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August 19, 2015

Ms. Luly Massaro, Clerk  
Rhode Island Public Utilities Commission  
89 Jefferson Boulevard  
Warwick, RI 02888

**Re: *Providence Water Supply Board***  
***Docket 4571***

Dear Ms. Massaro:

Enclosed please find an original and nine copies of the following document:

1. The Direct Testimony of Christopher P.N. Woodcock on behalf of the Bristol County Water Authority.

Please note that an electronic copy of this document has been provided to the service list.

Thank you for your attention to this matter.

Sincerely,



Joseph A. Keough, Jr.

JAK/kf  
Enclosures  
cc: Service List (*via electronic mail*)

**RHODE ISLAND PUBLIC UTILITIES COMMISSION**

**DOCKET NO. 4571**

**IN RE: THE PROVIDENCE WATER SUPPLY BOARD**

**PREFILED DIRECT TESTIMONY OF  
CHRISTOPHER P.N. WOODCOCK  
ON BEHALF OF  
THE BRISTOL COUNTY WATER AUTHORITY**

August 19, 2015

Woodcock & Associates, Inc.  
18 Increase Ward Drive  
Northborough MA 01532

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11

**PREFILED TESTIMONY OF  
CHRISTOPHER P.N. WOODCOCK**

4 **Q: Please state your name and business address?**

5 A: My name is Christopher P.N. Woodcock and my business address is 18 Increase Ward  
6 Drive, Northborough, Massachusetts 01532.

8 **Q: By whom are you employed and in what capacity?**

9 A: I am the President of Woodcock & Associates, Inc. a consulting firm specializing in water  
10 and wastewater rate and financial studies.

12 **Prior Experience**

13 **Q: Please describe your qualifications and experience.**

14 A: I have undergraduate degrees in Economics and in Civil Engineering from Tufts University  
15 in Medford, Massachusetts. After graduating in 1974, I was employed by the environmen-  
16 tal consulting firm of Camp, Dresser, and McKee Inc. (now CDM-Smith). For approximately  
17 18 months I worked in the firm's environmental engineering group performing such tasks  
18 as designing water mains, sewer collection and interception systems, pumping facilities  
19 and portions of a wastewater treatment facility. From approximately January 1976, I  
20 worked in the firm's management and financial consulting services group, gaining increas-  
21 ing responsibility. At the time of my resignation, I was a corporate Vice President and ap-  
22 pointed the leader of the group overseeing all rate and financial studies. In my career, I  
23 have worked on approximately 500 water and wastewater rate and financial studies, pri-  
24 marily in the United States, but also for government agencies overseas. I also have worked  
25 on a number of engineering and financial feasibility studies in support of revenue bond is-  
26 sues, I have drafted and reviewed revenue bond indentures, and I worked on several valu-  
27 ation studies, capital improvement financing analyses, and management audits of public

1 works agencies. In addition to my professional experience I have held elected and ap-  
2 pointed positions on municipal boards overseeing public works functions.

3  
4 **Q: Have you previously testified before state regulatory commissions or courts on rate re-  
5 lated matters?**

6 A: Yes, in addition to testimony in support of water rates submitted to the Rhode Island Pub-  
7 lic Utilities Commission, I have provided testimony on rate related matters before utility  
8 commissions in Massachusetts, Maine, Connecticut, New York, New Hampshire, Maryland,  
9 Texas, and Alberta, Canada. I have also been retained as an expert witness on utility rate  
10 related matters in proceedings in state courts in Massachusetts, Michigan, California, Ar-  
11 kansas, Florida, New Jersey, Maryland, Ohio, Virginia, and Pennsylvania, as well as the  
12 Federal Court in Michigan. I have been selected to several arbitration panels related to  
13 disputes over water rates and charges, I have provided testimony on rate related matters  
14 to the Michigan and Massachusetts legislatures, and I have provided testimony at adminis-  
15 trative hearings on a number of occasions.

16  
17 **Q: Do you belong to any professional organizations or committees?**

18 A: Yes, I am a member of the Water Environment Federation, the Rhode Island Water Works  
19 Association, the Massachusetts Water Works Association, the New England Water Works  
20 Association, and the American Water Works Association. For the Water Environment Fed-  
21 eration, I was a member of the committee that prepared the manual on Wastewater Rates  
22 and Financing. I am past chairman and a current member of the New England Water  
23 Works Association's Financial Management Committee. In my capacity as Past President  
24 of the New England Water Works Association I also sat on the Board of Directors as well as  
25 chairing and sitting on a number of other administrative committees. For the American  
26 Water Works Association, I am past chairman of the Financial Management Committee  
27 and the Rates and Charges Committee that has prepared the manuals on Revenue Re-  
28 quirements, Water Rates, Alternative Rate Structures, and Water Rates and Related

1 Charges. I have been reappointed to and am currently the longest standing member of  
2 the AWWA Rates & Charges Committee. I am currently leading the preparation of the 7<sup>th</sup>  
3 Edition of AWWA's M1 Manual on Water Rates.  
4

## 5 **Background**

### 6 **Q: Can you provide some background on this filing?**

7 A: In RIPUC Docket 4406, the Providence Water Supply Board ("Providence Water" or "Provi-  
8 dence") sought funding for a new central operating facility ("COF"). When Providence  
9 filed its direct testimony on March 29, 2013, none of its witnesses testified about the need  
10 or cost for a COF. Providence's (then) General Manager, Boyce Spinelli, and Paul Gadoury,  
11 the retired Director of Engineering, never mentioned the need for a COF in their direct tes-  
12 timony. In fact, the only documentation related to a COF was Paul Gadoury's Exhibit PG-5,  
13 which claimed to lay out Providence's Capital Plan for FY13 through FY17 and included a  
14 "New PW Central Operations Facility". Providence listed the "Total" for this project as  
15 \$12,000,000 with annual funding of \$2,400,000 over five years. This was Providence's sole  
16 support for a COF, and as the parties in that Docket would learn, the COF would cost much  
17 more than \$12,000,000.  
18

19 After several rounds of data requests, Providence still could not provide specific details re-  
20 garding the COF's location or cost. Yet, Providence continued to request \$2,400,000 per  
21 year for its restricted Capital Improvement Program Fund ("CIP") to potentially fund a COF  
22 in the future. Eventually, the parties in Docket 4406 reached a Settlement Agreement that  
23 allowed Providence to continue collecting \$2,400,000 per year for its CIP, but contained  
24 numerous restrictions:

- 25 • The money in the CIP was restricted.
- 26
- 27 • Providence could not withdraw any funds from the CIP "without first seeking permis-  
28 sion from the Commission through an Order of the Commission..."

- 1 • Providence was required to “file a formal request with the Commission, with notice to  
2 all parties in this docket before withdrawing, committing, or encumbering any funds  
3 from this account for any purpose related in any way to a COF.”  
4
- 5 • Providence agreed not to “Enter into any contracts for the purchase or lease of any land  
6 or buildings or renovations to any existing buildings for a COF without first seeking  
7 permission from the Commission through an Order of the Commission.”  
8
- 9 • The parties in Docket 4406 reserved “the right to object to any request made by Provi-  
10 dence to withdraw, commit or encumber funds from the CIP for any purpose related in  
11 any way to a COF, and to any request to enter into contracts for the purchase or lease  
12 of any land or buildings or renovations to any existing building for a COF.”  
13
- 14 • The parties specifically did not “waive any rights or issues they asserted or raised in this  
15 docket or any issues they may raise in future proceedings, regarding a proposed COF.”  
16

17 **Q: Did the Commission accept the Settlement Agreement?**

18 A: Not in full. Following a hearing to review the proposed Settlement Agreement, the Com-  
19 mission voted to remove \$2,400,000 of CIP funding associated with the COF at its Novem-  
20 ber 22, 2013 Open Meeting. The Commission rejected this funding because Providence  
21 could not provide specific details during the litigation of Docket 4406 regarding a potential  
22 COF. Thus, the Commission found that any costs associated with a COF failed to qualify as  
23 known and measurable. The parties subsequently submitted a revised Settlement Agree-  
24 ment that removed this funding, and the savings were allocated solely to the retail cus-  
25 tomer class. In the nineteen months since the Commission’s Open Meeting approving the  
26 revised Settlement Agreement, no written decision was issued, but Providence continued  
27 its efforts to procure a COF.  
28

29 **Q: To the best of your knowledge, what happened next?**

30 A: Unbeknownst to the intervening parties in Docket 4406, Providence entered into a Pur-  
31 chase and Sales Agreement (“P&S”) on May 7, 2015 to purchase the property at 125  
32 Dupont Drive, Providence, RI for \$10,350,000. The intervening parties would later learn

1 that Providence took a number of steps related to the COF that it did not disclose to the  
2 intervening parties:

- 3 • February 20, 2015 – representatives from Providence Water toured the property at 125  
4 Dupont Drive, Providence, RI.
- 5
- 6 • March 2, 2015 – Providence Water met with representatives of the Commission and Di-  
7 vision to brief them on the potential purchase of the Property. The intervening parties  
8 in Docket 4406 were not notified of this meeting, or invited to participate, even though  
9 Providence Water was not subject to any Confidentiality Agreement at this time.
- 10
- 11 • March 16, 2015 – Providence Water made its first offer for the property.
- 12
- 13 • March 26, 2015 – Providence Water and the property owner settled on a purchase  
14 price of \$10.35 million.
- 15
- 16 • May 7, 2015 – Providence Water signed the P&S.
- 17

18 **Q: When did the intervening parties find out about this activity?**

19 A: The intervening parties first learned about this transaction on June 17, 2015 when Provi-  
20 dence filed a Motion to Reopen Docket 4406. Providence claims it could not disclose its  
21 potential purchase of the Property before it filed on June 17, 2015 due to confidentiality  
22 provisions in the offers and counter offers it submitted, and paragraph 30 of the P&S.  
23 While the offers and counter offers do contain a confidentiality clause, they also allowed  
24 Providence to seek permission from the Seller to disclose the transaction terms to third  
25 parties. It does not appear Providence sought such permission that would have enabled it  
26 to provide timely information to all the parties in this Docket. Further, nothing in the P&S  
27 restricted Providence from informing the parties in this Docket of the proposed transac-  
28 tion, or from filing its Motion to Reopen, until June 17, 2013.

29

30 **Q: What did Providence request in its Motion To Reopen Docket 4406?**

31 A: On its face, Providence's Motion To Reopen asked the Commission to restore the  
32 \$2,400,000 in funding it rejected in the original Docket 4406 Settlement Agreement. In re-

1 ality, Providence sought approval of a \$30 million COF and funding for miscellaneous pro-  
2 jects not covered in its Infrastructure Replacement Plan. Providence also claimed that:

3 "The restoration of the \$2,400,000 can be accomplished by reverting back to the  
4 terms of the revised Settlement Agreement dated November 8, 2013 which was  
5 the Agreement signed by all the parties to this docket and pending before the  
6 Commission at the time the Commission removed the \$2,400,000..."  
7

8 **Q: Do you agree that the relief Providence sought could be accomplished by simply revert-**  
9 **ing back to the terms of the original Settlement Agreement in Docket 4406?**

10 **A:** No. While restoring the \$2,400,000 of CIP funding could be accomplished by reverting back  
11 to the original November 8, 2013 Settlement Agreement, Providence's real goal of funding  
12 a \$30,000,000 COF could not be accomplished without eliminating all the restrictions on  
13 these funds contained in the original Settlement Agreement. In fact, Providence had al-  
14 ready violated a number of the terms of the original Settlement Agreement when it filed  
15 its Motion To Reopen. In particular, Providence entered into a Purchase and Sales Agree-  
16 ment without first seeking permission from the Commission through an Order of the  
17 Commission.  
18

19 In reality, Providence did not seek to "revert back" to the terms of the original Settlement  
20 Agreement. Rather, Providence sought to eliminate the restrictions in that agreement  
21 while restoring the \$2,400,000 the Commission eliminated. Furthermore, Providence  
22 sought approval on an expedited basis by a deadline it created and imposed. Providence's  
23 Motion stated that since the due diligence period in the P&S expires on September 1,  
24 2015, it needed a decision before that date to avoid losing its \$250,000 deposit. However,  
25 this was not entirely accurate. As Thomas Massaro testified:

26 "Providence may elect to terminate the Agreement for any reason, or for no rea-  
27 son, any time prior to the expiration of the due diligence period. If terminated by  
28 September 1, Providence Water will receive a refund of the \$250,000; after Sep-  
29 tember 1, the deposit is no longer refundable." (See Massaro Testimony, p.2)  
30

1 Thus, Providence does not risk losing its \$250,000 deposit. Providence can terminate the  
2 Agreement prior to September 1, 2015, or seek an extension of the due diligence date.

3  
4 Finally, Providence sought to restore \$2,400,000 of annual funding even though the debt  
5 service on the proposed \$30,000,000 loan should not exceed \$2,100,000 per year, which  
6 would provide Providence Water with an extra \$300,000 per year that is not required to  
7 fund the COF.

8  
9 **Q: Did Providence subsequently withdraw its Motion To Reopen?**

10 A: Yes they did. The BCWA objected to the Motion To Reopen, and after a pre-hearing con-  
11 ference on the Motion, Providence basically refiled its case as an abbreviated filing. On July  
12 14, 2015, Providence requested that the Commission convert its Motion to Reopen into an  
13 Abbreviated Filing. Providence again seeks expedited relief in its Abbreviated Filing – a  
14 written decision no later than 5:00 p.m. on September 1, 2015.

15  
16 **Q: Do you have issues with Providence Water's current request in its abbreviated filing?**

17 A: Yes. I have several. These issues can generally be grouped into the following categories:

- 18 1. Providence's general need for a COF and the process for examining its need;
- 19 2. Providence's specific need for a COF at the Dupont Drive site;
- 20 3. The cost of the Dupont Drive site, including ancillary costs;
- 21 4. The proceeds from the sale of the Academy Avenue facility; and,
- 22 5. The allocation of the requested rate relief and restoration of funds to the Capital Fund  
23 that Providence already used for the COF.

1 **Providence Water’s General Need For A COF And The Process For Examining Its**  
2 **Need**

3 **Q: Providence Water seeks funding to borrow an initial \$30 million for its new COF. Has the**  
4 **need for this facility been established in any proceeding before the Commission?**

5 A: No. The Commission has never found that Providence needs a new COF, and certainly nev-  
6 er made any finding on the extent of Providence’s need (i.e. building size, property size  
7 and cost). Providence’s initial Motion To Reopen seemed to assume that such a finding  
8 had been made, and that its need for a COF was a foregone conclusion. As noted above,  
9 Providence did not file *any* direct testimony in Docket 4406 regarding the COF, and only  
10 filed scant rebuttal testimony on this subject. (See Docket 4406, Rebuttal Testimony of  
11 Jean Bondarevskis and Paul Gadoury) In that Docket, the Commission specifically found  
12 that costs associated with a potential COF were not known and measurable.

13  
14 While Providence can now *estimate* the *potential* costs of a COF at the Dupont Drive prop-  
15 erty, it skipped a very important step – conclusively demonstrating its needs regarding a  
16 COF, including the extent of its needs. The testimony Providence filed in its Motion to Re-  
17 open focused primarily on the Dupont Drive property, with very little testimony on its un-  
18 derlying need regarding a COF. Providence did submit two Facility Assessment reports  
19 from its consultant, CDM (See Gregg M. Giasson Direct Testimony, Exhibit GG-1 and Provi-  
20 dence Response to BCWA 3-2), but it did not submit any witness testimony from CDM.  
21 Thus, there is no meaningful opportunity to evaluate witness testimony sponsoring these  
22 reports. The same can be said of the Dimeo “Order of Magnitude Budget” attached to Mr.  
23 Giasson’s testimony as Exhibit GG-7.

24  
25 This critical issue must be examined and resolved. While Providence may need a new facili-  
26 ty, or an upgrade to its existing facilities, the extent of its need should be determined in a  
27 fully transparent and deliberative manner. Providence seeks rates in this Docket to service  
28 an initial \$30 million loan over twenty years for the proposed COF, and it requested bor-

1 rowing authority of up to \$39 million from the Providence City Council. (See Providence re-  
2 sponse to PUC 1-5 and 2-8) At the end of the twenty year period, Providence will have paid  
3 \$41,261,558.94 in principal, interest and fees on the \$30 million loan, and perhaps more if  
4 it borrows the additional \$9 million authorized by the City Council (See Massaro Direct Tes-  
5 timony, Schedule TM-2) In addition, as examined below, Providence may pay over a \$1  
6 million per year in property taxes and \$500,000 in maintenance and utility costs for the  
7 Dupont Drive property. (See Providence Water response to BCWA 4-1) Over a twenty year  
8 period, Providence’s ratepayers could spend over \$70 million for the COF Providence pro-  
9 poses on Dupont Drive.

10  
11 **Q: Has any regulatory agency ordered Providence Water to find a new COF?**

12 A: No. Providence is not required to undertake this project due to regulatory requirements  
13 issued by the EPA, the Rhode Island Department of Health or any other governmental  
14 agency. As the Commission knows, many of the capital projects of this magnitude it re-  
15 views – e.g. new treatment facilities in Newport and Pawtucket and NBC’s CSO facilities –  
16 are required by increasingly stringent drinking water and wastewater regulations. These  
17 circumstances do not exist in this case, and Providence is under no order to immediately  
18 upgrade its facilities. While Providence may *want* a new COF, it is not *required* to build it at  
19 this time.

20  
21 **Q: Does Providence Water have facilities it uses now?**

22 A: Yes. Providence has two existing facilities – Academy Avenue in Providence and offices in  
23 Cranston – from which it operates. Providence has operated from these locations for  
24 years, and has been able to provide quality water to its customers. While Providence may  
25 desire a facilities upgrade, there should be some form of cost/benefit analysis conducted.  
26 How much will Providence Water’s ratepayers benefit from a new COF, and how much  
27 should they pay for this benefit?

1 **Q: Did Providence consider using any of these sites for a COF?**

2 A: Yes. In fact, the 2009 CDM report clearly states that Providence could utilize the Cranston  
3 site for its operations:

4 “Given the updated size requirements for the two-facility option, it appears that  
5 utilizing and expanding the existing Cranston site to include the administrative  
6 building as described in this report would be a feasible, cost effective option. No  
7 additional land costs would be incurred, and staff could continue to work in the ex-  
8 isting building while the new facility was constructed adjacent to it. The original  
9 building could then be removed from the site, and additional parking or other site  
10 improvements could be constructed. Further, the PWSB may wish to utilize the site  
11 for all operations and staff (including T&D), though this scenario is unlikely given  
12 the location of the site relative to the retail customers. Another alternative is the  
13 property to the rear of the site. The existing topography along the pipeline ease-  
14 ment access from this site to Phenix Avenue does not lend itself to the construction  
15 of an access road, as the slope is greater than 8% on average. However, if PWSB  
16 could create a separate access road from Scituate Avenue, adequately shielding  
17 abutters from noise, this may offer access to the adjacent property to the rear of  
18 the site for the T&D facility. In this scenario, the office building would still be con-  
19 structed adjacent to the existing facility. The challenge of this location remains that  
20 it is not centrally located for T&D and Commercial Services field staff with regards  
21 to the retail customers.” (See Gregg Giasson Direct Testimony, Exhibit GG-1)

22  
23 When asked about using the Cranston site as a consolidated COF site, Providence claimed  
24 that “as indicated in the response to BCWA 4-4 [in Docket 4406], the cost to build a new  
25 COF would range from \$36 to \$40 million, which is \$6 to \$10 million more than the esti-  
26 mated purchase and renovation cost of 125 Dupont Drive.” (See Providence response to  
27 BCWA 1-12) Attached to my testimony as Exhibit 1 is Providence’s response to BCWA 4-4  
28 in Docket 4406, which included a May 15, 2013 estimate from DiMeo Construction for a  
29 \$40,595,312 COF. Attached is Exhibit 2 is an updated Dimeo Estimate dated July 31, 2013  
30 for a \$35,918,095 COF that was also produced in response to BCWA 4-4 in Docket 4406.  
31 Both Dimeo Estimates are for a 145,800 square foot COF facility and “Site Development”  
32 of 440,500 square feet, which far exceeds Providence’s needs, and neither estimate indi-  
33 cates that they are tailored to the Cranston site.

34

1 The 2008 CDM Phase I Report included a Needs Assessment (“CDM Needs Assessment”)  
2 that analyzed Providence Water’s square footage needs for office space, garage facilities,  
3 storage and parking at a single site COF. (See Providence response to BCWA 3-2, attached  
4 hereto as Exhibit 3, Table 4.4 and p. 4-1) The square footages in the Dimeo Estimates ex-  
5 ceed the square footage needs in the CDM Needs Assessment.

- 6
- 7 • CDM found that Providence only needs 65,950 to 74,770 square feet for a single COF,  
8 including an indoor garage and vehicle storage space (the variance in total square foot-  
9 age required depended on which of Providence’s vehicles were parked indoors and the  
10 configuration of the indoor parking (See Exhibit 3). In comparison, the Dimeo Estimates  
11 are for a 119,600 square foot COF.
- 12
- 13 • The CDM Needs Assessment found that Providence required 15,000 square feet for yard  
14 storage. The Dimeo Estimates provided for 26,200 feet of storage.
- 15
- 16 • The CDM Needs Assessment found that Providence required a total site size of 233,029  
17 to 238,429 square feet for a single COF (including building size, outdoor storage, park-  
18 ing and open space) (See Exhibit 3) The DiMeo Estimates use a total site area of 440,500  
19 square feet.
- 20

21 Thus, Providence is correct that the Dimeo Estimates range from \$36 to \$40 million, but  
22 they are for a COF far larger than Providence needs.

23

24 Providence also acknowledges it could locate all non-T&D and heavy operations employees  
25 at the Cranston facility, which it does not plan to sell even if it locates a COF at another lo-  
26 cation. (See Providence response to BCWA 1-11) This would allow Providence to utilize,  
27 and not abandon, the existing 16,100 of office and storage space in Cranston. This in turn  
28 would allow Providence to build a smaller office facility in Cranston and look for a smaller  
29 T&D facility (or renovate the existing Academy Avenue location solely for T&D and heavy  
30 operations). According to Providence Water, the City of Providence is not urging Provi-  
31 dence Water to vacate Academy Avenue or find a new location. (See Providence response

1 to PUC 1-11) Providence also expressed a preference that the COF be located closest to  
2 the center of its distribution system. (See Giasson Direct Testimony, p. 3) However, the  
3 Cranston facility is only four miles from the proposed Dupont Drive property. (See Provi-  
4 dence response to BCWA 1-8) While Providence clearly expressed its “preference” to lo-  
5 cate all functions in one central location, the focus of this Docket should be ratepayer im-  
6 pact, not Providence’s preferences.

7  
8 **Q. Do you believe that the procedural schedule in this Docket provides enough time to**  
9 **examine all these issues and Providence’s actual needs in appropriate detail?**

10 A. No. The Procedural Schedule required the Division of Public Utilities and Carries and in-  
11 tervenors to submit their filings approximately sixty days from Providence’s original Mo-  
12 tion To Reopen (a period during which many people take summer vacation). This simply  
13 does not provide adequate time to review this project. A discretionary project of this cost  
14 and magnitude should undergo a more rigorous review.

15  
16 The BCWA requests that the Commission determine Providence’s actual needs regarding a  
17 COF before obligating Providence’s ratepayers to incur the cost. This investigation could  
18 take place in a separate docket similar to investigations the Commission conducted in the  
19 past (See Docket 3452, *Investigation Into The Adequacy of The Pawtucket Water Supply*  
20 *Board’s Water Treatment Plant*). The BCWA urges the Commission to undertake a similar  
21 investigation in this matter. The BCWA also urges the Commission to inspect the property  
22 at Dupont Drive based on the BCWA’s concerns about the size of the Dupont Drive proper-  
23 ty discussed in the next section of my testimony.

1 **Providence Water’s Specific Needs – Dupont Drive Site**

2 **Q: Has Providence Water demonstrated a need for a 180,000 square foot facility like that**  
3 **proposed at Dupont Drive?**

4 A: No. In fact, it seems the one issue that cannot be disputed in this Docket is that the pro-  
5 posed Dupont Drive property *far* surpasses Providence’s needs for a COF. The property  
6 size and building dimensions greatly exceed Providence’s current facilities, and almost tri-  
7 ple the requirements identified in CDM’s assessment of Providence’s COF requirements.

8  
9 The buildings at Providence’s current locations – Academy Avenue and Cranston – have a  
10 combined total building square footage of 56,100 (including garage and storage space).  
11 (See Providence Response to Div. 2-4) The Dupont Drive building has 180,000 square feet.  
12 (See Providence Response to Div. 2-6) The combined office and storage space in Provi-  
13 dence and Cranston is 27,700 square feet. (See Providence Response to Div. 2-4) Provi-  
14 dence plans to use 70,000 to 80,000 square feet of the Dupont Drive building for office  
15 space. (See Providence Response to Div. 2-7) The property at Academy Avenue, which  
16 houses Providence’s T&D Department, is 2.75 acres. The Dupont Drive property is 16.53  
17 acres.

18  
19 **Q: What did the CDM study suggest for space needs?**

20 A: The CDM Needs Assessment analyzed Providence’s requirements for the site size, building  
21 size, office space needs, and vehicle, equipment and employee parking at a single site COF.  
22 (See Exhibit 3) CDM found that Providence required 5.35 to 5.47 acres for a single COF fa-  
23 cility, and concluded that a 6 acre site “should be targeted to accommodate all current op-  
24 erations.” (See Exhibit 3, Table 4.4 and p. 4-1) Despite CDM’s assessment, Providence de-  
25 veloped a “Central Operations Facility Criteria” that established a “Minimum Parcel Acre-  
26 age” of 10-12 acres for a single COF. (See Gregg Giasson Direct Testimony, Exhibit GG-2, at-  
27 tached hereto as Exhibit 4)

1 Providence indicates it looked at twenty-nine (29) different properties for a COF between  
2 2007 and 2015. (See Gregg Giasson Direct Testimony, Exhibit GG-3) Of these, only six fit  
3 the 6 acre criteria established by CDM (within a variance of one acre +/-), and one of these  
4 six properties was listed as being between 6 and 11 acres. Providence ultimately settled on  
5 the 16.53 acre Dupont Drive property, which is almost three times the acreage identified  
6 in the CDM Needs Assessment.

7  
8 The CDM Needs Assessment also found that Providence required a single COF building of  
9 65,950 to 74,770 square foot, which included indoor garage and vehicle storage space.  
10 Once again, despite CDM's assessment, Providence developed a "Central Operations Facili-  
11 ty Criteria" that established a "Minimum Building SF for one COF Facility of 80,000 to  
12 100,000 square feet, and a "Desirable SF for one COF" of 100,000 to 140,000." (See Gregg  
13 Giasson Direct Testimony, Exhibit GG-2, attached hereto as Exhibit 4) The Dupont Drive  
14 building is 180,000 square feet, which more than doubles CDM's largest square footage  
15 assessment.

16  
17 CDM also identified Providence's office space requirements (including shared facilities  
18 such as conference rooms, locker rooms and common rooms). CDM found that Providence  
19 required 31,585 square feet of office space, and an additional 7,735 square feet of shared  
20 space, for a total of 39,320 square feet, which was adjusted with an allowance for future  
21 expansion and a "Net to Gross Factor" that resulted in a total square footage requirement  
22 of 60,457 square feet. This calculation included generous space for staff offices. The office  
23 space requirements for managerial personnel range from 400 square foot offices to 120  
24 square foot offices. (See Exhibit 3) For instance, the office space required by five Admin-  
25 istration management personnel is 1,230 square feet, an average of 246 square foot offic-  
26 es for each employee. Providence estimates that it will use 70,000 to 80,000 square feet  
27 of the Dupont Drive building for office space.

28

1 Finally, CDM found that Providence required 286 parking spots for employees, customers  
2 and company vehicles. Despite CDM’s assessment, Providence’s “Central Operations Facili-  
3 ty Criteria” identified a minimum parking requirement of 400 spaces. (See Gregg Giasson  
4 Direct Testimony, Exhibit GG-2, attached hereto as Exhibit 4) The Dupont Drive facility has  
5 704 parking spaces. (See Gregg Giasson Direct Testimony, Exhibit GG-5)

6  
7 Clearly, even if the Commission found that Providence needs a new COF, it does not need  
8 a COF of the size proposed. The Dupont Drive property far exceeds the needs identified by  
9 CDM, and Providence’s own inflated COF criteria. Providence’s ratepayers should not have  
10 to pay for this excess.

### 11 **Cost of the Dupont Drive Site, Including Ancillary Costs**

#### 12 **Q: How much has Providence requested for the COF in its filing?**

13 A: Providence requests \$2,400,000 annually to fund a \$30,000,000 loan for a \$27,000,000  
14 COF and additional capital projects. In addition they seek an increase of \$12,000 for their  
15 revenue reserve fund and \$36,000 for their operating reserve. However, as the parties  
16 learned through discovery, the Dupont Drive property comes with hidden and additional  
17 costs.

18  
19 First, there is no certainty the COF cost will cost \$27,000,000 or less. While the Dupont  
20 Drive purchase price is known, the renovation costs of \$16,300,000 are based on a “Pre-  
21 Design Order of Magnitude Budget.” (See Gregg Giasson Direct Testimony, Exhibit GG-7) In  
22 fact, the Providence City Council passed a resolution authorizing the borrowing of  
23 \$39,000,000 for the COF. (See Providence Response to PUC 1-5). This is \$9 million *more*  
24 than the initial loan Providence seeks to fund in this Docket. This hardly qualifies as known  
25 and measurable.

1 **Q: Are there other costs involved with the proposed COF?**

2 A: Yes. While not specifically requested in this Docket, it appears Providence Water needs  
3 additional funding to pay property taxes to the City of Providence. In Docket 4406, Boyce  
4 Spinelli testified that the City of Providence directed Providence Water to confine its COF  
5 search within the city limits of Providence. (See Docket 4406, November 13, 2013 Hearing  
6 Transcript, pp. 151-155) Initially, this limitation would seem to make sense and potentially  
7 lead to savings. Providence Water is a department of the City of Providence, and munici-  
8 palities do not tax their own departments. Thus, a COF located in the City of Providence  
9 could potentially cost less in the long term if Providence Water did not have to pay taxes  
10 on a new facility. However, it now seems the City of Providence limited Providence Wa-  
11 ter's search for a COF for a completely different, self-serving, financial reason.

12

13 Providence Water prepared a presentation for the Providence City Council when it sought  
14 approval for the COF borrowing. (See Exhibit 5) The presentation included a list of "New  
15 Building Advantages" and "Current Building Issues." Among the advantages, Providence  
16 Water listed "Potential of paying taxes to the City." Among the current building issues,  
17 Providence Water listed "Not paying taxes to the City." Clearly, Providence Water ratepay-  
18 ers should not have to pay to address these issues – and the payment will be substantial.

19

20 The City of Providence currently collects \$325,990.88 per year in property taxes on the  
21 Dupont Drive Property. This amount is based on an assessed value of \$8,870,500 and a tax  
22 rate of \$36.75/\$1,000 of assessed value. Once Providence purchases the property and fin-  
23 ishes renovations, the COF will have a minimum value of \$27,000,000. Thus, based on the  
24 *current* tax rate, Providence Water will pay \$992,250 per year in taxes to the City of Provi-  
25 dence. This annual payment is likely to increase over the years.

26

1 **Q: Does Providence Water have approval from the PUC to pay these additional property**  
2 **taxes to the City of Providence?**

3 A: No they do not. Providence Water is a department of the City of Providence. Providence  
4 Water’s web site acknowledges this fact – “Providence Water, although a department of  
5 the City of Providence, is regulated by state and federal agencies in addition to city policies  
6 and procedures.” (See Exhibit 6). In fact, according to the City of Providence borrowing  
7 resolution, the Providence City Council appropriated \$39,000,000 for the COF and author-  
8 ized the Mayor and City Treasure to borrow up to this amount “at one time, or from time  
9 to time, in order to meet” the appropriation. (See Providence response to PUC 1-5) Thus,  
10 the City must finance this purchase because Providence Water has no independent bor-  
11 rowing authority. (See Providence response to BCWA 2-13) Yet, the City of Providence  
12 plans on taxing its own department once it makes the purchase.

13  
14 No other City of Providence department pays property taxes to the City. (See Providence  
15 response to BCWA 2-3) Providence Water does not currently pay any taxes to the City of  
16 Providence, including vehicle and inventory tax. (See Providence response to PUC 2-1, 2-2,  
17 BCWA 2-3) In fact, the Commission previously addressed this issue in Providence Water  
18 Docket 2048, when Providence requested rates for a payment in lieu of taxes (“PILOT”):

19 “This docket does not represent the Commission's first exposure to a proposal by a mu-  
20 nicipal water utility for a PILOT expense in its cost of service. This very same issue came  
21 up in a Pawtucket Water Supply Board rate case in 1991 (Docket No. 1989) and in a  
22 Newport Water Department rate case earlier this year (Docket No. 2029). The Commis-  
23 sion rejected a PILOT expense in both of these cases. In the Newport case we held that  
24 we could "not philosophically or regulatorily accept the notion of the City of Newport  
25 taxing its own water department" and that a "payment in lieu of taxes...is an element of  
26 expense which this Commission has not previously allowed in rates." (Order No. 13947).  
27 We see no justification to deviate from this prior holding in this docket.” (See PUC Order  
28 No. 14096)

29  
30 Yet, Providence Water has flatly stated that it “will pay all property taxes lawfully levied  
31 upon it,” and these payments will begin as soon as it closes on the property, and will con-

1       tinue after the closing. (See Providence response to BCWA 2-4, 2-6) Providence plans on  
2       making these payments from its Operating Fund even though the Commission never au-  
3       thorized this expense. (See Providence response to BCWA 2-6) As a result, Providence will  
4       have to disregard legitimate, Commission approved expenses and divert funds to make  
5       these payments.

6  
7       **Q: What will happen if Providence Water makes large property tax payments without au-**  
8       **thorized revenues to cover the cost?**

9       A: The Rhode Island Clean Water Finance Agency Trust Indenture sets up a pecking order of  
10       funding for a utility's accounts. Payment of the Operating and Maintenance Expenses  
11       comes first, Infrastructure Replacement last, with other restricted accounts in between.  
12       Thus, if Providence diverts funds for other Commission approved expenses to pay the un-  
13       approved property taxes, then accounts lower on the Indenture pecking order may suffer.  
14       The Commission should not allow this to happen.

15  
16       **Q. Are there any other costs associated with the Dupont Drive property?**

17       A. Yes. Providence estimates that the general maintenance and utility costs for a COF at the  
18       Dupont Drive property will be approximately \$480,000 per year based on "general ledger  
19       information provided by the seller..." (See Providence response to BCWA 4-1) However,  
20       this figure may be conservative. For instance, the total amount of \$480,000 per year in-  
21       cludes \$431,000 in "Utilities." (See Providence response to BCWA 4-1) It is unknown what  
22       "utilities" comprise this number. According to Providence Water, it currently pays  
23       \$397,463.15 for general maintenance and utility costs for Academy Avenue and Cranston.  
24       (See Providence response to BCWA 4-1) Of this amount, \$104,477 is attributable to "Heat  
25       Light Power" and \$211,109 for "Telephone." (See Providence response to BCWA 4-1) So,  
26       for instance, if the estimate Providence Water obtained from the seller does not include  
27       telephone service, then the yearly general maintenance and utility costs at the Dupont  
28       Drive facility could be much higher than \$480,000.

1 **Proceeds From The Sale Of Academy Avenue**

2 **Q: What does Providence Water plan to do with the Academy Avenue facility if the Com-**  
3 **mission approves Providence Water’s purchase of the Dupont Drive property?**

4 A: Providence Water takes the position that it does not own the Academy Avenue facility –  
5 that the City of Providence owns the property. (See Providence Water response to PUC 2-  
6 9). Providence Water indicates that LaSalle Academy may be interested in purchasing the  
7 property, and presumably the sale proceeds would go to the City of Providence. (See Prov-  
8 idence Water response to PUC 2-9).

9  
10 **Q. Do you agree with Providence Water’s position?**

11 A. No. I don’t believe the proceeds from the sale of the Academy Avenue property should go  
12 to the City of Providence. Rather, I believe they should go directly to reducing the cost of  
13 any COF approved by the Commission. While Providence Water claims that the Academy  
14 Avenue facility is owned by the City, and that the City should get the proceeds of any sale,  
15 I don’t believe this position has been proven, nor do I think it is consistent with the record  
16 of Providence Water rate filings going back to 1992. I believe that Providence Water not  
17 only owns the facility but has made substantial payments towards improvements on the  
18 property that were all funded by rate payers. This issue was raised in Docket 4406 as well  
19 as many previous dockets.

- 20 • In Docket 2048 (RI PUC Order no. 14096, p. 59, issued 12/30/92), the Commission said  
21 “Before this Commission could consider this expense (either a rent payment or PILOT)  
22 an appropriate one, the PWSB must produce evidence of title and lease agreements  
23 based on fair market values. We would additionally expect the PWSB to demonstrate  
24 that PWSB ratepayers have not previously paid for these properties through rates.”
- 25 • Page 59 of the Commission’s Order in Docket 2048 (discussing Division Exhibit 14)  
26 showed that all of Providence Water’s “land and buildings in Providence, as well as its  
27 motor vehicles, are all considered PWSB assets which are recorded on the PWSB’s  
28 books.”

- 1 • In Docket 2304 the Commission stated that “the City had failed to prove the City of  
2 Providence actually owned the properties in issue”. The Commission went on to state:  
3 “To date, the PWSB has not produced any real evidence of title or written lease agree-  
4 ments based on fair market values.”
- 5 • In Docket 2304 the Division witness Randy M. Allen rejected Providence Water’s  
6 claimed rental cost because “PWSB has been using the properties in question since  
7 their purchases in 1949 and 1927.” He related that during the intervening years the  
8 PWSB has borne all costs of repairs and improvements, costs which he noted are usual-  
9 ly the responsibility of the landlord. He added that if the Commission accepts this ex-  
10 pense (rent), it should also require the City of Providence to be responsible for O&M,  
11 improvements, replacements, upgrades, etc. (see pg. 69 of Docket 2304 order)
- 12 • In response to KCWA 1-4 In Docket 3163, Providence Water showed an asset listing  
13 with over \$25 million in buildings, many of which are associated with Academy Avenue.  
14 It is presumed that Providence Water would not claim assets it does not own as it has  
15 been collecting revenues based on these assets for more than half a century.
- 16 • The commercial insurance policies list the “Providence Water Supply Board” as the in-  
17 sured party – not the City of Providence. (See Providence response to KCWA Data Re-  
18 quest 8 in Docket 4406)

19  
20 In consideration of the above, what evidence does Providence Water have to support its  
21 claim that it does not own the Academy Ave. facility? At a minimum, Providence Water  
22 ratepayers should be reimbursed for all the improvements to the property since it was  
23 purchased in 1927. This issue should be resolved once and for all before funds are ap-  
24 proved for a new COF.

1 **Cost Allocation and Restoration of the Capital Fund**

2 **Q: How does Providence propose to allocate the requested increase in its abbreviated fil-**  
3 **ing?**

4 A: Providence proposes to allocate the \$2,400,000 increase only to retail customers because  
5 when the Commission disallowed this amount from the original Docket 4406 Settlement  
6 Agreement, the savings were only allocated to the retail customer. Although the BCWA  
7 opposes Providence’s request all together, if the Commission does grant the request, it  
8 asks that the increase be allocated in the manner requested by Providence Water.  
9

10 **Q: Can you also address the issue regarding the restoration of funds that have been taken**  
11 **from Providence Water’s restricted Capital Fund and used for costs related to the pro-**  
12 **posed COF?**

13 A: All customers have contributed to the Capital Fund for specific capital projects. The costs  
14 of these projects (the capital fund) are allocated based on the allocation of Providence  
15 Water’s assets. Twenty-one percent of the capital fund costs are currently allocated to the  
16 wholesale customers. In large part this allocation is the result of the allocation of supply,  
17 pumping, and treatment facility costs to the wholesale customers. The COF has minimal to  
18 no relationship to these facilities. The funds that were withdrawn from Providence Wa-  
19 ter’s Capital Fund should be restored. I suggest that as part of its Report and Order in this  
20 Docket that the Commission require Providence Water to provide a full accounting show-  
21 ing the source of all the money that has been spent to date and will be spent before bond  
22 proceeds are available. I also suggest that as part of its Order, the Commission require  
23 Providence to document that it has restored all those funds.  
24

25 **Q: Do you have any other comments related to Cost Allocation?**

26 A: Yes. If the funds Providence withdrew from the Capital Fund are not restored, then a cost  
27 of service study must be performed because the wholesale customers should not have to  
28 pay twenty-one percent of the COF costs. If the Commission does grant Providence’s re-

1       quest in this Docket, with the increase allocated only to retail customers, and the funds are  
2       fully repaid to the CIP, then cost allocation will not have to be addressed in this Docket.  
3       However, if the Commission approves Providence’s request, the BCWA would like to re-  
4       serve its right to challenge any reallocation of the COF costs to wholesale customers in fu-  
5       ture dockets to ensure that wholesale customers are not charged for what is essentially, a  
6       retail only facility.

7  
8       By way of example, the BCWA may seek to have Providence Water add the value of the  
9       new COF assets to the total assets used for the allocation of debt service. The new COF  
10      net asset value can then be assigned to various functions including: administration, cus-  
11      tomer service (including meter reading, billing, collection, customer service representa-  
12      tives, and customer accounting), meters and metering, hydrants/fire protection, storage,  
13      transportation equipment, other tools and equipment, distribution mains, transmission  
14      mains, and other functions, as applicable) based on the use of the asset considering factors  
15      such as numbers of employees by function, appropriate, required and necessary square  
16      footage of garage or work space by function, etc. Once assigned to functions, the costs as-  
17      signed to each function can be allocated to cost of service categories based on the alloca-  
18      tion methodology for like functions or categories.

19  
20    **CONCLUSION**

21    **Q: Does this conclude your testimony?**

22    A: Aside from new information that may be brought to my attention and without reviewing  
23      testimony from the Division or other witnesses, yes it does.

***EXHIBIT 1***

Providence Water Docket 4406

**Data Requests of the  
Bristol County Water Authority  
Set 4**

**BCWA 4-4:** Regarding Providence's response to BCWA 2-3, Please provide any and all reports or analysis prepared by DiMeo Construction that analyze Providence's current and future operations and any analysis of probable construction costs for the Central Operations Facility.

**Response:** Please see the attached Dimeo opinion of probable construction cost



Providence Water Supply Board  
New Campus Budget

5/15/2013

Bld Item	Phase	Description	Takeoff Quantity	Total Cost/Unit	Total Amount
1 Admin Bldg		60,000 sf			730,824
1000.103		PROJECT SUPERVISION			
1000.107		MISC GENERAL EXPENSES		/mnt	9,600
1000.202		PRECONSTRUCTION SERVICES			58,750
1000.300		SUBMITTALS & CONSULTANTS			40,612
1000.400		QUALITY CONTROL			32,500
1000.510		TEMPORARY UTILITIES			134,700
1000.530		BARRIERS & ENCLOSURES			18,150
1000.540		SECURITY & SAFETY			6,300
1000.560		TEMPORARY CONTROLS			246,290
1000.580		PROJECT SIGNS			2,500
1000.590		FIELD OFFICES & STORAGE			28,850
1720.030		Layout			4,600
2315.020		Earthwk: Cut & Fill Etc			52,500
2316.021		Earthwk: Excav Foot/Misc			42,450
2316.024		Earthwk: Fine Grade			9,000
2315.070		Backfill: Foot Wall Misc			43,749
2340.010		Soil Stablze /Erosion Ctl			7,700
2620.010		Drainage: French Drains			30,000
3210.050		Rebar: All Types			16,874
3310.140		Conc: Footings			80,177
3310.160		Conc: Walls			82,110
3310.210		Conc: Slabs On Grade			204,428
3310.320		Conc: Fill Pan Stairs			3,770
3310.380		Conc: Slab On Corruform			191,286
4000.010		Division 4 Subcontractors			793,055
4220.110		Conc. Block: 8"			118,818
4423.000		Stone Granite			26,250
5000.010		Division 5 Subcontractors			1,436,250
5505.010		Misc: Misc Metals			60,000
5510.110		Stairs: Stair Parts			25,000
5720.010		Ornamental: Rail & Fence		/lf	54,986
6000.010		Division 6 Subcontractors			300,000
6117.010		Blocking: Roof Nailers			30,938
6117.020		Blocking: Misc.			45,893
7111.010		Dampproofing: VaprBarrier			197,598
7139.010		Waterproofng: Other			6,722
7210.040		Insulation: Board			12,672
7630.010		Membrane: Elastomerc EPDM			443,400
7710.020		Sheetmetal: Gravel Stop			9,600
7810.010		Fireproofing: Spray On			120,000
7920.010		Sealant - Jt Filler Gaskt			60,000
8100.000		Doors: Metal With Frames			57,925
8210.010		Doors: Wood			63,000
8360.010		Doors: Overhead			8,700
8510.010		Windows: Metal			495,000
8700.000		Hardware: Finishing			96,342
8740.000		Hardware: Electromagnetic			4,050



**Providence Water Supply Board  
New Campus Budget**

5/16/2013

Budget				
Code	Description	Quantity	Unit	Total Amount
8900.010	Glazed Curtain Walls		/sf	115,000
9000.010	Division 9 Subcontractors			1,081,628
10100.010	Visual Display Boards			4,799
10160.010	Toilet Compartments			40,601
10200.000	Louvers and Vents			4,799
10350.000	Flagpoles			1,500
10430.010	Signs and Letters			17,875
10821.010	Fire Extinguishers Etc			2,030
10800.010	Misc Toilet/Bath Equip			12,001
11160.010	Equip: Dock			11,419
11450.010	Equip: Residential Food			7,661
12490.010	Window Treatments			66,000
13100.000	Lightning Protection			35,000
14200.010	Elevators			205,000
16300.010	Sprinkler			282,000
16400.000	Plumbing			1,080,000
16700.000	HVAC Systems			2,400,000
16900.000	Controls			610,000
16000.010	Electrical Complete			1,860,000
16200.010	Power Generation			75,000
	<b>1 Admin Bldg 60,000 sf</b>	<b>60,000.00 sf</b>	<b>239.27 /sf</b>	<b>14,356,233</b>
<b>2 Vehicles Garage</b>	<b>31,600 sf</b>			
1000.103	PROJECT SUPERVISION			426,344
1000.202	PRECONSTRUCTION SERVICES			49,390
1000.300	SUBMITTALS & CONSULTANTS			47,636
1000.610	TEMPORARY UTILITIES			121,850
1000.630	BARRIERS & ENCLOSURES			19,200
1000.540	SECURITY & SAFETY			6,300
1000.560	TEMPORARY CONTROLS			222,260
1000.580	PROJECT SIGNS			1,000
1720.030	Layout			4,600
1730.100	Demo: Subcontractors			75,000
2315.021	Earthwk: Excav Foot/Misc			28,200
2315.024	Earthwk: Fine Grade			9,480
2315.070	Backfill: Foot Wall Misc			36,910
2340.010	Soil Stablize /Erosion Ctl			7,700
2620.010	Drainage: French Drains			24,000
3210.050	Rebar: All Types			34,873
3310.140	Conc: Footings			82,667
3310.160	Conc: Walls			78,243
3310.210	Conc: Slabs On Grade			217,651
3350.400	Finish: Floor Hardener			27,076
4000.010	Division 4 Subcontractors			684,810
4220.110	Conc. Block: 8"			559,381
5000.010	Division 5 Subcontractors			661,620
5505.010	Misc: Misc Metals			47,400
6117.010	Blocking: Roof Nailers			41,250



Providence Water Supply Board  
New Campus Budget

5/15/2013

Item	Description	Quantity	Unit Price	Total Amount
6117.020	Blocking: Misc.			36,180
7111.010	Dampproofing: VaprBarrier			189,609
7210.040	Insulation: Board			12,197
7530.010	Membrane: Elastomerc EPDM			487,048
7710.020	Sheetmetal: Gravel Stop			9,240
7810.010	Fireproofing: Spray On			63,200
7920.010	Sealant - Jt Filler Gaskt			15,000
8100.000	Doors: Metal With Frames			6,043
8380.010	Doors: Overhead			110,999
8610.010	Windows: Metal			63,000
8800.000	Skylights			120,000
8700.000	Hardware: Finishing			13,843
8740.000	Hardware: Electromagnetic			2,430
9000.010	Division 9 Subcontractors			22,395
10521.010	Fire Extinguishers Etc			577
11010.030	Equip: Vacuum Systems			40,000
11140.010	Equip: Vehicle Service			225,000
11150.010	Equip: Parking Control			26,000
13100.000	Lightning Protection			35,000
13200.000	Storage Tanks			250,000
14400.010	Lifts			255,000
14600.010	Holsts & Cranes			60,360
15300.010	Sprinkler			142,200
15400.000	Plumbing			112,180
15700.000	HVAC Systems			128,400
15900.000	Controls			31,600
16000.010	Electrical Complete			624,100
16200.010	Power Generation			75,000
	2 Vehicles Garage 31,600 sf	31,600.00 sf	207.23 /sf	6,548,341

3 Stock/Offices

Item	Description	Quantity	Unit Price	Total Amount
	20,000 sf			
1000.610	TEMPORARY UTILITIES			6,800
1000.630	BARRIERS & ENCLOSURES			9,700
1000.660	TEMPORARY CONTROLS			119,776
1000.680	PROJECT SIGNS			1,000
1720.030	Layout			4,000
2310.020	Earthwk: Site Grading			2,500
2315.021	Earthwk: Excav Foot/Misc			9,600
2315.024	Earthwk: Fine Grade			3,000
2315.070	Backfill: Foot Wall Misc			12,723
2340.010	Soil Stablze /Erosion Ctl			4,200
2620.010	Drainage: French Drains			9,000
3210.050	Rebar: All Types			18,874
3310.140	Conc: Footings			34,859
3310.160	Conc: Walls			65,105
3310.210	Conc: Slabs On Grade			66,528
3310.320	Conc: Fill Pan Stairs			2,513
3310.380	Conc: Slab On Corruform			62,251



Providence Water Supply Board  
New Campus Budget

5/15/2013

Budget	Phase	Description	Unit/Quantity	Total Cost/Unit	Total Amount
4000.010		Division 4 Subcontractors			389,508
4220.110		Conc. Block: 8"			165,958
4220.120		Conc. Block: 6"		/ea	117,572
5000.010		Division 5 Subcontractors			478,750
5505.010		Misc: Misc Metals			30,000
5510.110		Stairs: Stair Parts			25,000
6000.010		Division 6 Subcontractors			75,000
6117.010		Blocking: Roof Nailers			16,563
6117.020		Blocking: Misc.			34,009
7111.010		Dampproofing: VaprBarrier			87,055
7210.040		Insulation: Board			4,752
7530.010		Membrane: Elastomerc EPDM			147,800
7710.020		Sheetmetal: Gravel Stop			3,600
7810.010		Fireproofing: Spray On			40,000
7920.010		Sealant - Jt Filler Gaskt			12,500
8100.000		Doors: Metal With Frames			34,540
8210.010		Doors: Wood			5,040
8360.010		Doors: Overhead			8,700
8510.010		Windows: Metal			121,500
8700.000		Hardware: Finishing			31,936
8740.000		Hardware: Electromagnetic			1,620
8900.010		Glazed Curtain Walls		/sf	16,100
9000.010		Division 9 Subcontractors			275,095
10100.010		Visual Display Boards			1,560
10160.010		Toilet Compartments			11,500
10185.010		Shower/Dressing Compart			4,600
10200.000		Louvers and Vents			4,799
10430.010		Signs and Letters			4,500
10500.010		Lockers			6,750
10521.010		Fire Extinguishers Etc			1,218
10600.000		Partitions			32,200
10800.010		Misc Toilet/Bath Equip			9,001
11160.010		Equip: Dock			9,510
11450.010		Equip: Residential Food			5,459
12490.010		Window Treatments			16,200
13100.000		Lightning Protection			12,000
15300.010		Sprinkler			90,000
15400.000		Plumbing			320,000
15700.000		HVAC Systems			800,000
15900.000		Controls			170,000
16000.010		Electrical Complete			620,000
		3 Stock/Offices 20,000 sf	20,000.00 sf	233.62 /sf	4,672,324
4 Auto Shop		8,000 sf			
1000.103		PROJECT SUPERVISION			148,080
1000.202		PRECONSTRUCTION SERVICES			23,670
1000.300		SUBMITTALS & CONSULTANTS			25,284
1000.510		TEMPORARY UTILITIES			49,100

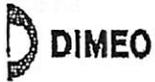


**Providence Water Supply Board  
New Campus Budget**

5/15/2013

Division	Phase	Description	Area/Quantity	Unit Cost/Rate	Subtotal
	1000.530	<b>BARRIERS &amp; ENCLOSURES</b>			12,000
	1000.540	<b>SECURITY &amp; SAFETY</b>			4,200
	1000.560	<b>TEMPORARY CONTROLS</b>			161,800
	1000.580	<b>PROJECT SIGNS</b>			240
	1720.030	<b>Layout</b>			2,300
	2315.021	<b>Earthwk: Excav Foot/Misc</b>			11,700
	2315.024	<b>Earthwk: Fine Grade</b>			2,400
	2315.070	<b>Backfill: Foot Wall Misc</b>			11,612
	2340.010	<b>Soil Stablize /Erosion Ctl</b>			4,860
	2620.010	<b>Drainage: French Drains</b>			12,000
	3210.050	<b>Rebar: All Types</b>			6,405
	3310.140	<b>Conc: Footings</b>			24,984
	3310.160	<b>Conc: Walls</b>			34,379
	3310.210	<b>Conc: Slabs On Grade</b>			56,000
	3350.400	<b>Finish: Floor Hardener</b>			6,986
	4000.010	<b>Division 4 Subcontractors</b>			227,979
	4220.110	<b>Conc. Block: 8"</b>			143,841
	4220.120	<b>Conc. Block: 6"</b>		/ea	48,438
	5000.010	<b>Division 5 Subcontractors</b>			142,360
	5505.010	<b>Misc: Misc Metals</b>			12,000
	6117.010	<b>Blocking: Roof Nailers</b>			10,894
	6117.020	<b>Blocking: Misc.</b>			7,236
	7111.010	<b>Dampproofing: VaprBarrier</b>			63,519
	7210.040	<b>Insulation: Board</b>			6,178
	7530.010	<b>Membrane: Elastomerc EPDM</b>			118,240
	7710.020	<b>Sheetmetal: Gravel Stop</b>			4,880
	7810.010	<b>Fireproofing: Spray On</b>			16,000
	7920.010	<b>Sealant - Jt Filler Gasket</b>			2,500
	8100.000	<b>Doors: Metal With Frames</b>			8,978
	8360.010	<b>Doors: Overhead</b>			65,500
	8510.010	<b>Windows: Metal</b>			21,600
	8800.000	<b>Skylights</b>			24,000
	8700.000	<b>Hardware: Finishing</b>			11,212
	8740.000	<b>Hardware: Electromagnetic</b>			1,620
	9000.010	<b>Division 9 Subcontractors</b>			11,299
	10521.010	<b>Fire Extinguishers Etc</b>			192
	11010.030	<b>Equip: Vacuum Systems</b>			15,000
	11140.010	<b>Equip: Vehicle Service</b>			100,000
	13100.000	<b>Lightning Protection</b>			8,000
	14400.010	<b>Lifts</b>			170,000
	15300.010	<b>Sprinkler</b>			38,000
	15400.000	<b>Plumbing</b>			54,000
	15700.000	<b>HVAC Systems</b>			86,400
	15900.000	<b>Controls</b>			8,000
	16000.010	<b>Electrical Complete</b>			158,000
	16200.010	<b>Power Generation</b>			
		<b>4 Auto Shop 8,000 sf</b>	<b>8,000.00 sf</b>	<b>271.39 /sf</b>	<b>2,171,134</b>

**5 Covered Storage**                      **15,000 sf**



Providence Water Supply Board  
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Item	Phase	Description	Takeoff Quantity	Total Cost/Unit	Total Amount
	1000.202	PRECONSTRUCTION SERVICES			3,080
	1720.030	Layout			1,200
	2316.021	Earthwk: Excav Foot/Misc			5,250
	2316.024	Earthwk: Fine Grade			4,600
	2316.070	Backfill: Foot Wall Misc			14,896
	2340.010	Soil Stabilze /Erosion Ctl			4,850
	2620.010	Drainage: French Drains			16,600
	3210.050	Rebar: All Types			2,925
	3310.200	Conc: Piers			8,826
	3310.210	Conc: Slabs On Grade			133,664
	3350.400	Finish: Floor Hardener			13,062
	13120.010	Pre-Engineered Structures			198,750
	15300.010	Sprinkler			67,500
	16000.010	Electrical Complete			30,000
		5 Covered Storage 15,000 sf	15,000.00 sf	33.65 /sf	504,803
<b>6 Granular Storage</b>		<b>11,200 sf</b>			
	1000.202	PRECONSTRUCTION SERVICES			3,080
	1720.030	Layout			1,200
	2316.021	Earthwk: Excav Foot/Misc			5,250
	2316.024	Earthwk: Fine Grade			3,360
	2316.070	Backfill: Foot Wall Misc			10,270
	2340.010	Soil Stabilze /Erosion Ctl			4,850
	2620.010	Drainage: French Drains			14,400
	3210.050	Rebar: All Types			2,475
	3310.200	Conc: Piers			8,826
	3310.210	Conc: Slabs On Grade			101,556
	3350.400	Finish: Floor Hardener			9,753
	3400.100	Precast Concrete			25,000
	13120.010	Pre-Engineered Structures			148,400
	15300.010	Sprinkler			50,400
	16000.010	Electrical Complete			22,400
		6 Granular Storage 11,200 sf	11,200.00 sf	36.72 /sf	411,219
<b>7 Site Development</b>		<b>440,500 sf</b>			
	1730.100	Demo: Subcontractors			63,000
	2100.000	Site Remediation			10,000
	2240.010	Dewater: General			25,000
	2310.020	Earthwk: Site Grading			342,605
	2316.020	Earthwk: Cut & Fill Etc			130,400
	2510.010	Utility Serv: Water			262,450
	2540.010	Utility Serv: Septic Tank			71,400
	2630.020	Drainage: Site Structures			900,000
	2740.030	Paving: Asphalt			836,350
	2750.035	Paving: Concrete			52,500
	2760.030	Paving: Parking Lines			2,999
	2770.010	Paving: Curbs & Gutters			43,200



**Providence Water Supply Board  
New Campus Budget**

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Item	Phase	Description	Quantity	Unit	Total Price/Unit	Total Amount
2810.010		Improvments: IrrigationSys				18,000
2820.010		Improvments: Fencing				125,866
2840.050		Improvments: Bollard/Rails				28,800
2840.080		Improvments: Parking Items				150,000
2900.010		Landscape: General				100,000
		<b>7 Site Development</b>	<b>440,500 sf</b>		<b>440,500.00 sf</b>	<b>7.16 /sf</b>
						<b>3,151,569</b>

**Estimate Totals**

Description	Amount	Totals	Rate
		31,815,623	
FF&E Allowance	<u>1,000,000</u> 1,000,000	32,815,623	
Estimating Contingency	<u>3,281,562</u> 3,281,562	36,097,185	10.00 %
Building Permit	<u>541,458</u> 541,458	36,638,643	1.50 %
G & L Insurance	<u>311,428</u> 311,428	36,950,071	8.50 \$ / 1,000
C.M. Fee (2.85%)	<u>1,053,077</u> 1,053,077	38,003,148	2.85 %
P&P Bond	<u>294,316</u> 294,316	38,297,464	0.73 %
Architects & Engineers Fees	2,297,848		6.00 %
<b>Total</b>		<b>40,595,312</b>	

***EXHIBIT 2***

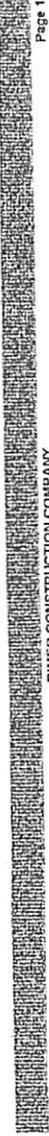


Providence Water Supply Board  
New Campus Budget  
Summary Totals

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Providence Water Supply Board  
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Item	60,000 sf	Unit Price	Quantity	Total Amount
1 Admin Bldg				
1000.103	PROJECT SUPERVISION			715,480
1000.107	MISC GENERAL EXPENSES			9,600
1000.202	PRECONSTRUCTION SERVICES			52,590
1000.300	SUBMITTALS & CONSULTANTS			28,112
1000.400	QUALITY CONTROL			32,500
1000.510	TEMPORARY UTILITIES			134,700
1000.530	BARRIERS & ENCLOSURES			13,350
1000.540	SECURITY & SAFETY			6,300
1000.560	TEMPORARY CONTROLS			227,690
1000.580	PROJECT SIGNS			2,500
1000.590	FIELD OFFICES & STORAGE			28,850
1720.030	Layout			3,699
2315.020	Earthwk: Cut & Fill Etc			62,500
2315.021	Earthwk: Excav Foot/Misc			42,450
2315.024	Earthwk: Fine Grade			9,000
2315.070	Backfill: Foot Wall Misc			43,749
2340.010	Soil Stabilize/Erosion Ctl			7,700
2620.010	Drainage: French Drains			20,000
3210.050	Rebar: All Types			16,874
3310.140	Conc: Footings			76,152
3310.160	Conc: Walls			79,350
3310.210	Conc: Slabs On Grade			204,428
3310.320	Conc: Fill Pan Stairs			3,770
3310.380	Conc: Slab On Corruform			191,286
4000.010	Division 4 Subcontractors			793,055
4220.110	Conc. Block: 8"			118,818
4423.000	Stone Granite			26,250
5000.010	Division 5 Subcontractors			1,436,250
5505.010	Misc: Misc Metals			60,000
5510.110	Stairs: Stair Parts			25,000
5720.010	Ornamental: Rail & Fence			54,986
6000.010	Division 6 Subcontractors			250,000
6117.010	Blockfng: Roof Nailers			30,938
6117.020	Blockfng: Misc.			45,893
7111.010	Dampproofing: Vap/Barrier			197,598
7139.010	Waterproofing: Other			6,722
7210.040	Insulation: Board			12,672
7530.010	Membrane: Elastomerc EPDM			443,400
7710.020	Sheetmetal: Gravel Stop			9,600
7810.010	Fireproofing: Spray On			120,000
7920.010	Sealant - Jt Filler Gasket			50,000
8100.000	Doors: Metal With Frames			57,925
8210.010	Doors: Wood			63,000
8360.010	Doors: Overhead			8,700
8510.010	Windows: Metal			495,000
8700.000	Hardware: Finishing			98,342
8740.000	Hardware: Electromagnetic			4,050
8900.010	Glazed Curtain Walls			115,000
9000.010	Division 9 Subcontractors			1,081,628
10100.010	Visual Display Boards			4,799
10150.010	Toilet Compartments			40,601
10200.000	Louvers and Vents			4,789
10350.000	Flagpoles			1,600
10430.010	Signs and Letters			17,875



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10521.010	Fire Extinguishers Etc	2,030		
10800.010	Misc Toilet/Bath Equip	12,001		
11180.010	Equip: Deck	11,419		
11450.010	Equip: Residential Food	7,661		
12490.010	Window Treatments	66,000		
13100.000	Lightning Protection	35,000		
14200.010	Elevators	205,000		
15300.010	Sprinkler	282,000		
15400.000	Plumbing	1,080,000		
16700.000	HVAC Systems	2,400,000		
16900.000	Controls	510,000		
16000.010	Electrical Complete	1,880,000		
16200.010	Power Generation	75,000		
	1 Admin Bldg 60,000 sf	50,000.00 sf	237.02 /sf	14,221,043
<b>31,500 sf</b>				
1000.103	PROJECT SUPERVISION	425,344		
1000.202	PRECONSTRUCTION SERVICES	49,380		
1000.300	SUBMITTALS & CONSULTANTS	27,535		
1000.510	TEMPORARY UTILITIES	102,050		
1000.530	BARRIERS & ENCLOSURES	9,600		
1000.540	SECURITY & SAFETY	6,300		
1000.560	TEMPORARY CONTROLS	203,660		
1000.580	PROJECT SIGNS	1,000		
1720.030	Layout	3,599		
2315.021	Earthwk: Excav Food/Misc	24,210		
2315.024	Earthwk: Fine Grade	9,480		
2315.070	Backfill: Foot Wall Misc	34,807		
2340.010	Soil Stabiliz/Erosion Ctl	7,700		
2920.010	Drainage: French Drains	16,000		
3210.060	Rebar: All Types	34,673		
3310.140	Conc: Footings	67,865		
3310.160	Conc: Walls	75,613		
3310.210	Conc: Slabs On Grade	217,651		
3350.490	Finish: Floor Hardener	27,076		
5505.010	Misc: Misc Metals	47,400		
6117.020	Blocking: Misc.	36,180		
7210.040	Insulation: Board	12,197		
7810.010	Fireproofing: Spray On	63,200		
7920.010	Sealant - Jt Filler Gasket	15,000		
8100.000	Doors: Metal With Frames	6,043		
8360.010	Doors: Overhead	110,999		
8510.010	Windows: Metal	63,000		
8600.000	Skylights	120,000		
8700.000	Hardware: Finishing	13,843		
8740.000	Hardware: Electromagnetic	2,430		
9000.010	Division 9 Subcontractors	460		
9910.020	Painting: Int Detailed	18,200		
10521.010	Fire Extinguishers Etc	577		
11010.030	Equip: Vacuum Systems	40,000		
11140.010	Equip: Vehicle Service	76,000		
11150.010	Equip: Parking Control	25,000		
13100.000	Lightning Protection	35,000		
13120.010	Pre-Engineered Structures	815,280		
13200.000	Storage Tanks	250,000		



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Item	Quantity	Unit	Total Cost/Unit	Total Amount
14600.010	Lifts		252,000	
14600.010	Holists & Cranes		60,360	
15300.010	Sprinkler		142,200	
15400.000	Plumbing		112,180	
15700.000	HVAC Systems		126,460	
15900.000	Controls		31,600	
16000.010	Electrical Complete		624,100	
15200.010	Power Generation		75,000	
2 Vehicles Garage	31,600 sf		143.02 /sf	4,519,393
<b>3 Stock/Offices</b>				
20,000 sf				
1000.510	TEMPORARY UTILITIES		6,800	
1000.530	BARRIERS & ENCLOSURES		9,700	
1000.560	TEMPORARY CONTROLS		104,776	
1000.580	PROJECT SIGNS		1,000	
1720.030	Layout		3,599	
2316.021	Earthwk: Excav Foot/Misc		9,600	
2316.024	Earthwk: Fins Grade		3,000	
2316.070	Backfill: Foot Wall Misc		12,723	
2340.010	Soil Stabilze/Erosion CU		4,200	
2520.010	Drainage: French Drains		6,000	
3210.050	Rebar: All Types		16,874	
3310.140	Conc: Footings		33,110	
3310.160	Conc: Walls		63,925	
3310.210	Conc: Slabs On Grade		4,200	
3310.320	Conc: Fill Pan Stairs		2,513	
3310.380	Conc: Slab On Corruform		389,508	
4000.010	Division 4 Subcontractors		165,958	
4220.110	Conc. Block: 8"		117,572	
4220.120	Conc. Block: 6"		478,750	
5000.010	Division 5 Subcontractors		30,000	
5505.010	Misc: Misc Metals		25,000	
5510.110	Stairs: Stair Parts		60,000	
6000.010	Division 6 Subcontractors		16,563	
6117.010	Blocking: Roof Nailers		34,009	
6117.020	Blocking: Misc.		07,055	
7111.010	Dampproofing: VaprBarrier		4,752	
7210.040	Insulation: Board		147,800	
7530.010	Membrane: Elastomeric EPDM		3,600	
7710.020	Sheetmetal: Gravel Stop		40,000	
7810.010	Firproofing: Spray On		12,500	
7920.010	Sealant - Jt Filler Gaskt		34,540	
8100.000	Doors: Metal With Frames		5,040	
8210.010	Doors: Wood		8,700	
8380.010	Doors: Overhead		121,500	
8510.010	Windows: Metal		31,936	
8700.000	Hardware: Finishing		1,520	
8740.000	Hardware: Electromagnetic		16,100	
8900.010	Glazed Curtain Walls		275,095	
9000.010	Division 9 Subcontractors		1,560	
10100.010	Visual Display Boards		11,500	
10160.010	Toilet Compartments		4,600	
10185.010	Shower/Dressing Compart		4,799	
10200.000	Louvers and Vents		4,500	
10430.010	Signs and Letters		4,500	



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10500.010	Lockers	6,750		
10521.010	Fire Extinguishers Etc	1,218		
10500.000	Partitions	32,200		
10600.010	Misc Toilet/Bath Equip	9,001		
11160.010	Equip: Dock	9,510		
11450.010	Equip: Residential Food	5,459		
12490.010	Window Treatments	16,200		
13100.000	Lightning Protection	12,000		
15300.010	Sprinkler	90,000		
15400.000	Plumbing	320,000		
15700.000	HVAC Systems	800,000		
18900.000	Controls	170,000		
19000.010	Electrical Complete	520,000		
	3 Stock/Offices 20,000 sf	20,000.00 sf	225.58 /sf	4,533,494
<b>4. Auto Shop</b>				
	8,000 sf			
1000.202	PRECONSTRUCTION SERVICES	13,570		
1000.300	SUBMITTALS & CONSULTANTS	21,784		
1000.510	TEMPORARY UTILITIES	49,100		
1000.530	BARRIERS & ENCLOSURES	9,600		
1000.540	SECURITY & SAFETY	4,200		
1000.550	TEMPORARY CONTROLS	156,800		
1000.580	PROJECT SIGNS	240		
1720.030	Layout	2,300		
2315.021	Earthwk: Excav Foot/Misc	11,700		
2315.024	Earthwk: Fine Grade	2,400		
2315.070	Backfill: Foot Well Misc	11,512		
2340.010	Soil Stabilize /Erosion Ctl	4,850		
2820.010	Drainage: French Drains	6,000		
3210.050	Rebar: All Types	5,405		
3310.140	Conc: Footings	23,730		
3310.160	Conc: Walls	33,224		
3310.210	Conc: Slabs On Grade	56,000		
3350.400	Finish: Floor Hardener	6,956		
4000.010	Division 4 Subcontractors	227,879		
4220.110	Conc. Block: 8"	143,841		
4220.120	Conc. Block: 6"	48,438		
5000.010	Division 5 Subcontractors	142,360		
5505.010	Misc: Misc Metals	12,000		
6117.010	Blocking: Roof Nailers	10,694		
6117.020	Blocking: Misc.	7,235		
7111.010	Dampproofing: VaprrBarrier	63,519		
7210.040	Insulation: Board	6,178		
7530.010	Membrane: Elastomerc EPDM	118,240		
7710.020	Sheetmetal: Gravel Stop	4,680		
7810.010	Fireproofing: Spray On	16,000		
7920.010	Sealant - Jt Filler Gasket	2,500		
8100.000	Doors: Metal With Frames	6,378		
8350.010	Doors: Overhead	55,500		
8510.010	Windows: Metal	21,600		
8600.000	Skylights	24,000		
8700.000	Hardware: Finishing	11,212		
8740.000	Hardware: Electromagnetic	1,620		
9000.010	Division 9 Subcontractors	11,299		
10521.010	Fire Extinguishers Etc	192		



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Item	Unit	Quantity	Unit Cost	Total Amount
11010.030 Equip: Vacuum Systems				15,000
13100.000 Lighting Protection				8,000
14400.910 Lifts				170,000
15300.010 Sprinkler				36,000
15400.000 Plumbing				54,000
15700.000 HVAC Systems				86,400
15900.000 Controls				8,000
16000.010 Electrical Complete				158,000
4 Auto Shop 8,000 sf	sf	8,000.00	236.98	1,895,845
<b>5 Covered Storage</b>				
15,000 sf				
PRECONSTRUCTION SERVICES				
1000.202 Layout				3,080
1720.030 Earthwk: Excav Foot/Misc				1,200
2315.021 Earthwk: Fine Grade				5,250
2315.024 Backfill: Foot Wall Misc				4,500
2340.010 Soil Stabilize/Erosion Ct				14,896
3210.050 Rebar: All Types				4,850
3310.200 Conc: Piers				2,925
3310.210 Conc: Slabs On Grade				8,826
3350.400 Finish: Floor Hardener				133,664
13120.010 Pre-Engineered Structures				13,062
16000.010 Electrical Complete				198,750
5 Covered Storage 15,000 sf	sf	15,000.00	28.05	420,803
<b>6 Granular Storage</b>				
11,200 sf				
PRECONSTRUCTION SERVICES				
1000.202 Layout				3,080
1720.030 Earthwk: Excav Foot/Misc				1,200
2315.021 Earthwk: Fine Grade				5,250
2315.024 Backfill: Foot Wall Misc				3,360
2340.010 Soil Stabilize/Erosion Ct				10,270
3210.050 Rebar: All Types				4,850
3310.200 Conc: Piers				2,475
3310.210 Conc: Slabs On Grade				8,826
3350.400 Finish: Floor Hardener				9,753
3400.100 Precast Concrete				25,000
13120.010 Pre-Engineered Structures				148,400
16000.010 Electrical Complete				22,400
6 Granular Storage 11,200 sf	sf	11,200.00	30.93	346,419
<b>7 Site Development</b>				
440,500 sf				
Site Remediation				
2100.000 Dewater: General				342,605
2240.010 Earthwk: Site Grading				130,400
2310.020 Earthwk: Cut & Fill Etc				252,450
2510.010 Utility Serv: Water				71,400
2540.010 Utility Serv: Septic Tank				750,000
2630.020 Drainage: Site Structures				835,350
2740.030 Paving: Asphalt				52,500
2750.035 Paving: Concrete				2,999
2760.030 Paving: Parking Lines				
2770.010 Paving: Curbs & Gutters				
2810.010 Improvments: IrrigationSys				43,200



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2828.010	Improvements: Fencing	112,875
2840.050	Improvements: Bollard/Rails	13,200
2640.080	Improvements: Parking Items	100,000
2900.010	Landscapes: General	60,000
7 Site Development 440,500 sf		6.30 /sf
		2,772,979

Estimate Totals

Description	Amount	Totals	Rate
FF&E Allowance	1,000,000	28,709,975	
	1,000,000	28,709,975	
Estimating Contingency	2,228,248	31,938,223	7.50 %
	2,228,248		
Building Permit	479,073	32,417,296	1.50 %
	479,073		
G & L Insurance	275,547	32,692,843	8.50 \$ / 1,000
	275,547		
C.M. Fee (2.05%)	931,746	33,624,589	2.85 %
	931,746		
P&P Bond	250,405	33,874,994	0.73 %
	250,405		
Architects & Engineers Fees	2,033,100	35,908,094	6.00 %
<b>Total</b>		<b>35,918,095</b>	

***EXHIBIT 3***

# Section 4

## Needs Assessment

### 4.1 Program Data

Raw data from work performed under Section 3 was compiled and reviewed by PWSB Project Manager Gary Marino. Adjustments to projections for anticipated future Departmental structure and equipment needs were also considered. In addition, vehicle and equipment sizes were verified and tabulations updated.

The following Tables reflect the anticipated Departmental needs for building space and yard storage:

- **Table 4.1 - Departmental Space Requirements:** Lists rooms and required area for Division offices, meeting rooms and personnel areas and related storage, areas for vehicle/equipment maintenance and parts storage, and specialty workshops. Schematic room plans are appended to describe the basis for many tabulated room areas.
- **Table 4.2 - Shared Department Facilities:** Lists information collected about conference room usage and allocation, office and field staff locker needs, and common rooms shared by departments.
- **Table 4.3 - Vehicle, Equipment and Employee Parking:** Lists vehicles and equipment of each Department that are currently garaged and recommended to be garaged in a heated building to assure rapid mobilization during the winter season, and to prevent freezing, extend useful life, and ensure security. It describes space required for two garaging options, one with drive parking bays, and a second with internal drive aisles for access to parking spaces. Outside parking space required for Department and employee vehicles is also tabulated.
- **Table 4.4 - Site Size:** Includes the two options for PWSB vehicle garage configuration, and considers the building and site area required for current and recommended numbers of vehicles for garaging. Lists outdoor areas for bulk materials storage and waste handling, employee and visitor parking. A modest open space allowance is included to account for site shape, topography, access, screening and buffer area from adjoining properties and zoning setbacks. Together these total in excess of 5 acres, suggesting a 6 acre site should be targeted to accommodate all current operations.

### 4.2 Facilities Sketches

In conjunction with the programming tables discussed in Section 4.1, sketches of the individual spaces described above were developed, and are attached following Tables 4.1 through 4.4.





Program Data Sheet

ID	Department	Director	No Employees		Position	Office Number	Size (nsf)	Total (nsf)	Cubicle Number	Size (nsf)	Total (nsf)	Open Area Number	Size (nsf)	Total (nsf)	Closet	Storage Room Use	Large (nsf)	Med (nsf)	Small (nsf)	Total (nsf)	Other Room Purpose	Area (nsf)
			Men	Women																		
A6.0	Support Services	Joe Sprenull		21	g																	
A6.1					Director	1	200	200														
A6.2					Mgr Int Govt Rel	1	168	168														
A6.3					Mgr Facil & Equip	1	168	168														
A6.4					Mgr Safety & Risk	1	168	168														
A6.5					Mgr Security	1	300	300														
A6.6					Mgr Personnel	1	168	168														
A6.7					Aide to Chief				2	72	144											
A6.8					Claims Administrator				1	72	72											
A6.9					Supv Personnel				1	72	72											
A6.10					Supv Purchasing				2	72	144											
A6.11					Automotive Clerk							1	45	45								
A6.12					Stockroom Clerk							1	45	45								
A6.13					Purchasing Agent							1	45	45								
A6.14					Purchasing Clerk							1	45	45								
A6.15					Switchboard Clerk							1	45	45								
A6.16					Personnel Clerk							2	45	90								
A6.17																Records	1000					
A6.18																Personnel Files			100			
A6.19																Copy paper			100			
A6.20																Janitor			100			
A6.21																Yard Maint Eq			400			
A6.22																Furniture/Off Equip	600			600		
A6.23																Stock Room	6000			6000		
A6.24																FlammaComb Mat			120			
A6.25																Tools, Parts, Equip			600			
A6.26																						
A6.27																						
A6.28																						
A6.29																						
A6.30																						
A6.31																						
A6.32																						
A6.33																						
A6.34																						
A6.35																						
A6.36																						
							subtotal (nsf)	1,172	subtotal (nsf)		432	subtotal (nsf)		315			subtotal (nsf)		6,020	subtotal (nsf)		18,809

Program Data Sheet

ID	Department	Director	No Employees Men	Women	Position	Office Number	Size (nsf)	Total (nsf)	Cubicle Number	Size (nsf)	Total (nsf)	Open Area Number	Size (nsf)	Total (nsf)	Class: 8 nsf ea	Storage Room Use	Large (nsf)	Med (nsf)	Small (nsf)	Total (nsf)	Other Room Purpose	Area (nsf)	
A7.0	Transmission & Distribution	Ronald Del Gallo	55	2	Director	1	200	200				0			8								
A7.1					Manager	1	168	168				0											
A7.2		++			Dispatcher	1	200	200				0											
A7.3					Supervisor (payroll)					1	72	72											
A7.4					Supv (digi safe)					1	72	72											
A7.5					Supv (road)					2	144	144											
A7.6					Supv (enr liaison)					1	72	72											
A7.7					Engineer					1	72	72											
A7.8					Admin Asst					1	45	45											
A7.9					Road Report Clerks					2	90	90											
A7.10					Equipment Mechanic					1	45	45											
A7.11					Switchboard Clerk					2	See Support Svcs												
A7.12																							
A7.13																							
A7.14																							
							subtotal (nsf)	568				subtotal (nsf)	432	180	8					subtotal (nsf)	100	120	1,408

Program Net Area (nsf)	31,595
Future Expansion Allowance (nsf)	3,000
Subtotal (nsf)	34,595
Net to Gross Factor	0.70
Program Gross Area (nsf)	49,437

Program Data Sheet

**Part B SHARED FACILITIES**

**Conference Room Programmed Use**

Dept User	Frequency	Mtg Length	Ave hr/wk	Seating	Comment
Finance	2 per mo.	1-2 hrs	1	12	See Common Rooms
Comm Svcs	1 per week	1 hour	1	12	See Common Rooms
Engineering					See Common Rooms
MIS				10	See Common Rooms
T&D				8	See Common Rooms
Personnel				6	See Common Rooms
Support Services					See Common Rooms

**Office Staff Locker Room Programmed Need**

Department	User	Locker		Dirty Lkrs		Comment:
		Men	Women	Men	Women	
All	Office Staff	6	6			Lockers Size: 12" x12" x 72"
	total	6	6	0	0	Unassigned for general use

**Road Staff Locker Room Programmed Need**

Department	User	Locker		Dirty Lkrs		Comment:
		Men	Women	Men	Women	
Commercial Services Support Services	Meter Techs	21	5			Lockers Size: 12" x12" x 72"
	Fac Maint & Auto Rep Techs	12	3	Dirty uniform hamper	Dirty uniform hamper	Allowance of 25% for women
	Road Staff	45	11	Dirty uniform hamper		Allowance of 25% for women
	total	78	20	0	0	98

Program Data Sheet

Office Staff Other Common Rooms

ID	Space	No Rooms	Size (nsf)	Area (nsf)	Comment:
B.01	Reception/Lobby	1	400	400	Building, with receptionist/switchboard
B.02	Copy Room	1	144	144	
B.03	Lunch Room	1	1,280	1,280	Seating 50 people, kitchenette, vending
B.04	Men's Restroom	1	290	290	
B.05	Men's Locker Room	1	220	220	22 lockers
B.06	Women's Restroom	1	290	290	
B.07	Women's Locker Room	1	220	220	22 lockers
B.08	Deliveries/Recycle	1	168	168	
B.09	Training Room	1	800	800	Seating 50 at chairs, divisible in half
B.10	Conference Rooms	7	240	1,680	Seating 12 at table
			subtotal (nsf)	5,492	

Net to Gross Factor

0.70

Program Gross Area (gsf)

7,846

Road Staff Other Common Rooms

ID	Space	No Rooms	Size (nsf)	Area (nsf)	Comment:
B.11	Lunch Room			0	Combined with Ready Room
B.12	Men's Restroom	1	290	290	
B.13	Men's Locker Room	1	640	720	100 lockers, 2 showers
B.14	Women's Restroom	1	208	208	
B.15	Women's Locker Room	1	220	220	22 lockers, 2 showers
B.16	Uniform Locker Room	1	105	105	100 - 6x12x36 lockers, and dirty uniform hamper provided by laundry vendor
B.17	Ready Room	1	700	700	Seating 24 people, kitchenette, vending
			subtotal (nsf)	2,243	

Net to Gross Factor

0.70

Program Gross Area (gsf)

3,204

Program Data Sheet

Part C VEHICLE PARKING

Department	Vehicle No.	Description	Parking Space Size (nsf)			Total Drive Thru	Drive Aisle (nsf)	Total w/ Aisles
			9 x 20	12 x 20	12 x 24			
Supp Services	427	International Dump		240		240	150	390
Supp Services	214	Chev Utility		240		240	150	390
Comm Services	229	Ford 450 (Emerg)			288	288	150	438
T & D	48	John Deere Backhoe*				360	150	510
T & D	83	Chev Van (Crew)		240		240	150	390
T & D	121	Chev Kodiak			288	288	150	438
T & D	150	Chev Stakebody			288	288	150	438
T & D	160	Chev Dump		240		240	150	390
T & D	197	Ford Dump		240		240	150	390
T & D	499	GMC-350				0		0
T & D	252	GMC Lt Utility		240		240	150	390
T & D	278	Ford Backhoe*				360	150	510
T & D	541	Chev Stakebody			288	288	150	438
T & D	626	Intl Vac Excavator*				360	150	510
T & D	868	Chev Van (Crew)		240		240	150	390
T & D	895	NEWH Backhoe*				360	150	510
T & D	935	Chev Van (Crew)		240		240	150	390
T & D	954	Sterling Dump Patch Truck*				360	150	510
T & D	986	Ford F-800			288	288	150	438
T & D	1001	Chev W4S Valve Tru		240		240	150	390
T & D	1554	Ford F-800			288	288	150	438
T & D	2444	Ford Backhoe*				360	150	510
T & D	2533	Ford Sterling Hoist*				360	150	510
T & D	3441	Ford Backhoe*				360	150	510
T & D	1348	John Deere 410G Backhoe*			288	288	150	438
Spare Spaces	6	2 each size		480	576	1,776	450	2,226
Total Vehicles						8,832		12,882
			Proposed Program Net Area (nsf)			8,832		12,882
			Net to Gross Factor			0.90		0.90
			Proposed Program Gross Area (gsf)			9,813		14,313
			*Total Currently Garaged Only (nsf)			4,944		6,744
			Net to Gross Factor			0.90		0.90
			*Total Currently Garaged Only (gsf)			5,493		7,493

Program Data Sheet

PWSB Vehicles Proposed for Outdoor Parking				Parking Space Size (nsf) 9 x 20	Drive Aisle (nsf)	Total w/ Aisles (nsf)
Department	No. Vehicles	Description				
Support Services	9	Cars & Pickups		1,620	1,800	3,420
Commercial Svcs	16	Lt Util, Vans, Cars		2,880	3,200	6,080
Engineering	13	SUV, Pickups, Cars		2,340	2,600	4,940
Finance	2	Cars & Pickups		360	400	760
T&D	21	SUV, Pickups, Cars		3,780	4,200	7,980
Administration	1	Car		180	200	380
Spare Spaces	6	Passenger Vehicles		1,080	1,200	2,280
<b>Total Vehicles</b>	<b>68</b>		<b>Proposed Program Net Area (nsf)</b>			<b>25,840</b>

Add heavy vehicles not currently garaged	427, 214, 229, 83, 121, 150, 160, 197, 252, 541, 868, 935, 986, 1001, 1554.	2,160	1,728	2,250	6,138
--	---	-------	-------	-------	-------

Required for Current Vehicles Parked Outdoors (nsf) 31,978

Other Proposed Outdoor Parking				Parking Space Size (nsf) 9 x 20	Drive Aisle (nsf)	Total w/ Aisles (nsf)
	No. Vehicles	Description				
Road Employee Parking	81	Passenger Vehicles		14,580	16,200	30,780
Spare Spaces	8	Passenger Vehicles		1,440	1,600	3,040
Office Employee Parking	104	Passenger Vehicles		18,720	20,800	39,520
Spare Spaces	10	Passenger Vehicles		1,800	2,000	3,800
Visitor Parking	15	Passenger Vehicles		2,700	3,240	5,940
<b>Total Vehicles</b>	<b>218</b>		<b>Program Net Area (nsf)</b>			<b>83,080</b>

Yard Storage

Program Data Sheet

SITE SIZE

Vehicle Garaging Option	One Story Building Area (gsf)			Outdoor Area (sq. ft.)			Total Building (gross sq. ft.)	Total Useable Outdoor Space (sq. ft.)	Total Site Occupied (sq. ft.)	Open Space Allowance add 20% (sq. ft.)	Minimum Site Area		
	Dept Personnel	Vehicle Drive-thru	Garage Access Aisles	PWSB Vehicle Parking	Yard Storage Allowance	Employee Parking					Visitor Parking	Square Feet	Acres
A1 - All Heavy Vehicles Garaged	60,457	9,813		25,840	15,000	77,140	5,940	123,920	194,190	38,838	233,029	5.35	
A2 - All Heavy Vehicles Garaged	60,457		14,313	25,840	15,000	77,140	5,940	123,920	198,690	39,738	238,429	5.47	
B1 - Only Existing Heavy Vehicles Garaged	60,457	5,493		31,978	15,000	77,140	5,940	130,058	196,008	39,202	235,210	5.40	
B2 - Only Existing Heavy Vehicles Garaged	60,457		7,493	31,978	15,000	77,140	5,940	130,058	198,008	39,602	237,610	5.45	

***EXHIBIT 4***

**EXIHIBIT GG-2**  
**CENTRAL OPERATIONS FACILITY CRITERIA**

**General Facility Requirements:**

- Facility must be within close proximity to center of our distribution system
- Minimum Parcel Acreage for one combined facility 10 -12 acres
- Separate Admin or Operations Facility site 5-8 acres/ each
- Minimum parking (employee, visitor, & company vehicles) on combined site: 400 parking spaces
- Minimum Building SF for one COF Facility 80,000 – 100,000 SF  
Desirable SF for one COF 100,000 – 140,000 SF  
Separate Operations or Admin Facilities 40,000 – 60,000 SF/ each
- Minimum Garage/ Automotive SF: 44,000 SF
- Desired Garage/ Automotive SF: 52,000 SF

**Facility Preferences:**

- The combination of Administrative and Operations at a single facility increases efficiency
- Natural boundaries to provide a security buffer
- Expected 100 year facility - Functional flexibility that has additional space for both existing operations and future growth

***EXHIBIT 5***



PROVIDENCE WATER

## Central Operations Facility (COF) Presentation 2015

# DUPONT DRIVE FACILITY, PROVIDENCE

**\$10.35 Million**

- **Acreeage:** 16.5 AC
- **Year Built:** 1968
- **Building Total Area:** 177,000 ± SF
- **Parking Spaces:** 704 Spaces
- **Existing Generator Power** 3 Units



# DUPONT DRIVE FACILITY, PROVIDENCE

- Proposed Customer Service Entrance



## VICINITY MAP

- Property is located within an Industrial Park (Zoned M1)
- Property buffered by rail road tracks and Mashapaug Pond



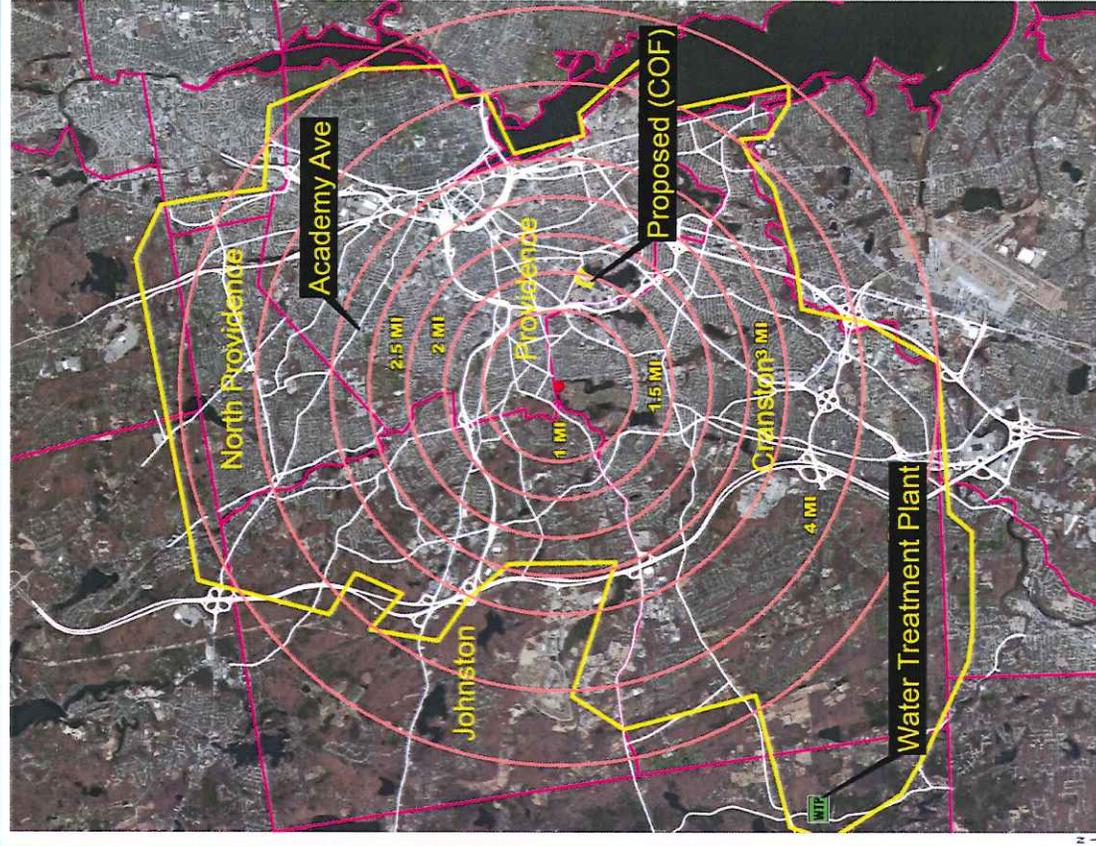
## VICINITY MAP

- Easy access to Routes 10 , 6, & 95
- 10 minutes from downtown Providence



## SERVICE AREA CENTROID MAP

- Facility is located within 1.5 miles of the center of our service area
- Approximately 10 miles from the Water Treatment Plant (WTP)



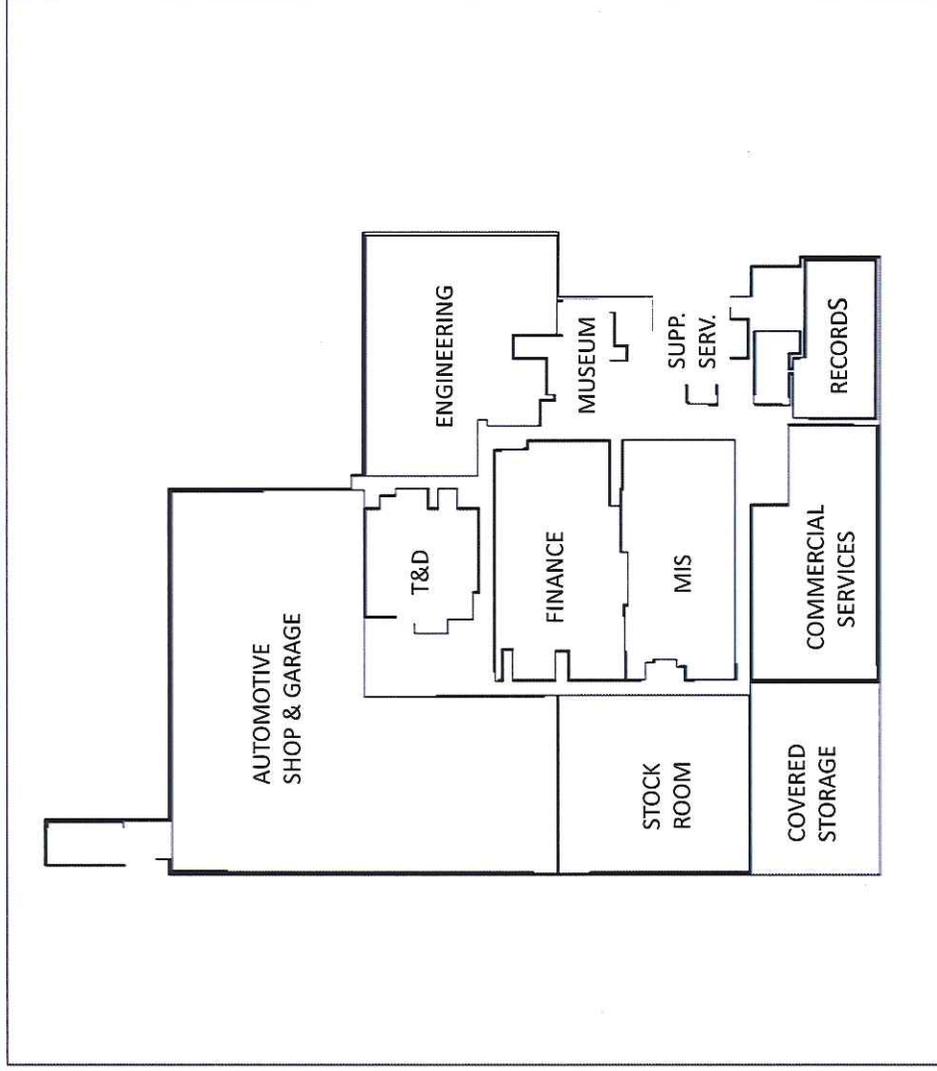
# BUILDING FIRST FLOOR LAYOUT PLAN

- Current 1<sup>ST</sup> Floor Area: 146,177 SF



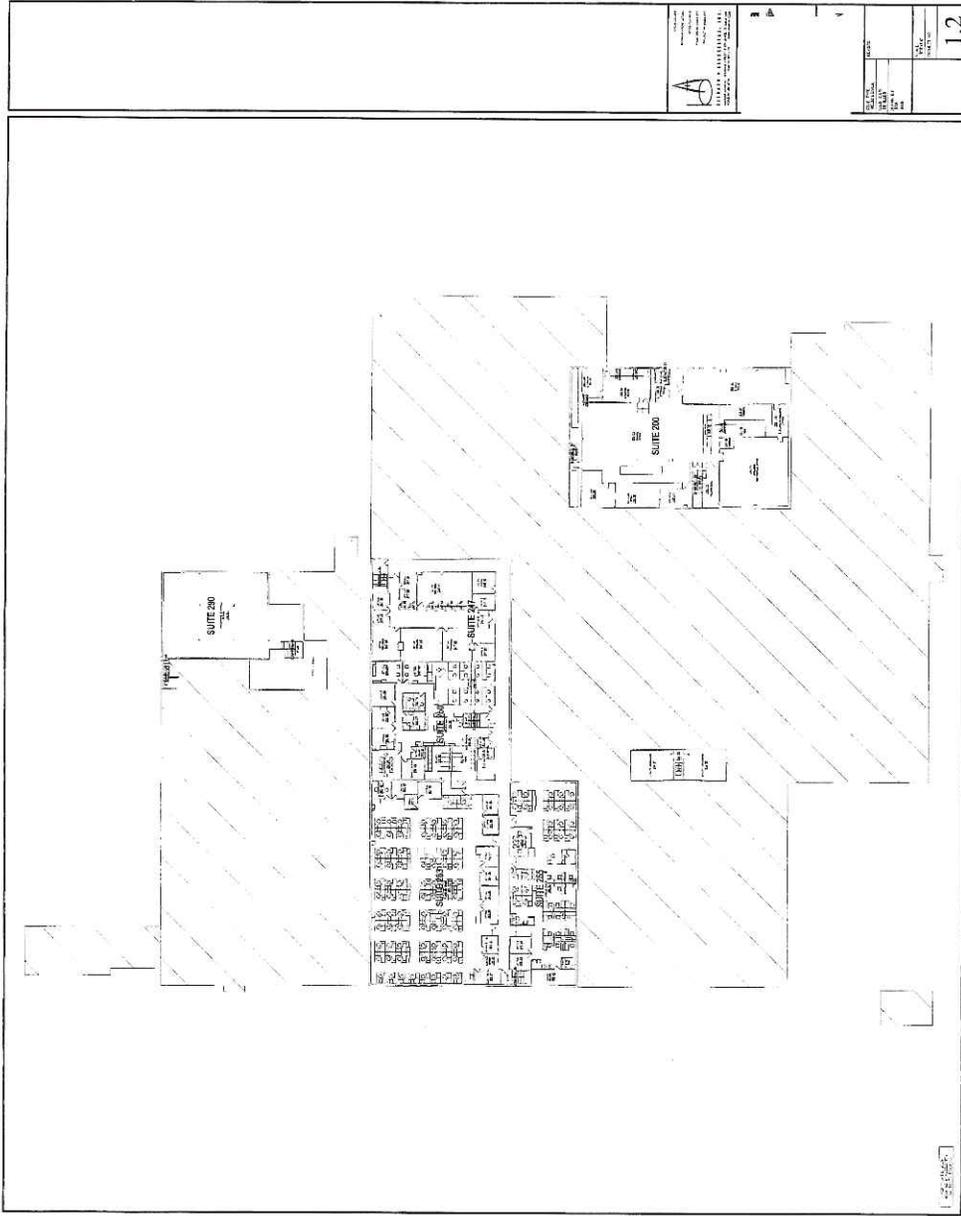
## PROPOSED OFFICE LAYOUT – 1<sup>ST</sup> FLOOR

- Proposed modifications within existing building footprint:
  - Construct Garage with 70 Parking spaces
  - Construct Automotive Garage
- Administration Area: 87,000 SF
- Garage & Automotive: 43,625 SF
- Stock Room & Supp. Staff: 13,600 SF
- Total Area 1<sup>st</sup> Floor: 144,225 SF



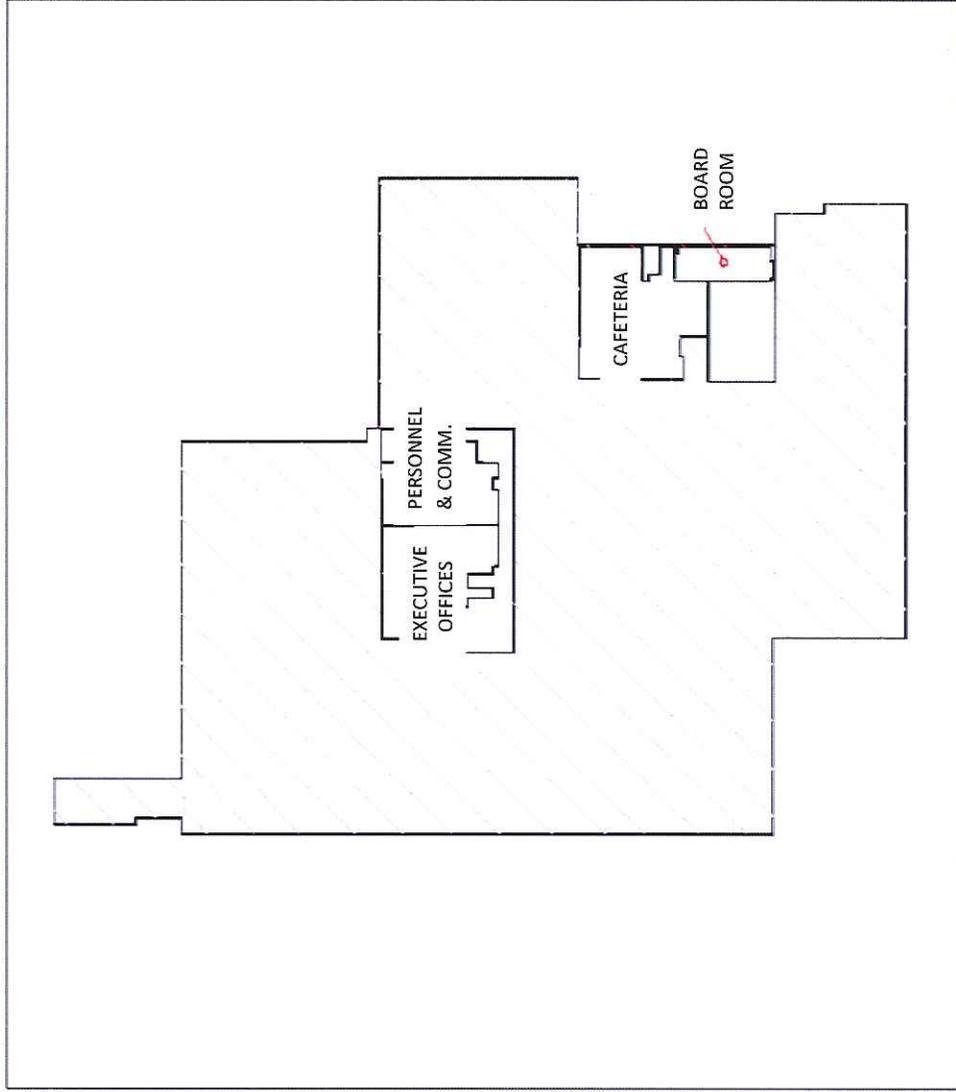
# BUILDING SECOND FLOOR LAYOUT PLAN

- Current 2<sup>ND</sup> Floor: 31,323 SF



## PROPOSED OFFICE LAYOUT – 2<sup>ND</sup> FLOOR

- Administration Area: 10,900 SF
- Board Room: 1,250 SF
- Cafeteria: 5,400 SF
- Total Area 2<sup>nd</sup> Floor: 17,550 SF



### **New Building Advantages:**

- Administration & Operations at one location (everyone in one facility)
- Industrial Area (easy access to local roads and highways)
- Centrally located
- Handicap accessible
- New facility upgrades
- Potential of paying taxes to the City
- Includes approx. \$500,000 in office furniture

### **Current Building Issues:**

- Two locations (Providence & Cranston)
- Staff traveling between facilities
- Residential Area
- High cost of fixing old (1909) failing building (money pit)
- Not paying taxes to the City

# DUPONT DRIVE FACILITY, PROVIDENCE

Estimated Alteration  
Costs: \$16.3 MILLION

- Engineering
- Permitting
- Demolition
- Site Work
- Garage & Automotive Shop
- Stock Room
- Covered Storage
- Laboratory
- SCADA (System Control and Data Acquisition)
- LEED Initiatives (Leadership in Energy & Environmental Design)

## Terms of Agreement:

- Confidentiality
- \$10.35 Million
- \$250,000 Deposit
- Due diligence & approvals/contingencies: September 1, 2015
- Out right purchase/Closing: December 20, 2015

***EXHIBIT 6***


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## About Us

Providence Water, although a department of the City of Providence, is regulated by state and federal agencies in addition to city policies and procedures. The quality of our treated drinking water is regulated by the US Environmental Protection Agency and the Rhode Island Department of Health. Our revenue and rate structure is regulated by the Rhode Island Public Utilities Commission.

A seven member Providence Water Supply Board of Directors determines corporate policy. It is the mission of this Board to ensure that water customers receive a safe and reliable water supply for drinking and fire protection. This group is comprised of dedicated private citizens and public officials and is committed to fair and equitable service to all customers and property owners in our service area. Four board members are appointed by the mayor, two are appointed by the city council president and one (ex-officio) is the City's Finance Director.

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552 Academy Ave, Providence, RI 02908

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**CERTIFICATION**

I hereby certify that on August 19, 2015, I sent a copy of the within to all parties set forth on the Service List by electronic mail and copies to Luly Massaro, Commission Clerk, by electronic mail and by hand delivery on August 20, 2015.

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<b>Interested Parties:</b>		
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