	$ 507	$ 6	$ 1,162
A/E Professional	-	-	-	-	472	2,123	2,028	22	4,645
Construction	-	-	-	-	3,930	17,685	16,899	186	38,700
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	1,000	-	-	-	1,000
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,520**	**$ 20,339**	**$ 19,435**	**$ 214**	**$ 45,507**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30850
CSO Phase III C Facilities

Project Manager: Kathryn Kelly, P.E.
Contractor(s): N/A

Location: Pawtucket, RI
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	August-33	February-37	42 Months	$33,060
Construction	March-37	February-40	35 Months	252,629
Total Project	**August-33**	**February-40**	**78 Months**	**$285,689**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 285,689	$ 285,689

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,160	$ 2,160
Land	-	-	-	-	-	-	-	2,500	2,500
A/E Professional	-	-	-	-	-	-	-	21,500	21,500
Other	-	-	-	-	-	-	-	6,900	6,900
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 33,060**	**$ 33,060**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	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 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30870
CSO Phase III D Facilities

Project Manager: Kathryn Kelly, P.E.
Contractor(s): N/A

Location: Providence, RI
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	March-37	February-40	35 Months	$23,524
Construction	March-40	February-43	35 Months	137,149
Total Project	**March-37**	**February-43**	**71 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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 160,674**	**$ 160,674**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	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 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

12400
Interceptor Maintenance Building

Project Manager: David Bowen, P.E.
Contractor(s): N/A
Location: Field's Point (Providence, RI)
Project Priority: C

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	July-29	July-31	36 Months	$2,516
Construction	July-31	July-33	37 Months	10,365
Total Project	**July-29**	**July-33**	**48 Months**	**$12,881**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ -**	**$ -**	**$ 551**	**$ 1,937**	**$ 3,364**	**$ 7,029**	**$ 12,881**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ 200	$ 43	$ 3	$ -	$ 245
Land	-	-	-	-	-	1,000	-	-	1,000
A/E Professional	-	-	-	-	205	545	-	-	750
Other	-	-	-	-	147	349	25	-	520
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 551**	**$ 1,937**	**$ 28**	**$ -**	**$ 2,516**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ 144	$ 195	$ 339
A/E Professional	-	-	-	-	-	-	246	168	414
Construction	-	-	-	-	-	-	2,325	5,175	7,500
Contingency	-	-	-	-	-	-	556	1,447	2,003
Other	-	-	-	-	-	-	65	45	110
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,336**	**$ 7,029**	**$ 10,365**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	12,236
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 12,236**

30500
NBC Interceptor Easements Restoration, Various Locations

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

Location: NBC Service Area
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	May-27	November-28	18 Months	$556
Construction	November-28	June-30	20 Months	1,023
Total Project	**May-27**	**June-30**	**37 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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ 370**	**$ 536**	**$ 673**	**$ -**	**$ -**	**$ -**	**$ 1,578**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 61	$ 34	$ -	$ -	$ -	$ -	$ 95
Land	-	-	25	25	-	-	-	-	50
A/E Professional	-	-	210	90	-	-	-	-	300
Other	-	-	74	38	-	-	-	-	111
Total	**$ -**	**$ -**	**$ 370**	**$ 186**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 556**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ 22	$ 58	$ -	$ -	$ -	$ 80
A/E Professional	-	-	-	7	45	-	-	-	53
Construction	-	-	-	250	400	-	-	-	650
Contingency	-	-	-	61	134	-	-	-	195
Other	-	-	-	10	35	-	-	-	45
Total	**$ -**	**$ -**	**$ -**	**$ 350**	**$ 673**	**$ -**	**$ -**	**$ -**	**$ 1,023**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30610
NBC System-wide Regulator Modifications

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

Location: Fields Point WWTF
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	February-22	April-26	51 Months	$759
Construction	May-26	August-27	16 Months	1,637
Total Project	**February-22**	**August-27**	**67 Months**	**$2,396**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 799	**$ 1,448**	**$ 149**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,396**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 217	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 217
Land	-	-	-	-	-	-	-	-	-
A/E Professional	515	-	-	-	-	-	-	-	515
Other	27	-	-	-	-	-	-	-	27
Total	**$ 759**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 759**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 32	$ 290	$ 25	$ -	$ -	$ -	$ -	$ -	$ 347
A/E Professional	8	111	16	-	-	-	-	-	135
Construction	-	740	80	-	-	-	-	-	820
Contingency	-	259	28	-	-	-	-	-	287
Other	-	48	-	-	-	-	-	-	48
Total	**$ 40**	**$ 1,448**	**$ 149**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,637**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

70900
Omega Pump Station Improvements

Project Manager: David Bowen, P.E.
Contractor(s): TBD
Location: Omega Pump Station, East Providence, RI
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	November-18	July-27	105 Months	$941
Construction	August-27	April-30	32 Months	8,037
Total Project	**November-18**	**April-30**	**137 Months**	**$8,978**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 37	**$ 858**	**$ 1,564**	**$ 3,788**	**$ 2,731**	**$ -**	**$ -**	**$ -**	**$ 8,978**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 37	$ 95	$ 10	$ -	$ -	$ -	$ -	$ -	$ 141
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	580	25	-	-	-	-	-	605
Other	-	184	11	-	-	-	-	-	195
Total	**$ 37**	**$ 858**	**$ 46**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 941**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 94	$ 156	$ 137	$ -	$ -	$ -	$ 387
A/E Professional	-	-	165	100	94	-	-	-	358
Construction	-	-	675	2,875	1,963	-	-	-	5,513
Contingency	-	-	570	622	518	-	-	-	1,709
Other	-	-	15	35	20	-	-	-	70
Total	**$ -**	**$ -**	**$ 1,518**	**$ 3,788**	**$ 2,731**	**$ -**	**$ -**	**$ -**	**$ 8,037**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

72000
Reservoir Avenue Pump Station Improvements

Project Manager: David Bowen, P.E.
Contractor(s): TBD
Location: Reservoir Avenue Pump Station, Providence
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	December-23	June-26	30 Months	$676
Construction	December-25	January-28	26 Months	4,565
Total Project	**December-23**	**January-28**	**50 Months**	**$5,241**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 680	**$ 2,700**	**$ 1,860**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,241**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 160	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 160
Land	-	-	-	-	-	-	-	-	-
A/E Professional	462	-	-	-	-	-	-	-	462
Other	54	-	-	-	-	-	-	-	54
Total	**$ 676**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 676**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 5	$ 169	$ 89	$ -	$ -	$ -	$ -	$ -	$ 263
A/E Professional	-	167	83	-	-	-	-	-	250
Construction	-	1,750	1,250	-	-	-	-	-	3,000
Contingency	-	613	438	-	-	-	-	-	1,050
Other	-	2	-	-	-	-	-	-	2
Total	**$ 5**	**$ 2,700**	**$ 1,860**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,565**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	December-25	June-28	30 Months	$1,555
Construction	July-28	January-31	30 Months	7,673
Total Project	**December-25**	**January-31**	**61 Months**	**$9,229**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 18	**$ 650**	**$ 887**	**$ 1,244**	**$ 4,824**	**$ 1,606**	**$ -**	**$ -**	**$ 9,229**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 18	$ 96	$ 102	$ -	$ -	$ -	$ -	$ -	$ 216
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	405	635	-	-	-	-	-	1,040
Other	-	150	150	-	-	-	-	-	300
Total	**$ 18**	**$ 650**	**$ 887**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,555**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ 107	$ 168	$ 94	$ -	$ -	$ 368
A/E Professional	-	-	-	100	126	89	-	-	315
Construction	-	-	-	535	3,640	1,075	-	-	5,250
Contingency	-	-	-	487	835	348	-	-	1,670
Other	-	-	-	15	55	-	-	-	70
Total	**$ -**	**$ -**	**$ -**	**$ 1,244**	**$ 4,824**	**$ 1,606**	**$ -**	**$ -**	**$ 7,673**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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	$3,500
Total Project	**Ongoing**	**Ongoing**	**Ongoing**	**$3,500**



Photo: Interceptor Grit Removal

The 304 M project includes the inspection and cleaning of interceptors to maintain NBC's infrastructure and collection system. The inspections determine pipe condition and identify infrastructure issues. NBC allocates $500 thousand annually for inspections and cleaning in years that do not have specific projects identified to ensure resources are available. As new inspection and cleaning projects are identified, they are given a unique project number.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 3,500**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ 39	$ 69	$ 69	$ 69	$ 69	$ 69	$ 69	$ 455
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	437	399	399	399	399	399	399	2,830
Contingency	-	-	-	-	-	-	-	-	-
Other	-	24	32	32	32	32	32	32	216
Total	**$ -**	**500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 500**	**$ 3,500**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30400
Interceptor Restoration and Construction

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

Location: NBC Service Area
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	N/A	N/A	N/A	$3,540
Total Project	**Ongoing**	**Ongoing**	**Ongoing**	**$3,540**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ 540**	**$ -**	**$ -**	**$ -**	**$ 1,500**	**$ 1,500**	**$ 3,540**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ 56	$ -	$ -	$ -	$ 180	$ 180	$ 416
A/E Professional	-	-	298	-	-	-	221	221	740
Construction	-	-	-	-	-	-	710	710	1,419
Contingency	-	-	139	-	-	-	239	239	617
Other	-	-	46	-	-	-	151	151	348
Total	**$ -**	**$ -**	**$ 540**	**$ -**	**$ -**	**$ -**	**$ 1,500**	**$ 1,500**	**$ 3,540**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
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: D

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	January-27	October-29	34 Months	$3,981
Total Project	**Ongoing**	**Ongoing**	**Ongoing**	**$3,981**



Photo: Site of Woonasquatucket CSO Interceptor

This project includes construction of facilities to eliminate surcharging from the Woonasquatucket CSO Interceptor during extreme wet weather events.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 106	**$ 36**	**$ 651**	**$ 2,233**	**$ 955**	**$ -**	**$ -**	**$ -**	**$ 3,981**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 23	$ 6	$ 43	$ 56	$ 22	$ -	$ -	$ -	$ 150
A/E Professional	75	30	360	342	113	-	-	-	920
Construction	15	-	-	1,640	820	-	-	-	2,475
Contingency	-	-	248	124	-	-	-	-	372
Other	(6)	-	-	70	-	-	-	-	64
Total	**$ 106**	**$ 36**	**$ 651**	**$ 2,233**	**$ 955**	**$ -**	**$ -**	**$ -**	**$ 3,981**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30421
Louisquisset Pike Interceptor Improvements

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

Location: Lincoln, RI
Project Priority: D

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	July-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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ -	**$ -**	**$ -**	**$ -**	**$ 2,868**	**$ 3,393**	**$ -**	**$ -**	**$ 6,261**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	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 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense			-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30468
Improvements to Interceptors

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

Location: North Providence/Johnston
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	April-26	April-27	12 Months	$2,914
Total Project	**April-26**	**April-27**	**12 Months**	**$2,914**



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 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 1,904	**$ 1,010**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,914**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 364	$ 80	$ -	$ -	$ -	$ -	$ -	$ -	$ 444
A/E Professional	20	40	-	-	-	-	-	-	60
Construction	1,450	625	-	-	-	-	-	-	2,075
Contingency	65	265	-	-	-	-	-	-	330
Other	5	-	-	-	-	-	-	-	5
Total	**$ 1,904**	**$ 1,010**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,914**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30469
Branch Avenue Interceptor Improvements

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

Location: Field's Point Service Area
Project Priority: B

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	June-26	February-28	20 Months	$1
Design	N/A	N/A	N/A	N/A
Construction	N/A	N/A	N/A	N/A
Total Project	**June-26**	**February-28**	**20 Months**	**$761**



Photo: Work on Branch Avenue

Recent inspections and planning-level studies have identified capacity limitations within sections of the Branch Douglas Interceptor during wet weather events. These constraints pose challenges to future industrial, commercial, and residential development within the NBC district. This project will evaluate alternatives to eliminate surcharging during wet weather events and restore the interceptor's capacity ensuring reliable service and supporting continued development in the area.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 2	**$ 451**	**$ 309**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 761**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 2	$ 92	$ 57	$ -	$ -	$ -	$ -	$ -	$ 150
A/E Professional	-	150	170	-	-	-	-	-	320
Other	-	209	83	-	-	-	-	-	292
Total	**$ 2**	**$ 451**	**$ 309**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 761**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

30490
CSO OF 018 Improvements

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

Location: Field's Point Service Area
Project Priority: A

Total Project Duration/Cost

Project Phase	Start Date	Completion Date	Project Duration	Cost (in Thousands)
Planning	N/A	N/A	N/A	N/A
Design	N/A	N/A	N/A	N/A
Construction	February-26	July-26	6 Months	$500
Total Project	**February-26**	**July-26**	**6 Months**	**$500**



Photo: Outfall #018

This project involves rehabilitation and improvements to Outfall 018 near Sun Drive and Hancock Street in Providence.

CIP Window Summary	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
	$ 416	**$ 84**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500**

Projected Expenditures - Planning

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Design

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Land	-	-	-	-	-	-	-	-	-
A/E Professional	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Projected Expenditures - Construction

Cost Category	Pre FY 27	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32	Post FY 32	Total
Administrative	$ 8	$ 2	$ -	$ -	$ -	$ -	$ -	$ -	$ 10
A/E Professional	-	-	-	-	-	-	-	-	-
Construction	408	82	-	-	-	-	-	-	490
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Total	**$ 416**	**$ 84**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 500**

Note: Cash Flow Basis in Thousands

Operating Budget Impacts

	FY 27	FY 28	FY 29	FY 30	FY 31	FY 32
Revenue	$ -	$ -	$ -	$ -	$ -	$ -
Reduced Expense	-	-	-	-	-	-
Increased Expense	-	-	-	-	-	-
Net Impact on Operating Budget	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Long-Term Debt

The following pages discuss the long-term capital sources and programmed budget funding for NBC's capital projects in FY 2027 through FY 2032. These figures are projections and are subject to change due to variations in project timing and in the market rates of sources of project funding.

Capital Sources

NBC has identified multiple capital funding sources, shown below.

Capital Sources	Description
CIP - PAYGO	Available cash in the Operating Capital Account – Capital Improvement Program (CIP) and Grants and Project Reimbursements used for PAYGO Capital
OCP - PAYGO	Available cash in the Operating Capital Account - Operating Capital Program (OCP)
2026 Series A	$75.0 million loan through RIIB
2027 Series A	$100.0 million Bond Anticipation Note Issuance
2022 Series A (WIFIA 3)	$55.5 million loan from USEPA
WIFIA Cash (WIFIA 2)	$55.2 million in loan proceeds from WIFIA 2

The following table shows that the largest funding source during fiscal years 2027 - 2032 is projected to be $165.4 million in new RIIB Loans. NBC also plans to use $130.9 million of cash-funded capital funds (PAYGO). NBC also intends to use the remaining $35.7 million of WIFIA 3 funding and $55.2 million in WIFIA 2 funding through FY 2029. In FY 2027, NBC plans to issue a $100 million Bond Anticipation Note with capitalized interest, generating $97.5 million in net proceeds to support CIP expenditures. NBC expects to take out this Issuance with either a new RIIB or Open Market issuance in FY 2028.

Sources of Funds

Sources of Funds	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Total FY 2027-2032
Cash Funded Capital (PAYGO)							
CIP - PAYGO	$ 17,482,660	$ 11,916,377	$ 14,500,534	$ 15,932,480	$ 16,233,631	$ 17,899,626	$ 93,965,308
OCP - PAYGO	6,100,050	6,858,000	6,000,000	6,000,000	6,000,000	6,000,000	36,958,050
Subtotal Cash Funded Capital	23,582,710	18,774,377	20,500,534	21,932,480	22,233,631	23,899,626	130,923,358
RIIB Loans							
2026 Series A	8,077,692	-	-	-	-	-	8,077,692
New RIIB Loans	-	21,733,671	89,973,808	25,674,820	19,445,369	8,620,167	165,447,835
Subtotal RIIB Loans	8,077,692	21,733,671	89,973,808	25,674,820	19,445,369	8,620,167	173,525,527
WIFIA Loans							
2022 Series A (WIFIA 3)	22,860,950	10,710,200	2,108,956	-	-	-	35,680,106
WIFIA Cash (WIFIA 2)	-	45,279,800	9,965,800	-	-	-	55,245,600
Subtotal WIFIA Loans	22,860,950	55,990,000	12,074,756	-	-	-	90,925,706
New Issuance							
2027 Series A - New Issuance [1]	64,395,378	33,104,622	-	-	-	-	97,500,000
Subtotal New Issuance	64,395,378	33,104,622	-	-	-	-	97,500,000
Total	**$118,916,730**	**$129,602,670**	**$122,549,098**	**$47,607,300**	**$41,679,000**	**$32,519,793**	**$492,874,591**

[1] Bond Anticipation Note

Cash Funded Capital Expenditures (PAYGO)

A portion of NBC's capital needs is funded with cash generated by prior year's required excess debt service coverage, rather than from debt issuance. This cash funding is from the following accounts:

Operating Capital Account (OCA) – Operating Capital Program (OCP – PAYGO)
This account is funded through transfers from the Debt Service Stabilization Account (which is funded by the prior year's excess debt service coverage). The OCP funds are used for operating capital, programmed assets purchased within a single budget year.

Operating Capital Account (OCA) – Capital Improvement Program (CIP – PAYGO) and the Grants and Projects Reimbursements Account
These two accounts provide funding for capital projects that span more than one budget year and are referred to as PAYGO funding sources. The OCA – CIP is funded through transfers from the Debt Service Stabilization Account, similar to the funding for the OCP account. The Grants and Projects Reimbursements Account is funded by federal or state grants, sewer tie-in fees, capital incentives, and other items.

The "Budget Policies and Process" section of the budget provides more information about procedures for funds and transfers.

The OCP – PAYGO is projected to provide $6.1 million of funding in FY 2027 for the Operating Capital Program.

Operating Capital Account - OCP Expenditures

	FY 2026 Projected	FY 2027 Budget
Operating Capital Program	$ 4,911,975	$ 6,100,050

NBC estimates $10.3 million of CIP – PAYGO Capital will be spent in FY 2026. The following table shows that the majority, or $4.3 million, will be spent on the CSO Phase III A Facilities. There is $14.8 million of CIP – PAYGO Capital budgeted in FY 2027, with the majority for WWTF Improvements at $6.0 million. NBC has also programmed a portion of project contingency to be funded through this source.

PAYGO Capital CIP Expenditures

Major Project	FY 2026 Projected	FY 2027 Budget
WWTF Improvements	$ 2,718,680	$ 6,006,400
CSO Phase III A Facilities	4,311,879	1,432,527
Bucklin Point Resiliency Improvements	155,880	257,500
Field's Point Resiliency Improvements	731,714	1,051,500
Infrastructure Management	725,843	3,412,400
Collection System Infrastructure	1,678,296	2,641,034
Total PAYGO Capital	**$ 10,322,292**	**$ 14,801,361**

Grants and Capital Reimbursements are projected to fund $5.4 million of projects, as shown below. The funded projects will be for energy efficiency improvements and for PFAS testing equipment.

Grants and Capital Reimbursements

Project	Source	Amount
BPWWTF Sludge Digestion Facility Improvements	US Department of Energy - Grant	$ 2,900,000
PFAS Compounds Testing Equipment	RIIB SRF - Grant	2,102,000
BPWWTF UV Disinfection Improvements	RI Energy - Rebate	389,358
	Total	**$ 5,391,358**

Debt Financing

The majority of NBC's capital program is funded through long-term debt. The "Budget Process and Policies" section of the budget document includes detailed information on the policies and procedures for debt issuance. NBC is not subject to statutory limitations on the amount of debt it can issue.

Rhode Island Infrastructure Bank (RIIB)

RIIB provides subsidized loans to eligible borrowers, and these loans have two key benefits:

- The interest rates on RIIB loans are subsidized, typically to about 1/3 of the market interest rate.
- In addition, some RIIB loans include a principal forgiveness subsidy, which reduces the amount of loan principal NBC must repay over the life of the loan.

To be eligible for RIIB funding, the project must be included on RIDEM's Project Priority List and have a Certificate of Approval. NBC does not directly receive the loan proceeds, rather the invoices are submitted to RIIB for payment.

In FY 2026, NBC finalized the 2026 Series A loan with RIIB, a $75.0 million loan that included $8.8 million in principal forgiveness. The projected and budgeted expenditures of this RIIB funding is shown in the following table.

RIIB – CIP Expenditures

Major Project	FY 2026 Projected	FY 2027 Budget
2024 Series A		
CSO Phase III A Facilities	$ 1,745,082	$ -
WWTF Improvements	423,539	-
Other	51,066	-
Total 2024 Series A	**2,219,687**	**-**
2025 Series A		
CSO Phase III A Facilities	66,946,410	-
Bucklin Point Resiliency Improvements	3,663,576	-
WWTF Improvements	3,401,582	-
Other	177,391	-
Total 2025 Series A	**74,188,960**	**-**
2026 Series A		
CSO Phase III A Facilities	36,967,034	7,209,892
WWTF Improvements	4,537,100	512,100
Bucklin Point Resiliency Improvements	8,078,564	355,700
Other	434,500	-
Total 2026 Series A	**50,017,198**	**8,077,692**
2026 Series EPA Funded Grant		
Infrastructure Management	646,800	1,455,300
Total 2026 Series EPA Funded Grant	**646,800**	**1,455,300**
Total RIIB	**$ 127,072,645**	**$ 9,532,992**

Outstanding RIIB debt as of June 30, 2026, is $533.5 million. The following table shows RIIB loans by issue and indicates the interest rate and final maturity.

Outstanding RIIB Loans [1][2][3]

RIIB Bond Issue	Interest Rate [1][2]	Outstanding June 30, 2026 [3]	Final Maturity
2006 Series A - $30.0M	1.802%	$ 1,770,000	September 1, 2026
2007 Series B - $25.0M	2.030%	4,788,000	September 1, 2028
2009 Series A - $55.0M	1.377%	16,833,314	September 1, 2030
2010 Series A - $2.0M	1.022%	427,073	September 1, 2029
2010 Series B - $20.0M	3.163%	6,149,000	September 1, 2030
2011 Series A - $30.0M	2.759%	10,371,236	September 1, 2031
2012 Series A - $25.75M	2.588%	10,320,956	September 1, 2032
2013 Series B - $25.0M	2.592%	11,355,154	September 1, 2033
2014 Series A - $45.0M	2.967%	23,124,000	September 1, 2034
2015 Series B - $41.75M	3.049%	31,339,190	September 1, 2044
2016 Series A - $23.0M	2.467%	14,910,000	September 1, 2037
2019 Series A - $35.0M	2.300%	25,143,486	September 1, 2039
2019 Series B - $10.0M	1.910%	7,323,000	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%	69,800,976	September 1, 2053
2025 Series A - $25.0M	3.143%	17,930,584	September 1, 2054
2025 Series B - $75.0M	3.147%	75,000,000	September 1, 2054
2026 Series A - $75.0M	2.905%	66,184,200	September 1, 2055
Total Outstanding RIIB Debt		**$ 533,531,670**	

(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) 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 2026 projected WIFIA expenditures and the FY 2027 budgeted expenditures are shown in the following table.

WIFIA - CIP Expenditures

Major Project	FY 2026 Projected	FY 2027 Budget
2020 Series C (WIFIA 2)		
CSO Phase III A Facilities	$ 10,042,692	$ -
Bucklin Point Resiliency Improvements	179,800	-
Total 2020 Series C (WIFIA 2)	**10,222,492**	**-**
2022 Series A (WIFIA 3)		
Field's Point Resiliency Improvements	9,129,507	22,860,950
Total 2022 Series A (WIFIA 3)	**9,129,507**	**22,860,950**
Total WIFIA	**$ 19,351,999**	**$ 22,860,950**

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 on the actual draws. The following table shows that as of June 30, 2027, projected outstanding WIFIA debt based on the original draw schedules will be $577.2 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 FY 2022	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
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
Capitalized Interest FY 2024	3,899,140	1,373,555	92,457	5,365,152
Outstanding June 30, 2024	277,506,018	192,543,767	55,622,309	525,672,094
Capitalized Interest FY 2025	3,954,575	2,055,832	207,791	6,218,198
Outstanding June 30, 2025	281,460,593	194,599,599	55,830,100	531,890,292
Projected Capitalized Interest FY 2026	4,010,928	2,893,295	338,509	7,242,732
Projected Outstanding June 30, 2026	285,471,521	197,492,894	56,168,609	539,133,024
Projected Capitalized Interest FY 2027	4,068,086	3,172,526	391,671	7,632,283
Projected Outstanding June 30, 2027	289,539,607	200,665,420	56,560,280	546,765,307
Projected Total Outstanding WIFIA [1]	**$ 304,956,531**	**$ 212,738,809**	**$ 59,504,133**	**$ 577,199,473**
Final Maturity	September 1, 2046	September 1, 2059	September 1, 2061	

[1] WIFIA Outstanding Debt Based on Projected Draws for 2022 Series A (WIFIA 3) and Final Draws for 2020 Series B (WIFIA 1) and 2020 Series C (WIFIA 2).

Revenue Bonds

The statewide demand for RIIB loans periodically exceeds RIIB's lending capacity. During those times, NBC has sold debt in the open market to fund its capital needs. Outstanding open market revenue bond debt as of June 30, 2026, was $224.6 million.

Revenue Bond Issue	Interest Rate	Outstanding June 30, 2026	Final Maturity
2008 Series A - $66.360 M Refunding	2.290%	$ 44,765,000	September 1, 2034
2015 Series A - $40.085 M Refunding	3.798%	3,215,000	February 1, 2028
2020 Series A - $196.360 M Refunding	2.516%	176,630,000	September 1, 2043
Total Outstanding Revenue Bonds		**$ 224,610,000**	

New Issuance

In FY 2027, NBC plans to borrow $100.0 million through an issuance of a Bond Anticipation Note to fund FY 2027 CIP expenditures. NBC expects to take out this Issuance with either a new RIIB or Open Market issuance in FY 2028.

Major Project	FY 2026 Projected	FY 2027 Budget
2027 Series A		
CSO Phase III A Facilities	$ -	$ 52,941,978
Sewer System Improvements	-	5,066,000
WWTF Improvements	-	4,821,200
Bucklin Point Resiliency Improvements	-	1,536,200
Other	-	30,000
Total New Issuance - 2027 Series A	**$ -**	**$ 64,395,378**

Outstanding Debt

The table below shows the changes in outstanding debt at fiscal years ending 2025, 2026, and 2027. 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 $116.6 million from $1.254 billion as of June 30, 2025, to $1.370 billion as of June 30, 2027, reflecting the addition of 2026 Series A RIIB loan in the amount $75.0 million (with $8.8 million of principal forgiveness) and the 2027 Series A New Issuance (Bond Anticipation Note) in the amount of $100.0 million. The table also reflects principal repayments of roughly $30.2 million in FY 2026 and $34.2 million in FY 2027. Projected capitalized interest on the WIFIA loans is reflected as additional debt in both FY 2026 and FY 2027.

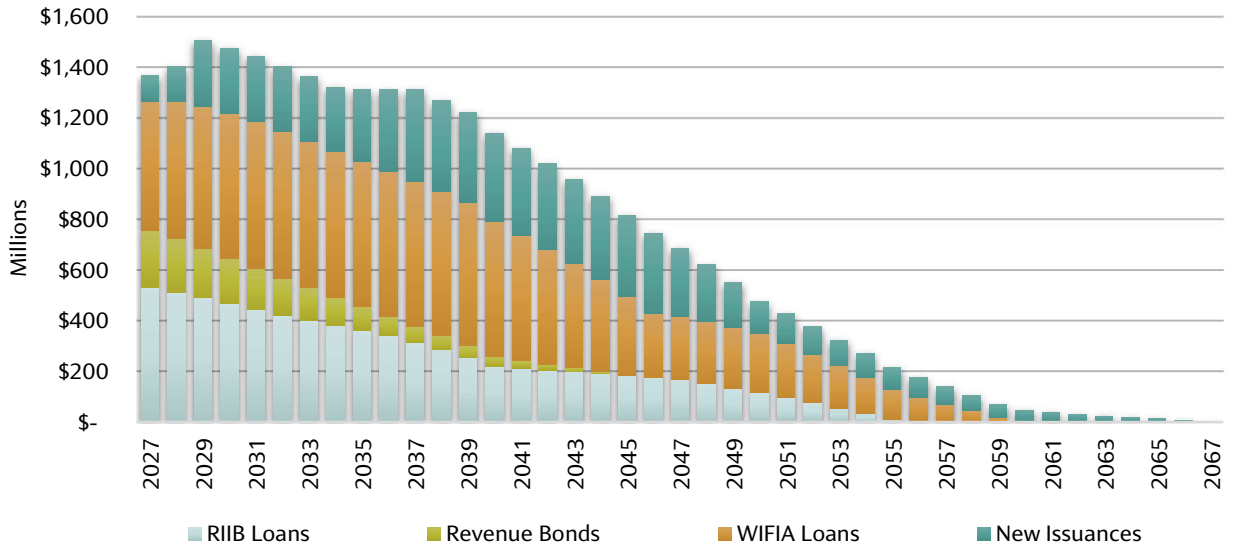
Outstanding Debt

Issuance	Outstanding Debt as of June 30, 2025	Additions/ Principal Payments	Outstanding Debt as of June 30, 2026	Additions/ Principal Payments	Outstanding Debt as of June 30, 2027
RIIB Loans					
RIIB Loans	$ 485,409,256	$ 48,122,414	$ 533,531,670	$ (20,651,595)	$ 512,880,075
Subtotal RIIB Loans	485,409,256	48,122,414	533,531,670	(20,651,595)	512,880,075
Revenue Bonds					
2008 Series A Refunding	49,465,000	(4,700,000)	44,765,000	(4,200,000)	40,565,000
2015 Series A Refunding	3,215,000	-	3,215,000	-	3,215,000
2020 Series A Refunding	184,070,000	(7,440,000)	176,630,000	(9,370,000)	167,260,000
Subtotal Revenue Bonds	236,750,000	(12,140,000)	224,610,000	(13,570,000)	211,040,000
WIFIA Loans					
2020 Series B - WIFIA 1	281,460,593	4,010,928	285,471,521	4,068,086	289,539,607
2020 Series C - WIFIA 2	194,599,599	2,893,295	197,492,894	3,172,526	200,665,420
2022 Series A - WIFIA 3	55,830,100	338,509	56,168,609	391,671	56,560,280
Subtotal WIFIA Loans	531,890,292	7,242,732	539,133,024	7,632,283	546,765,307
New Issuance					
2027 Series A - New Issuance [1]	-	-	-	100,000,000	100,000,000
Subtotal New Issuance	-	-	-	100,000,000	100,000,000
Subtotal Loans/Bonds	$ 1,254,049,548	$ 43,225,146	$ 1,297,274,694	$ 73,410,688	$ 1,370,685,382
Premiums					
2015 Series A Refunding Bonds	$ 121,666	$ (47,046)	$ 74,620	$ (47,046)	$ 27,574
Subtotal Premiums	$ 121,666	$ (47,046)	$ 74,620	$ (47,046)	$ 27,574
Total Outstanding Debt	**$1,254,171,214**	**$ 43,178,099**	**$1,297,349,314**	**$ 73,363,642**	**$1,370,712,956**

[1] Bond Anticipation Note

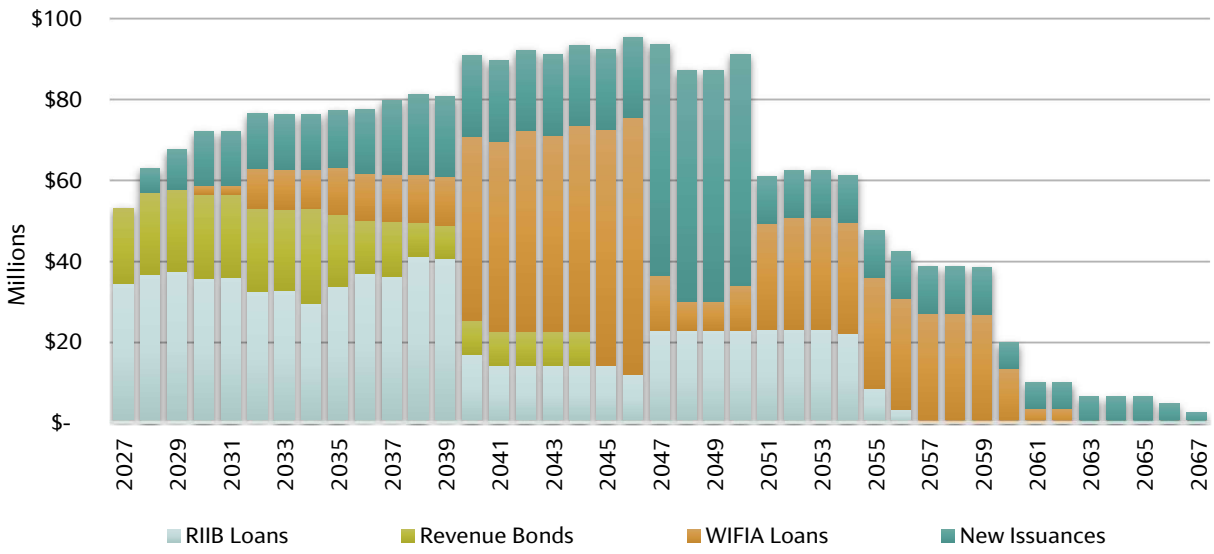
The following graph shows NBC's projected outstanding debt through maturity in FY 2067, incorporating existing debt service and the additional debt issuances required to finance the CIP. Outstanding debt is projected to reach nearly $1.53 billion in FY 2029. Please note that the graph below is based upon the capitalization of interest in accordance with the preliminary WIFIA schedules and the final outstanding amount will depend upon the amount and timing of disbursements.

Current and Projected Outstanding Debt



The following graph shows existing and projected debt service payments through maturity. The new RIIB loan amortizations are based on level debt service. Annual debt service is projected to increase from $53.2 million in FY 2027 to a peak of $95.5 million in FY 2046.

Current and Projected Debt Service Payments through Maturity



Outstanding Debt to Maturity

Fiscal Year June 30,	RIIB Loans	Revenue Bonds	WIFIA Loans [1]	New Issuances [2]	Total
2027	$ 533,531,669	$ 224,610,000	$ 509,294,547	$ 100,000,000	$ 1,367,436,216
2028	512,880,074	211,040,000	540,293,703	138,402,699	1,402,616,476
2029	490,682,995	195,685,000	559,917,929	260,071,776	1,506,357,700
2030	467,166,886	180,015,000	569,551,369	260,071,776	1,476,805,031
2031	444,834,228	163,305,000	577,199,473	259,455,485	1,444,794,186
2032	421,841,510	146,370,000	577,199,473	257,397,308	1,402,808,291
2033	401,739,715	129,180,000	577,199,473	255,262,556	1,363,381,743
2034	380,908,381	112,085,000	577,199,473	253,078,447	1,323,271,300
2035	362,787,790	91,335,000	575,414,349	283,262,052	1,312,799,190
2036	339,831,037	75,960,000	573,569,720	323,047,198	1,312,407,956
2037	313,030,497	65,045,000	571,665,588	364,103,655	1,313,844,740
2038	286,363,654	53,145,000	569,761,456	360,096,548	1,269,366,659
2039	253,868,435	46,195,000	567,553,854	355,052,720	1,222,670,010
2040	221,270,630	39,045,000	531,060,968	349,882,748	1,141,259,346
2041	211,791,809	31,685,000	492,515,949	344,580,303	1,080,573,062
2042	204,801,713	24,110,000	450,878,956	339,138,473	1,018,929,142
2043	197,588,846	16,305,000	409,630,234	333,549,549	957,073,629
2044	190,143,241	8,270,000	365,555,075	327,805,230	891,773,546
2045	182,451,053	-	313,237,919	321,897,202	817,586,174
2046	174,499,652	-	255,045,295	315,814,830	745,359,778
2047	168,544,192	-	246,525,938	271,271,401	686,341,530
2048	151,273,945	-	244,264,781	224,567,501	620,106,227
2049	133,347,406	-	241,944,120	175,590,720	550,882,245
2050	114,732,574	-	235,777,204	124,222,890	474,732,667
2051	95,405,086	-	214,276,137	117,091,176	426,772,399
2052	75,332,227	-	190,949,834	109,712,802	375,994,862
2053	54,488,653	-	167,308,740	102,073,648	323,871,041
2054	32,831,088	-	143,374,130	94,158,401	270,363,619
2055	11,474,001	-	119,103,455	85,951,704	216,529,160
2056	3,303,033	-	94,517,989	77,437,217	175,258,238
2057	-	-	69,617,732	68,598,094	138,215,826
2058	-	-	44,381,411	59,418,275	103,799,686
2059	-	-	18,813,343	49,881,850	68,695,193
2060	-	-	6,247,934	39,972,914	46,220,848
2061	-	-	3,153,719	34,918,003	38,071,722
2062	-	-	-	29,667,052	29,667,052
2063	-	-	-	24,287,883	24,287,883
2064	-	-	-	18,696,384	18,696,384
2065	-	-	-	12,882,904	12,882,904
2066	-	-	-	6,838,007	6,838,007
2067	-	-	-	2,345,102	2,345,102

[1] WIFIA Outstanding Debt Based on Projected Draws for WIFIA 3 2022 Series A and Final Draws for WIFIA 1 2020 Series B and WIFIA 2 2020 Series C.

[2] Includes projected debt service on $100 M Bond Anticipation Loan which NBC expects to take out with a new RIIB or Open Market issuance in FY 2028.

Annual Debt Service Payments

Fiscal Year Ended June 30,	RIIB Loans	Revenue Bonds	WIFIA Loans [1]	New Issuances [2]	Total
2027	$ 34,371,559	$ 18,830,382	$ -	$ -	$ 53,201,941
2028	36,704,109	20,362,558	-	5,960,067	63,026,734
2029	37,517,091	20,266,142	-	9,838,413	67,621,645
2030	35,706,536	20,968,490	2,044,938	13,404,238	72,124,202
2031	35,860,403	20,834,355	2,044,938	13,427,440	72,167,136
2032	32,492,130	20,716,780	9,833,943	13,479,994	76,522,848
2033	32,733,533	20,237,159	9,833,943	13,479,994	76,284,629
2034	29,525,258	23,456,252	9,833,943	13,479,994	76,295,447
2035	33,848,894	17,658,079	11,769,555	14,018,418	77,294,947
2036	37,087,643	12,882,085	11,772,728	15,936,776	77,679,231
2037	36,258,396	13,581,244	11,773,855	18,251,901	79,865,396
2038	41,315,773	8,388,692	11,708,417	19,910,633	81,323,515
2039	40,559,696	8,393,225	11,949,565	19,910,633	80,813,119
2040	16,865,330	8,391,597	45,754,438	19,910,633	90,921,997
2041	14,121,278	8,388,770	47,231,466	19,910,633	89,652,147
2042	14,116,968	8,394,453	49,932,031	19,910,633	92,354,084
2043	14,110,546	8,393,426	48,772,656	19,910,633	91,187,260
2044	14,105,526	8,390,618	51,130,103	19,910,633	93,536,880
2045	14,101,082	-	58,497,991	19,910,633	92,509,706
2046	11,885,986	-	63,717,172	19,910,633	95,513,790
2047	22,802,262	-	13,668,653	57,228,335	93,699,250
2048	22,855,490	-	7,194,253	57,228,335	87,278,078
2049	22,916,166	-	7,181,065	57,228,335	87,325,567
2050	22,973,247	-	10,986,078	57,228,335	91,187,660
2051	23,037,110	-	26,316,933	11,646,490	61,000,533
2052	23,101,935	-	27,768,800	11,646,490	62,517,225
2053	23,183,513	-	27,666,085	11,646,490	62,496,088
2054	22,141,588	-	27,535,709	11,646,490	61,323,787
2055	8,437,375	-	27,442,404	11,646,490	47,526,270
2056	3,361,662	-	27,321,093	11,646,490	42,329,244
2057	-	-	27,193,582	11,646,490	38,840,072
2058	-	-	27,081,335	11,646,490	38,727,825
2059	-	-	26,962,676	11,646,490	38,609,167
2060	-	-	13,379,629	6,506,395	19,886,024
2061	-	-	3,569,780	6,506,395	10,076,175
2062	-	-	3,527,964	6,430,638	9,958,602
2063	-	-	-	6,430,638	6,430,638
2064	-	-	-	6,430,638	6,430,638
2065	-	-	-	6,430,638	6,430,638
2066	-	-	-	4,672,651	4,672,651
2067	-	-	-	2,391,043	2,391,043
Totals	**$ 758,098,085**	**$ 268,534,308**	**$ 762,397,719**	**$ 690,003,717**	**$ 2,479,033,829**

[1] WIFIA Outstanding Debt Based on Projected Draws for WIFIA 3 2022 Series A and Final Draws for WIFIA 1 2020 Series B and WIFIA 2 2020 Series C.

[2] Includes projected debt service on $100 M Bond Anticipation Loan which NBC expects to take out with a new RIIB or Revenue Bond issuance in FY 2028. NBC will fund its future borrowing with a mix of RIIB loans and Revenue Bonds based on interest rates, structuring options, compliance costs, availability, etc.

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2026

Fiscal Year	$30,000,000 - 2006 Series A RIIB Loan Dated December 21, 2006		$25,000,000 - 2007 Series B RIIB Loan Dated December 12, 2007		$55,000,000 - 2009 Series A* RIIB Loan Dated October 6, 2009 *Principal Forgiveness: $8,302,113.52	
Ending June 30,	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
2027	$ 1,770,000	1.355%	$ 1,563,000	1.615%	$ 3,157,626	2.540%
2028			1,596,000	1.630%	3,252,720	2.590%
2029			1,629,000	1.645%	3,354,606	2.650%
2030					3,459,040	2.690%
2031					3,609,322	2.740%
2032						
2033						
2034						
2035						
2036						
2037						
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2054						
2055						
2056						
Total	**$ 1,770,000**		**$ 4,788,000**		**$ 16,833,314**	
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, 2026

Fiscal Year	$2,000,000 - 2010 Series A* RIIB Loan Dated February 12, 2010 *Principal Forgiveness: $301,895.04		$20,000,000 - 2010 Series B RIIB Loan Dated June 24, 2010		$30,000,000 - 2011 Series A* RIIB Loan Dated March 29, 2011 *Principal Forgiveness: $1,845,345.21	
Ending June 30,	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
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						
2056						
Total	**$ 427,073**		**$ 6,149,000**		**$ 10,371,236**	
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, 2026

Fiscal Year	$25,750,000 - 2012 Series A* RIIB Loan Dated June 28, 2012 *Principal Forgiveness: $354,202.00		$25,000,000 - 2013 Series B* RIIB Loan Dated June 6, 2013 *Principal Forgiveness: $80,965.77		$45,000,000 - 2014 Series A RIIB Loan Dated March 6, 2014	
Ending June 30,	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
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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2056						
Total	**$ 10,320,956**		**$ 11,355,154**		**$ 23,124,000**	
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, 2026

Fiscal Year	$41,753,500 - 2015 Series B* RIIB Loan Dated July 30, 2015 *Principal Forgiveness: $512,070.00		$23,000,000 - 2016 Series A RIIB Loan Dated June 2, 2016		$35,000,000 - 2019 Series A* RIIB Loan Dated April 4, 2019 *Principal Forgiveness: $1,000,000.00	
Ending June 30,	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
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						
2048						
2049						
2050						
2051						
2052						
2053						
2054						
2055						
2056						
Total	**$ 31,339,190**		**$ 14,910,000**		**$ 25,143,486**	
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, 2026

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**
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						
2056						
Total	**$ 7,323,000**		**$ 44,000,000**		**$ 49,166,010**	
Details						
Interest Payment Date(s)	March 1st	September 1st	March 1st	September 1st	March 1st	September 1st
Principal Payment Date(s)	September 1st		September 1st		September 1st	
Issuance Details						
Tax Status	Tax-Exempt		Taxable		Taxable	
Type of Sale	Private Placement		Private Placement		Private Placement	
UW/Purchaser	RIIB		RIIB		RIIB	
Purpose	Wastewater Treatment and Collections, CSO		Wastewater Treatment and Collections, CSO		Wastewater Treatment and Collections, CSO	
Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021	1.910%		1.803%		3.305%	

Non-callable
Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2026

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		$25,000,000 - 2025 Series A* RIIB Loan Dated Dated June 24, 2025 *Principal Forgiveness: $7,069,416.00	
Ending June 30,	**Principal**	**Interest**	**Principal**	**Interest**	**Principal**	**Interest**
2027	$ -	-	$ -	-	$ 409,535	1.870%
2028	-	-	-	-	418,141	1.860%
2029	985,227	2.030%	-	-	427,465	1.890%
2030	-	-	-	-	436,789	1.900%
2031	-	-	-	-	446,113	1.950%
2032	-	-	-	-	456,154	2.030%
2033	982,847	2.060%	-	-	466,912	2.110%
2034	2,065,644	2.090%	-	-	478,388	2.170%
2035	1,475,460	2.230%	-	-	489,864	2.290%
2036	2,824,792	2.400%	7,352,369	2.110%	502,774	2.370%
2037	2,939,022	2.550%	7,352,369	2.230%	516,401	2.570%
2038	3,060,390	2.680%	7,487,318	2.360%	530,745	2.710%
2039	3,184,138	2.770%	7,589,693	2.450%	547,241	2.820%
2040	-	-	-	-	563,738	2.890%
2041	-	-	-	-	582,385	2.990%
2042	-	-	-	-	601,033	3.050%
2043	-	-	-	-	621,115	3.130%
2044	-	-	-	-	642,632	3.180%
2045	-	-	-	-	664,866	3.210%
2046	-	-	-	-	688,534	3.240%
2047	3,315,026	3.130%	4,369,541	2.960%	712,920	3.320%
2048	3,450,673	3.130%	4,532,410	2.970%	738,740	3.340%
2049	3,591,080	3.130%	4,709,239	2.970%	765,277	3.360%
2050	3,738,626	3.190%	4,886,068	2.990%	793,249	3.370%
2051	3,890,931	3.190%	5,076,858	2.850%	822,655	3.400%
2052	4,047,996	3.190%	5,272,300	2.850%	852,779	3.410%
2053	4,214,581	3.180%	5,481,703	2.850%	884,336	3.430%
2054	3,829,057	3.180%	5,691,106	2.850%	917,329	3.430%
2055					952,473	3.430%
2056						
Total	**$ 47,595,490**		**$ 69,800,976**		**$ 17,930,584**	
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	Taxable w/ Tax-Exempt Covenants		Taxable w/ Tax-Exempt Covenants		Taxable w/ Tax-Exempt Covenants	
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	3.303%		2.563%		3.143%	

Non-callable
Callable

Outstanding Debt – RIIB Loans

Narragansett Bay Commission
Wastewater System Revenue Bonds - RIIB
As of June 30, 2026

Fiscal Year	$75,000,000 - 2025 Series B RIIB Loan Dated Dated June 24, 2025		$75,000,000 - 2026 Series A* RIIB Loan Dated February 25, 2026 *Principal Forgiveness: $8,815,800.00	
Ending June 30,	**Principal**	**Interest**	**Principal**	**Interest**
2027	$ 1,713,000	1.870%	$ 882	1.460%
2028	1,750,000	1.860%	2,805,328	1.460%
2029	1,788,000	1.890%	1,589,303	1.470%
2030	1,827,000	1.900%	1,617,542	1.500%
2031	1,867,000	1.950%	1,646,663	1.550%
2032	1,909,000	2.030%	1,677,549	1.610%
2033	1,953,000	2.110%	1,709,317	1.690%
2034	2,001,000	2.170%	1,742,851	1.750%
2035	2,050,000	2.290%	1,779,031	1.840%
2036	2,103,000	2.370%	1,816,977	1.900%
2037	2,159,000	2.570%	1,856,687	1.990%
2038	2,221,000	2.710%	1,899,045	2.170%
2039	2,288,000	2.820%	1,946,698	2.310%
2040	2,359,000	2.890%	1,996,998	2.430%
2041	2,435,000	2.990%	2,051,710	2.570%
2042	2,515,000	3.050%	2,110,835	2.670%
2043	2,599,000	3.130%	2,173,489	2.790%
2044	2,688,000	3.180%	2,240,556	2.880%
2045	2,782,000	3.210%	2,312,035	2.980%
2046	2,879,000	3.240%	2,387,926	3.040%
2047	2,981,000	3.320%	2,467,347	3.090%
2048	3,089,000	3.340%	2,551,180	3.110%
2049	3,202,000	3.360%	2,637,661	3.130%
2050	3,319,000	3.370%	2,728,554	3.150%
2051	3,441,000	3.400%	2,822,094	3.180%
2052	3,568,000	3.410%	2,920,929	3.210%
2053	3,700,000	3.350%	3,023,294	3.210%
2054	3,835,000	3.430%	3,129,189	3.230%
2055	3,979,000	3.430%	3,239,496	3.230%
2056			3,303,033	3.250%
Total	**$ 75,000,000**		**$ 66,184,200**	
Details				
Interest Payment Date(s)	March 1st	September 1st	March 1st	September 1st
Principal Payment Date(s)	September 1st		September 1st	
Issuance Details				
Tax Status	Taxable w/ Tax-Exempt Covenants		Taxable w/ Tax-Exempt Covenants	
Type of Sale	Private Placement		Private Placement	
UW/Purchaser	RIIB		RIIB	
Purpose	Wastewater Treatment and Collections, CSO		Wastewater Treatment and Collections, CSO	
Original TIC or Loan Rate. Includes 0.5% RIIB Fee Loans Prior to Nov. 2021 and 0.3% RIIB Fee for Loans After Nov. 2021	3.147%		2.905%	

Non-callable
Callable

Outstanding Debt – Revenue Bonds

Narragansett Bay Commission
Wastewater System Revenue Bonds
As of June 30, 2026

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**
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	**$ 44,765,000**		**$ 3,215,000**		**$ 176,630,000**	
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	

Outstanding Debt – WIFIA

Narragansett Bay Commission
Wastewater System Revenue Bonds - WIFIA
As of June 30, 2026

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**
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	243,965	1.420%	-	-	2,162,915	3.120%
2040	36,076,358	1.420%	-	-	458,800	3.120%
2041	38,485,514	1.420%	-	-	65,543	3.120%
2042	39,613,853	1.420%	-	-	2,228,458	3.120%
2043	40,772,688	1.420%	-	-	524,343	3.120%
2044	41,992,514	1.420%	-	-	2,294,001	3.120%
2045	51,781,619	1.420%	-	-	589,886	3.120%
2046	55,288,619	1.420%	999,872	1.600%	2,097,372	3.120%
2047	701,400	1.420%	5,616,305	1.600%	2,425,087	3.120%
2048			-	-	2,490,630	3.120%
2049			-	-	2,556,172	3.120%
2050			3,786,751	1.600%	2,621,715	3.120%
2051			19,061,397	1.600%	2,687,258	3.120%
2052			20,827,129	1.600%	2,752,801	3.120%
2053			21,082,416	1.600%	2,818,344	3.120%
2054			21,316,429	1.600%	2,883,887	3.120%
2055			21,592,989	1.600%	2,949,430	3.120%
2056			21,848,276	1.600%	3,014,973	3.120%
2057			22,103,562	1.600%	3,080,516	3.120%
2058			22,380,123	1.600%	3,146,058	3.120%
2059			22,592,862	1.600%	3,277,144	3.120%
2060			9,530,699	1.600%	3,342,687	3.120%
2061					3,408,230	3.120%
2062					3,473,773	3.120%
Total	**$ 304,956,531**		**$ 212,738,809**		**$ 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	$ 304,956,531		$ 212,738,809		$ 65,542,884	

Long-Term Financial Plan

NBC collaborates with its Municipal Advisor 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 are used in turn to project operating revenue, expenses, and rate increases. These projections are subject to change and are intended to provide NBC stakeholders a general perspective of the upcoming six fiscal years.

The Plan is based upon the Capital Sources and Uses shown in the bottom portion of the table, optimized through the Model for FY 2027 - 2032. The Model incorporates minimum debt service coverage of 130%, calculated as revenue less operating expense divided by debt service. The Plan also includes an increase each year in revenue funded capital (PAYGO) to reduce the amount of future debt issuances needed to fund NBC's capital spending. This change is intended to mitigate the impact of interest costs of on ratepayers and stabilize NBC's debt levels. Detailed discussion of the six-year plan is on the following pages.

NBC LONG-TERM FINANCIAL PLAN FY 2027 - 2032						
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Revenue	$141,911,548	$153,268,191	$163,843,972	$173,934,179	$182,921,624	$190,558,188
Expense						
Operating Expense	69,432,876	70,821,534	72,237,964	73,682,723	75,156,378	76,659,506
Debt Service	53,201,941	63,026,734	67,621,645	72,124,202	72,167,136	76,522,848
Total Expense	122,634,817	133,848,268	139,859,609	145,806,925	147,323,514	153,182,354
Net Income	**$19,276,731**	**$19,419,923**	**$23,984,363**	**$28,127,254**	**$35,598,110**	**$37,375,834**
Debt Service Coverage	1.36	1.30	1.35	1.39	1.49	1.49
User Fee Rate Increase	10.97%	7.50%	6.75%	6.00%	5.00%	4.00%
Average Annual SFH[1]	$690.24	$745.80	$796.14	$843.91	$886.11	$921.55

[1] Single Family Home

CAPITAL SOURCES AND USES FY 2027 - 2032						
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Capital Sources						
CIP - PAYGO	$ 17,482,660	$ 11,916,377	$ 14,500,534	$15,932,480	$16,233,631	$ 17,899,626
OCP - PAYGO	6,100,050	6,858,000	6,000,000	6,000,000	6,000,000	6,000,000
2026 Series A (RIIB)	8,077,692	-	-	-	-	-
New RIIB Loans	-	21,733,671	89,973,808	25,674,820	19,445,369	8,620,167
2022 Series A (WIFIA 3)	22,860,950	10,710,200	2,108,956	-	-	-
WIFIA Cash (WIFIA 2)	-	45,279,800	9,965,800	-	-	-
2027 Series A - New Issuance [1]	64,395,378	33,104,622	-	-	-	-
Total	**$118,916,730**	**$129,602,670**	**$122,549,098**	**$47,607,300**	**$41,679,000**	**$32,519,793**
Capital Uses						
CIP	$ 111,590,680	$ 122,744,670	$116,549,098	$41,607,300	$ 35,679,000	$26,519,793
OCP	6,100,050	6,858,000	6,000,000	6,000,000	6,000,000	6,000,000
Other	1,226,000	-	-	-	-	-
Total	**$118,916,730**	**$129,602,670**	**$122,549,098**	**$47,607,300**	**$41,679,000**	**$32,519,793**

[1] Bond Anticipation Note

Revenue

User fees are the largest revenue source. Regarding the rate base, the Model incorporates modest growth in the number of customers and no growth in consumption. The most significant change over the six-year period is the 33.5% projected increase in user fee revenue from $137.9 million in FY 2027 to $186.6 million in FY 2032 due to increases in user fee rates. The Model reflects a 10.97% across-the-board rate increase on July 1, 2026, 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 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
User Fee Rate Increase	10.97%	7.50%	6.75%	6.00%	5.00%	4.00%
Average Annual SFH[(1)]	$690.24	$745.80	$796.14	$843.91	$886.11	$921.55

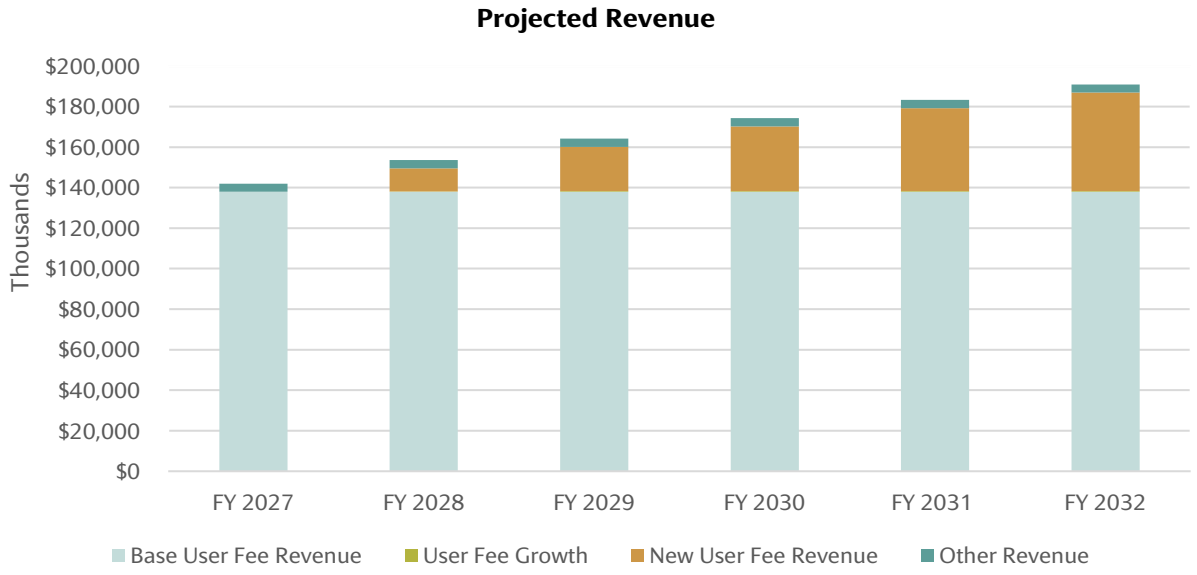
[(1)] Single Family Home, Estimated based on Docket 25-32-WW

Revenue in FY 2027 - 2032 includes growth of 0.2% per year based on historical growth in the service area.

PROJECTED REVENUE

	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
Base User Fee Revenue	$137,906,457	$137,906,457	$137,906,457	$137,906,457	$137,906,457	$137,906,457
User Fee Growth	-	282,580	304,339	325,491	345,671	363,646
New User Fee Revenue	-	11,074,063	21,628,085	31,697,140	40,664,405	48,282,994
Total User Fee Revenue	137,906,457	149,263,100	159,838,881	169,929,088	178,916,533	186,553,097
Other Revenue	4,005,091	4,005,091	4,005,091	4,005,091	4,005,091	4,005,091
Total Other Revenue	4,005,091	4,005,091	4,005,091	4,005,091	4,005,091	4,005,091
Total Revenue	**$141,911,548**	**$153,268,191**	**$163,843,972**	**$173,934,179**	**$182,921,624**	**$190,558,188**

Other Revenue is anticipated to be $4.0 million in FY 2027 and for purposes of conservatism of assumptions is kept flat for FY 2028 – FY 2032.



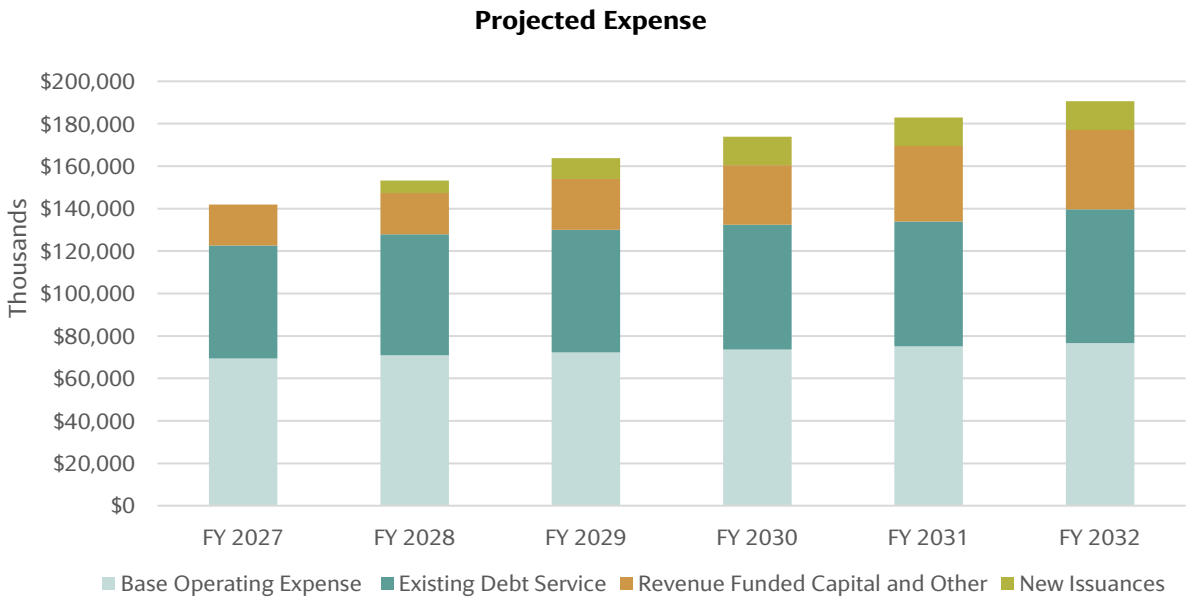
Expense

The largest increase in expense over the six-year period is a 43.8% increase in debt service. NBC's annual debt service is projected to increase $23.3 million for the amortization of existing debt as well as new debt issuance required to support the capital program (see table below). NBC expects to amortize roughly $227 million in principal over the period of FY 2027 – FY 2032 and issue at least $265.5 million in new debt over the same period. Additionally, debt service on the WIFIA loans commences in FY 2030.

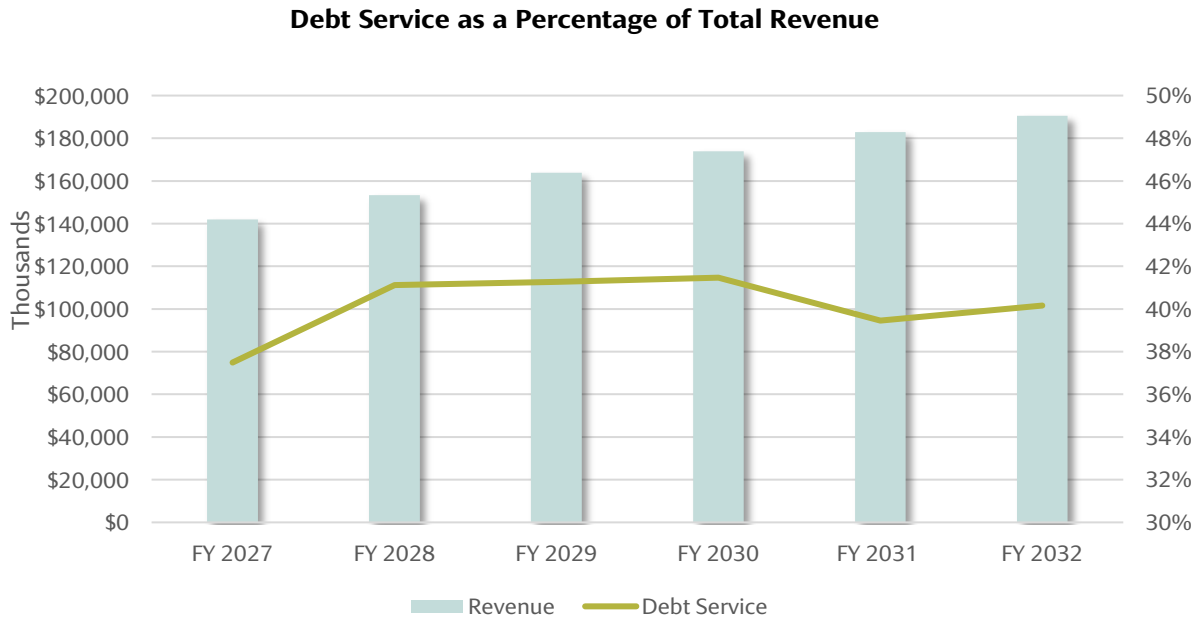
PROJECTED DEBT ISSUANCE						
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
New Debt Issuance	$ 100,000,000	$ 21,733,671	$ 89,973,808	$ 25,674,820	$ 19,445,369	$ 8,620,167

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						
	FY 2027	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**
Base Operating Expense with CPI @ 2%	$ 69,432,876	$ 70,821,534	$ 72,237,964	$ 73,682,723	$ 75,156,378	$ 76,659,506
Existing RIIB Debt Service	34,371,559	36,704,109	37,517,091	35,706,536	35,860,403	32,492,130
New Issuances	-	5,960,067	9,838,413	13,404,238	13,427,440	13,479,994
Existing Revenue Bond Debt Service	18,830,382	20,362,558	20,266,142	20,968,490	20,834,355	20,716,780
WIFIA Debt Service	-	-	-	2,044,938	2,044,938	9,833,943
Reserves, Mandatory Trust Deposits, and Revenue Funded Capital	19,276,731	19,419,923	23,984,363	28,127,254	35,598,110	37,375,834
Total Expense	**$141,911,548**	**$153,268,191**	**$163,843,972**	**$173,934,179**	**$182,921,624**	**$190,558,188**

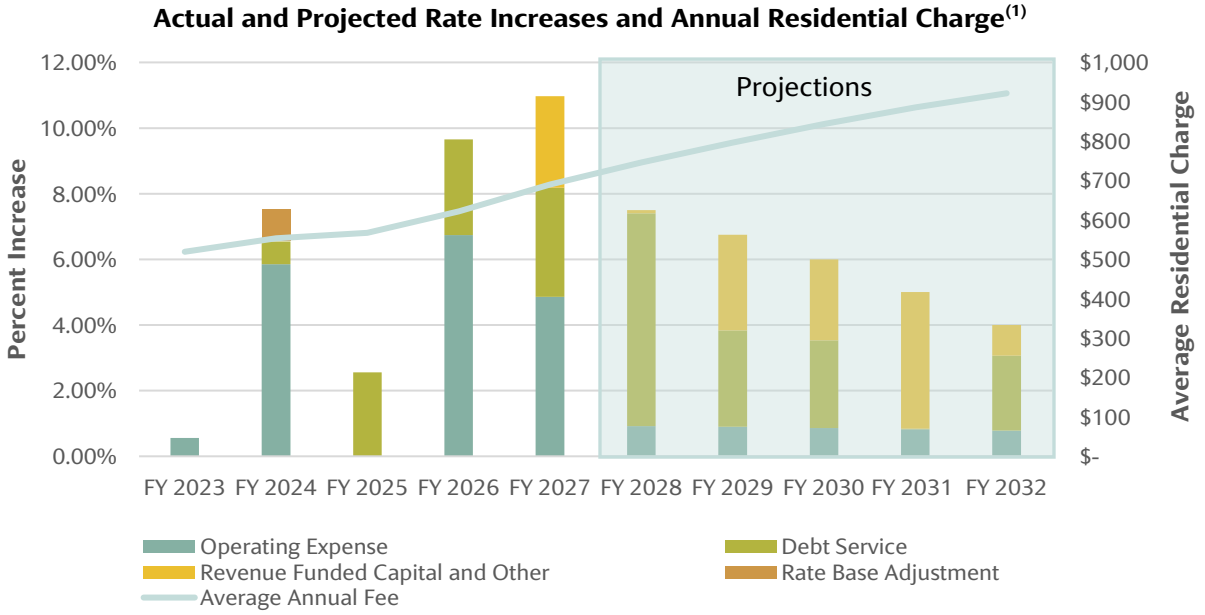


The chart below shows debt service as a percent of total revenue is projected to increase from 37.0% in FY 2027 to 40.0% in FY 2032 as additional debt is issued.



Sewer User Fee Rate Projections

The following chart shows actual and projected rate increases along with the annual residential charge for FY 2023 through FY 2032. The chart shows a 10.97% rate increase in FY 2027 for debt service, operating expenses, and revenue funded capital (PAYGO). A 7.50% rate increase is projected in FY 2028, primarily to support debt service. Additional rate increases are projected in FY 2028 – FY 2032, primarily to fund debt service and revenue funded capital (PAYGO).



(1) For a Single-Family Home with average usage of 150 gallons per day

The Narragansett Bay Commission
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Vincent J. Mesolella
Chairman

Laurie A. Horridge
Executive Director

RESOLUTION 2026:09

APPROVAL OF THE NARRAGANSETT BAY COMMISSION FISCAL YEAR 2027 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 2027 Capital Budget; and

WHEREAS, the Board has reviewed the Fiscal Year 2027 Annual Budget;

NOW THEREFORE BE IT RESOLVED, that the Fiscal Year 2027 Annual Budget is hereby approved as follows:

Revenue and Sources of Funds		
User Fees	$	137,906,457
Other		3,529,804
Operation and Maintenance Reserve Fund		475,287
OCP (PAYG0)		6,100,050
CIP (PAYGO)		17,482,660
2026 Series A (RIIB)		8,077,692
2027 Series A - New Issuance [(1)]		64,395,378
2022 Series A (WIFIA 3)		22,860,950
Total Revenue and Sources of Funds	**$**	**260,828,278**
Expense and Uses of Funds		
Operating Expense	$	69,432,876
Debt Service		53,201,941
Operating Reserves		436,465
Required Trust Indenture Deposits		2,775,552
Revenue Funded Capital (PAYGO)		16,064,714
Operating Capital Program (OCP)		6,100,050
Capital Improvement Program (CIP)		111,590,680
Cost of Issuance/Other		1,226,000
Total Expense and Uses of Funds	**$**	**260,828,278**

[(1)] *Bond Anticipation Note*

BE IT FURTHER RESOLVED, the FY 2027 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 $122,634,817 for the period July 1, 2026, to June 30, 2027.

2. The number of Full-Time Equivalents (FTEs) included in the FY 2027 Budget is 302. 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 a) do not increase the total number of funded FTEs above the number of funded FTEs as outlined in item 2 above or b) 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 a cost-of-living adjustment of 3.0%. In addition, the FY 2027 budget includes an additional 2.0% to be allocated based on merit for a total aggregate increase of 5.0%.

6. The budget includes an employer contribution to the non-union defined contribution retirement plan of 5.0%, funding of the employer share of the non-union defined benefit plan of 5.0%, and an employer contribution to the union retirement plan at the rate established by the State Retirement Board of 30.5% for FY 2027. 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 plans, 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 requisition for operating expenses greater than $100,000 that is 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 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 2027 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
EX012	ASSISTANT ADMINISTRATIVE COORDINATOR	1	Non-Union
EX014	GENERAL COUNSEL AND LEGISLATIVE LIAISON	1	Non-Union
EX015	GENERAL COUNSEL ASSISTANT	1	Non-Union
EX016	GRANT WRITER	1	Non-Union
EX017	CYBERSECURITY SPECIALIST	1	Non-Union
	Subtotal Administration	12	
	Human Resources		
HR002	SENIOR HUMAN RESOURCES REPRESENTATIVE	1	Non-Union
HR004	HUMAN RESOURCES CLERK	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	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		
AC002	SENIOR FISCAL CLERK	1	Non-Union
AC006	CAPITAL PRINCIPAL ACCOUNTANT	1	Non-Union
AC007	PRINCIPAL ACCOUNTANT	1	Non-Union
AC008	SENIOR ACCOUNTANT	1	Non-Union
AC010	ACCOUNTING ASSISTANT	1	Non-Union
AC015	ASSISTANT CONTROLLER	1	Non-Union
AC016	ACCOUNTING ASSISTANT	1	Non-Union
AC017	CONTROLLER	1	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 2027 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 COORDINATOR	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		
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	TREASURY AND DEBT MANAGER	1	Non-Union
FI021	RETIREMENT AND PAYROLL MANAGER	1	Non-Union
FI025	PAYROLL SUPERVISOR	1	Non-Union
FI026	PAYROLL COORDINATOR	1	Non-Union
FI027	BUDGET AND FINANCIAL PLANNING MANAGER	1	Non-Union
FI028	FINANCIAL AND CUSTOMER EXPERIENCE ANALYST	1	Non-Union
	Subtotal Finance	12	
	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
EC012	ENVIRONMENTAL ENGINEER	1	Non-Union
EC013	PRINCIPAL ENVIRONMENTAL ENGINEER	1	Non-Union

Job Code	Position Title	FTE	Non-Union/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
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
PE011	ENVIRONMENTAL SCIENTIST II	1	Non-Union
PE012	ENVIRONMENTAL SCIENTIST I	1	Non-Union
PE013	ENVIRONMENTAL SCIENTIST III	1	Non-Union
PE016	ENVIRONMENTAL ADMINISTRATOR	1	Non-Union
PE018	SAFETY COMPLIANCE COORDINATOR I	1	Non-Union
PE020	SUSTAINABILITY TECHNICAL COORDINATOR	1	Non-Union
	Subtotal Technical Analysis and Compliance	11	
	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
PT014	PRETREATMENT CLERK	1	Non-Union
PT015	PRETREATMENT CLERK	1	Union
PT016	PRETREATMENT CLERK	1	Union
PT018	PRETREATMENT INSPECTOR II	1	Union
	Subtotal Pretreatment	14	
	Laboratory		
LA001	LABORATORY MANAGER	1	Non-Union
LA002	LABORATORY SUPERVISOR II	1	Non-Union
LA003	ENVIRONMENTAL CHEMIST II	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
LA012	LABORATORY TECHNICIAN	1	Union
LA013	LABORATORY TECHNICIAN	1	Union

Attachment 1
FY 2027 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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	QUALITY ASSURANCE COORDINATOR	1	Non-Union
EM024	ENVIRONMENTAL MONITORING COORDINATOR	1	Non-Union
EM025	ENVIRONMENTAL MONITORING SUPERVISOR	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	15	
	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
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
CS043	CUSTOMER CARE BUSINESS ANALYST	1	Non-Union
CS009	FIELD INVESTIGATOR	1	Union

Attachment 1
FY 2027 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
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
CS044	CUSTOMER CARE REP./FIELD INVESTIGATOR	1	Union
	Subtotal Customer Care	28	
	Purchasing		
PU001	PURCHASING MANAGER	1	Non-Union
PU002	ASSISTANT PURCHASING MANAGER	1	Non-Union
PU010	PURCHASING SUPPORT SPECIALIST	1	Non-Union
PU011	PURCHASING AGENT	1	Non-Union
	Subtotal Purchasing	4	
	Interceptor Maintenance		
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
IM042	ENVIRONMENTAL ENGINEER	1	Non-Union
IM043	PERMITS COORDINATOR	1	Non-Union
IM045	SENIOR PERMITS COORDINATOR	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
FP012	OPERATIONS SUPPORT SUPERVISOR	1	Non-Union

Attachment 1
FY 2027 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
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
FP030-2	OPERATOR II	1	Union
FP032	OPERATOR I	1	Union
FP033	OPERATOR I	1	Union
FP035	OPERATOR I	1	Union
FP043-2	OPERATOR II	1	Union
FP044	OPERATOR I	1	Union
FP046	INVENTORY CONTROL CLERK	1	Union
FP047	INVENTORY CONTROL CLERK	1	Union
FP050	MECHANIC II	1	Union
FP051	MECHANIC II	1	Union
FP052	MECHANIC I	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
FP084	OPERATIONS AND MAINTENANCE CLERK	1	Union
FP085	OPERATOR / HEO	1	Union
FP086	MECHANIC III	1	Union
FP128	OPERATOR I	1	Union
FP540	OPERATOR I	1	Union
	Subtotal Field's Point	52	
Bucklin Point			
BP023	O AND M COORDINATOR	1	Non-Union
BP042	MAINTENANCE MANAGER - BP	1	Non-Union
BP043	OPERATIONS SUPERVISOR - BP	1	Non-Union

Attachment 1
FY 2027 Budgeted Positions

Job Code	Position Title	FTE	Non-Union/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
BP006-2	OPERATOR II	1	Union
BP007	PROCESS MONITOR	1	Union
BP008	PROCESS MONITOR	1	Union
BP009	PROCESS MONITOR	1	Union
BP011-2	OPERATOR I	1	Union
BP013	OPERATOR II	1	Union
BP016	OPERATOR I	1	Union
BP017	OPERATOR 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
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 I	1	Union
BP059	UTILITY OPERATOR	1	Union
BP062	INVENTORY CONTROL CLERK	1	Union
BP063	MECHANIC I	1	Union
BP064	ELECTRONICS AND INSTRUMENTATION TECHNICIAN I	1	Union
BP065	ELECTRONICS AND INSTRUMENTATION TECHNICIAN II	1	Union
BP068	OPERATIONS AND MAINTENANCE CLERK	1	Union
BP069	HEAVY EQUIPMENT OPERATOR	1	Union
BP070	MECHANIC III	1	Union
BP103	SENIOR PROCESS MONITOR	1	Union
BP512-2	OPERATOR II	1	Union
BP519-2	OPERATOR I	1	Union
	Subtotal Bucklin Point	47	
	Grand Total	**302**	

Attachment 2
FY 2027 Non-Union Salary Ranges

Narragansett Bay Commission
Non-Union Salary Ranges
Effective July 1, 2026

Grade	Min	Mid	Max	Range
23	$ 241,619.93	$ 338,267.90	$ 434,915.86	80.00%
22	$ 219,653.84	$ 307,515.81	$ 395,377.78	80.00%
21	$ 199,685.61	$ 279,559.63	$ 359,434.73	80.00%
20	$ 181,531.98	$ 254,145.41	$ 326,758.85	80.00%
19	$ 165,029.07	$ 231,040.70	$ 297,053.40	80.00%
18	$ 150,027.99	$ 210,037.68	$ 270,048.45	80.00%
17	$ 136,388.40	$ 190,942.47	$ 245,498.69	80.00%
16	$ 123,989.26	$ 173,584.75	$ 223,181.31	80.00%
15	$ 112,717.02	$ 157,804.90	$ 202,890.64	80.00%
14A	$ 123,737.53	$ 163,952.52	$ 204,167.51	65.00%
14	$ 108,271.54	$ 143,458.32	$ 178,647.24	65.00%
13A	$ 112,488.85	$ 149,048.91	$ 185,606.82	65.00%
13	$ 98,428.28	$ 130,416.46	$ 162,405.70	65.00%
12A	$ 102,262.11	$ 135,498.23	$ 168,733.28	65.00%
12	$ 89,480.55	$ 118,560.42	$ 147,641.35	65.00%
11A	$ 92,966.23	$ 123,179.43	$ 153,394.77	65.00%
11	$ 81,345.86	$ 107,783.07	$ 134,219.22	65.00%
10A	$ 84,514.47	$ 111,982.18	$ 139,448.82	65.00%
10	$ 73,950.29	$ 97,984.81	$ 122,018.25	65.00%
9A	$ 76,831.82	$ 101,801.49	$ 126,772.24	65.00%
9	$ 67,227.44	$ 89,076.71	$ 110,924.90	65.00%
8A	$ 69,846.52	$ 92,547.40	$ 115,247.19	65.00%
8	$ 61,115.17	$ 80,978.44	$ 100,840.63	65.00%
7A	$ 63,496.45	$ 84,133.12	$ 104,770.86	65.00%
7	$ 55,559.93	$ 73,617.15	$ 91,674.37	65.00%
6A	$ 57,724.83	$ 76,485.82	$ 95,245.75	65.00%
6	$ 50,509.22	$ 66,924.29	$ 83,339.36	65.00%
5A	$ 55,625.27	$ 69,531.59	$ 83,438.98	50.00%
5	$ 48,672.11	$ 60,840.95	$ 73,008.71	50.00%
4A	$ 50,568.14	$ 63,210.44	$ 75,853.81	50.00%
4	$ 44,248.06	$ 55,310.34	$ 66,370.48	50.00%
3A	$ 45,971.62	$ 57,464.52	$ 68,957.43	50.00%
3	$ 40,224.63	$ 50,281.06	$ 60,337.48	50.00%
2A	$ 41,791.80	$ 52,240.28	$ 62,688.77	50.00%
2	$ 36,568.63	$ 45,710.25	$ 54,852.94	50.00%
1A	$ 37,993.32	$ 47,491.65	$ 56,989.98	50.00%
1	$ 33,243.62	$ 41,555.06	$ 49,865.43	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.

Abatement Reinstatement Fee – The fee assessed to abatement program participants who do not provide the required annual meter reading by the annual February deadline, to reinstate their program eligibility.

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, which 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 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 sources of funds equal the total expense and uses 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 dichlorination 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.

BMS – Building Management Systems - An integrated control system used to monitor, manage, and optimize a building's mechanical, electrical, and environmental systems—such as HVAC, lighting, energy use, fire safety, and security - to improve efficiency, comfort, and operational performance.

BNR - Biological Nutrient Removal - A biological process used at both the Field's Point and Bucklin Point WWTFs 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 who 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

CAERS – Combined Air Emissions Reporting System - An electronic reporting system used by regulated facilities to submit air emissions data, compliance information, and regulatory reports to air quality agencies, supporting emissions tracking, regulatory oversight, and environmental planning.

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 Reserves and Revenue Funded Capital.

Carbon Feed - External carbon sources that NBC may add during the treatment process at the Field's Point and Bucklin Point WWTFs 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 streets 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.

CHP Engine - Combined Heat and Power Engine - A high-efficiency engine used in combined heat and power systems to generate electricity while capturing and reusing the waste heat for heating, cooling, or industrial processes, thereby improving overall energy efficiency and reducing emissions.

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.

CMMS – Computerized Maintenance Management System - Software that automates and streamlines maintenance, which includes managing preventive and corrective maintenance tasks, and tracking assets at NBC. It helps minimize equipment downtime, lower maintenance costs, and improve overall efficiency by centralizing maintenance data, scheduling work orders, tracking parts inventory, and generating reports.

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 the 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 65 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.

CWSRF - Clean Water State Revolving Fund - An EPA program administered by the RIIB, which offers low-cost financing to eligible borrowers and is used by NBC to finance wastewater treatment and collection projects.

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 that 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 expenses 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.

EIA – Environmental Impact Assessment - A systematic process for assessing the environmental, social, and economic impacts of a proposed project or action before approval, to identify impacts, consider alternatives, and recommend measures to avoid or mitigate adverse effects.

ELUR - Environmental Land Use Restriction - A legal document issued by RIDEM that limits the use of a property that has been contaminated by hazardous waste or material and applies 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 the 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. This means it operates like a self-supporting public service, generating revenue through fees that cover the cost of providing the service.

ERA - Environmental Resource Associates - 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 refers 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.

GASB 103 - Government Auditing Standards Board Statement 103 - Improves NBC's governmental financial reporting model for clarity and comparability.

GASB 104 - Government Auditing Standards Board Statement 104 - Expands NBC's note disclosures for certain capital assets like leases and IT subscriptions.

GASB 105 - Government Auditing Standards Board Statement 105 - Enhances NBC's note disclosures by clarifying how and when subsequent events are evaluated and disclosed.

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 NBC's 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 that organizes expenses 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.

MBE – Minority Business Enterprise - A business that is at least 51% owned, controlled, and actively managed by one or more individuals who are members of a recognized minority group, and is typically certified by an authorized certifying agency for participation in supplier diversity or procurement programs.

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 the 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.

NOVs – Notice of Violations- A formal notification issued to an industrial or commercial discharger indicating noncompliance with pretreatment regulations, permit conditions, or discharge limits, and requiring corrective action within a specified timeframe.

Nutrient - An organic or inorganic compound essential for the growth of organisms. NBC's RIPDES permit sets forth nutrient discharge limits.

O

O&M - Operation and Maintenance - Expense related to performing the functions required to operate and maintain NBC's wastewater treatment and collection services.

OMR Fund - Operation and Maintenance Reserve Fund - The OMR Fund holds funds designated for expenses 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, which is replenished as needed from the stabilization account within the Debt Service Fund. Interest earned on the OMR Fund is transferred to the Revenue Fund on a monthly basis.

OCP - Operating Capital Program - NBC's plan for programmed asset purchases for the current budget year and the subsequent five years, which includes new assets, asset replacements, asset renovations, and betterments.

Operating Reserve - Funds set aside to ensure financial stability and continuity of operations, used to address unforeseen expenses, revenue shortfalls, or timing differences in cash flow. Operating reserves are typically measured as a percentage of total operating expenses and exclude certain non-operational costs such as personnel, debt service, or restricted funds.

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 expenses 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 WWTFs to aggregate suspended solids 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 that 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 that regulates the amount of flow entering interceptors.

RES - Renewable Energy Standard - A policy that requires utilities or energy providers to supply a specified percentage of their electricity from renewable energy sources - such as solar, wind, hydro, or biomass - by designated target dates to promote clean energy generation and reduce greenhouse gas emissions.

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.

Revenue Funded Capital - Capital expenditures funded with remaining revenues after operating expenses and debt service have been met, rather than through borrowing.

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 of 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 is 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.

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 WWTF, in which the 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.

WBE – Women Business Enterprise - A business that is at least 51% owned, controlled, and actively managed by one or more women, and is typically certified by a recognized certifying authority to participate in supplier diversity or procurement programs.

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 - A 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.