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Chief Engineer & General Manager

JOSEPH DE LUCA
City Councilman

MICHAEL A. SOLOMON
City Councilman

JOHN A. FARGNOLI
Member

EVERETT BIANCO
Member

July 10, 2009

Mrs. Luly Massaro, Commission Clerk
RI Public Utilities Commission
89 Jefferson Boulevard
Warwick, RI 02888

RE: Docket 4061 Kent County Water Authority; Set I Responses

Dear Luly:

Enclosed for filing is an original and four copies of Providence Water's responses to the first set of data request from Kent County Water Authority.

If there are any questions, I can be reached at 521-6300, extension 7217.

Sincerely,

A handwritten signature in black ink that reads "Mary Deignan White". The signature is written in a cursive style and is positioned above a horizontal line.

Mary Deignan White
Regulatory Manager

cc: Dk 4061 Service List

H:\QPW\PUC-Filings\RateFiling2009\LMrespKCWASet1.wpd

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552 ACADEMY AVENUE • PROVIDENCE, RHODE ISLAND • 02908 • (401) 521-6300 • FAX (401) 331-5081 • TDD (401) 751-0203

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-1. The Commission's Order in Docket 3832(page 78) states: However, in the next case, Providence Water is directed to also consider whether there is another methodology that would more accurately allocate lost and unaccounted for water. Please identify its location in the filing.

Answer: For this abbreviated filing Providence Water did not propose any changes to the cost allocations approved in Docket 3832; therefore no changes in the way unaccounted for water were considered during the preparation for this filing. Providence Water will consider other methods of allocating unaccounted for water in its next full rate filing.

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-2. Please indicate each proposed adjustment to the test year expenses which is based on an estimate, projection or inflation claim, including the amount of such claim and the line item.

Answer: This question is a bit unclear, but I assume it is requesting information related to adjustments made to the test year expenses to arrive at the pro forma rate year expenses. If that is the case, then all of the adjustments are based on the best information regarding rate year costs that was available at the time the filing was prepared. In some cases actual costs were known, while in other cases the projection of rate year costs are based on historical cost data and on information regarding future costs. To the extent that additional information has or will become available during the course of the proceeding, Providence Water's request will be revised accordingly.

All rate year adjustments are shown on Schedule HJS-4 and the basis for these adjustments are described in my pre-filed testimony on Pages 6 through 13. If I have misinterpreted the question I will revise my response appropriately.

PROVIDENCE WATER Docket No. 4061
Data Requests KCWA Set I

Q. KCWA 1-3 Regarding Page 8, Line 1 of Mr. Smith's testimony - please provide all evidence supporting the 4.5% increase to the 2009 property tax expenses for the rate year.

A. a. Please see the response to Div 1-4 for a copy of RIGL § 44-5-2 Maximum Levy. As indicated in the response, Providence Water used 4.5% for FY 2010 and FY 2011. We should have used 4.75% for FY2010 and 4.5% for FY 2011, to determine the estimated CY 2010 amounts.

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-4. Regarding Page 9, Line 4 of Mr. Smith's testimony-please provide all evidence supporting a known and measurable increase for insurance expenses for the rate year.

Answer: The most current information is attached and Providence Water will update when more information becomes available.



CHELMSFORD, MA 01824-0980
(978)551-9900 FAX: (978)551-9917

Premium Financing Specialists, Inc.
A MISSOURI CORPORATION, HOME OFFICE, KANSAS CITY, MISSOURI
PREMIUM FINANCE AGREEMENT

A	CASH PRICE (TOTAL PREMIUMS)	\$1,047,041.21	AGENT (Name & Place of business) G & L INSURANCE ASSOC.	INSURED (Name and residence or business) PROVIDENCE WATER SUPPLY BOARD
B	CASH DOWN PAYMENT	\$314,113.00	P O BOX 40760	552 ACADEMY AVE
C	PRINCIPAL BALANCE (A MINUS B)	\$732,928.21	PROVIDENCE RI 02940 (401)727-1683	PROVIDENCE RI 02908 (401)521-6300

Quote Number: 33320

LOAN DISCLOSURE

ANNUAL PERCENTAGE RATE The cost of your credit as a yearly rate. 5.99 %	FINANCE CHARGE The dollar amount the credit will cost you. \$18,414.11	Amount Financed The amount of credit provided to you or on your behalf. \$732,928.21	Total of Payments The amount you will have paid after you have made all payments as scheduled. \$751,342.32
--	---	---	--

YOUR PAYMENT SCHEDULE WILL BE

Number of Payments	Amount of Payments	When Payments Are Due	MONTHLY
9	\$83,482.48	Beginning:	8/1/2008

ITEMIZATION OF THE AMOUNT FINANCED:
THE FULL AMOUNT FINANCED WAS PAID TO THE INSURANCE COMPANY.

Security: You are giving a security interest in the unearned premiums and, on commercial policies, loss payments which will reduce the unearned premium of the policies.
Late Charges: A late charge will be imposed on any installment in default 5 days or more. This late charge will be 5% of the installment due.

Prepayment: If you pay your account off early, you may be entitled to a refund of a portion of the finance charge in accordance with Rule of 78's. The finance charge includes a predetermined interest rate plus a non-refundable service/origination fee of \$15.

POLICY PREFIX AND NUMBER	EFFECTIVE DATE OF POLICY	SCHEDULE OF POLICIES INSURANCE COMPANY AND GENERAL AGENT	COVERAGE	POL TRMS	PREMIUM	
PENDING	7/1/2008	HARTFORD STEAM BOILER INSPECTION AN MASSAMONT INSURANCE	EQUIP	12	\$9,262.00	
PENDING	7/1/2008	NATIONAL UNION FIRE INS CO OF PITTS SWETT & CRAWFORD	LIAB	12	\$39,567.00	
Continued On Schedule A						
(CHECK CORRECT BOX) <input type="checkbox"/> PERSONAL <input checked="" type="checkbox"/> COMMERCIAL					TOTAL \$	\$1,047,041.21

The undersigned insured directs Premium Financing Specialists, Inc. (herein, "Lender") to pay the premiums on the policies described above. In consideration of such premium payments the insured agrees to pay Lender at the branch office address shown above, or as otherwise directed by Lender the amount stated as Total of Payments in accordance with the Payment Schedule, both as shown in Loan Disclosure, subject to the Provisions herein set forth.
The named insured:
1. Assigns to Lender as security for the total amount payable hereunder all unearned premiums and, on commercial policies, loss payments which will reduce the unearned premium which become payable under the policies listed above, as to all of which insured gives to Lender a security interest.
2. Irrevocably appoints Lender attorney-in-fact of the insured with full power of substitution and full authority upon default to cancel all policies above identified, receive all sums assigned to Lender or in which it has granted Lender a security interest and to execute and deliver on behalf of the insured documents, instruments, forms and notices relating to the listed insurance policies in furtherance of this agreement.
3. Understands that the finance charge begins to accrue as of the earliest policy effective date.

4. Agrees to all provisions set out on pages 1 and 2 of this agreement.

NOTICE:

- A. Do not sign this agreement before you read it or if it contains any blank space.
- B. You are entitled to a completely filled in copy of this agreement.
- C. Under the law, you have the right to pay in advance the full amount due and under certain conditions to obtain a partial refund of the finance charge.

D. Keep your copy of this agreement to protect your legal rights.

Joseph J. [Signature] 7/9/08
Signature of Insured or Authorized Agent DATE
Director of Support Services Providence Water
The undersigned hereby warrants and agrees to Agent's Representations set forth herein.

SIGNATURE OF AGENT DATE

all to pay \$314,113.00

Providence Water Supply Board

Workers' Compensation - Quote 634675.4 (Renewal of WC6-111-259083-018)
 Company 6 - The First Liberty Insurance Corporation

Policy Period 07/01/2009 to 07/01/2010

States Covered

RI

Employers Liability Limits

Bodily Injury By Accident	\$1,000,000	Each Accident
Bodily Injury By Disease	\$1,000,000	Each Employee
Bodily Injury By Disease	\$1,000,000	Policy Limit

Premium Summary

	Estimated	Total	Subject	Exp.	Standard	Premium	Estimated
State	Payroll	Manual	Premium	Mod	Premium	Discount	Premium
RI	14,000,000	516,096	517,644	1.7	Fin 695,196	(41,878)	659,098

TOTALS 14,000,000 516,096 517,644 695,196 (41,878) 659,098

*Estimated Payroll excludes non-payroll class codes

**Estimated Premium includes Terrorism (if applicable).

***Estimated Premium includes Catastrophe - Other Than Certified Acts of Terrorism (if applicable).

Terrorism

State	Rate	Amount
RI	0.020	2,800

TOTALS 2,800

Catastrophe - Other Than Certified Acts of Terrorism

State	Rate	Amount
RI	0.020	2,800

TOTALS 2,800

Assessments and Surcharges

State	Description	Percentage	Amount
RI	Rhode Island Administration Fund	0%	0

TOTALS 0

Total Estimated Premiums plus Taxes, Assessments and Surcharges 659,098

Premium Modification Programs

State	Description	Modification	Amount
RI	Schedule Rating	21%	(184,799)

TOTALS (184,799)

Miscellaneous Charges

State	Description	Rating Units	Rate	Amount
RI	Expense Constant			180

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-5. Regarding Page 9, Line 17 of Mr. Smith's testimony -are the percent increase for the Union 1033 combined benefits for the rate year known? If so, please provide.

Answer: The attached schedule HJS 8-B Revised reflects the percentage increase for the Union 1033 combined benefits for the rate year.

PROVIDENCE WATER SUPPLY BOARD
Schedule of Union Benefit Rates

Description	FYE		Proforma Year	% Increase/ (Decrease)
	06/30/08			
<u>Union Pension</u>				
40 Hour	\$	40.80	\$ 41.60	1.96%
35 Hour	\$	35.70	\$ 36.40	1.96%
<u>Union Benefit Trust*</u>				
40 Hour	\$	62.00	\$ 68.00	9.68%
35 Hour	\$	54.25	\$ 59.50	9.68%
<u>Training</u>				
40 Hour	\$	4.80	\$ 5.40	12.50%
35 Hour	\$	4.20	\$ 4.73	12.50%

* Union Trust benefits include Prescription Drug, Vision Care, Life Insurance, Legal Care and Wellness.

Source: Union Contract Article XX

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-6. Regarding Page 9, Line 28 of Mr. Smith's testimony - are the percent increase for Blue Cross/United Health and Delta Dental for the rate year known? If so, please provide.
provide.

Answer: Providence Water recently received the costs for the above referenced insurance for July 2009 through June 2010. These figures were used to revise the estimated rate year percent increases as shown on the attached Schedule HJS 8-C Revised. The rate model will be revised to reflect the changes to requested insurance expenses that result from the application of the new estimated percent increases.

PROVIDENCE WATER SUPPLY BOARD
Schedule of Insurance Rates (Health)

Schedule HJS-8C Revised

Description	FYE 06/30/07	FYE 06/30/08	FYE 06/30/09	FYE 06/30/10	% Increase/ (Decrease)	Rate Year Increase*
<u>United Healthcare</u>						
Non-Bargaining						
Individual	381.13	423.05	479.11	491.08	16.08%	8.87%
Family	960.94	1,066.65	1,207.98	1,238.18	16.08%	8.87%
Non-Union:						
Individual	407.19	451.98	511.87	524.67	16.08%	8.87%
Family	1030.63	1,143.99	1,295.57	1,327.96	16.08%	8.87%
<u>Delta Dental</u>						
Union:						
Individual	27.81	31.27	32.54	33.12	5.92%	3.81%
Family	85.80	96.48	100.40	102.19	5.92%	3.81%
Non-Union:						
Individual	27.81	31.27	32.54	33.12	5.92%	3.81%
Family	85.80	96.48	100.40	102.19	5.92%	3.81%
<u>Blue Cross</u>						
Union:						
Individual	341.37	378.92	429.13	439.86	16.08%	8.87%
Family	834.76	926.58	1,049.35	1,075.58	16.08%	8.87%
Non-Union:						
Individual	419.48	465.62	527.32	540.50	16.08%	8.87%
Family	1042.91	1157.64	1,311.02	1,343.80	16.08%	8.87%

* Calculated % Increase between 01/01/09 and 06/30/10.

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-7. Regarding Page 11, Line 4 of Mr. Smith's testimony - is the rate year PUC assessment known? If so, please provide.

Answer The PUC assessment is not known at this time. Providence Water expects to receive the invoice sometime in November 2009. Once it is available Providence Water will provide a copy to Kent County.

PROVIDENCE WATER SUPPLY BOARD
Docket No. 4061
Data Requests of the Kent County Water Authority
Set 1

1-8. Regarding Page 11, Lines 6-7 of Mr. Smith's testimony - Please explain whether the rate case expenses were amortized over more than one year. Please provide the docket numbers and the dates of Providence Water three most recent rate-increase filings with the RIPUC known.

Answer Regarding Page 11, Lines 6-7 of Mr. Smith's testimony - Please see Mr. Smith's response to Division 1-13 filed June 11, 2009. The three most recent rate filings with the RIPUC are as follows:

Dk 3832 - Full Rate Filing effective 11/1/07

Dk 3684 - Abbreviated Rate Filing effective 1/1/06

Dk 3446 - Abbreviated Rate Filing effective 1/1/03

PROVIDENCE WATER Docket No. 4061
Data Requests KCWA Set I

KCWA 1-9 Regarding Page 9, Line 14 of Mr. Smith's testimony - Please explain whether the projected unit prices for chemicals for the rate year are known. If so, please provide

A. I believe the question is referring to Page 11, Line 14 and will answer it accordingly.

Please also see the response to Div 1-12. At the time the testimony was being finalized, Providence Water was preparing to bid the chemical costs. The chemical prices for the rate year, CY 2010 are known for all but one chemical, Lime. The Lime vendor would only bid the price for one year. Providence Water has experienced large % increases in the unit price of Lime in the past few fiscal years as shown below.

The prices are as follows:

Ferric Sulfate (gallons) \$1.32/gallon at an average concentration of 13.3%. This price is less than our current price. The decrease in this price is due to 1) heavy competition, and 2) a reduction in the cost of sulfuric acid which is used to dissolve the iron and make a ferric solution. Two year bid from July 2009 - June 2011.

Chlorine (tons) \$ 850/ton Two year bid from July 2009 - June 2011.

Flouride (gallons) \$ 3.156/gallon Two year bid from July 2009 - June 2011.

Lime (tons) \$ 208.45/ton **One** year bid from July 2009 - June 2010

FY	Unit Price *	\$ Increase	% Increase
FY2006 & FY2007	\$133.75		
FY2008	\$168.9	\$35.15	26.28%
FY2009	\$186.35	\$17.45	10.33%
FY2010	\$208.45	\$22.10	11.86%

*Source HJS-10A and Div 1-12

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
PUBLIC UTILITIES COMMISSION

IN RE: PROVIDENCE WATER SUPPLY :
BOARD ABBREVIATED RATE FILING : DOCKET NO. 4061

FIRST SET OF DATA REQUESTS FROM KENT COUNT WATER AUTHORITY
TO PROVIDENCE WATER SUPPLY BOARD

KCWA 1-10 Please explain why the proposed \$ 150,000.00 rate year cost for the Management Study should not be amortized over more than one year.

Response: Please see my response to the first set of data requests from the Division, Question 2.

Response by: P.M. Marchand

PROVIDENCE WATER Docket No. 4061
Data Requests KCWA Set I

KCWA 1-11 Please provide a copy of the Providence Water infrastructure replacement component pursuant to RIGL 46-15.6-1 et seq, together with any five year reviews filed with the Department of Health that indicate the requested \$16 million for infrastructure replacement.

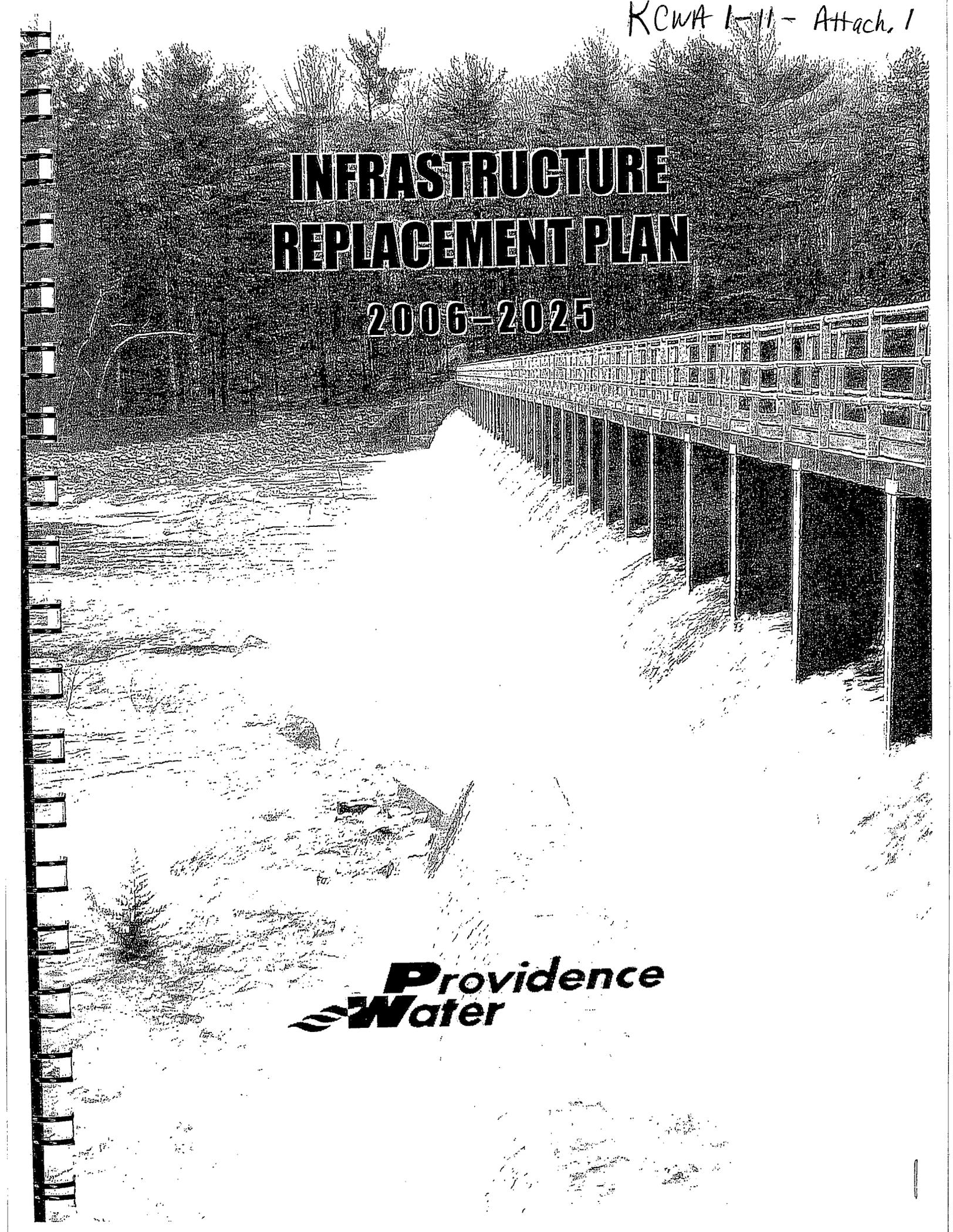
- A. Attached is an excerpt (KCWA1-11 - Attachment 1) from the Providence Water Infrastructure Replacement Plan 2006-2025. At the time this was filed, the total project costs were \$248,425,000. As indicated in the letter "The plan is, subject to adjustments as may become necessary as the result of changes in the condition of system components, obsolescence, regulatory requirements, or unforeseen events which cannot now be reliably predicted over a 20-year period."

Also attached (KCWA 1-11 - Attachment 2) is a copy of an amendment filed on May 14, 2007. Please note that the new 20 year expenditure total is \$331,060,000. Also as indicated in the May 14, 2007 cover letter, "Our plan has always been by necessity a living document to which modifications need to be made as required to reflect adjustments to match changing Federal and State regulations and adjust to changing plans and conditions."

The \$16 million was not specifically indicated in the amended filing.

INFRASTRUCTURE REPLACEMENT PLAN

2006-2025



ANDREW K. MOFFIT
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Vice Chairman

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JOSEPH DE LUCA
City Councilman

PATRICK K. BUTLER
City Councilman

ANNE T. QUINTERNO
Member

EVERETT BIANCO
Member

March 23, 2006

Ms. June Swallow, P.E., Chief
Office of Drinking Water Quality
Rhode Island Department of Health
3 Capitol Hill, Room 209
Providence, RI 02908

RE: Infrastructure Replacement Plan

Dear Ms. Swallow:

Providence Water is pleased to submit herein six (6) copies of its updated Infrastructure Replacement Plan consistent with the requirements of the Comprehensive Clean Water Infrastructure Act of 1993 in accordance with Chapter 46-15.6 of the General Laws of the State of Rhode Island and the appropriate rules and regulations pertaining to the Act.

Consistent with the requirements of the Act, our plan presents our infrastructure replacement needs for 5-year and 20-year planning horizons and addresses the funding requirements for implementing the plan.

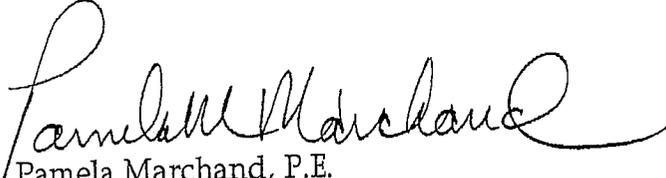
The objective of the plan is to replace aging facilities and components of the water system on a systematic basis, within the limit of their useful lives, before failures jeopardize the reliability of water service and place the public's health and welfare at risk. Funding for the plan is to be from approved revenues annually set aside in a restricted account.

While work remains to be done, we have made substantial improvements to our system since the inception of our Infrastructure Replacement Program in 1996, having invested approximately \$110 million into our treatment plant, storage reservoirs, pump stations, dams, and transmission and distribution lines. Included in this plan document is a report detailing the accomplishments of our infrastructure replacement program over the period from July 1996 through December 2006. These improvements, along with the ongoing planned improvements outlined in this plan submission, will serve to safeguard the integrity of our water supply for generations to come.

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Our plan was prepared by our in-house staff and reflects our best determination at this time of our anticipated system needs. The plan is, however, subject to adjustments as may become necessary as the result of changes in the condition of system components, obsolescence, regulatory requirements, or unforeseen events which cannot now be reliably predicted over a 20-year period. Also, Providence Water intends to review the distribution system rehabilitation program. Should this program be accelerated, financing with revenue bonds may be pursued at that time.

Respectfully,
PROVIDENCE WATER SUPPLY BOARD


Pamela Marchand, P.E.
Chief Engineer/General Manager

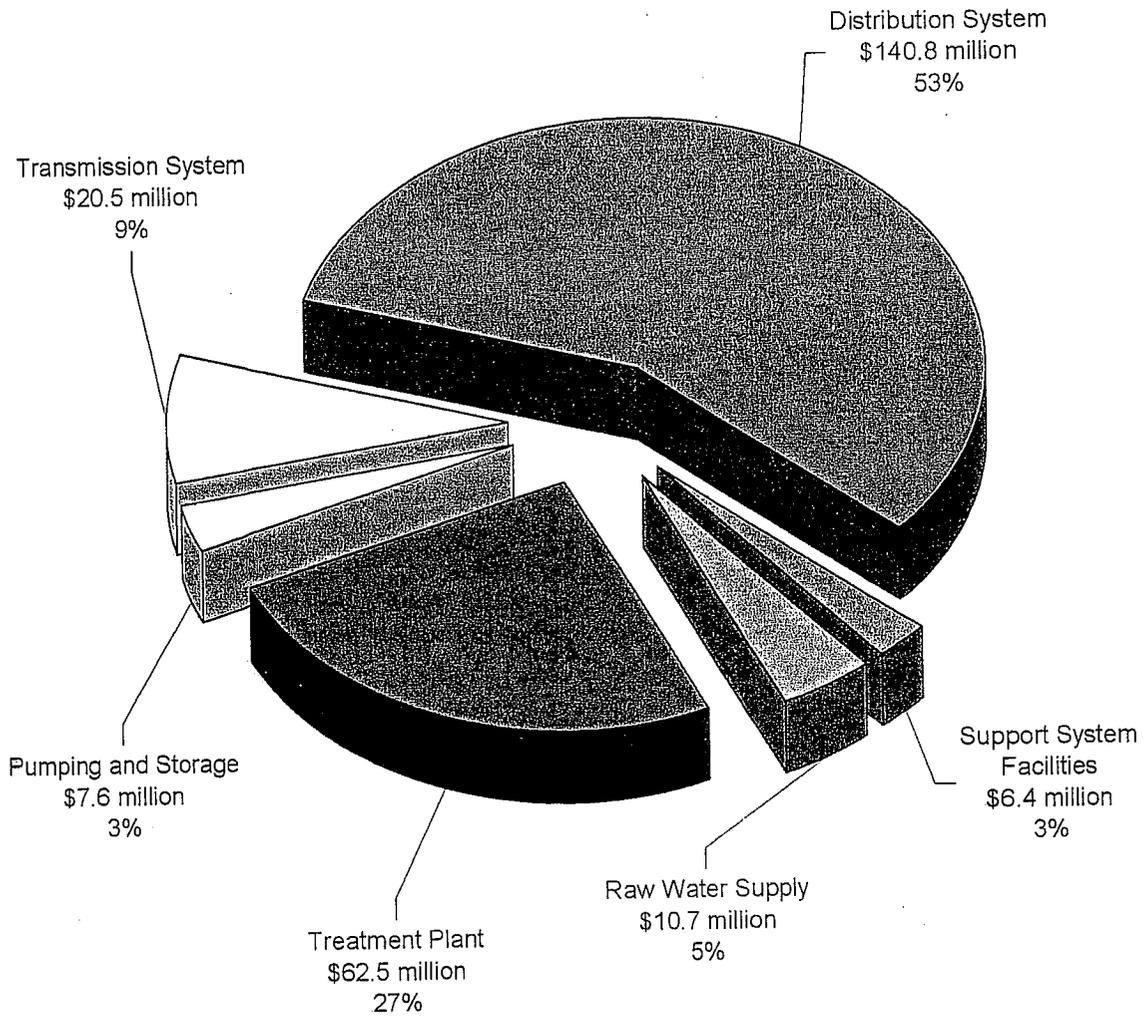
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Exhibit 1
Providence Water
20 Year IFR Expenditure Plan
 Fiscal Years 2006 through 2025

	Total Amount	Fiscal Years 2006 - 2010	Fiscal Years 2011 - 2015	Fiscal Years 2016 - 2020	Fiscal Years 2021 - 2025
Raw Water Supply	10,720,000	4,620,000	3,700,000	1,200,000	1,200,000
Treatment Plant	62,480,000	37,305,000	16,850,000	6,825,000	1,500,000
Pumping and Storage	7,550,000	4,950,000	700,000	1,050,000	850,000
Transmission System	20,525,000	8,625,000	8,300,000	2,300,000	1,300,000
Distribution System	140,750,000	7,650,000	27,000,000	49,550,000	56,550,000
Support System Facilities	6,400,000	2,400,000	1,250,000	1,650,000	1,100,000

\$248,425,000 \$65,550,000 \$57,800,000 \$62,575,000 \$62,500,000

Exhibit 2
Providence Water
20 Year IFR Expenditure Plan
Fiscal Years 2006 Through 2025



20 Year Investment - \$248 million

Exhibit 3 - Sources and Uses of Funds, Five Year Phases FY 2006 - 2025

Exhibit 3
 Providence Water
 Sources and Uses of Funds
 IFR Funding & Expenditure Projections

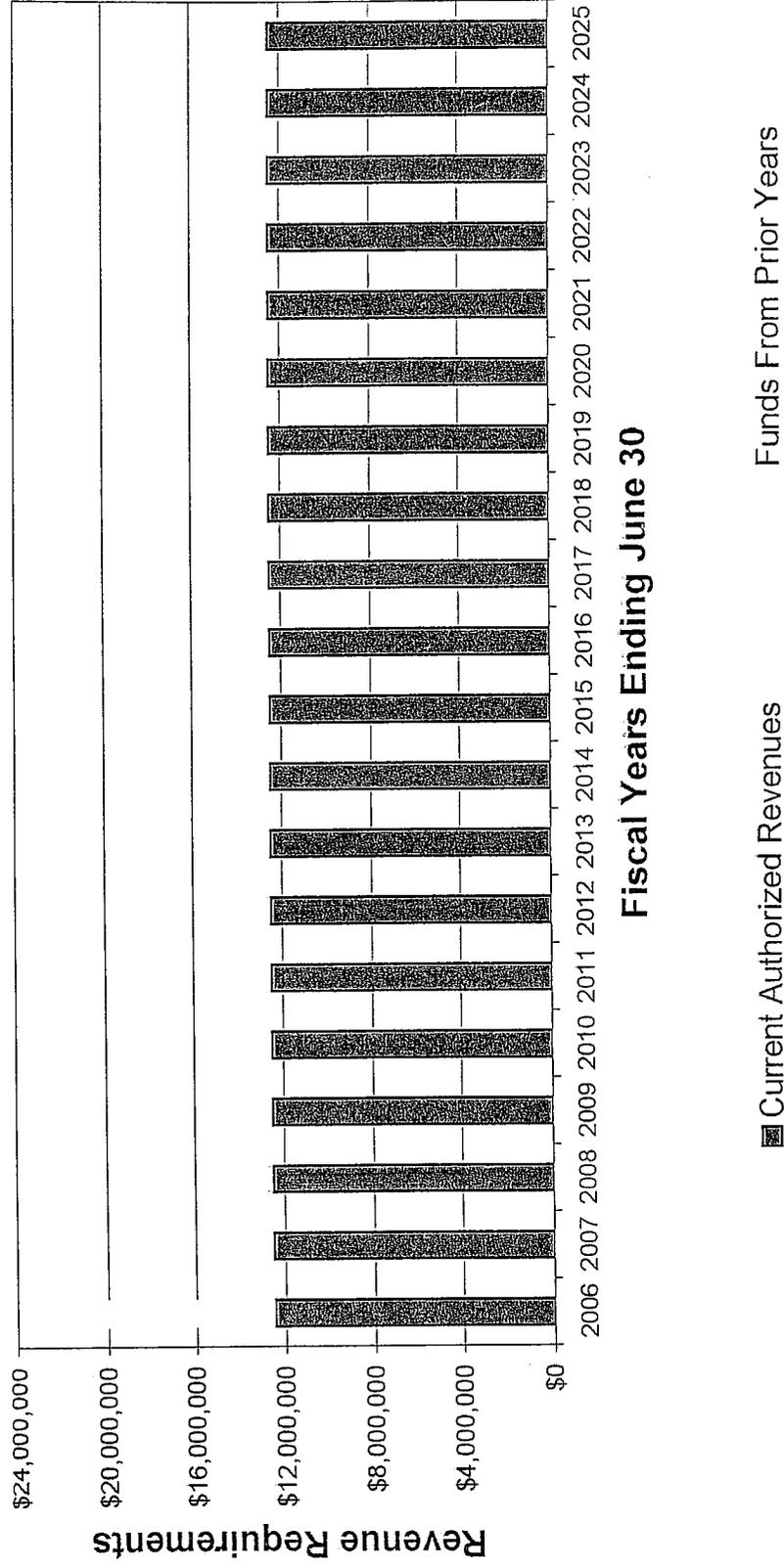
Fiscal Years 2006 through 2025

	2006-2010	2011-2015	2016-2020	2021-2025	2006-2025
	Phase 1	Phase 2	Phase 3	Phase 4	Total
Sources of Funding:					
Funds Available from Prior Years	\$9,867,020	\$27,969	\$73,341	-\$1,659	\$9,966,672
Current Authorized Funding	<u>62,500,000</u>	<u>62,500,000</u>	<u>62,500,000</u>	<u>62,500,000</u>	<u>250,000,000</u>
Total Sources of Funds	<u>72,367,020</u>	<u>62,527,969</u>	<u>62,573,341</u>	<u>62,498,341</u>	<u>259,966,672</u>
Uses of Funding:					
Cash Funded Construction Projects	\$65,550,000	\$57,800,000	\$62,575,000	\$62,500,000	\$248,425,000
Existing Debt Service	<u>6,789,050</u>	<u>4,654,628</u>	<u>0</u>	<u>0</u>	<u>11,443,678</u>
Total Uses of Funds	<u>72,339,050</u>	<u>62,454,628</u>	<u>62,575,000</u>	<u>62,500,000</u>	<u>259,868,678</u>
IFR Program Surplus/(Deficit)	\$27,969	\$73,341	-\$1,659	-\$1,659	97,994

Provided by Providence Water Finance Department

Exhibit 4 - IFR Funding Projections

Exhibit 4
Providence Water
IFR Funding Projections
Fiscal Years 2006 through 2025



Fiscal Years Ending June 30

Provided by Providence Water Finance Department

ANDREW K. MOFFIT
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MICHAEL A. SOLOMON
City Councilman

JOHN A. FARGNOLI
Member

EVERETT BIANCO
Member

May 14, 2007

Ms. June Swallow, P. E., Chief
Office of Drinking Water Quality
Rhode Island Department of Health
3 Capitol Hill, Room 209
Providence, Rhode Island 02908

RE: Amended-Infrastructure Replacement Plan

Dear Ms. Swallow:

Providence Water is submitting amendments to its Infrastructure Replacement Plan, the original version of which was submitted to Health in March of 2006 in accordance with the Rhode Island General Laws. The plan is essentially identical to our approved March 2006 plan except for significant modifications made to the scope of the following three projects within the plan:

1. Significant expansion and immediate acceleration of our original plans for the replacement of lead services.
2. Expansion of the originally envisioned scope of work for our Water Treatment Plant Filter Rehabilitation project presently under design.
3. Modification of our expected approach to our future planned project for the rehabilitation of our sedimentation basins.

Attached are narratives explaining the reasons for and the anticipated cost impact of the scope changes to these three projects. Also attached are new tabular summaries reflecting these changes in our 5 year and subsequent 15 year IFR plans which are intended to replace the corresponding tabular summaries presented in our March 2006 plan.

In addition to the changes in the above projects, note that minor differences also appear in the budget amounts shown within particular fiscal years for some of the other individual projects in the tabular summary compared to that which had been presented in our March 2006 plan submittal. These are not a result of changes in scope to these projects but are generally the consequence of additional cost information having been obtained since March 2006 plan submission explained as follows:

1. For some projects we have the benefit one year later (March 2007), allowing us to base our budget amounts on the most up-to-date cost estimate data or, in some cases, actual bid prices obtained.

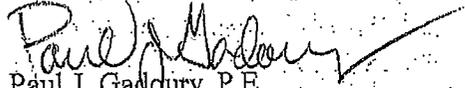
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2. In some instances, funds for a project ended up not being spent within the particular fiscal year as had been previously anticipated, but were instead expended or partially expended in either an earlier or later fiscal year.

Our plan has always been by necessity a living document to which modifications need to be made as required to reflect adjustments to match changing Federal and State regulations and adjust to changing plans and conditions. The modifications to our plan which are being submitted are based on the best information available to us at this time and reflect our assessment of the current needs of the system. Should any future significant modifications be required to our plan, we will submit these to your office for your review and approval.

As we are currently engaged in a rate filing with the Public Utilities Commission for which we have included our need for these projects, your expeditious review of this submission will be greatly appreciated.

Respectfully,
PROVIDENCE WATER SUPPLY BOARD


Paul J. Gadorry, P.E.
Director of Engineering

cc: Steven Santaniello
File

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Providence Water
5 Year IFR Expenditure Plan

Fiscal Years 2006 through 2010

Total Amount	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Budget 2010
--------------	-------------	-------------	-------------	-------------	-------------

RAW WATER SUPPLY

Reservoirs, Dams, and Watershed

Galner Dam stone wall rehabilitation	500,000			500,000		
Regulating Reservoir dam rehabilitation	1,000,000			100,000	900,000	
Large dam improvements	225,000	25,000	50,000	50,000	50,000	50,000
Replace watershed storage facility	500,000			500,000		
Fencing, fire lanes, property rehabilitation	450,000		50,000	50,000	50,000	300,000

Raw Water Structures and Conduits

RWBPS electrical upgrades	970,000	70,000	900,000			
RWBPS heating system improvements	15,000	15,000				
Galner Dam gate house - replace telemetry	20,000				5,000	15,000
Meter & junction chambers rehabilitation	500,000			100,000	400,000	
60" Influent conduits - replace valves in junction chamber	250,000			50,000	200,000	
60" Influent conduits - inspection	50,000			50,000		
90" Influent conduit - inspection	5,000		5,000			
Raw Water Supply Total	4,485,000	110,000	1,005,000	1,400,000	1,605,000	365,000

TREATMENT PLANT

Plant Influent and Aerator

Influent structure rehabilitation	200,000			100,000	100,000	
Aerator / Influent actuators and valves replacement	400,000			200,000	200,000	
Influent structure - replace drain and bypass valves	600,000			300,000	300,000	
Influent / Effluent aerator conduits Inspect / Rehabilitate	100,000			50,000	50,000	
Aeration basin concrete rehabilitation	200,000			100,000	100,000	
Aeration basin - replace piping, nozzles, and drain valves	400,000			200,000	200,000	

Aerated, Settled, and Filter Influent Conduits

Settled water conduit - Installation of access hatch	25,000			25,000		
Concrete conduits inspect / rehabilitate	200,000		50,000	150,000		
Influent venturis inspection	125,000		25,000	100,000		
Emergency bypass - clean tunnel and install sluice gate	50,000			50,000		

Chemical Storage, Transfer, and Feed Systems

Chlorine feed equipment replacement	50,000	50,000				
Chlorine room upgrades	200,000			200,000		
Lime transfer system upgrades	240,000	240,000				
Fluoride system upgrades	100,000	100,000				
Ferric system upgrades (pumped flash mixer)	870,000	120,000	750,000			

**Providence Water
5 Year IFR Expenditure Plan**

Fiscal Years 2006 through 2010

Total Amount	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Budget 2010
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Filters

Filter replacement (including valves & piping)	22,500,000	200,000	300,000	2,000,000	10,000,000	10,000,000
Particle counters	60,000				30,000	30,000
Washwater tank rehabilitation	250,000	250,000				

Building, Support, and Operational Systems

Treatment plant architectural improvements	400,000	250,000	60,000	50,000	50,000	
Treatment plant heating system upgrades	80,000	80,000				
Treatment plant water heaters for process water replacement	20,000	20,000				
Office air conditioning and ventilation upgrades	125,000	125,000				
PW lab / equipment improvements	140,000	10,000	10,000	40,000	40,000	40,000
Service water tank inspection / improvements	15,000		5,000	10,000		
SCADA system upgrades	450,000	50,000	100,000	100,000	100,000	100,000
Treatment process pilot model	500,000		100,000	200,000	200,000	
Sludge removal and disposal	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sludge lagoon discharge upgrades	20,000		20,000			
Treatment Plant Total	35,320,000	2,495,000	2,410,000	4,875,000	12,370,000	11,170,000

PUMPING AND STORAGE

Neutaconkanul reservoir rehabilitation	2,200,000	1,500,000	700,000			
Ridge Road tank - inspection	10,000		10,000			
Aqueduct pump station upgrades	2,000,000	1,500,000	500,000			
Dean Estates & Garden Hills pump station upgrades	1,100,000		100,000	1,000,000		
Bath Street pump station upgrades	35,000	25,000			10,000	
Neutaconkanul pump station upgrades	10,000				10,000	
Pumping and Storage Total	5,355,000	3,025,000	1,310,000	1,000,000	20,000	0

TRANSMISSION SYSTEM

78" / 102", and Structures D & E inspection / rehabilitation	6,150,000	2,300,000	1,100,000	1,600,000	1,000,000	150,000
66" transmission main inspection	75,000		75,000			
60" transmission main inspection	75,000		75,000			
16" and larger valves replacements	850,000	5,000		400,000	220,000	225,000
Transmission System Total	7,150,000	2,305,000	1,250,000	2,000,000	1,220,000	375,000

**Providence Water
5 Year IFR Expenditure Plan**

Fiscal Years 2006 through 2010

Total Amount	Budget 2006	Budget 2007	Budget 2008	Budget 2009	Budget 2010
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DISTRIBUTION SYSTEM

Replace / Upgrade water mains	5,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Replace Distribution Valves	1,700,000	100,000	100,000	500,000	500,000	500,000
Replace lead services	22,400,000	100,000	2,700,000	8,200,000	5,600,000	5,800,000
Replace fire hydrants	400,000	75,000	75,000	75,000	75,000	100,000
Replace water meters	4,000,000	1,200,000	1,000,000	600,000	600,000	600,000
Leak detection	150,000			50,000	50,000	50,000
Distribution System Total	33,650,000	2,475,000	4,875,000	10,425,000	7,825,000	8,050,000

SUPPORT SYSTEM FACILITIES

Forestry building heating system improvements	50,000	50,000				
Fire system protection improvements	1,900,000	1,200,000	700,000			
Administration building and facilities improvements	650,000	50,000	150,000	150,000	150,000	150,000
Fencing and roads rehabilitation	125,000	25,000	25,000	25,000	25,000	25,000
Support System Facilities Total	2,725,000	1,325,000	875,000	175,000	175,000	175,000

TOTAL

\$86,685,000 \$11,735,000 \$11,725,000 \$19,875,000 \$23,215,000 \$20,135,000

Providence Water
15 Year IFR Expenditure Plan

Fiscal Years 2011 through 2025

	Total Amount	Budget 2011 - 2015	Budget 2016 - 2020	Budget 2021 - 2025
RAW WATER SUPPLY				
Large dam improvements	1,750,000	750,000	500,000	500,000
Secondary dam improvements	2,100,000	1,500,000	300,000	300,000
Fencing, fire lanes, property rehabilitation	750,000	250,000	250,000	250,000
90" and twin 60" influent conduits - Inspection	100,000		50,000	50,000
Raw water facilities improvements	1,400,000	1,200,000	100,000	100,000
Raw Water Supply Total	6,100,000	3,700,000	1,200,000	1,200,000

TREATMENT PLANT

Sedimentation Process Improvements	30,000,000	30,000,000		
Treatment plant architectural improvements	5,000,000	4,000,000	500,000	500,000
Conduits and structures inspect / rehabilitate	250,000			250,000
Filter replacement (including valves & piping)	17,500,000	17,500,000		
Chemical storage/transfer/feed systems improvements	1,700,000	100,000	1,600,000	
Process Meters	125,000	50,000	25,000	50,000
PW lab / equipment improvements	600,000	200,000	200,000	200,000
SCADA system upgrades	3,500,000	500,000	2,500,000	500,000
Sludge removal and disposal	7,000,000	5,000,000	2,000,000	
Treatment Plant Total	65,675,000	57,350,000	6,325,000	1,500,000

PUMPING AND STORAGE

Pump stations upgrades	1,600,000	100,000	750,000	750,000
Storage tanks inspections / improvements	1,000,000	600,000	300,000	100,000
Pumping and Storage Total	2,600,000	700,000	1,050,000	850,000

Providence Water
15 Year IFR Expenditure Plan
 Fiscal Years 2011 through 2025

Total Amount	Budget 2011 - 2015	Budget 2016 - 2020	Budget 2021 - 2025
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TRANSMISSION SYSTEM

Aqueducts and transmission mains inspection / rehabilitation	7,900,000	6,300,000	800,000	800,000
16" and larger valves replacements	4,000,000	2,000,000	1,500,000	500,000
Transmission System Total	11,900,000	8,300,000	2,300,000	1,300,000

DISTRIBUTION SYSTEM

Replace / upgrade water mains	70,000,000	10,000,000	15,000,000	45,000,000
Replace distribution valves	1,650,000	500,000	550,000	600,000
Replace lead services	68,000,000	31,000,000	35,000,000	2,000,000
Replace fire hydrants	5,250,000	1,000,000	1,500,000	2,750,000
Replace water meters	9,000,000	2,500,000	3,000,000	3,500,000
Leak detection	200,000			200,000
Distribution System Total	154,100,000	45,000,000	55,050,000	54,050,000

SUPPORT SYSTEM FACILITIES

Building and facilities improvements	3,000,000	1,000,000	1,000,000	1,000,000
Fencing and roads rehabilitation	800,000	250,000	450,000	100,000
Underground fuel storage tanks replacements	200,000		200,000	
Support System Facilities Total	4,000,000	1,250,000	1,650,000	1,100,000

TOTAL	\$244,375,000	\$116,300,000	\$68,075,000	\$60,000,000
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Providence Water
20 Year IFR Expenditure Plan
 Fiscal Years 2006 through 2025

	Total Amount	Fiscal Years	Fiscal Years	Fiscal Years	Fiscal Years
		2006 - 2010	2011 - 2015	2016 - 2020	2021 - 2025
Raw Water Supply	10,585,000	4,485,000	3,700,000	1,200,000	1,200,000
Treatment Plant	98,995,000	33,320,000	57,350,000	6,825,000	1,500,000
Pumping and Storage	7,955,000	5,355,000	700,000	1,050,000	850,000
Transmission System	19,050,000	7,150,000	8,300,000	2,300,000	1,300,000
Distribution System	187,750,000	33,650,000	45,000,000	55,050,000	54,050,000
Support System Facilities	6,725,000	2,725,000	1,250,000	1,650,000	1,100,000

\$331,060,000 \$86,685,000 \$116,300,000 \$68,075,000 \$60,000,000

*Infrastructure Replacement Plan
Amendment to Project Scope - May 2007*

FILTER REPLACEMENT INCLUDING VALVES AND PIPING

Project Narrative

One of the major IFR projects still remaining to be done at our treatment plant is the rehabilitation of the plant's filters. The plant's 18 filters, consisting of 36 paired filter beds, perform one of the most critical steps in our treatment process which is also the final treatment step before finished drinking water exits the plant. All of the filters, with the exception of two which have undergone more recent rehabilitation, date back to their original installation at the time of the plant's construction in the 1920s or to the later plant expansions that took place in the 1940s and 1960s. With the exception of the two recently upgraded filters, all of the filters are utilizing sand as the filtration media, and a system of antiquated perforated pipe laterals embedded in gravel as the filtrate underdrain collection system. Included in our IFR program were plans to rebuild all of these filters over the next six year period at an estimated cost of \$25 million, with the improvements consisting essentially of replacing the mono-media sand systems with new anthracite/sand dual-media beds, installing new low profile non-gravel underdrain systems, air-scour backwashing, and filter-to-waste capabilities. Included also in the scope of work were significant associated modifications and improvements to the piping, valves, metering, and control systems associated with the filtration process, the relocation and replacement of the 48" washwater pipe inside the pipe gallery to an enclosed area to be constructed above the existing clearwell, a new outside ingress/egress point to the gallery to greatly improve plant safety conditions and facilitate construction, as well as repairs to the below grade concrete slab roofs of the filters to attempt to seal out the potential leakage of rainwater and groundwater into the filters.

A contract for the design work for these improvements was issued in October 2006. Under this contract, as part of the evaluation of the existing filter systems, it was uncovered that the present structural configuration of the filter beds precluded their being able to be brought up to modern design standards relative to recommended minimum depths of filter media to be used in the filtration process. The consultant identified, for our consideration, more substantial modifications to the filters than had originally been envisioned which, in addition to enabling us to increase the depth of the filter media to acceptable design standards, provides other benefits including, importantly, the flexibility and opportunity for the future incorporation of granular activated carbon (GAC) into our filtering process.

In summary, the proposed change would require much more extensive structural modifications to the filters, including the demolition of the multiple existing cast-in-place concrete filter troughs within each filter and the construction of new troughs at a higher elevation. Increasing the depth of the filters in this manner would also require that the existing below-grade underground filter roof slabs be demolished and removed and that new building structures be constructed over the filters.

*Infrastructure Replacement Plan
Amendment to Project Scope - May 2007*

FILTER REPLACEMENT INCLUDING VALVES AND PIPING - (continued)

Providence Water management fully supported implementing these enhancements beyond the originally envisioned project as it offers numerous benefits:

- (a) Allows us to increase the depth of the filters in order to be able to meet today's recommended filter design standards concerning the minimum depth of filtration media to be used for filtering, a depth which could not otherwise be met.
- (b) Provides the filter bed depth needed to utilize GAC filter media in the future, providing us with the opportunity to take advantage of its superior filtration performance and taste and odor removal capabilities.
- (c) Does away with the present undesirable configuration of the filters whereby most of the filter media surface is hidden underground from view, a condition which is completely contrary to today's filter design standards and operating recommendations for full visual capability for observation and monitoring of the entire filter bed surface. Under the proposed modifications, the entire filter surface would be open and accessible for visual monitoring, performance troubleshooting, and maintenance.
- (d) Greatly simplifies and facilitates the process of removing and replacing filter media for scheduled media change-outs or repair purposes.
- (e) In addition to providing improved access, the construction of new above-grade building structures over the filters effectively eliminates the problem which has long plagued the filters with rainwater and groundwater infiltrating into them through their underground roof slabs.

A presentation was made to the Board of Providence Water of the proposed modification to the project and its cost impact. At its December 2006 meeting, the Board looked favorably towards the benefits of the expanded project scope and voted to adopt these enhanced improvements to the filter upgrade project.

Fiscal Impact to the Plan

These improvements to the project have been projected to add approximately \$15 million in design, construction, and inspection costs to the previously estimated cost of \$25 million over the project's six year implementation period.

*Infrastructure Replacement Plan
Amendment to Project Scope - May 2007*

REPLACE LEAD SERVICES

Project Narrative

Approximately 25,600 or 36% of the service lines in our system are lead. It has always been our goal to eliminate lead services from our system by replacing them with new service lines. In pursuit of this, we had made the replacement of a significant portion of these lines a major component of our IFR Plan. Due to the competing need for IFR funds of our planned filter improvements over the first 5 years of the program, we had limited our planned investment into lead service replacements over that time span to \$5 million. Over the ensuing 15 year period of the plan, we significantly increased this with \$41.5 million in lead service replacement work being planned.

These plans have now been significantly altered by the issuance to us, based on our latest lead level sampling results exceeding specified action levels, of a regulatory order mandating an accelerated schedule for lead service replacements in accordance with the requirements of the federally legislated Lead and Copper Rule. According to legislative and regulatory requirements, PW is now required to annually replace a minimum of 7% of its lead services annually, equating to 1,792 lead services per year.

Fiscal Impact to the Plan

This lead service replacement mandate has a substantial cost impact on our program. In our currently approved 20-year IFR program we had \$42 million targeted for lead service replacement work. It was estimated that this would have replaced somewhat less than half of the lead services in our system. The mandate that we must now replace all of our 25,600 lead services over the next 15 year period increases the cost of lead service replacements from our originally planned \$42 million over the next 20 years to an estimated \$90 million over the next 15 year period. It has particularly severely impacted the next four years of our IFR program (2007 through 2010) where we had previously allocated \$400,000 for lead service replacement work but are now faced with instead having to do \$21 million worth of service replacements over that same time period.

*Infrastructure Replacement Plan
Amendment to Project Scope - May 2007*

SEDIMENTATION PROCESS IMPROVEMENTS

Project Narrative

The sedimentation basins at the plant consist of two large open water surface basins, each with water surface areas of approximately 10 acres and 26 acres respectively, through which water flows after having been first treated with a chemical coagulant to promote the settling out of impurities. These basins were part of the plant's original construction back in the 1920s. The sides of the basins are bounded with concrete walls and the bottoms lined with a series of individual concrete slabs. Water is meant to travel slowly in series through the two basins to provide detention time for particles to settle out to the bottom. Every few years, the basins need to be drained for the thick layer of "sludge" which has accumulated along the bottom to be removed. The massive areas of concrete walls and slabs making up the basins have deteriorated significantly over time and initially our IFR plans were to renew the basins through extensive concrete rehabilitation work, including the restoration or reconstruction of the expansive concrete bottom slabs and the possible installation of additional interior flow baffling.

In light, however, of the outmoded nature of this sedimentation process by today's standards, we have reconsidered this approach. Basins of this type would not be designed or constructed today for this type of application. They are not as efficient in removing impurities as modern settling methods, their open and exposed top water surfaces increase the chances of contamination, and the accumulation of sludge deposits within the basin bottoms can result in problems where under certain conditions high levels of manganese can be released into the water which, in contrast to our present sand filters, GAC filtration has difficulty removing. Sludge removal from these types of basins is also a very messy and labor intensive process during which time the basins need to alternately be taken off line for periods of time.

In consideration of our plans to potentially switch to GAC filtration in the future, and the outmoded nature of this type of settling basin approach, Providence Water has decided that a new modern and better performing settling system should be installed in their place. While the settled sludge from such a system would still need to flow to our sludge lagoon system for handling and disposal as is done at present, the mechanism of removing sludge from the treatment plant settlers would be greatly simplified through use of an automatic and ongoing mechanized sludge removal process that would eliminate the problems of the sludge buildup and the burdensome cleaning and sludge handling requirements associated with the current basin system. This project is slated in our Plan to commence some time past the year 2010, and is at this point conceptual in nature only.

Fiscal Impact to the Plan

Compared to our previous estimated costs of \$10 million for the individual projects constituting the rehabilitation of the existing sedimentation basin structures, treatment plant design professionals with experience in this field have identified to us the cost of such a system potentially being on the order of \$30 million when combined with associated plant modifications necessary to incorporate such a system into the current treatment process. Pending the refinement of these figures as plans become more specific, we have utilized this revised cost estimate in the adjustment to our plan and have shifted the project to the period commencing in fiscal year 2011 of our plan.

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
PUBLIC UTILITIES COMMISSION

IN RE: PROVIDENCE WATER SUPPLY :
BOARD ABBREVIATED RATE FILING : DOCKET NO. 4061

FIRST SET OF DATA REQUESTS FROM KENT COUNT WATER AUTHORITY
TO PROVIDENCE WATER SUPPLY BOARD

KCWA 1-12 Regarding Page 10, Lines 4-5 of Ms. Marchand's testimony, please provide a copy of the referenced presentation to the Board.

Response: Please see attached Power Point presentation.

Response by: P.M. Marchand

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

- ◆ Recognize that there are challenges
- ◆ Organizational evaluation
 - Survey, Focus Groups, Individual Meetings
- ◆ Strategic Planning retreat
- ◆ Prioritize strategies

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

- ◆ **PRIORITIES**
 - **Redefine Relationship with the City of Providence**

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

- ◆ **PRIORITIES**
 - **Redefine Relationship with the City of Providence**
 - **Improve Internal Communication, Teamwork, Understanding and Cooperation**

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

- ◆ **PRIORITIES**
 - **Redefine Relationship with the City of Providence**
 - **Improve Internal Communication, Teamwork, Understanding and Cooperation**
 - **Improve Accountability, Work Ethic and Morale**

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

◆ **PRIORITIES**

- Redefine Relationship with the City of Providence
- Improve Internal Communication, Teamwork, Understanding and Cooperation
- Improve Accountability, Work Ethic and Morale
- **Elevate Fairness and Reduce Favoritism**

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

- ◆ Each group held a number of meetings to discuss and develop specific recommendations to further their goal
- ◆ Group Leaders presenting and all members invited

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

◆ **Presentation Protocols**

- Maintain an open mind and respect the individuals presenting
- Questions are welcome after each presentation has concluded
- Refrain from "challenging" any recommendations

"It is difficult to say what is impossible, for the dream of yesterday is the hope of today and the reality of tomorrow." –

Robert H. Goddard, US physicist & pioneer rocket engineer (1882 - 1945)

Providence Water Strategic Plan

**Elevate Fairness
&
Reduce Favoritism Committee**

**Presentation to PWSB Board
Wednesday, April 15, 2009**

Elevate Fairness & Reduce Favoritism Committee Members

- ◆ Gwen Andrade
 - Team Leader
- ◆ Frank Cerullo
- ◆ Ralph Cola
- ◆ Gloria DelBonis
- ◆ Ti-Ondra Gomes
 - Committee Scribe
- ◆ Mark Haroian
- ◆ Mindy Guglielmetti
- ◆ David Iannucci
- ◆ Kathie Kaiser
- ◆ Peter LePage
- ◆ Bernice Mignanelli
- ◆ David Page
- ◆ Denise Petracca
- ◆ Timothy Walsh

Committee Meetings were held:

1. February 11, 2009
2. February 18, 2009
3. February 25, 2009
4. March 4, 2009
5. March 11, 2009
6. March 17, 2009
7. March 20, 2009

Narragansett Bay Commission... an Organization to Model:

- ◆ A RI Public Water Utility
- ◆ Similar in size
- ◆ Same Collective Bargaining Unit (1033)
- ◆ Began Strategic Planning process in late 1990's
- ◆ 2008 Recipient of the Alfred P. Sloan Award for Business Excellence. An important criterion is confirmation by employees (via a survey) that the organization is "deserving" of award

Committee Recommendations:

- ✦ Development/Revision of Personnel Policies & Development of Employee Handbook
- ✦ Revive Interdepartmental & Departmental Meetings
- ✦ Lateral Transfers by Seniority
- ✦ Follow 1033 CBA, Article X, Section D When Making Recommendation for Appointment of a BU Position
- ✦ All Employees to Record Time & Attendance via "Swiping"
- ✦ Commission a PWSB-wide Compensation Survey (Union & Non-Union Positions)
- ✦ Provide "Other" Compensation for Supervisory Employees
- ✦ ****Internal Posting of ALL Openings (Union & Non-Union (Began 3/6/09)**

Recommendations Adopted By Senior Management

- ✦ Development/Revision of Personnel Policies & Development of Employee Handbook
- ✦ Revive Interdepartmental & Departmental Meetings
- ✦ Follow 1033 CBA, Article X, Section D When Making Recommendation for Appointment of a BU Position
- ✦ Commission a PWSB-wide Compensation Survey (Union & Non-Union Positions)
- ✦ Provide "Other" Compensation for Supervisory Employees
- ✦ ****Internal Posting of ALL Openings (Union & Non-Union (Began 3/6/09)**

Recommendations Not Adopted By Senior Management

- ✦ Lateral Transfers by Seniority
 - *This would in effect allow people to bid on location where it has been Local 1033's position that Providence Water is 1 department. In addition, an employee can't bid on the position they currently hold in the same department.*
- ✦ All Employees to Record Time & Attendance via "Swiping"
 - *This was not adopted because management is salaried and not hourly. In instances where habitual tardiness or absenteeism exist it is the supervisor's responsibility to remedy the issue.*

"There is nothing like dream to create the future. Utopia to-day, flesh and blood tomorrow."

Victor Hugo, French dramatist, novelist, & poet (1802 - 1885)

PROVIDENCE WATER
STRATEGIC GROUP # 1



"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"

STRATEGIC GROUP #1
MEMBERS

Frank Lombardo, *Group Leader*
Lauren Carpentiere, *Scribe*

Joseph Murphy	Bob Palazzo
O'Ryin Egan	Jim Kanderski
Tony Araujo	Karen Vaillancourt
Steve Soito	Cheryl Angell
Fred Crosby	Steve Gianfrocco
George Luz	Mike Gannon

OPENING STATEMENTS

The purpose of the group was
to begin the process whereby
Providence Water
will redefine its relationship with the
City of Providence

OPENING STATEMENTS

The group was very diligent in discussing
issues that affect us all. Our opinions,
comments, and recommendations were
based on these documents...

* The City of Providence Charter

* The Providence Water Strategic Plan
as presented by the Horsley Witten
Group, Inc.

OPENING STATEMENTS

The common thread that held our group together is making Providence Water the best workplace and organization it can be.

This common thread was the motivator that allowed us to move forward with our recommendations.

OPENING STATEMENTS

Our group was assigned the task of Redefining the Relationship between the Providence Water and the City of Providence.

This Strategy was identified in the Providence Water Strategic Plan based on input from Providence Water employees.



This Strategy was prioritized as **THE MOST IMPORTANT** Strategy by Providence Water employees.



DISCLOSURE STATEMENT

Any references to position(s) in this presentation is directly related to the position not the person that currently fills that position.

The intent of this presentation is to identify areas of change that will benefit Providence Water in years to come.

Providence Water

AS IT EXISTS TODAY

Background

Based on the City of Providence
Charter Article XI
Boards and Commissions
Section 11.01

City of Providence Charter
Article XI, Boards and Commission
Section 11.01
WATER SUPPLY BOARD
Composition

Eight (8) Board Members
1 - Director of Finance
1 - Ex Officio
4 - Mayor Appointees
2 - City Council Appointees

◆ NOTE: Re-appointment to the board after term expiration is responsibility of the Mayor or City Council.

City of Providence Charter
Article XI, Boards and Commission
Section 11.01
WATER SUPPLY BOARD
(a) - Powers & Duties without limitation

◆ In Summary:

- ◆ Director of Finance (the City of Providence).
- ◆ The Mayor appoints ex officio and 4 Board members.
- ◆ City Council appoints the 2 Council members.
- ◆ Appoints Legal Counsel, subject to Mayor's approval....cont'd

City of Providence Charter
Article XI, Boards and Commission
Section 11.01
WATER SUPPLY BOARD
(a) - Powers & Duties without limitation

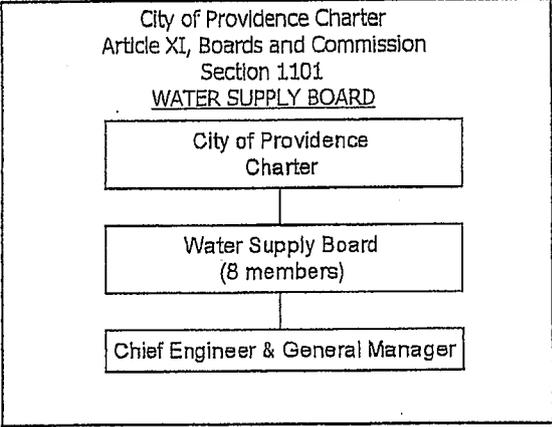
◆ In Summary...cont'd

- ◆ Water Supply Board supervises, manages, controls, protects, and conserves the water supply of the city and other areas within its jurisdiction.
- ◆ Water Supply Board appoints the Chief Engineer...cont'd

City of Providence Charter
Article XI, Boards and Commission
Section 1101
WATER SUPPLY BOARD
(b) *CHIEF ENGINEER, powers & duties*

◆ In Summary...cont'd

- ◆ The Chief Engineer has "sole charge" of the city water system in every particular.
- ◆ The Chief Engineer receives direction for his/her powers and duties from the Water Supply Board.



CURRENT STRUCTURE

- ◆ PUC controls the generation of Revenue.
- ◆ City of Providence controls Budget & Expenditures.
- ◆ City of Providence imposes ordinances that affect the management of Water Supply Board & Chief Engineer.

**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

CORE ISSUES

CORE ISSUES

- ◆ Accountability
- ◆ Hiring
- ◆ Promotions
- ◆ Human Resources
- ◆ Way to make \$ for City & Providence Water
- ◆ How we use City Services
- ◆ Compensation
- ◆ Union Involvement/Negotiations

"REDEFINE RELATIONSHIP WITH THE CITY OF PROVIDENCE"

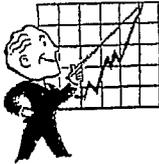
MAJOR CORE ISSUES

- * ACCOUNTABILITY
- * CONSISTENT POLICIES &
PROCEDURES



DEFINE STRATEGY

Based on the City of Providence Charter & the
Providence Water Strategic Plan prepared by
Horsley Witten Group, Inc



"REDEFINE RELATIONSHIP WITH THE CITY OF PROVIDENCE"

- ◆ Three (3) Stage Approach to Redefine
Relationship

- 1) - Immediate to 6 months
- 2) - Short Term - 1 year
- 3) - Long Term - 2 to 5 years



**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

IMMEDIATE STAGE:

All Providence Water employees must:

- follow established Providence Water policies.
- follow the proper Providence Water chain of command in resolving all Providence Water issues....cont'd.

Responsibility: Primary - All Employees;

Oversight: Human Resources;

Time Frame to Execute: Immediate

**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

IMMEDIATE STAGE...(cont'd).

All Providence Water employees must:

- perform their duties professionally.
- treat fellow employees with respect.
- treat all employees professionally, fairly, and most importantly, discourage favoritism....cont'd.

Responsibility: Primary - All Employees;

Oversight: Human Resources.

Time Frame to Execute: Immediate

**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

IMMEDIATE STAGE...(cont'd).

All Providence Water employees must:

- avoid political and outside intervention in all Providence Water matters.

Responsibility: Primary-All Employees; Oversight: Chief.

Time Frame to Execute: Immediate

- have the skill level to perform their job successfully.

Responsibility: Primary-All Employees; Oversight: Human Resources. Time Frame to Execute: 6 months - 1 yr

**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

All Providence Water employees must:

- Be properly trained in their duties.

Responsibility: Primary - Managers;

Oversight: Directors & Human Resources.

Time Frame to Execute: Within 6 months

- **BE** responsible and accountable....cont'd.

Responsibility: Primary - All Employees;

Oversight: Human Resources.

Time Frame to Execute: Immediate

"REDEFINE RELATIONSHIP WITH THE CITY OF PROVIDENCE"

IMMEDIATE STAGE...cont'd

The Water Supply Board must actively support the duties of the Chief Engineer...cont'd

Responsibility: Primary - Water Supply Board
Oversight: City of Prov Dir of Operations
Time Frame to Execute: Immediate



"REDEFINE RELATIONSHIP WITH THE CITY OF PROVIDENCE"

◆ IMMEDIATE STAGE...cont'd:

As identified in the City of Providence Charter, the execution of the water supply duties and responsibilities must be followed by the:

* Water Supply Board...cont'd

Responsibility: Primary - Water Supply Board;
Oversight: City of Prov Dir of Operations;
Time Frame to Execute: Immediate



"REDEFINE RELATIONSHIP WITH THE CITY OF PROVIDENCE"

◆ IMMEDIATE STAGE...cont'd:

As identified in the City of Providence Charter, the execution of the water supply duties and responsibilities must be followed by the:

* Chief Engineer...cont'd

Responsibility: Primary - Chief;
Oversight: Water Supply Board;
Time Frame to Execute: Immediate



"REDEFINE RELATIONSHIP WITH THE CITY OF PROVIDENCE"

IMMEDIATE STAGE...cont'd

"Chief Engineer: Demonstrate more assertiveness..." (page 20, Redefine Relationship with the City of Providence section 1, item 3, Providence Water Strategic Plan, compiled by Horsley Witten Group, Inc)...cont'd

Responsibility: Primary - Chief;
Oversight: Water Supply Board;
Time Frame to Execute: Immediate

**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

IMMEDIATE STAGE...cont'd:

- ◆ The creation of a handbook that contains all Providence Water Policies and Procedures;
- ◆ This handbook must be given to all employees and must be updated as needed...cont'd

*Responsibility: Primary - Human Resources;
Oversight: Chief
Time Frame to Execute: Immediate to 3 months*

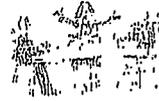


**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

IMMEDIATE STAGE...cont'd:

Internal Providence Water issues must be resolved by Providence Water staff without interference or influence from outside sources....cont'd

*Responsibility: Primary - Chief;
Oversight: Water Supply Board
Time Frame to Execute: Immediate*



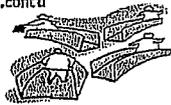
**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

SHORT TERM STAGE

Ensure that Water Supply Board members are knowledgeable in the areas of:

- Water Utility Construction;
- Water Purification; Business Management;
- Human Resources & Finance...cont'd

*Responsibility: Primary - Mayor & City Council;
Oversight: Prov Water Legal Counsel
Time Frame to Execute: Immediate*



**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

SHORT TERM STAGE (cont'd)

FINAL approval of the Providence Water Budget must be made by the Water Supply Board (not the City of Providence).

*Responsibility: Primary - Water Supply Board;
Oversight: Chief & (PW) Finance Director
Time Frame to Execute: Immediate*



**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

LONG TERM STAGE

- a) Request a change in the Charter to increase the Water Supply Board membership from 8 To 17....cont'd

*Responsibility: Primary - City Charter Commission;
Oversight: Prov Water Legal Counsel
Time Frame to Execute: Immediate to 2 yrs*



**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

LONG TERM STAGE...cont'd

The increased members must be representatives from the retailers of Providence Water and a majority of the members of the entire board must be from the City of Providence....cont'd

*Responsibility: Primary - City Charter Commission;
Oversight: Prov Water Legal Counsel
Time Frame to Execute: Immediate to 2 yrs*



**"REDEFINE RELATIONSHIP
WITH THE CITY OF
PROVIDENCE"**

LONG TERM STAGE ..cont'd.

- b) Explore the possibility of restructuring to a Quasi organization with the City of Providence.

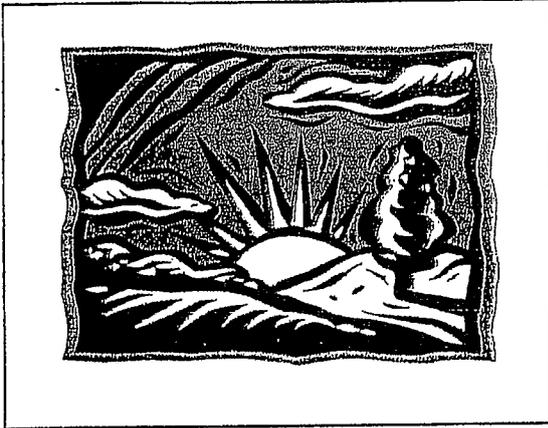
Note: A Quasi-public Corporation is an organization that is owned partly by private or public stockholders and partly by the government

*Responsibility: Primary - Prov Water Legal Counsel;
Oversight: Water Supply Board
Time Frame to Execute: Immediate to 2 yrs*

CLOSING STATEMENT

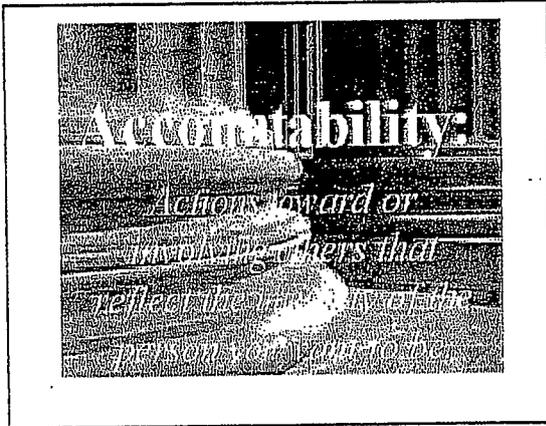
The recommendations in this presentation must be implemented and be functioning successfully before the creation of a Quasi-organization can be implemented.





**"Yesterday is but today's
memory, tomorrow is
today's dream." -**

Kahlil Gibran, Lebanese artist & poet in US
(1883 - 1931)

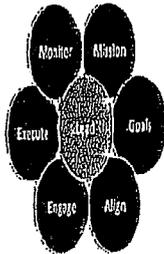


What is Workplace Accountability

- ✦ Workplace accountability is a state of mind
- ✦ A willingness by the employee to take personal responsibility for his or her goals and, often, a determination to go the extra mile

Targets for Achieving Workplace Accountability

- ✦ 1. Effective Leadership
- ✦ 2. Strategic Direction
- ✦ 3. Key Goals and Measures
- ✦ 4. Alignment
- ✦ 5. Employee Engagement
- ✦ 6. Execution Mentality
- ✦ 7. Monitor and Review Cycle



Where Do We Start?

- ✦ An Employee handbook needs to be made.
 - All rules will be clearly stated, as well as practices and disciplinary measures
 - A copy of the bargaining unit charter will be included in the handbook



Now that we have a handbook, what could we expect?

- ✦ Some of the issues that has to be clearly addressed in the employee handbook is that all new employees will receive an orientation, no matter what their position or background
- ✦ In some instances, up to a week of off site training will be given to give the new employees a better understanding of what tools are used for a job and their function
- ✦ Policies for tardiness and absenteeism
- ✦ Policies and procedures for incident reports
- ✦ How to handle lost, stolen, or mistreated equipment
- ✦ How the evaluation procedure works

RULES

1. YOU CAN....
2. YOU CAN'T...
3. YOU CAN...
4. YOU CAN'T

Policies for Absenteeism



- ✦ Human resources needs to interact with department heads that all procedures have been followed and if so that necessary actions take place
- ✦ Tardiness/absenteeism report each month highlighting routine infractions

Employee Evaluations



- ✦ Doesn't matter if bargaining unit or not
- ✦ Employee can be at top step
- ✦ Keeps records, whether positive or negative, for each worker
- ✦ Helps further expansion by having a file on each employee
- ✦ Who's going to do it -- The Director of each department
 - + Director will be notified automatically by Personnel one month before yearly anniversary

Equipment and Office Belongings

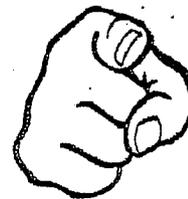
- ✦ Each worker is given the necessary tools, supplies, uniforms, etc. to fulfill the tasks of his/her job
- ✦ That employee is held responsible for their own belongings
- ✦ This goes for both, bargaining and non bargaining unit
- ✦ All equipment used on a daily basis must be signed in and out
- ✦ Disciplinary actions taken for non conformance
 - + Loss of money to compensate, suspension, etc...

Morale

One of the major factors lowering the morale of employees is the step process. Once an employee is stepped out, the only way to increase salary is to bid for a different job.

- ✦ Once one is stepped out
 - Possibility of bonuses after reaching top step
 - Instead of giving out another step, a bonus, or time compensation may be given
 - Awarding positions such as "senior" for the ability to climb higher in the company
 - After retirement, or transferring positions, the job goes back to original status

Who's Ultimately Responsible



Every single one of us!

**"What we've got here.....
is failure....
to communicate."**

Actor Strother Martin, (as the prison captain)
from the 1967 Paul Newman movie
"Cool Hand Luke"

**After more than a hundred
completed surveys, nearly
2 dozen in-depth
interviews, and a day-long
staff retreat at 12 Acres...**

**...it became clear that the
overwhelming majority of
participating employees
agreed with the prison
captain, when he said...**

**That having been said...
A committee was formed
to develop strategies and
action steps to meet the
following objective...**

**Improve Internal Communications, Teamwork,
Understanding and Cooperation**

Stu Altman – Chair
Bob Capone
Steve DeConte
Gina D'Iorio
Shannon Duffy
Mary Deignan-White
John Ekdahl
Ray Golins
ID Kuti
Gary Marino
David Nickerson – Scribe
Julio Perez
Joe Pimental

**Our group identified ten (10)
strategies...**

**...complete with Action Steps
and timetables...**

**Strategies not only for the
organization....**

... but for each individual employee as well.

Improve Internal Communications, Teamwork, Understanding and Cooperation

1. Provide clear message about the vision for the organizations's future.

Action	By who?	When?
Eight (8) Action steps identified for this strategy	All eight (8) accepted by Sr. Management	To be implemented within 2 months

Improve Internal Communications, Teamwork, Understanding and Cooperation

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Commence implementation of strategic plan	Board/Sr. management	Immediately upon approval

Improve Internal Communications, Teamwork, Understanding and Cooperation

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Re-visit, re-draft and re-release a revised PWSB mission statement	Sr. Management	Within two weeks of Strategic plan approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Post revised mission statement in/on bulletin boards, break rooms, conference rooms, INTRANet, etc.	Sr. Management	Within two weeks of mission statement development

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Talk to folks regularly about the mission/ issues – <u>MBWA</u> . <u>Management By Walking Around</u>	Management	Immediately upon Mission Statement development and regularly thereafter

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Assign overall agency communications responsibility to a staff person	GM/CEO	Done

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Appoint a person in each department to serve on a communications committee as a liason to the Comm. person	Each Department Director	Within two weeks of Strategic Plan approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Publish "Pipeline" newsletter, both online and in paper form. Include a Chief Engineer message in every issue.	Chief Engineer/ Comm. person	Begin within one month of Strategic Plan approval and on regular intervals ongoing.

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

1. Provide clear message about the vision for the organization's future.

Action	By who?	When?
Publish approved Board minutes on both Internet website and INTRANet	Comm. person	Upon board approval of previous month's meeting

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Three (3) specific action steps identified for this strategy	All three (3) accepted by Sr. Management	To be implemented within 2 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Re-institute the "PIPELINE" newsletter both online and in print	Comm. Person with Comm committee input	Within a month of the Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Formally recognize those who go "above and beyond" with story on INTRANet and in newsletter	Comm. Person with Comm committee input	When appropriate

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Identify/highlight Providence Water staff who lead/participate with organizations, such as NEWWA, RI-WARN, and others	Comm. Person with Comm committee input	When appropriate

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Re-institute the "PIPELINE" newsletter both online and in print	Comm. Person with Comm committee input	Within a month of the Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Formally recognize those who go "above and beyond" with story on INTRANet and in newsletter	Comm. Person with Comm committee input	When appropriate

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

2. Share more of the "good news" about Providence Water's success/leadership, etc.

Action	By who?	When?
Identify/highlight Providence Water staff who lead/participate with organizations, such as NEWWA, RI-WARN, and others	Comm. Person with Comm committee input	When appropriate

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

3. Improve departmental knowledge of challenges facing other departments, such as best practices, lessons learned, etc.

Action	By who?	When?
Five (5) separate actions steps identified for this strategy	Four (4) of the five (5) accepted by Sr. Management	To be implemented within 2 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

3. Improve departmental knowledge of challenges facing other departments, such as best practices, lessons learned, etc.

Action	By who?	When?
Create all-access INTRANet forum with sections for each department to document projects with all-access blog	MIS initially with each department responsible for content	Ongoing until completion of each project

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

3. Improve departmental knowledge of challenges facing other departments, such as best practices, lessons learned, etc.

Action	By who?	When?
Post Director meetings summations on INTRANet	Comm. person	Within 48 hours of each Director meeting

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

3. Improve departmental knowledge of challenges facing other departments, such as best practices, lessons learned, etc.

Action	By who?	When?
Post PWSB organizational charts in all departments and on INTRANet	Personnel/Comm. person	Within two weeks of strategic plan approval and updated when necessary

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

3. Improve departmental knowledge of challenges facing other departments, such as best practices, lessons learned, etc.

Action	By who?	When?
Submit extraordinary stories to be featured in PWSB newsletter	Each department	Ongoing until completion of each project

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

4. Improve individual and team involvement throughout PWSB by holding regular meetings *with* and *among* depts.

Action	By who?	When?
Two (2) Action steps identified for this strategy	Both accepted by Sr. Management	To be implemented within 1 month

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

4. Improve individual and team involvement throughout PWSB by holding regular meetings *with* and *among* depts.

Action	By who?	When?
Hold regular informational Departmental meetings	Each Director	At minimum, bi-weekly. More frequently as needed

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

4. Improve individual and team involvement throughout PWSE by holding regular meetings *with* and *among* depts.

Action	By who?	When?
Schedule regular inter-departmental meetings when common projects overlap	Each director involved will coordinate with the other(s)	As often as appropriate

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

5. Improve individual employee's knowledge, understanding and appreciation of all we do at Providence Water.

Action	By who?	When?
Four (4) separate action steps identified for this strategy	All four (4) accepted by Sr. Management	To be implemented within 2 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

5. Improve individual employee's knowledge, understanding and appreciation of all we do at Providence Water.

Action	By who?	When?
Hold tours of our facilities for employees	Each site's senior Director	Initially, at new employee orientation and semi-annually for updates

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

5. Improve individual employee's knowledge, understanding and appreciation of all we do at Providence Water.

Action	By who?	When?
New employee Orientation to include video/or discussion about all aspects of the drinking water industry	Personnel	First week of employment

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

5. Improve individual employee's knowledge, understanding and appreciation of all we do at Providence Water.

Action	By who?	When?
Expand overall employee knowledge through training and cross/training	All departments	At minimum, one course per employee in the first year.

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

5. Improve individual employee's knowledge, understanding and appreciation of all we do at Providence Water.

Action	By who?	When?
Give employees the opportunity to work with / visit/shadow other departments	All department Directors	Anytime appropriate especially prior to and during joint projects.

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Six (6) specific action steps identified for this strategy	All six (6) accepted by Sr. Management	To be implemented within 1-3 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Have a general public computer available to all in a common area at all three facilities	MIS	Within two weeks of Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Give e-mail access to every employee – either individually or in employee groups	MIS	Within two weeks of Strategic Plan approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Give employees the option of having PWSB e-mail messages forwarded to their home computers	MIS	Within two weeks of Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Give all employees the ability to retrieve GroupWise e-mail from remote computers	MIS	Within two weeks of Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Develop incident log within GIS/Hansen to clearly document responses to incidents	Engineering/ MIS	Final step in GIS program implementation

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

6. Improve effectiveness of internal communications by fully utilizing computer technology.

Action	By who?	When?
Implement codes to better define items such as "Schedule lag", etc., in Hansen work order system	Hansen committee	Commence with approval of Strategic Plan

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

7. Improve the way we communicate both "up" and "down" within the organization.

Action	By who?	When?
Five (5) specific action steps identified for this strategy	All five (5) accepted by Sr. Management	To be implemented within 1-3 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

7. Improve the way we communicate both "up" and "down" within the organization.

Action	By who?	When?
Establish specific Corporate Communications Standards	Comm. Committee	Commence work within two weeks of Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

7. Improve the way we communicate both "up" and "down" within the organization.

Action	By who?	When?
Establish Standard Operating Procedures for GroupWise messaging	Comm. person	Within two weeks of Strategic Plan's approval

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

7. Improve the way we communicate both "up" and "down" within the organization.

Action	By who?	When?
Train all GroupWise users how to utilize "calendar" component of GroupWise	Training person	Immediately

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

7. Improve the way we communicate both "up" and "down" within the organization.

Action	By who?	When?
Train all staff to utilize telephone answering management system for absences from offices	Support services telephone specialist	Immediately

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

7. Improve the way we communicate both "up" and "down" within the organization.

Action	By who?	When?
Continue to utilize multi-location, cross-departmental, union/non-union committees going forward	For Safety, Utility event planning, Hansen software, communications, etc.	Immediately

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

8. Convene annual all-organization retreat(s) in order to build team spirit and facilitate cross-site relationships.

Action	By who?	When?
One (1) action step identified for this strategy	Accepted by Sr. Management	To be implemented within 3 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

8. Convene annual all-organization retreat(s) in order to build team spirit and facilitate cross-site relationships.

Action	By who?	When?
Develop committees for Safety Day, a mid-summer picnic, Annual full PWSB Holiday party	CE/GM	Once a schedule for such events is approved

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

9. Foster teamwork with seasonal social activities such as golf, bowling, softball league, weekend day trips, etc.

Action	By who?	When?
One (1) action step identified for this strategy	Accepted by Sr. Management	Committee to report within 3 months

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

9. Foster teamwork with seasonal social activities such as golf, bowling, softball league, weekend day trips, etc.

Action	By who?	When?
Develop a multi-location, Cross-departmental, union/non-union committee	Interested people	Once Strategic Plan is approved

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

10. Improve effective oral and written communication to increase productivity utility-wide.

Action	By who?	When?
Two (2) action steps identified for this strategy	Both accepted by Sr. Management	To be addressed within 1 month

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

10. Improve effective oral and written communication to increase productivity utility-wide.

Action	By who?	When?
Make sure <u>every</u> communication is clear – Always communicate Who, What, Where, When, Why, and How?	Everyone	Immediately

**Improve Internal Communications,
Teamwork, Understanding and Cooperation**

10. Improve effective oral and written communication to increase productivity utility-wide.

Action	By who?	When?
Remember how it feels to be left out of a communications loop? – Be aware/ include <u>everyone</u> who needs to know	Everyone	Immediately

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

◆ **Now what???**

- Senior management to review recommendations and adopt strategies to be implemented
- Final results will be shared with all groups
- Departmental teams will be established to further each goal

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

◆ **Critical Crossroads**

- All employees are stakeholders in Providence Water and therefore have a voice in determining the future direction
- **NO** voice is insignificant
- **NO** voice is overpowering
- **ALL** voices are needed to form a chorus

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

◆ **Critical Crossroads**

- Not a fault-finding session but an improvement development process
- Imperative that we change to not only survive but thrive

Providence Water
Strategic Planning Presentations
David Walsh Board Room
April 15, 2009

◆ **THANK YOU TO:**

- Chief Marchand who "opened this box" and has continued to support the process
- Horsley Witten and GDI for their unique approach to this process and steering us in the right direction
- All employees who have participated in this process to date, as well as those who will in the future

"It is not necessary to change. Survival is not mandatory." –

W. Edwards Deming

STATE OF RHODE ISLAND AND PROVIDENCE PLANTATIONS
PUBLIC UTILITIES COMMISSION

IN RE: PROVIDENCE WATER SUPPLY :
BOARD ABBREVIATED RATE FILING : DOCKET NO. 4061

FIRST SET OF DATA REQUESTS FROM KENT COUNT WATER AUTHORITY
TO PROVIDENCE WATER SUPPLY BOARD

KCWA 1-13 Regarding Exhibit 1 Table B attached to Ms. Marchand's testimony, please itemize "all (the) accepted standards" being referred to in this statement. Please state the frequency of inspection of public fire hydrants and the frequency of the exercising of the valves.

Response:

- 1) RI HEALTH's *Rules and Regulations Pertaining to Public Drinking Water*
- 2) RI Department Of Health Rules And Regulations Pertaining To The Certification Of Public Drinking Water Supply Transmission and Distribution Operators
- 3) RI GL 46-13 Public Drinking Water Supply
- 4) RI GL 46-15 Water Resource Board
- 5) State Of Rhode Island Division Of Public Utilities And Carriers Rules And Regulations Prescribing Standards For Water Utilities
- 6) AWWA Manuals: M14 Recommended Practices for Backflow Protection;
M17 Installation, Testing, and Maint of Hydrants
M 44 Distribution Valves: Selection & Installation
- 7) ANSI/AWWA G200-09, AWWA Standard for Distribution Systems
Operation and Management

Public fire hydrants are inspected once per year by the fire department serviced by the fire hydrant. Reports are forwarded to the Providence Water Transmission & Distribution Department should further maintenance be required.

Providence Water is in the process of setting up a valve maintenance program. There is no program to exercise valves at this time.

Response by: P.M. Marchand