

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

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# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **NEORSD'S MISSION**

*To serve our customers by leading effective wastewater and stormwater management that protects the health and environment of our region while enhancing quality of life.*

## **NEORSD'S VISION**

*To be the leading environmental organization that sustainably manages our region's water resources to protect public health and promote economic development.*

## **NEORSD'S CORE VALUES**

NEORSD is committed to:

- *Environmental Stewardship:*  
Environmental leadership focused on responsible regional watershed protection.
- *Ethics, Honesty, and Transparency:*  
Maintain the highest standards with our customers, our business partners, and each other.
- *Balanced and Informed Decision Making:*  
Quality decisions based on objective metrics, analysis of our systems, customer needs, and organizational goals.
- *Customer Focus:*  
Keep our customers in mind in all of our decisions, policies, and programs.
- *Progressive Culture:*  
Embrace and promote innovation in our organization, region, and industry.
- *Accountability:*  
Demonstrate responsibility for our obligations and deliver on our commitments.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 OFFICIALS**

**Northeast Ohio Regional Sewer District  
3900 Euclid Avenue  
Cleveland, Ohio 44115-2506  
Tel: 216.881.6600 – Fax: 216.881.8018**

### **BOARD OF TRUSTEES**

Darnell Brown.....	President
Mayor Thomas J. Longo .....	Vice President
Mayor Dean E. DePiero.....	Secretary
Sheila J. Kelly .....	Member
Walter O'Malley. ....	Member
Mayor Gary W. Starr .....	Member
Ronald D. Sulik.....	Member

### **EXECUTIVE STAFF**

Julius Ciaccia .....	Executive Director
F. Michael Bucci.....	Deputy Executive Director

### **SENIOR STAFF**

Marlene Sundheimer.....	Director of Law
Jennifer L. Demmerle .....	Director of Finance
Kellie C. Rotunno .....	Director of Engineering & Construction
David McNeeley .....	Director of Operation & Maintenance
Francis P. Greenland.....	Director of Watershed Programs
Constance T. Haqq.....	Director of Administration & External Affairs
Douglas Dykes.....	Director of Human Resources
Humberto Sanchez.....	Director of Information Technology



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Northeast Ohio Regional Sewer District**

For the Fiscal Year Beginning

**January 1, 2008**

President

Executive Director

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE**

March 19, 2009

To the Board of Trustees and the Citizens served by the  
Northeast Ohio Regional Sewer District

Subject: Executive Director's Summary

Dear President Darnell Brown, Members of the Board of Trustees and Citizens:

The newly adopted mission of the Northeast Ohio Regional Sewer District (NEORS) is to serve our customers by leading effective wastewater collection and stormwater management that protects the health and environment of our region while enhancing quality of life. Our mission requires the continued dedication of the Board of Trustees, experience and perseverance of the Directors and Managers, and ongoing concern for excellence and ethical behavior that demands transparency, accountability and environmental stewardship. Without this level of commitment and focus on our responsibilities, we could not meet the high standards of quality service that have been achieved for over thirty-seven years.

The current state of the economy and its impact on our customers and suppliers demands an extreme level of fiduciary oversight and analysis. The "status quo" for our enterprise is no longer adequate to meet the needs and concerns of our customers. Raising the bar in terms of transparency and accountability is mandated by our Board of Directors to assure that our customers are getting the best value for their money that NEORS can deliver.

To meet these fiduciary demands, I am pleased to present the District's 2009 Operating and Capital budgets which have been duly approved and adopted by our Board of Trustees at its regular meeting held on March 19, 2009. The adopted budgets have undergone intense scrutiny by me, our Director of Finance, the Directors and Managers of each budget center and the District's Finance Committee made up of Board Members and key District Management.

As in previous budgets, the 2009 Adopted Operating and Capital Budget reflect a high level of fiscal responsibility. The Operating and Capital budgets presented in this document have gone through a series of reviews by finance staff, Budget Center Managers, Directors, the Executive Director and the Board of Trustees' Finance Committee prior to Board adoption.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

This review process assures our customers that the District continues to practice good stewardship of public funds. The 2009 budget appropriates a level of financial resources required for the ongoing operations and maintenance activities of the District. It also supports the Capital Improvement Plan necessary to maintain the current infrastructure and to build new infrastructure to address the future demands.

The 2009 budgets reflect staffing levels that are considered adequate to perform the routine tasks and to participate in new tactical and strategic initiatives that must be addressed to ensure future success. Coupled with the staffing levels are high medical coverage premiums and other employee benefits costs. As reflected in the budget, these benefits costs continue to be a major factor in the level of funds required. The District's senior management has spent a considerable amount of time researching and investigating benefit package options that provide the employees significant value at the most reasonable cost.

The revenue projections presented in the 2009 Adopted Budget reflect the billing rates that were adopted by the Board of Trustees for the 2007-2011 fiscal years. These rates were applied to the results of the finance staff's water consumption analysis. A schedule comparing 2009's revenue projections and preliminary actual revenue are shown in the Budget Data section of the 2009 Adopted Budget Information section. The 2009-2013 Capital Improvement Plan is also presented in the Budget Data section.

As always, the efforts of the Budget Center Managers, Directors, Board of Trustees and other District employees participating in the budget process have produced budgets that will financially support the mission of the District in 2009 and beyond.

### **2009 Goals and Initiatives**

To guide the District's management team, I have generated and communicated to the entire organization the following Performance Plan identifying my six (6) top initiatives for 2009:

#### **I. WATER QUALITY PROGRAMS**

- A. Develop and deliver initiatives that are geared toward understanding the water quality expectations of our customers.**
- B. Finalize the implementation plan for the stormwater management program that allows for a 2010 kick-off.**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

### **2009 Goals and Initiatives-continued**

- C. Initiate key design and construction projects that support the reduction of our long term control program for reducing CSOs and bypasses.**
- D. Initiate an assessment throughout the District to understand how to reduce SSO exposure.**
- E. Enhance the District's water quality monitoring program.**
- F. Manage long-term regulatory obligations in the best interest of the customer.**

## **II. CAPITAL ASSET MANAGEMENT**

- A. Complete Phase I of the current program management contract deliverables and incorporate findings into Districts CIP.**
- B. Enter into Phase II program management contract to carry our CIP over the next 5 years.**
- C. Finalize asset management contract to develop condition assessment strategies for CIP and repair and renewal projects.**

## **III. FINANCIAL INITIATIVES**

- A. Complete a financial strategic plan associated with the long term control plan and CIP.**
- B. Define and develop financial policies and performance indicators.**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

### **2009 Goals and Initiatives-continued**

- C. Refine operating and capital budgeting process with defined action plans and recommendations.**
- D. Develop an RFP for a rate study to be carried out in 2010.**

## **IV. ORGANIZATIONAL EFFECTIVENESS**

- A. Study and assess opportunities associated with operational automation and IT strategic planning.**
- B. Continue organizational and human resource development programs.**
- C. Align the new 5 year strategic plan with individual performance plans.**
- D. Develop a District culture that embraces sustainability and “green” initiatives.**

## **V. SMALL BUSINESS PROGRAM**

- A. Enter into contract with a consultant to proceed with a disparity study.**
- B. Complete the transition from the current program to the SBE Program by June of 2009.**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

### **2009 Goals and Initiatives-continued**

#### **VI. EXTERNAL AFFAIRS AND GOVERNANCE**

- A. Continue to develop multiple outreach programs to appropriately position the District within our region as well as the State and Nation.**
- B. Set up initiatives toward informing and influencing local, State and Federal governments in assisting the District in meeting its needs.**
- C. Continue to work with various communities in assessing regional benefits of consolidation of services.**
- D. Work with Board on issues to be addressed and accomplished with the opening of the court order.**

These goals are intended to ensure that the District maintains and grows its reputation as one of the most effective and efficient publicly owned wastewater treatment facilities in the country.

Achieving the 2009 goals and continuing to improve on the highly successful operations will support the effort to achieve the newly adopted mission of the Northeast Ohio Regional Sewer District.

### **Future Challenges and Opportunities**

#### **Service with Integrity**

Beyond the 2009 Goals, the future that confronts the District is ripe with significant challenges and opportunities. As we carryout the mission of the District, it is essential that we maintain a culture of *Transparency, Accountability and Environmental Stewardship* in all our actions and endeavors. To increase public confidence in the integrity of the District, it is essential that business is conducted following the highest degree of ethical and professional behavior. The public demands that all Board Members and employees are independent and impartial in the performance of their job duties. We must eliminate conduct not consistent with good ethical practices, without creating unnecessary barriers to public service.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

### **Future Challenges and Opportunities-continued**

#### **Service with Integrity-continued**

The District's diversified staff of employees executes a multitude of tasks and responsibilities. Maintaining and improving public health through effective wastewater treatment requires a tremendous amount of leadership, planning, technical skills, infrastructure, financial and human resources, communication and cooperation.

#### **Building for the Future**

Infrastructure in the form of sewers, pump stations, treatment plants and office buildings must be constructed and maintained. Human resources, the backbone of the District, must be hired, trained and developed to perform the various jobs within the District. Working relationships with the community leaders and ratepayers must be developed and nurtured to gain the cooperation and feedback necessary to respond to their needs as well as the needs of the environment. All these operational and environmental challenges place high demands on the workforce and the financial resources of the District. The compilation and adoption of the annual budget is one of the major tasks that must be completed to perform the District's work.

The 2009 Operating and Capital Budgets appropriates the funds necessary to continue the day-to-day wastewater treatment processes, maintain the machinery, buildings and equipment, compensate the employees and to finance tactical and strategic initiatives that support the District's mission. The Board of Trustees and Senior Management, along with the individual Budget Center Managers, worked diligently to prepare the budget. The adopted appropriation contains the necessary financial resources required to accomplish the goals and objectives set for 2009.

#### **Understanding the Value of Clean Water**

It has always been a challenge for the District to establish a personal connection between our customers and our lake and river. Without clean water, communities could not survive. Clean water is essential to public health. It also plays a key role in stimulating our economy, protecting our environment and assuring a bright future for Greater Cleveland.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

### **Future Challenges and Opportunities-continued**

#### **Understanding the Value of Clean Water-continued**

We believe that education can help to advance our work. By providing opportunities for members of the public to learn about our work and the environment, they can better understand the relationship between the water and their quality of life.

By engaging in community outreach and education through programs such as “Where Does It Go” the District can strive to instill in our customers and citizens in general, a value for environmental initiatives, especially those geared to improving the quality of all the water resources the District impacts.

#### **Sustaining an Investment**

A built-to-last infrastructure is an investment in Cleveland's present and future. We constantly assess our sewers and treatment plants, making sure they are sustainable.

In our thirty-seven year history, we've invested over \$2.2 billion in projects that have a direct effect on protecting public health. And in the next three decades we'll invest \$4 billion to maintain our existing assets and facilities and expand our combined sewer overflow controls.

In addition, our water quality and natural environment are threatened by unresolved regional stormwater problems. The District is seeking to implement a program to help local communities control flooding, pollution and erosion issues that come with heavy rains.

Our acceptance of these challenges means job and business opportunities for local contractors, engineers, suppliers and support providers as we strive to best serve our region. Given the costs of these endeavors, we are always working to improve our financial processes to ensure proper stewardship of the public's funds.

#### **Meaningful Careers**

With a workforce of more than 600 people in over 200 different jobs, the Northeast Ohio Regional Sewer District provides opportunities for employment in technical disciplines such as biology, chemistry, engineering, environmental sciences and wastewater plant operation—and in fields

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 EXECUTIVE DIRECTOR'S MESSAGE-continued**

### **Future Challenges and Opportunities-continued**

#### **Meaningful Careers-continued**

such as business, finance, communication, information technology and law.

Through job fairs and internships, the District makes a concerted effort to recruit talent from Northeast Ohio.

As our organization expands and long-term employees retire, individuals with pride in this region and the appropriate skill sets will be able to discover a rewarding career in this industry.

#### **The Next 37 Years**

While Cleveland has much to offer, we understand the obstacles before us. This is why we must build upon the resources so readily available: like-minded organizations and agencies, a dedicated workforce that is willing to take on new initiatives and priorities, and most important—our clean water itself.

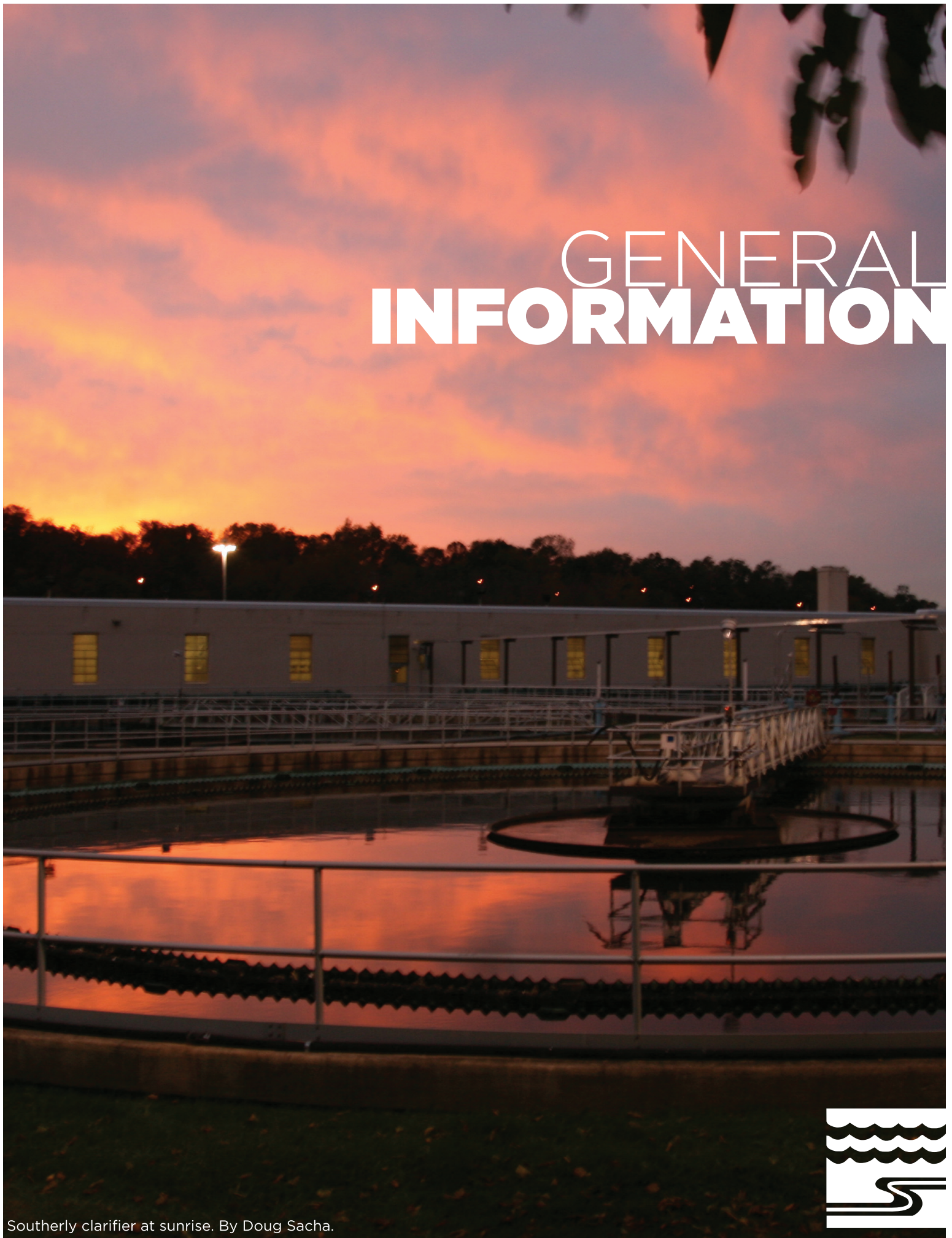
We are proud of our contributions to water quality and the rebirth of Lake Erie and the Cuyahoga River. The rebirth advances, and our role in the next 37 years will continue to be more influential.

Sincerely,

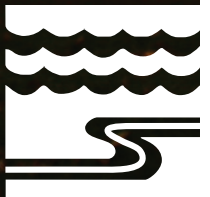
A handwritten signature in black ink, appearing to read "J. Ciaccia", with a stylized flourish at the end.

Julius Ciaccia  
Executive Director

# GENERAL INFORMATION



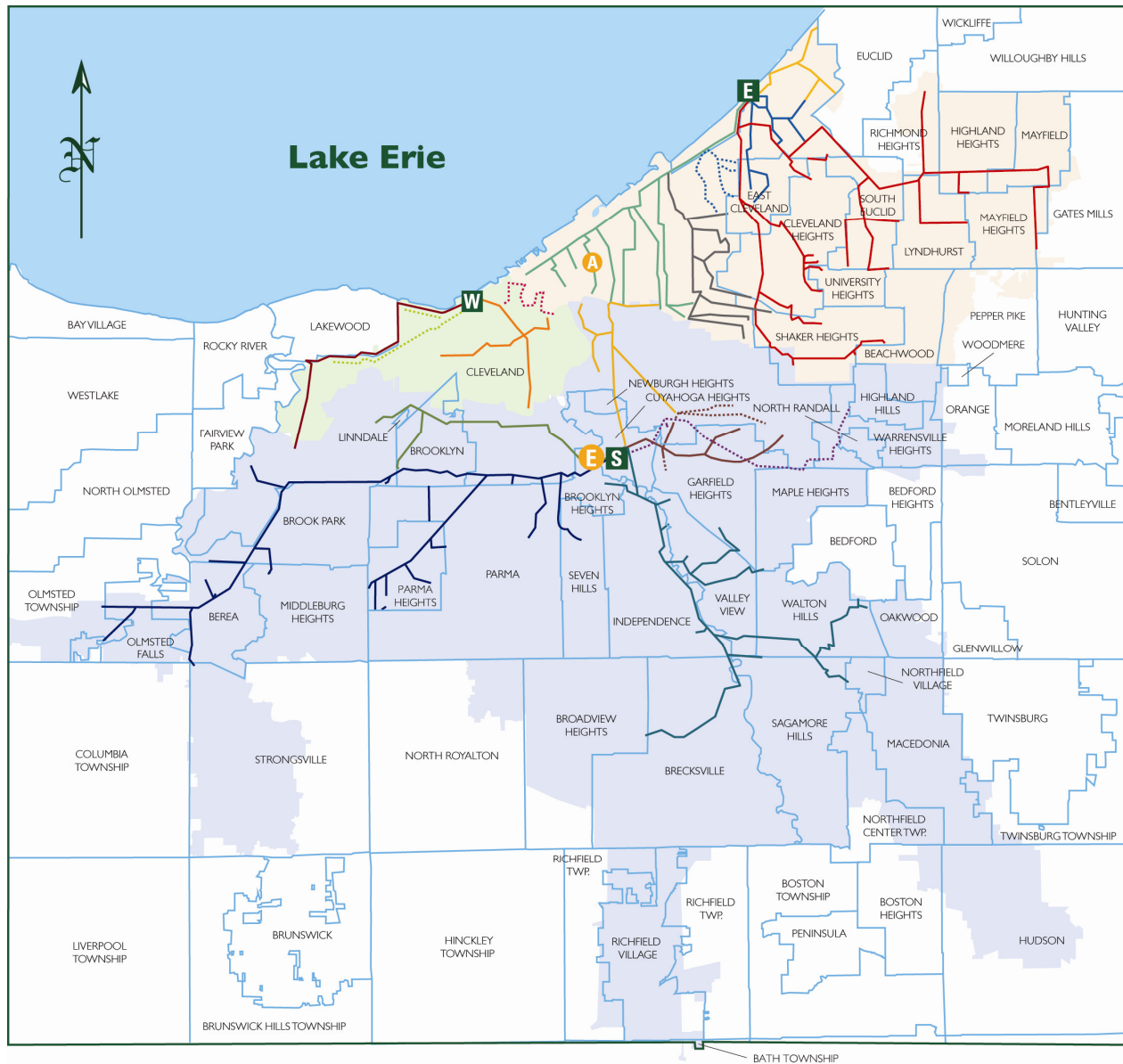
Southerly clarifier at sunrise. By Doug Sacha.





# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 2009 SERVICE AREA MAP



### EASTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

- Easterly Interceptor
- Doan Valley Interceptor
- ..... Dugway Interceptor
- Heights-Hilltop Interceptors & ICRS
- E. 140th-Hayden/E. 152nd-Ivanhoe Interceptors
- Lakeshore-Nottingham Interceptors

### SOUTHERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

- Big Creek Interceptor
- Cuyahoga Valley Interceptor
- ..... Mill Creek Interceptor
- Mill Creek Tunnel Under construction
- Southwest, West Leg Interceptors & ICRS
- Southerly Interceptor

### WESTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

- ..... Low Level Interceptor
- Northwest Interceptor
- ..... Westerly Interceptor
- Walworth Run Interceptor



- A** McMonagle Administration Building – 3900 Euclid Avenue
- E** Environmental & Maintenance Services Center – 4747 E. 49th Street
- E** Easterly Treatment Plant – 14021 Lakeshore Boulevard
- S** Southerly Treatment Plant – 6000 Canal Road
- W** Westerly Treatment Plant – 5800 W. Memorial Shoreway

- Easterly service area
- Southerly service area
- Westerly service area



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 MUNICIPALITIES SERVED BY THE DISTRICT**

<u>Municipality</u>	<u>Estimated Service Population(1)</u>		<u>Municipality</u>	<u>Estimated Service Population(1)</u>
SUBDISTRICT 1				
Cleveland	437,047			
SUBDISTRICT 2				
Bath Township	0	(3)	Mayfield Village	3,335
Beachwood	13,611		Middleburg Heights	16,149
Bedford	0	(3)	Newburgh Heights	2,427
Bedford Heights	0	(3)	North Randall	810
Berea	18,494		North Royalton	6,409 (2)
Boston Heights	578	(4)	Northfield	3,810
Bratenahl	1,289		Northfield Center Township	4,380
Brecksville	14,843		Oakwood	3,052 (2)
Broadview Heights	17,869	(2)	Olmsted Falls	8,549 (2)
Brook Park	18,994		Olmsted Township	6,753 (2)
Brooklyn	11,218		Orange	544 (2)
Brooklyn Heights	1,645		Parma	81,480
Cleveland Heights	46,159		Parma Heights	21,448
Columbia Township	939	(3)	Pepper Pike	2,156 (2)
Cuyahoga Heights	497		Richfield Village	3,267 (2)
East Cleveland	20,324		Richfield Township	1,102 (4)
Euclid	1,967	(2)	Richmond Heights	3,694 (2)
Garfield Heights	29,009		Sagamore Hills Township	7,942
Gates Mills	320	(2)	Seven Hills	11,550
Glenwillow	0	(4)	Shaker Heights	27,250
Highland Heights	9,981		Solon	162 (2)
Highland Hills	1,244		South Euclid	22,697
Hudson	9,231	(2)	Strongsville	27,713 (2)
Independence	7,636		Twinsburg	0 (3)
Lakewood	0	(3)	Twinsburg Township	203 (2)
Linndale	99		University Heights	13,155
Lyndhurst	14,201		Valley View	2,181
Macedonia	8,192		Walton Hills	2,383
Maple Heights	24,604		Warrensville Heights	14,107
Mayfield Heights	18,487		Willoughby Hills	0 (3)
			Total Subdistrict 2	<u>590,139</u>
Total estimated service population				<u><u>1,027,186</u></u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 MUNICIPALITIES SERVED BY THE DISTRICT-continued**

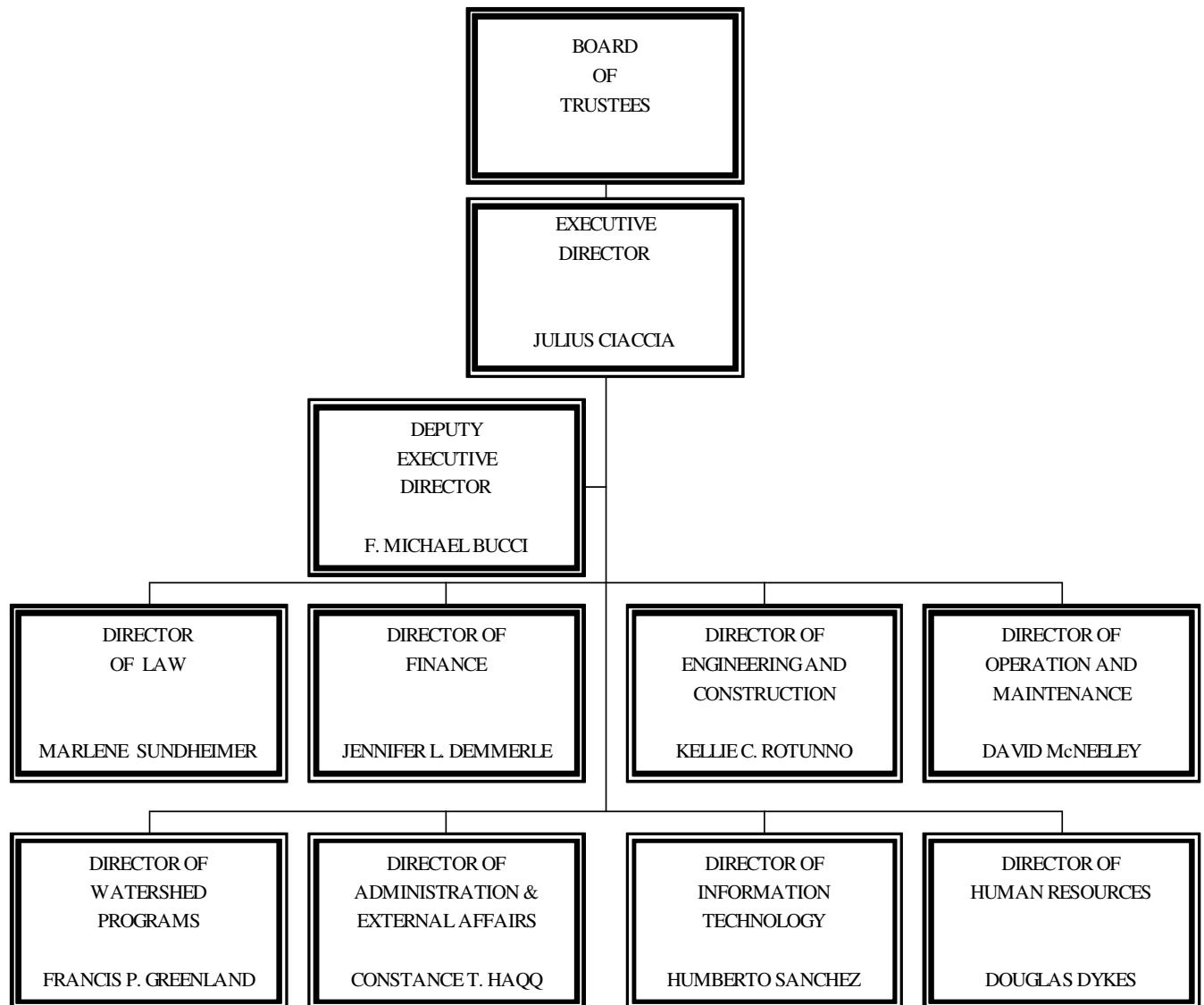
- (1) Based on 2000 U.S. Census Block Data as presented in the Northeast Ohio Areawide Coordinating Agency (NOACA) using the Service Area Boundary.
- (2) Estimated population for that portion of the municipality within the service area of the District.
- (3) Service population not applicable; District serves commercial properties only.
- (4) Part of the community is not within the District service area. Service population is to be determined by ongoing service area verification project.

Principally as a result of the general migration of individuals and businesses from the northern industrial states to other regions of the country, the District and Cuyahoga County have experienced a decline in population as reported in the 1970, 1980, 1990 and 2000 U.S. Census.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 OFFICIALS TABLE OF ORGANIZATION**

A chart indicating the District's organizational relationship is set forth below





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BOARD OF TRUSTEES**



Darnell Brown,  
Board President



Mayor Thomas J. Longo,  
Vice President



Mayor Dean E. DePiero,  
Secretary



Sheila J. Kelly



Walter O'Malley



Mayor Gary W. Starr



Ronald D. Sulik

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BOARD OF TRUSTEES**

The District is governed by its Board of Trustees (the "Board"). The Board consists of seven members, each of whom serves a five-year term and who are appointed as follows:

- two by the Mayor of the City of Cleveland;
- two by a council of governments comprised of representatives of all the suburban communities served by the District system called the Suburban Council of Governments;
- one by the Board of County Commissioners of Cuyahoga County;
- one by the appointing authority of the subdistrict with the greatest sewage flow (currently the Mayor of the City of Cleveland); and
- one by the appointing authority of the subdistrict with the greatest population (which is currently the Suburban Council of Governments).

The Board meets twice each month in regular public meetings to discuss and determine policy and to act upon resolutions presented by the District's staff.

Darnell Brown .....	President
Mayor Thomas J. Longo. ....	Vice President
Mayor Dean E. DePiero .....	Secretary
Sheila J. Kelly.....	Member
Walter O'Malley.....	Member
Mayor Gary W. Starr.....	Member
Ronald D. Sulik .....	Member

### *Darnell Brown, President*

Darnell Brown was appointed to Board by the City of Cleveland Mayor in September, 2001. Mr. Brown is the Chief Operating Officer for the City of Cleveland. He attended Ohio University and is also a member of numerous professional agencies, including the Cuyahoga River Remedial Action Plan Coordinating Committee and the Doan Brook Watershed Partnership.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BOARD OF TRUSTEES - continued**

### *Thomas J. Longo, Vice President*

Thomas J. Longo was appointed to the Board by the Suburban Council in 1988. He was elected Mayor of Garfield Heights in 1983 and re-elected six times thereafter. Mayor Longo is past President of the Cuyahoga County Mayors and Managers Association, is a founding member of the First Suburbs Consortium and Vice Chair of the Cuyahoga County Planning Commission. He is also a member of various civic and community organizations, and was named 2006 Distinguished Citizen of the Year by the Garfield Heights Chamber of Commerce. Mayor Longo is a graduate of Cleveland State University.

### *Dean E. DePiero, Secretary*

Dean E. DePiero was appointed to the Board in March, 2007 by the Board of County Commissioners. Prior to taking office as the Mayor of the City of Parma in 2004, he represented the 15th Ohio House District for five years. A graduate of Cleveland Marshall College of Law, Mayor DePiero is a member of the Ohio Bar Association and is second vice president of the Ohio Municipal League.

### *Sheila J. Kelly, Member*

Sheila J. Kelly was appointed to the Board by the Mayor of the City of Cleveland in May of 1994. She has been Vice President of Villa Realty since 1982.

### *Walter O'Malley*

President of IBEW Local 38 since 2007, Walter O'Malley has been a member of IBEW since 1982. He completed his apprenticeship in 1986 and has held a variety of elected union positions throughout his tenure. He is currently chairman of the IBEW Pension Fund, Health and Welfare Fund and Joint Apprentice and Training Committee. He was appointed by Cleveland Mayor Frank Jackson for a term effective March 5, 2009.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BOARD OF TRUSTEES - continued**

*Gary W. Starr, Member*

Appointed by the Suburban Council of Governments in 1994, Gary Starr has been Mayor of Middleburg Heights since 1981. He is also a member of the Cuyahoga County Mayors and City Managers Association. Mayor Starr has served various civic organizations, including the Southwest General Hospital, New Stadium Corporation and Northcoast Harbor Development Corporation.

*Ronald D. Sulik, Member*

A former District Trustee from 1985 to 1994, Ronald D. Sulik was reappointed to the Board for his second term by the Suburban Council of Governments in February, 2007. He served as Mayor of the Village of Newburgh Heights for 12 years and has more than 30 years experience in public and private accounting, budgeting, cost analysis and financial planning.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 DIRECTORS**



Julius Ciaccia,  
Executive Director



F. Michael Bucci,  
Deputy Executive Director



Jennifer Demmerle,  
Director of Finance



Marlene Sundheimer,  
Director of Law



Constance Haqq,  
Director of Administration  
& External Affairs



Frank Greenland,  
Director of Watershed  
Programs



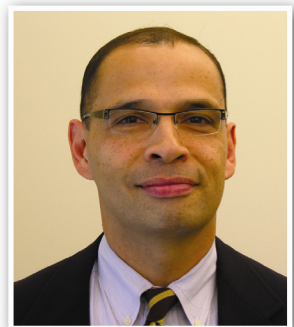
Kellie Rotunno  
Director of Engineering  
& Construction



David McNeeley  
Director of Operations  
& Maintenance



Douglas Dykes  
Director of Human  
Resources



Humberto Sanchez  
Director of Information  
Technology

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 DIRECTORS**

The day-to-day operation of the District and the implementation of the policies set by the Board are the direct responsibility of the District's Executive Director and senior staff. The following individuals currently comprise the District's senior staff:

Julius Ciaccia .....	Executive Director
F. Michael Bucci.....	Deputy Executive Director
Jennifer L. Demmerle .....	Director of Finance
Marlene Sundheimer.....	Director of Law
Constance T. Haqq.....	Director of Administration & External Affairs
Francis P. Greenland.....	Director of Watershed Programs
Kellie C. Rotunno .....	Director of Engineering & Construction
David McNeeley .....	Director of Operation & Maintenance
Douglas Dykes.....	Director of Human Resources
Humberto Sanchez.....	Director of Information Technology

### *Julius Ciaccia, Executive Director*

Mr. Ciaccia served the City of Cleveland's Clerk of Courts office for two years before his appointment as Assistant Director of Public Utilities in 1977. He was promoted to Acting Water Commissioner in 1979, Assistant to the Commissioner in 1981, and eventually Commissioner in 1988. He was appointed Director of the city's Department of Public Utilities in 2004 and began his tenure as Regional Sewer District Executive Director in November 2007. Mr. Ciaccia's professional affiliations include the American Water Works Association and other state and national committees and organizations.

### *F. Michael Bucci, Deputy of Executive Director*

F. Michael Bucci has worked in finance and accounting for 26 years, including 22 years with the District. He earned his Bachelor of Business Administration degree in Accounting from Cleveland State University and is also a 1999 graduate of the CSU Local Officials Leadership Academy and attended the UNC Water and Wastewater Leadership Center in 2002. Mr. Bucci is a member of numerous state and national accounting organizations including the Ohio Society of Certified Public Accountants, the American Institute of Certified Public Accountants, and the Government Finance Officers Association. Mr. Bucci also serves on the Board of two agencies, appointed in January 2005 to the City of Willowick Board of Zoning Appeals and elected in 2003 to the Ohio Government Finance Officers Association Board. He was appointed Deputy Executive Director March 1, 2007.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 DIRECTORS - continued**

*Jennifer L. Demmerle, Director of Finance*

Ms. Demmerle joined the District in December of 2005 as Deputy Director of Finance. She became Director of Finance in August 2007. As Director she oversees four budget centers, Purchasing, Customer Service, Inventory Control and Finance. Ms. Demmerle holds a Bachelor of Arts in Accounting & Finance from Baldwin-Wallace College, is a Certified Public Accountant (CPA), and is currently seeking certification as a Public Finance Administrator. She is a member of the Government Finance Officers' Association, the Ohio Society of Certified Public Accountants, and Municipal Finance Officers' Association Past President. Prior to the District, Ms. Demmerle served as the Assistant Director of Finance for the cities of Brook Park and Lakewood.

*Marlene Sundheimer, Director of Law*

Ms. Sundheimer joined the Sewer District in December of 2007. Her experience as Deputy Commissioner of Water for the City of Cleveland included strategic planning, assuring fiscal responsibility related to construction contracts, and capital and financial planning.

*Constance T. Haqq, Director of Administration & External Affairs*

Ms. Haqq joined the District in 2005 and is responsible for overseeing the organization's internal and external communications and public-outreach programs. A native Cleveland, Haqq holds a Bachelors degree from Tufts University and a Masters in Social Science Administration from Case Western Reserve University. Ms. Haqq has held several leadership positions including her former role as Executive Director of the Nordson Corporation Foundation. She has served on numerous philanthropic boards and is currently a member of the In Counsel With Women's executive committee and a trustee for the LWL Foundation and Business Volunteers Unlimited, Inc.

*Francis P. Greenland, Director of Watershed Programs*

Mr. Greenland has worked for the District since 1988. Formerly a Planning Engineer, Project Engineer, Planning Manager, Deputy Director of Engineering & Construction, and Director of Capital Programs, he is now Director of Watershed Programs. He has been involved in a variety of wet-weather projects, including the District's \$2 billion Combined Sewer Overflow (CSO) Control Program. A registered Professional Engineer, he earned his degree in Environmental Engineering Technology from the University of Dayton and Masters in Civil Engineering from Cleveland State University.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 DIRECTORS - continued**

*Kellie C. Rotunno, Director of Engineering and Construction*

Ms. Rotunno comes to the District from the consulting-engineering firm Brown & Caldwell. There, she worked on a variety of water and wastewater projects while managing its Middleburg Heights office. Rotunno holds a degree in geological engineering from Michigan Technological University. She brings 21 years of consulting and engineering experience to the District.

*David McNeeley, Director of Operation & Maintenance*

Mr. McNeeley joined the District in 1977 and has worked in several capacities including Assistant Superintendent of the Southerly Wastewater Treatment plant and Acting Director of Human Resources. He became Director of Operations & Maintenance in May 2008. Mr. McNeeley holds a Bachelor of Arts degree in Urban Studies from Cleveland State University (CSU), is a Certified Class III Wastewater Operator, and is a graduate of two leadership programs. He is also a trustee on the CSU Leadership Academy Board, and a member of several professional organizations including: the National Association of Clean water Agencies (NACWA) Utility Management Committee, the Business Advisory Council for Central State University, and the Water Environment Federation.

*Douglas Dykes, Director of Human Resources*

Douglas Dykes was hired as Director of Human Resources in May 2008. He previously served as Director of Human Resources at the Holden Arboretum, in Kirtland, Ohio, and worked for the Regional Transit Authority for over a decade.

*Humberto Sanchez, Director of Information Technology*

Mr. Sanchez was promoted to Director of Information Technology in July of 2008 after eight years with the Sewer District. He has extensive experience in strategic planning and technology and information management over his more than 20 years of project management and project leadership. Mr. Sanchez holds a Masters in Business Administration from Cleveland State University, and a Bachelor of Science degree in Computer Engineering from Case Western Reserve University.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **HISTORY AND GOVERNANCE OF THE DISTRICT**

The District is an independent political subdivision of and organized under the laws of the State of Ohio, specifically Chapter 6119 of the Ohio Revised Code. Originally named the Cleveland Regional Sewer District, it was created in 1972 for the purpose of assuming the operation and management of certain wastewater collection and treatment facilities serving the Cleveland metropolitan area. Prior to 1972, these facilities were owned and operated by the City of Cleveland. For accounting purposes, the District is a single enterprise fund.

Presently, the District provides wastewater treatment and interceptor sewer facilities to the City of Cleveland and all or part of 60 suburban municipalities in Cuyahoga and Summit counties (the “Service Area”). The District’s existing service area encompasses approximately 350 square miles. The area contains a residential service population in excess of one million and includes a diverse group of service, information, biotechnology, manufacturing and processing industries. The District treats more wastewater than any other wastewater treatment system in the State of Ohio.

### **LIFE BEFORE 1972**

Prior to 1972, the City of Cleveland owned and operated the three major wastewater treatment plants and their tributary intercepting sewers, which continue to provide for the conveyance, treatment and disposal of the wastewater from Cleveland and many surrounding communities. These facilities were operated by the Division of Water Pollution Control of the Cleveland Department of Public Utilities.

Operations of the Division of Water Pollution Control were financed through the sewer service charges collected from both suburban and Cleveland customers. The suburban charges were developed on a utility rate basis, with rate increments to cover operation and maintenance costs, depreciation, and return on investment made by Cleveland in constructing the intercepting sewers and treatment plants providing service. The Cleveland charges, determined on a net cash basis, were designed to provide all additional funds required to pay current operating costs and debt service on outstanding indebtedness.

### **CREATION OF THE REGIONAL SEWER DISTRICT**

Following several years of controversy between Cleveland and the suburbs over rates at a time when State and Federal regulatory agencies were pressuring for faster progress in pollution abatement, the Cleveland Regional Sewer District was established on July 15, 1972, by Judge George McMonagle's Cuyahoga County Court of Common Pleas Court Order.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **HISTORY AND GOVERNANCE OF THE DISTRICT-continued**

### **CREATION OF THE REGIONAL SEWER DISTRICT**

This Order settled an action brought by the Water Pollution Control Board - the predecessor to the Ohio Environmental Protection Agency - against Cleveland to which the tributary suburban communities were joined. It also settled a second action brought by the suburban communities contesting sewer rate increases. The District was charged with the responsibility for planning, financing, constructing, operating and controlling wastewater treatment and disposal facilities, major interceptor sewers and other water pollution control facilities within its service area.

The initial Court Order provided that the District would acquire the treatment plants and intercepting sewers from Cleveland, and that in return the District would make an equitable equalization payment to Cleveland to provide ownership participation for suburban users.

For rate-make and financing purposes, the Court divided the District into two subdistricts. Subdistrict 1 includes all of the service area within Cleveland; Subdistrict 2 includes all the area served in the suburbs. The Court stipulated that operating expenses would be shared uniformly throughout the District, but that the capital costs for the construction of some of the then-proposed intercepting sewers would be allocated to the appropriate subdistrict. Thereafter, costs for other projects were to be shared uniformly. The cost of the equitable equalization payment was allocated entirely to subdisrtict 2.

In 1979, the name of the District was changed to the Northeast Ohio Regional Sewer District.

### **GOVERNANCE**

The District is governed by its Board of Trustees. The Board consists of seven members - each of whom serves a five-year term - who are appointed as follows: (i) two by the Mayor of the City of Cleveland; (ii) two by council of governments (the "Suburban Council") comprised of representatives of all the suburban communities served by the system; (iii) one by the Board of County Commissioners of Cuyahoga County; (iv) one by the appointing authority of the subdistrict with the greatest sewage flow (currently the Mayor of the City of Cleveland); (v) and one by the appointing authority of the subdistrict with the greatest population (currently the Suburban Council). Accordingly, the Mayor of the City of Cleveland and Suburban Council each currently appoint three members of the Board.

# PERFORMANCE **MEASURES & TARGETS**

Rain Garden vegetation three. By John Gonzalez.



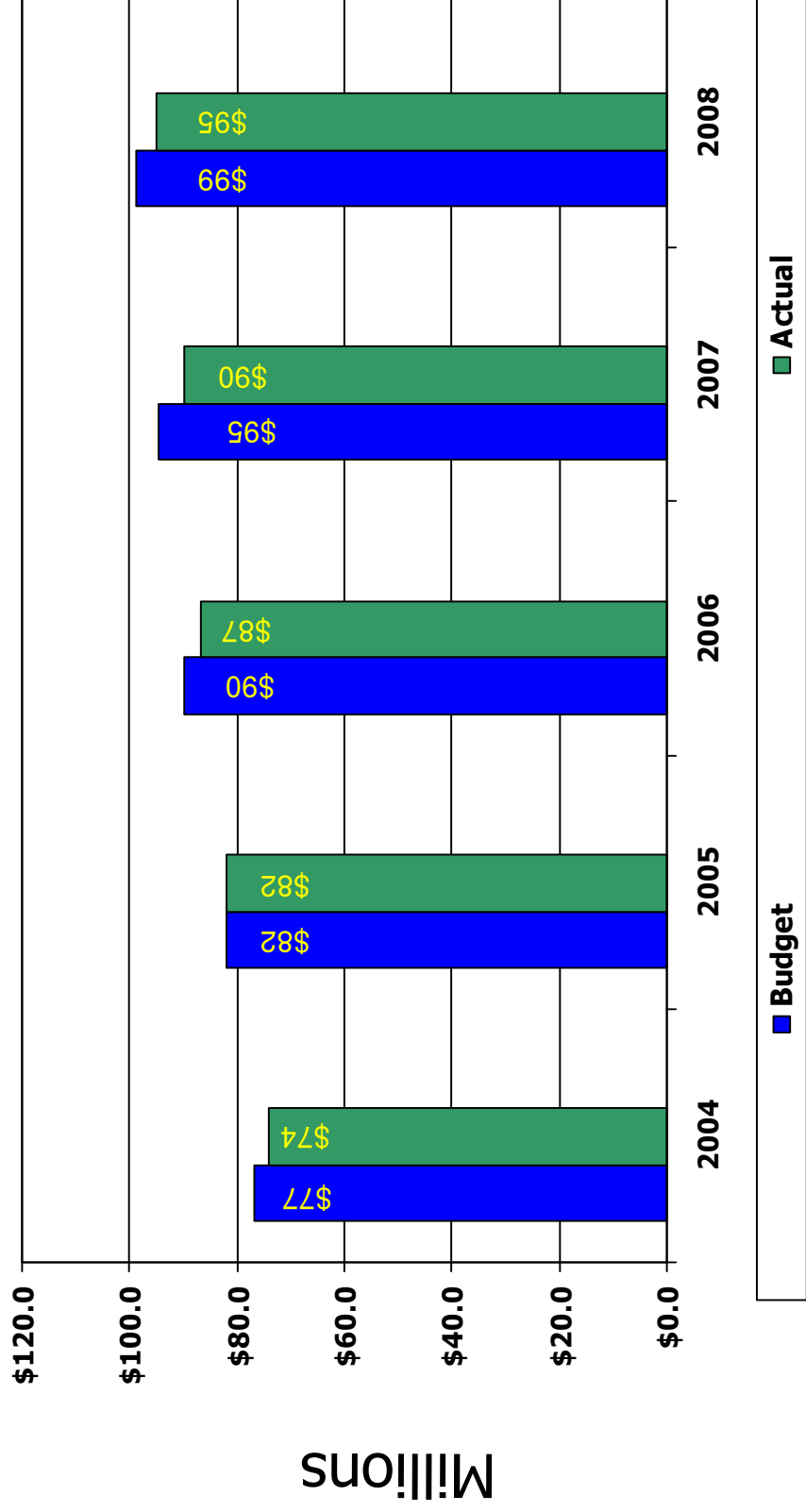




# Northeast Ohio Regional Sewer District

## Budget vs. Actual Operating Budget

2004-2008



# Northeast Ohio Regional Sewer District

## Budget Overview

2009 Rate Study vs. 2009 Adopted Budget

	2009 Rate Study (Target)	2009 Adopted Budget (Projected)
Total Revenue	\$181,279,507	\$182,944,879
Operations and Maintenance Costs	\$104,969,190	\$100,704,028
Debt Service Requirements	\$62,812,845	\$62,800,000

# Northeast Ohio Regional Sewer District

## Financial Overview

2008 Rate Study vs. 2008 Actuals

	2008 Rate Study (Target)	2008 Actual Performance	Variance Favorable/ (Unfavorable)
Revenue	\$170.6 million	\$181.8 million	\$11.2 million Favorable
Operations and Maintenance Costs	\$100.6 million	\$94.9 million	\$5.7 million Favorable
Debt Service	\$59.0 million	\$62.4 million	(\$3.4) million Unfavorable
Total Impact			\$13.5 million Favorable

# Northeast Ohio Regional Sewer District

## Financial Overview

### Debt Service Coverage

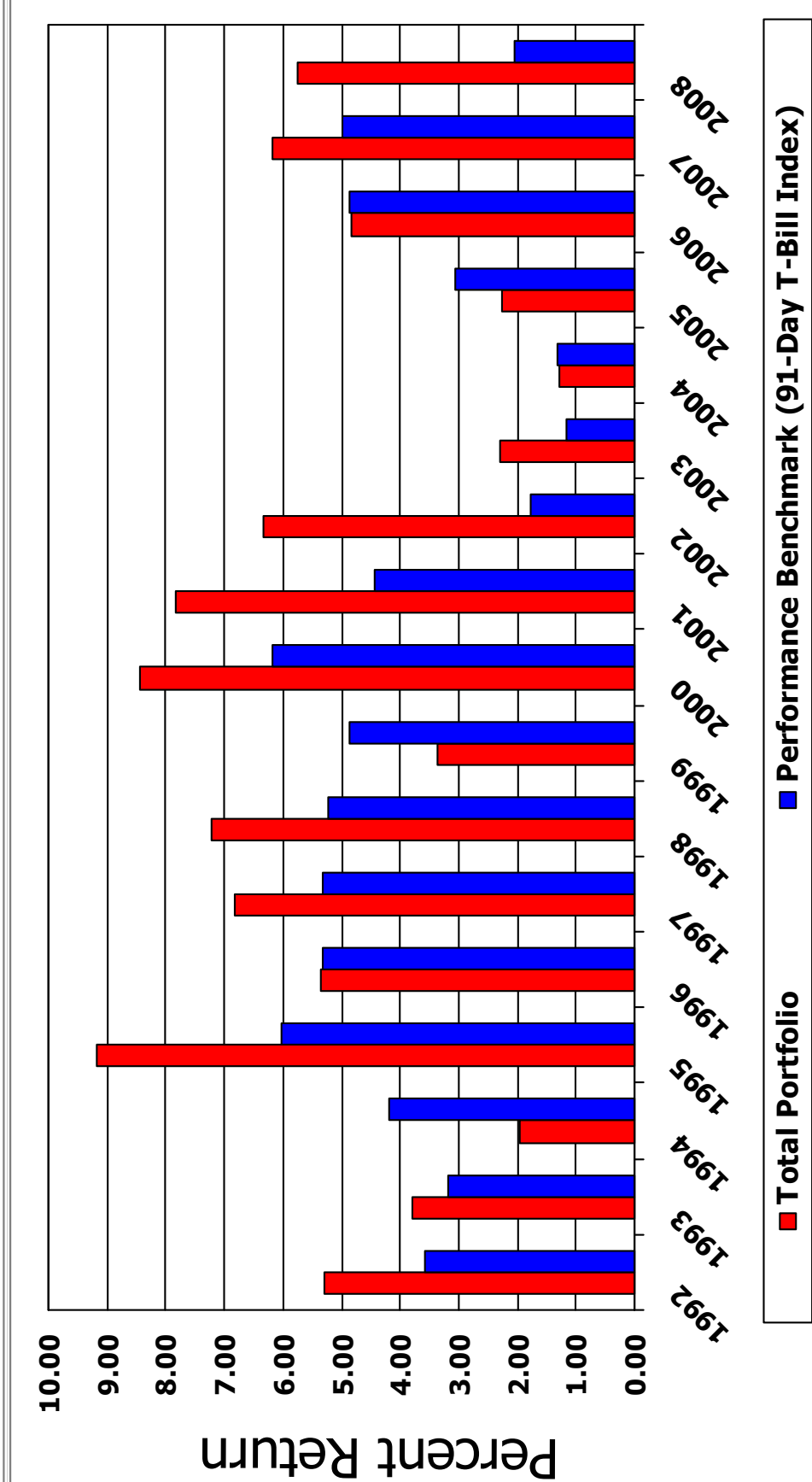
Total Revenue Available for Debt Service	\$181.8 million
Less: Operating Expenses	<u>(\$94.9 million)</u>
Net Revenue Available for Debt Service	\$86.9 million
Debt Service on Bonds <b>Debt Service Coverage (1.25x Goal)</b>	\$15.4 million <b>5.64</b>
Debt Service on All Debt <b>Debt Service Coverage (1.05x Goal)</b>	\$62.4 million <b>1.39</b>



# Northeast Ohio Regional Sewer District

## Investment Portfolio Performance Report

Percent Return 1992 - 2008



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2008 Wastewater Treatment Plant Performance**

### **Actual vs NPDES Limits**

The Wastewater Treameant Plants have National Pollutant Discharge Elimination System (NPDES) limits that indicate the acceptable criteria for clean water to re-enter the enviromnment. The table below shows the NPDES performance for the three Treatment Plants in 2008.

#### **EASTERLY WWTP**

	Actual 2008 Performance	Monthly NPDES permit limit (mg/l )
CBOD (mg/l)	2	15
TSS (mg/l)	4	20
TPO <sub>4</sub> (mg/l)	0.41	1

#### **SOTHERLY WWTP**

	Actual 2008 Performance	Monthly NPDES permit limit (mg/l )	Monthly NPDES permit limit (mg/l )
CBOD (mg/l)	1	(May -Oct) 10	(Nov-April) 16
TSS (mg/l)	2	16	
TPO <sub>4</sub> (mg/l)	0.51	1	

#### **WESTERLY WWTP**

	Actual 2008 Performance	Monthly NPDES permit limit (mg/l )
CBOD (mg/l)	3.85	15
TSS (mg/l)	5.61	20
TPO <sub>4</sub> (mg/l)	0.63	1

Key:

CBOD (mg/l): Carbonaceous Biochemical Oxygen Demand
TSS (mg/l): Total Suspended Solids
TPO <sub>4</sub> (mg/l): Total Phosphorus



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**Strategic Plan 2009-2013**

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**“Transparency, Accountability, and Environmental Stewardship”**



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013**

“Transparency, Accountability, and Environmental Stewardship”

### **STRATEGIC PLANNING TEAM**

Greg Binder

Michael Bucci

Julius Ciaccia

Ron Czerski

Jennifer Demmerle

Douglas Dykes

Larry English

Frank Foley

Frank Greenland

Constance Haqq

Lisa Hollander

Dave McNeeley

Kellie Rotunno

Humberto Sanchez

Marlene Sundheimer

Ray Weeden

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

### **INTRODUCTION**

The Northeast Ohio Regional Sewer District is a political subdivision of the State of Ohio. It was established by court order in 1972 to convey and treat wastewater in Cleveland and surrounding communities.

Since its creation, the District has planned, designed, constructed, operated, and maintained \$1.4 billion of facilities to solve regional problems associated with sanitary and combined sewers. The District's services to the community will expand again, as plans to launch a stormwater management program come to fruition.

The 2009-2013 Strategic Plan focuses the organization on greater service to our customers, stressing accountability, transparency, and environmental stewardship.

### **STRATEGIC PLANNING PROCESS**

The Northeast Ohio Regional Sewer District's last Strategic Plan provided direction for the organization from 2004-2008.

In 2008, Executive Director Julius Ciaccia, along with the District's leadership team, developed a plan to chart the organization's direction for the next five years. The consulting firm URS was engaged to facilitate the planning process.

A variety of data was assembled to guide the deliberations of the Strategic Planning Committee. These various materials included:

- In-depth review conducted on numerous strategic planning efforts throughout the United States
- Interviews with senior management and key employees.
- Review of past NEORS D capital improvement programs and identification of trends.
- Review and analysis of past NEORS D strategic plans and carryover of pertinent information and work-in-progress.
- A series of workshops with the Senior Staff leadership team.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013- continued**

### **STRATEGIC PLANNING PROCESS - Continued**

Through a series of facilitated work sessions, the Strategic Planning Committee revisited and refined the District's mission, crafted a new vision statement, reaffirmed the organization's core values, and developed the following six strategic goals to guide the organization over the next five years:

**Goal No. 1:** We will strive to understand, inform, and meet our customers' water quality expectations.

**Goal No. 2:** We will expand services and service area based upon economic drivers and opportunities to enhance water quality and watershed protection.

**Goal No. 3:** We will sustain our strong financial position, balancing our commitment to water quality and customer expectations.

**Goal No. 4:** We will cost effectively execute and manage our Capital Improvement Program.

**Goal No. 5:** We will align, build upon, and sustain our key assets, resources, people, and technology to meet our vision.

**Goal No. 6:** We will become an organization whose culture is progressive and embraces environmental sustainability.

### **MISSION**

*To serve our customers by leading effective wastewater and stormwater management that protects the health and environment of our region while enhancing quality of life.*

### **VISION**

*To be the leading environmental organization that sustainably manages our region's water resources to protect public health and promote economic development.*

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013- continued**

### **CORE VALUES**

NEORSD is committed to:

- *Environmental Stewardship:*

Environmental leadership focused on responsible regional watershed protection.

- *Ethics, Honesty, and Transparency:*

Maintain the highest standards with our customers, our business partners, and each other.

- *Balanced and Informed Decision Making:*

Quality decisions based on objective metrics, analysis of our systems, customer needs, and organizational goals.

- *Customer Focus:*

Keep our customers in mind in all of our decisions, policies, and programs.

- *Progressive Culture:*

Embrace and promote innovation in our organization, region, and industry.

- *Accountability:*

Demonstrate responsibility for our obligations and deliver on our commitments.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013- continued**

### **GOALS, STRATEGIC INITIATIVES, and METRICS**

Goal: What we will do.

*Global Metric: What we will see.*

**STRATEGIC INITIATIVE:** *How we will do it.*

Metrics

*What we will use as milestones.*



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 1: We will strive to understand, inform, and meet our customers' water quality expectations.

*Global Metric: As a result, the District has a greater impact on water quality with a greater customer appreciation and understanding today than five years ago.*

**Strategic Initiative No. 1:** Regional water quality improvement through effective conveyance and treatment of wastewater.

### **Metrics**

- A. Develop a strategy to assist communities in the elimination of Sanitary Sewer Overflows (SSO).
- B. Attain a further reduction of 500 million gallons of Combined Sewer Overflows (CSO).
- C. Consistently operate below permitted operational limits while handling the increased plant flows (due to Dugway, Euclid Creek, Mill Creek tunnels, etc.) and in anticipation of further regulatory pressure.
- D. Achieve platinum "peak performance" award status at the treatment plants.
- E. Develop a long-term Environmental Monitoring Program.

**Strategic Initiative No. 2:** Manage our long-term regulatory obligations in the best interest of the customer.

### **Metrics**

- A. Gain approval to proceed and obtain necessary permits from OEPA and USEPA to implement key Long-Term Control Plan (LTCP) projects during the negotiation process.
- B. Continue to negotiate to gain approval of the LTCP from OEPA and USEPA.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 1: We will strive to understand, inform, and meet our customers' water quality expectations.

*Global Metric: As a result, the District has a greater impact on water quality with a greater customer appreciation and understanding today than five years ago.*

**Strategic Initiative No. 3:** Develop a customer communication program to understand expectations and develop key performance indicators.

### **Metrics**

- A. Identify key performance indicators and report.
- B. Develop, administer, and evaluate customer surveys aimed at gauging service level satisfaction.
- C. Develop and deliver an Environmental Road Show and other targeted materials for customer contact and education.
- D. Monitor and report annually on customer survey results.
- E. Complete participant evaluations for activities hosted by the District (satisfaction cards/surveys).
- F. Increase contact with customer base.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 2: We will expand services and service area based upon economic drivers and opportunities to enhance water quality and watershed protection.

*Global Metric: As a result, the District has taken on many new customers, who are appreciative of the new services provided.*

**Strategic Initiative No. 4:** Develop and implement measurable and value-added stormwater services that benefit our customers.

### **Metrics**

- A. Develop an integrated regional and local strategy that focuses on a positive message, customer buy-in, and the urgency and necessity of the program.
- B. Implement the 12 components of the Stormwater Program as outlined in the Stormwater Program Plan.
- C. Identify and execute the top 20 stormwater projects.
- D. Monitor the impact of executed stormwater projects and develop a strategy to communicate the benefits to the community and adjust the program as necessary.

**Strategic Initiative No. 5:** Identify, prioritize, and incorporate into our system wastewater treatment and collection facilities to improve watershed protection.

### **Metrics**

- A. Acquire additional collection and treatment facilities with a goal of positively impacting water quality.
- B. Establish the District as an alternative for owning/operating/maintaining other systems.
- C. Demonstrate water quality improvement in the receiving streams.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 2: We will expand services and service area based upon economic drivers and opportunities to enhance water quality and watershed protection.

*Global Metric: As a result, the District has taken on many new customers, who are appreciative of the new services provided.*

**Strategic Initiative No. 6:** Position NEORSD as the champion for clean water in the region.

### **Metrics**

- A. Increase confidence with customers on a broader service platform.
- B. Complete project to change the organization's name to reflect being a clean water agency.
- C. Partner with District business community to offer District resources to enhance economic development in the region.
- D. Initiate a campaign with all media outlets covering water quality issues communicating the District's commitment to water quality to our customers.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 3: We will sustain our strong financial position balancing our commitment to water quality and customer expectations.

*Global Metric: As a result, we have accomplished a majority of the Strategic Plan initiatives while operating within our rate structure and maintaining a strong financial position, including our bond rating.*

**Strategic Initiative No. 7:** Establish a decision making framework and organizational structure at the Senior Staff level to align the organization with the vision.

### **Metrics**

- A. Refine (from the new process developed in 2008) the 2009 budgeting process for 2010 that establishes a more meaningful planning function to provide the necessary data that the entire organization recognizes.
- B. Refine the 2009 budgeting process for 2010 that establishes a framework to create a guiding coalition for decision making for funding of projects.
- C. Develop a communication continuum that deploys the new vision throughout the organization.
- D. Establish a fund allocation process to identify and prioritize projects for existing assets, LTCP, stormwater, and expansion of the service areas utilizing asset management principles.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 3: We will sustain our strong financial position balancing our commitment to water quality and customer expectations.

*Global Metric: As a result, we have accomplished a majority of the Strategic Plan initiatives while operating within our rate structure and maintaining a strong financial position, including our bond rating.*

**Strategic Initiative No. 8:** Improve process for validation and funding of Capital Improvement Plan based on Life Cycle Model.

### **Metrics**

- A. Conduct rate study with two-year phase including a sources and uses plan.
- B. Implement planning/budgeting process using the Oracle system in 2009.
- C. Implement information reporting tools to support the Capital Improvement Plan validation process.
- D. Develop 10-year Long-Term Financial Plan (LTFP) within two years.

**Strategic Initiative No. 9:** Utilizing the Asset Management framework, develop an annual report on the state of the District's system which assesses current conditions, predicts future conditions, and includes financial strategy recommendations.

### **Metrics**

- A. Develop and implement an annual reporting process with defined action plans and recommendations for improvement.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 4: We will cost effectively execute and manage our Capital Improvement Program.

*Global Metric: As a result, 90% of the planned projects in the 2009 five-year Capital Improvement Program have been awarded in the associated plan year, based on the approved rates.*

**Strategic Initiative No. 10:** Develop and implement a process to effectively execute the Capital Improvement Program.

### **Metrics**

- A. Develop key performance indicators as identified in the Phase I Program Management Project by 2009.
- B. Achieve key performance indicators developed in the Phase I Program Management Project in the next five years.

**Strategic Initiative No. 11:** Develop and implement contract administration and controls.

### **Metrics**

- A. 85% of all projects delivered within 105% of contractor award amount.
- B. Develop contracting procedure manual.
- C. Develop a system to track and monitor hard and soft contracts and actual costs.
- D. Develop cash flow projections based on a more refined cost estimating and feed into the framework of Goal No. 3.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 5: We will align, build upon, and sustain our key assets, resources, people, and technology to meet our vision.

*Global Metric: As a result, resources have been integrated to support current and new business.*

**Strategic Initiative No. 12:** Sustain and enhance a qualified, productive, and innovative workforce capable of thriving in a dynamic and changing environment.

### **Metrics**

- A. Complete classification study to determine mix of internal/external resources required to meet water quality/customer initiatives.
- B. Secure required resources and balance internal/external resource needs for stormwater utility.
- C. Establish succession plan strategy to include replacement plan, knowledge management, and leadership development.
- D. Develop required training programs to support new processes and fully utilize new systems.
- E. Develop performance management initiatives.
- F. Develop an employee recognition program.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 5: We will align, build upon, and sustain our key assets, resources, people, and technology to meet our vision.

*Global Metric: As a result, resources have been integrated to support current and new business.*

**Strategic Initiative No. 13:** Develop and implement an internal and external program that promotes diversity, inclusion, and local business opportunities.

### **Metrics**

- A. Establish and implement small business enterprise program.
- B. Complete disparity study.
- C. Continue implementation of Diversity and Inclusion strategy.
- D. Develop and implement ongoing employee diversity and inclusion training.

**Strategic Initiative No. 14:** Identify, prioritize, and implement technology and business process improvements to increase efficiency, reduce costs, and provide additional value to our customers.

### **Metrics**

- A. Develop information technology master plan aligned with the District Strategic Plan and business processes.
- B. Develop a comprehensive customer service program.
- C. Complete evaluation to further automate the wastewater treatment plants and collection facilities.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 6: We will become an organization whose culture is progressive and embraces environmental sustainability.

*Global Metric: As a result, our new culture encourages a broader perspective.*

**Strategic Initiative No. 15:** Incorporate USEPA sustainable water infrastructure principles into the culture at the District.

### **Metrics**

A. Embrace the four pillars of sustainable infrastructure.

**Strategic Initiative No. 16:** Establish and execute practices that yield positive, broad based environmental benefits.

### **Metrics**

A. Develop a sustainability program. (Reduce District's carbon footprint, offset gas emissions, establish recycle policies and goals, etc.).

B. Evaluate sustainable utilization of biosolids.

C. Integration of green initiatives throughout the District organizationally.

D. Obtain Leadership in Energy and Environmental Design (LEED) certification, where it is feasible, on capital projects.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

Goal No. 6: We will become an organization whose culture is progressive and embraces environmental sustainability.

*Global Metric: As a result, our new culture encourages a broader perspective.*

**Strategic Initiative No. 17:** Drive continuous improvement practices as a fundamental aspect of doing business.

### **Metrics**

- A. Develop clarity around O.R.C. 6119 to improve ability to operate.
- B. Continue to develop partnerships and alliances with other agencies and organizations.
- C. Be recognized as leaders in the industry.
- D. Continue to endorse active involvement in local, state, national, and international professional organizations.
- E. Develop a benchmarking program.

**Strategic Initiative No. 18:** Lead industry research and technology development, and regulatory and legislative advancements.

### **Metrics**

- A. Develop program for disposal and monitoring of pharmaceuticals.
- B. Complete a wet weather demonstration project for enhancement of the LTCP.
- C. Work with the Water Environment Research Foundation (WERF) on value added green alternatives.
- D. Explore the development of a research and development function.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **STRATEGIC PLAN 2009-2013-continued**

### **Conclusion**

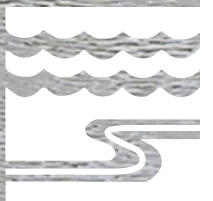
This Strategic Plan provides a navigational guide for the Northeast Ohio Regional Sewer District over the next five years. The District's Board and administration share the responsibility of monitoring and tracking the implementation of the plan. The continually changing environment in which the District operates will require annual review in order for the plan to remain most timely and useful.

The inclusive strategic planning process which led to this plan broadened and deepened the understanding and appreciation of the challenges and opportunities that lie ahead for the District. With the implementation of strategies in this plan there is every reason to believe that the District will understand and meet consumer needs, enhance water quality, provide for cost effective and efficient capital improvements, and continue to build on its already strong reputation as a preeminent leader among water agencies.



# FINANCIAL **POLICIES**

Ohio Erie Canal. By Carl Minardo.







# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FINANCIAL POLICIES**

### **DEBT SERVICE COVERAGE POLICY**

The District will at all times prescribe, charge and collect such rates rentals and other charges for the use of the services of the System and shall restrict the Operating Expenses of the System in such a way that Net Revenues Available for Debt Service (adjusted for purposes of clause (A) as described in the following sentence) in each Fiscal Year shall be not less than the greater of (A) 115% of Debt Service on all Bonds then Outstanding payable during that Fiscal Year or (B) 100% of the sum of such Debt Service and all required deposits in the Debt Service Reserve Account and all amounts payable from the Subordinated Debt Service Account during that Fiscal Year including, without limitation, debt service payable on any Subordinated Indebtedness and any required deposits to any reserves securing such subordinated Indebtedness. For purposes of clause (A) of the preceding sentence, "Net Revenues Available for Debt Service" for any Fiscal Year shall include any amounts transferred from the Rate Stabilization Account to the Reserve Operating Account during such Fiscal Year, but shall be reduced by any amounts transferred from the Reserve Operating Account to the Rate Stabilization Account during that period.

### **RESERVE POLICY**

#### **GENERAL OPERATING RESERVE (i.e. WORKING CAPITAL RESERVE)**

The Operating reserve is a minimum unrestricted net assets needed to accommodate the short term cycles of revenues and expenses. Operating reserves provide a cushion that can be used to cover cash balance fluctuations. The District will establish a general operating reserve for the purpose of helping to ensure the District is prepared to weather the effects of an economic downturn, a financial shortfall, or some other significant event.

Target funding levels are often characterized in terms of recommended number of days of cash operating expenses. Currently the reserve is set at 45 days. The District will target the operating reserve to be equal to 3 months (90 days) of budgeted operating expenses, not to exceed 25% of the operating expenses incurred during the preceding fiscal year ( per the trust agreement).

#### **DEBT SERVICE RESERVE**

As required by the Trust Agreement for the benefit of the District's Bondholders, the District maintains a Debt Services Reserve to provide additional security for the District's long term debt repayment obligations. The purpose of the Debt Service Reserve is to cause additional

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FINANCIAL POLICIES-continued**

### **RESERVE POLICY- continued**

#### **DEBT SERVICE RESERVE-continued**

pledged funds to be on deposit to provide funds to meet a principal or interest payment obligation during a year when other pledged revenues are, for any reason, insufficient.

All principal payments have been included in the District's operating cash flow budget projections. The District will continue to include all principal and interest payments due under the various debt obligations in the annual budget. The District has never needed to draw upon its debt service reserve funds to meet its debt service obligations and does not expect to need to do so. Accordingly, it is not expected that any annual contribution to the debt service reserve fund will be made or needed.

#### **CAPITAL EQUIPMENT and INFRASTRUCTURE and REPLACEMENT RESERVE**

The District will absorb the existing reserve into the Capital Account and will be used for nonrecurring expenses for the replacement of aging infrastructure. The purpose of the reserve is to help ensure sufficient funds are available to enable the replacement of aging infrastructure over an adequate replacement cycle. The funding will be established through the use of surpluses. The established reserve level and annual contributions will be identified during an evaluation through asset management.

#### **INSURANCE RESERVE**

Currently the District has an Insurance reserve established for Self Insurance for any catastrophic events that may occur. The purpose of the reserve will also be used to pay for any emergency type events that occur that have previously been included in the annual operating or capital budgets. This reserve will be analyzed by the District's insurance broker for its continued use and to determine the appropriate level of reserve or, if offsetting it with a higher premium and insuring all assets of the District is a better alternative.

#### **RATE STABILIZATION ACCOUNT**

This account will be established to enable the District to pre-fund expected future expenses in a way that can reduce or smooth rate increases that would otherwise be needed. The Rate Stabilization Account is established and funded to meet a specific risk such as a revenue loss related to a certain level of demand curtailment. The restrictions in place will be structured so that the use of this account also helps to meet bond covenants.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FINANCIAL POLICIES-continued**

### **RESERVE POLICY- continued**

#### **RATE STABILIZATION ACCOUNT-continued**

Funds deposited into this account are treated as operating costs in the year of deposit and will be treated as revenues in the years of use for the purposes of computing the District's debt service coverage ratio. Impacts to the account are determined by the annual performance of actual rate revenue versus the budgeted rate revenue. The account will be established to accumulate funds annually up to 5% of rate revenues, however, only after all payments are made for operating expenses and debt service, and all required deposits to the debt service reserve and the working capital reserve are made. Funds will be drawn down to reduce or smooth rate increases and to ensure the District's goal for debt service coverage is met.

#### **USES OF SURPLUSES**

It is the intent of the District to use all surpluses (revenues in excess of expenses) to accomplish three goals: meeting reserve policies, avoidance of future debt, and reduction of outstanding debt. Any surpluses realized in the Operating account at year end shall be first be used to meet reserve policies and any excess will then be used for the cash payments for CIP. Using cash to purchase capital items that are budgeted to be purchases with proceeds from any debt will reduce the future debt burden to the District.

The District has established a pay go target of 25% of the annual capital program. To accomplish this target annual pay go dollars will be targeted until such level is reached.

### **INVESTMENT POLICY**

The Board of Trustees for the District adopted an investment policy on September 21, 2000 which defined the District's investment objectives and types of instruments in which investments could be made. Eligible investments are governed, per policy, by the District's most current Bond Resolution. The District currently invests in only four major types of instruments: obligations issued or backed by the United States Government; the Star Ohio Fund; bank or savings and loan non-negotiable certificates of deposit and bank money market savings. A portion of the District's investment portfolio is comprised of securities with longer maturity terms (three to five years) to more accurately match time when the funds will be utilized and to take advantage of higher interest rates.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FINANCIAL POLICIES-continued**

### **INVESTMENT POLICY - continued**

Government securities are purchased directly from the U.S. Treasury or from primary securities dealers with the assistance of an investment advisory firm. The securities are held in the District's name either by the Federal Reserve Bank of Cleveland or the National City Bank of Cleveland trust department. The STAR Ohio Fund was founded by the State of Ohio and is controlled by the State Treasurer. It is a short term money market fund with most of its investments in U.S. Government securities. In October 1994, the State Treasurer had an independent review of the Star Ohio's investing practices and it was concluded that the fund used no leveraging to increase assets and it was financially sound. The STAR Ohio Fund is rated "AAAm" by Standard Poor's Rating Group. In addition to FDIC insurance, all District certificates are collateralized by obligations of the U.S. Treasury or U.S. Agencies and the securities are held by a third party custodian.

In determining portfolio performance and value, marketable securities are marked to market at least quarterly. Although the portfolio is marked to market regularly, the District has not incurred any realized loss in the portfolio since securities are held to maturity, at which time the anticipated return is received.

### **DEBT MANAGEMENT POLICY**

The Board of Trustees for the District adopted a debt management policy ("Debt Policy") on March 1, 2007, which established the District's debt management policies and requirements that govern the issuance of all District debt. The Debt Management Policy establishes the guiding principles for the duration of debt, covenants included in the trust agreement, net revenue pledge, lowest cost financing, cash financing from available sources, and lease financing. The District may deviate from the requirements of the Debt Policy when by resolution, the Board of Trustees for the District find that it is in its best interest to do so.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FINANCIAL POLICIES-continued**

### **INTEREST RATE SWAP POLICY**

The Board of Trustees for the District adopted an interest rate swap policy (“Swap Policy”) on April 19, 2007, which established the District’s general policies regarding the utilization of interest rate swaps and related interest rate hedging techniques. The Swap Policy establishes the guiding principles for the conditions to entering into Interest Rate Agreements, procurement of Interest Rate Agreements, forms of documentation, risks associated with Interest Rate Agreements, standards for Counterparty selection and security for financial interest, credit enhancement, liquidity and reserves, financial statement reporting, financial monitoring and application, and source of payments. As adopted by the Board of Trustees, the Swap Policy shall be applied in conjunction with and, to the fullest extent possible, consistently with the District’s Debt Policy and not to supersede it. For the purposes of the Swap Policy, “Counterparty” shall mean the party to an Interest Rate Agreement other than the District and “Interest Rate Agreement” shall mean an interest rate swap or exchange agreement, an agreement establishing an interest rate floor or ceiling or both, and any other interest rate hedging agreement, including options to enter into or cancel such agreements, as well as the reversal or extension thereof.

### **CAPITAL ASSET POLICY**

Capital Assets which include property, plant, equipment and infrastructure assets (e.g. sewer lines and similar items) are reported on the statement of net assets. All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. The District maintains a capitalization threshold of \$5,000. Major renewals and betterments are capitalized; the costs of normal improvements and repairs that do not add to the value of the assets or materially extend an asset’s useful life are not. All reported capital assets except for land and construction in progress are depreciated. Major renewals and betterments are depreciated over the remaining useful lives of the related capital assets. Depreciation is computed using the straight-line method over the following useful lives:

<u>Description</u>	<u>Estimated Lives</u>
Interceptor sewer lines	Primarily 75 years
Buildings, structures and improvements	Primarily 40 years
Sewage Treatment and other equipment	5 to 20 years

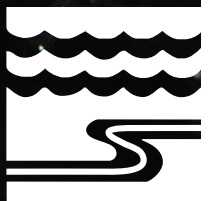


Northeast Ohio Regional  
**Sewer District**

*Protecting Your Health and Environment*

# RATES & **REVENUE**

Construction of Mill Creek Tunnel Contract 3. By John Gonzalez.







# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SEWAGE SERVICE RATES, BILLING AND COLLECTION PROCEDURES**

The District is the largest wastewater treatment provider in the state of Ohio with a service area of approximately 380 square miles within and around the City of Cleveland. Specifically, the District serves 97% of the City of Cleveland and all or portions of 60 communities in Cuyahoga, Lorain and Summit Counties. The District's service area contains a residential service population in excess of 1,000,000.

The Board of Trustees of the Northeast Ohio Regional Sewer District ("District") has exclusive authority and responsibility for establishing and maintaining the sewage service rates imposed for the services and facilities provided by the District. Rates established for sewage service are not presentably subject to review or approval by any State of Ohio or Federal governmental or administrative agency.

The majority of the District's customers are billed quarterly based on metered water consumption. The City of Cleveland's Division of Water serves as the billing and collection agent for those customers, except for those located in the cities of Cleveland Heights, Berea and North Royalton which act as billing and collection agents for the District in their respective areas. All District customers billed based on metered water consumption are charged a minimum quarterly amount for sewage service equal to the rate applicable to the metered water usage of 1,000 cubic feet (7,480 gallons). For 2009, Customers that reside within the City of Cleveland, otherwise known as Subdistrict 1, are assessed a rate of \$37.15 per 1,000 cubic feet (Mcf) of billed water consumption. Customers that reside outside the city limits (Subdistrict 2) are assessed a rate of \$40.90 per Mcf of billed water consumption. The District's Homestead Program provides a rate discount in both Subdistricts for senior citizens and disabled customers.

The balance of the District's customers are billed based on use of the system. Customers with greater than 50,000 cubic feet annual water consumption may request that their billing for sewage service be based upon wastewater discharged into the sewer system. If their request is granted, one or more extra meters are installed, and maintained at the customer's expense, to determine the quality of water, which actually enters the system. Currently, only a small number of customers are billed using this alternative method.

Since 1993, the District has had available a Summer Residential Sprinkling User Charge Program (the "SRSUC") for owner occupied one, two, three and four family residences. Under the SRSUC, summer bills are based upon average winter water consumption, unless actual summer consumption is lower. The program is effective for consumption from May 1 through September 30.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SEWAGE SERVICE RATES, BILLING AND COLLECTION PROCEDURES**

### **continued**

There is no fee to participate in the program. The majority of residential customers have qualified for the program.

### **Billing Process**

The District's largest billing agent is the Cleveland Division of Water. Cleveland's Division of Water bills individual customers on a quarterly basis. The City's meter reading department prepares an annual master schedule of meter reads per route. The master schedule comprises 91 day read cycles. Meter route information is down-loaded into the billing application from which bills are produced. All charges are due within 15 days of the date bills are mailed; the other District billing agents follow a similar process. Master meter accounts are for communities where in the volume of sewage billed is determined on the basis of master water or sewer meters. The bills for master meter communities are sent directly to the government entity responsible for providing the communities local sewer service. The District's master meter communities are the City of Cleveland Heights, the City of Macedonia, the City of Hudson and the Village of Richfield. These communities are billed directly by the District at 80% of the total metered water used. Each master meter community bills and collects from their individual customers.

### **Collection of Delinquent Accounts**

Under Cleveland's collection process, customers with past due balance between less than \$100 are sent a reminder notice. Customers with past due balances in excess of \$100 are sent a delinquency letter stating that the account must be paid within 15 days or the customer will be subject to further collection efforts, including possible termination of water service. Customers are informed that they have the right to contest their bills by appearing before a review board consisting of three City employees who are not involved in the billing and collection process. If the bill is not contested, or is contested and found to be proper, normal collection activity is pursued. If the account is still not paid, or a payment plan is not arranged, water service is terminated. Service can be restored by full payment. In some cases, an arrangement can be made to restore service with less than full payment.

The Ohio Revised Code specifically authorizes the District to refuse service if any charges are not paid. The District can also certify non-payment of charges to the County Auditor,



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SEWAGE SERVICE RATES, BILLING AND COLLECTION PROCEDURES**

### **continued**

#### **Collection of Delinquent Accounts-continued**

whereupon such delinquent charges will become a lien on the property served and be collectible in the same manner as real estate taxes. These powers may be exercised by the District without obtaining consent of any other political subdivision. The District has, in the past, annually exercised its authority to certify to the Cuyahoga and Summit County Auditors delinquent sewage charges for properties which it serves.

#### **Rate Setting Process**

Periodically, the District's Board of Trustees is asked to evaluate and adopt a rate schedule that typically is effective for a five year period. An independent consulting firm is engaged to conduct a rate study to evaluate all the variables that are included in the rate derivation calculation. Most recently the District engaged Raftelis Financial Consultants, Inc. (RFC) as a subcontractor to the engineering firm of Greeley & Hansen to conduct a sewer service charge rate study. The primary objectives of the Study included:

- Evaluating the existing and projected cost basis for wastewater treatment and conveyance services;
- Recommending a forecast of rates and revenues that will meet revenue requirements and addresses debt service coverage and liquidity targets;
- Recommending a capital planning strategy that addresses the District's funding requirements; and
- Developing a Model to guide future rate policies.

RFC's study resulted in a rate model that projected the necessary rates for 2007 through 2011 and incorporated variables such as operating expense forecasts, capital construction forecasts, future debt service projections and billed water consumption trends for the five year period. The 2007-2011 rate schedule was submitted and adopted by the Board of Trustees in early 2007 and took effect March I, 2007.

#### **Assumptions**

The 2007 – 2011 rate schedule was developed using a number of assumptions for forecasted revenue and expenses. These assumptions were integral in the projections that drove the revenue requirements used in RFC's rate model. Revenues are forecasted based on the

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SEWAGE SERVICE RATES, BILLING AND COLLECTION PROCEDURES**

### **Continued**

#### **Assumptions-continued**

District's existing rate structure and assumes an annual reduction in billable flow of 2% per year based on historical consumption data. Additional revenue collections from non-operating sources, including investment income, industrial surcharge revenue and other miscellaneous fees, are assumed to remain relatively constant over the forecast period. The forecast of operating Expenses incorporates assumptions to account for the effects of inflation, decreased demand, and increased operating costs. RFC worked closely with District Staff to develop an appropriate projection of revenue requirements based on the District's anticipated increases in operating costs, and based on a recommended strategy of securing sufficient funding sources to address capital planning initiatives. The revenue requirement forecast utilized the District's 2006 Budget as a base year and assumed an increase in O&M costs of approximately 5.2% annually. The primary drivers of this anticipated increase include additional expenses for health care expenses, electricity, natural gas, and supplies & maintenance. The table below shows the annual escalation rates for each summary expense line item used in the rate model.

#### **Operating Expenses Annual Escalation Assumptions (2007 - 2011)**

- Personnel - 5.0%
- Power - 7.0%
- Natural Gas - 6.0%
- Water - 6.0%
- Solids Handling - 5.0%
- Chemicals - 3.0%
- Supplies & Maintenance - 8.5%
- Billing & Collections - 3.5%
- All Other Expenses - 3.0%
- Replacement Reserve - 0.0%
- Clean Water Projects - 0.0%
- Total \$ - 5.2%

The forecasted program of rates is also designed to be consistent year-to-year and to satisfy the District's initiative to equalize rates in Subdistrict 1 and Subdistrict 2 by 2022. The following table provides a summary of Actual, Budgeted and Forecasted expenses.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SEWAGE SERVICE RATES, BILLING AND COLLECTION PROCEDURES**

### **continued**

#### **Budget by Cost Categories**

	<b><u>Actual</u></b> <b><u>2007</u></b>	<b><u>Actual</u></b> <b><u>2008</u></b>	<b><u>Budget</u></b> <b><u>2009</u></b>	<b>[Forecast-----]</b>	
				<b><u>2010</u></b>	<b><u>2011</u></b>
Personnel	\$ 44,456,519	\$ 46,982,055	\$ 49,268,493	\$ 55,486,190	\$ 58,260,500
Power	10,087,278	11,101,067	11,687,165	13,209,285	14,133,935
Gas	7,094,373	7,801,361	7,236,703	8,549,974	9,062,972
Water	1,070,362	1,021,701	1,141,913	1,267,263	1,343,299
Solids Handling	1,490,746	861,767	1,705,050	1,790,302	1,879,817
Chemicals	1,523,535	1,268,036	1,600,287	1,733,852	1,785,868
Supplies & Mnt	8,507,355	7,297,943	7,645,807	11,314,184	12,275,889
Billings & Coll.	5,558,472	5,435,973	5,600,000	6,228,755	6,446,761
All Other Exp	9,060,762	13,191,201	14,818,610	11,004,714	11,334,856
Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Clean Water Proj.	<u>940,016</u>	<u>0</u>	<u>0</u>	<u>1,000,000</u>	<u>1,000,000</u>
 Total Expenses	 <u>\$ 90,789,418</u>	 <u>\$ 95,961,104</u>	 <u>\$101,704,028</u>	 <u>\$112,584,519</u>	 <u>\$118,523,897</u>

For capital investment, based on the District's five-year Capital Improvements Plan ("CIP") of approximately \$580.3 million, which includes costs identified for both core system asset repair and replacement (\$405.5 million) and the anticipated Combined Sewer Overflow Long-Term Capital Program ("CSO LTCP") improvements (\$174.8 million), a financing plan has been developed that includes internally generated capital (\$43.7 million), Water Pollution Controls Loan Fund ("WPCLF") loans (\$175.0 million), and revenue bonds (\$361.6 million). The

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**SEWAGE SERVICE RATES, BILLING AND COLLECTION PROCEDURES**  
**continued**

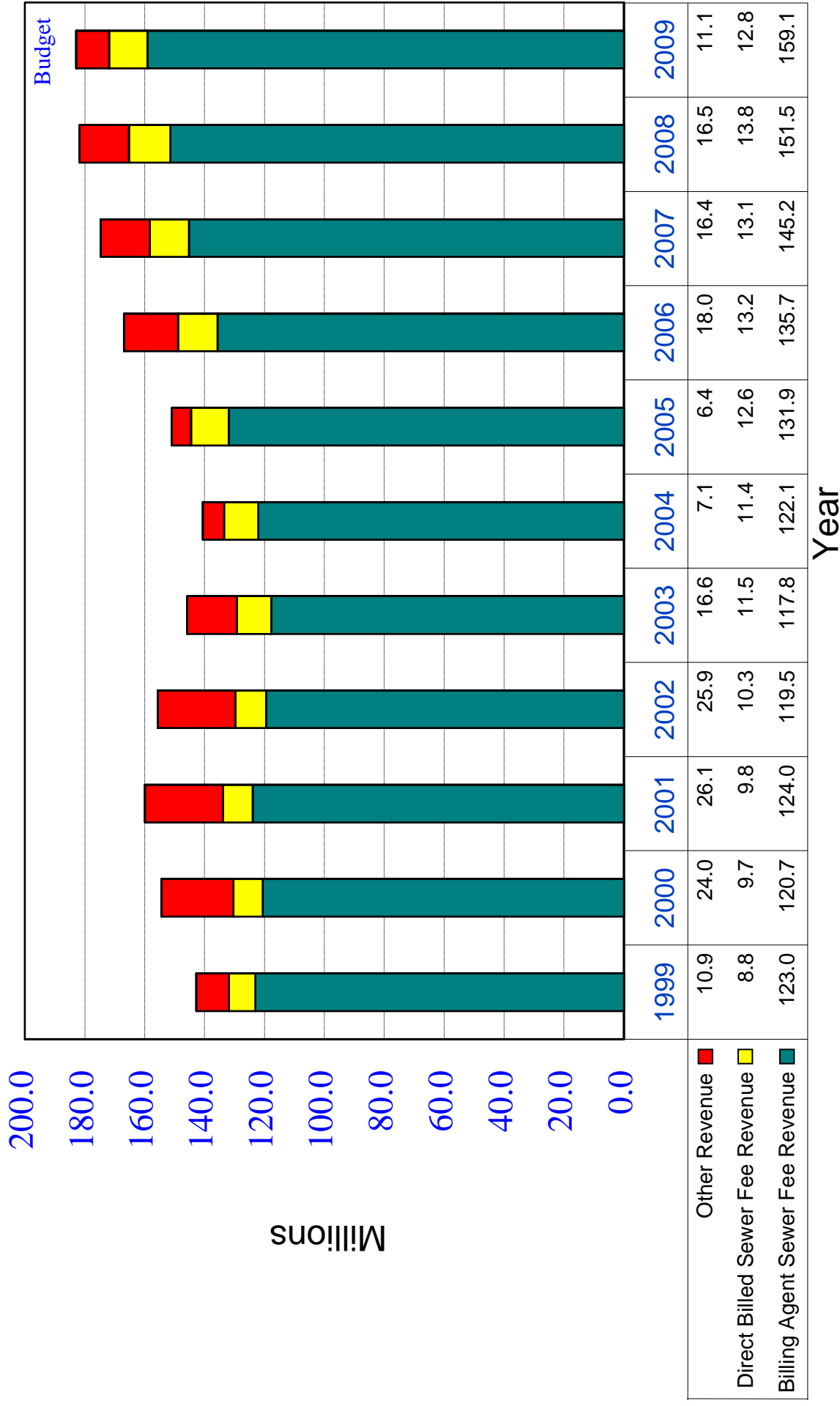
annual capital expenditures associated with these funding sources include incremental debt service payments and additional revenue generation to fund capital projects and to meet debt service coverage requirement. Based on the forecast, revenue requirements are projected to increase by a compounded annual rate of 6.3% over the five-year planning period.

Based on the projections discussed above, the following rates were necessary to meet operating and capital cost requirements.

	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>	<b><u>2011</u></b>
<b>Subdistrict 1</b>					
Regular Customers (per mcf)	\$30.85	\$33.85	\$37.15	\$40.75	\$44.75
Homestead Customers (per mcf)	\$20.75	\$22.75	\$24.95	\$27.35	\$30.05
<b>Subdistrict 2</b>					
Regular Customers (per mcf)	\$35.10	\$37.85	\$40.90	\$44.25	\$48.00
Homestead Customers (per mcf)	\$23.55	\$25.40	\$27.45	\$29.70	\$32.25

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

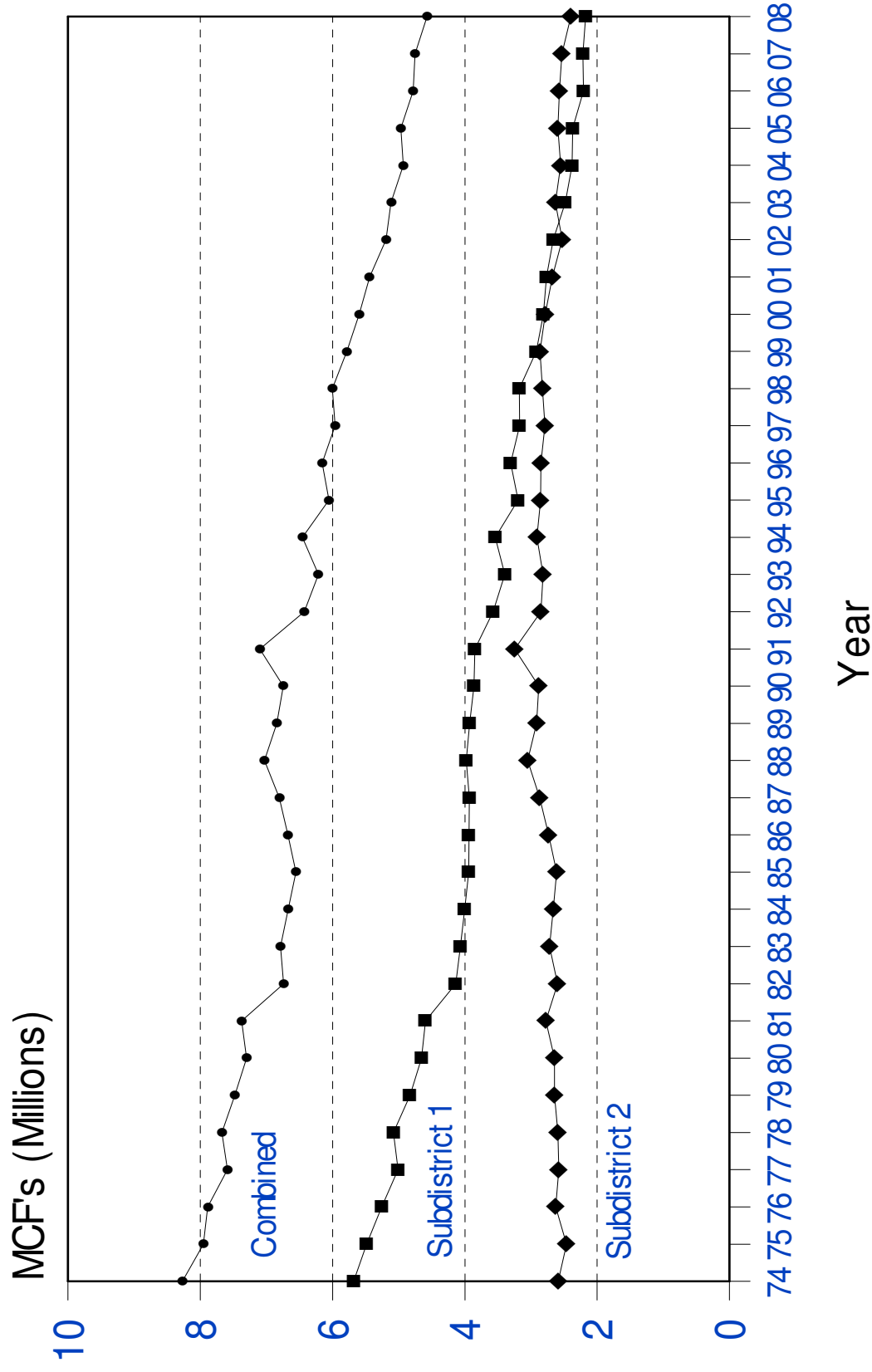
## Historical Summary of Revenue



# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Billed Consumption

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1993-2008 are net of SRSUC Program Discounts.

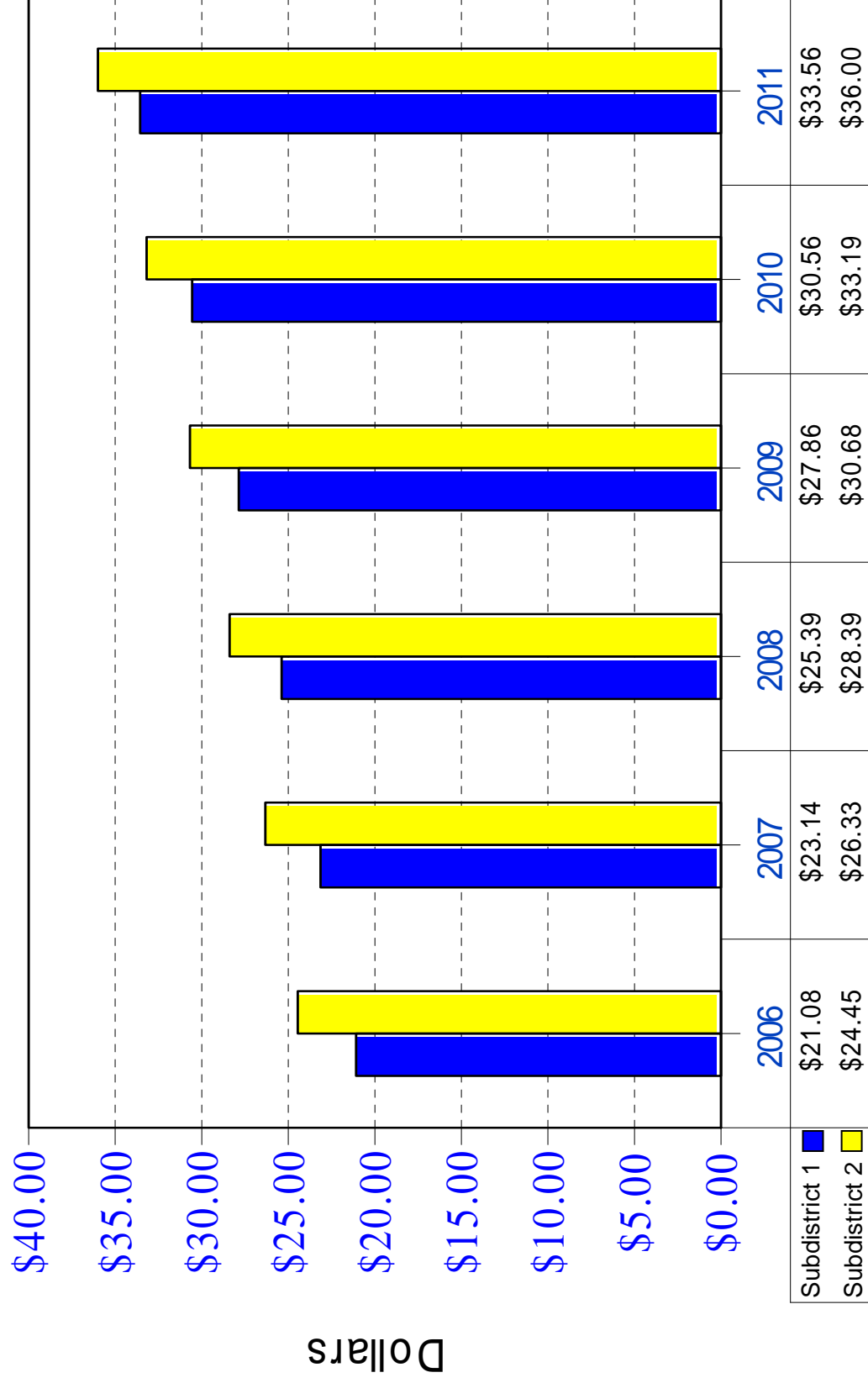
**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**ANNUAL METERED BILLING QUANTITIES**  
**2004-2008**  
**(IN THOUSANDS OF CUBIC FEET)**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<u>Subdistrict 1</u>					
City of Cleveland	2,278,117	2,265,131	2,123,605	2,137,821	2,119,691
Direct Billed	<u>101,515</u>	<u>105,436</u>	<u>85,958</u>	<u>80,067</u>	<u>71,715</u>
Total Subdistrict 1	<u>2,379,632</u>	<u>2,370,567</u>	<u>2,209,563</u>	<u>2,217,887</u>	<u>2,191,406</u>
<u>Subdistrict 2</u>					
City of Cleveland (3)	1,791,231	1,826,787	1,748,914	1,856,098 (3)	1,885,819
Berea	72,214	71,983	67,117	71,195 (3)	70,721
Cleveland Heights	187,247	188,545	176,274	174,599 (3)	165,952
North Royalton	16,002	16,089	15,686	15,699 (3)	15,825
Strongsville (1)	96,417	98,393	96,797	27,520 (3)	0
Direct Billed (2)	<u>78,708</u>	<u>86,229</u>	<u>110,360</u>	<u>105,073 (3)</u>	<u>98,767</u>
Subtotal Subdistrict 2	<u>2,241,819</u>	<u>2,288,026</u>	<u>2,215,148</u>	<u>2,250,184 (3)</u>	<u>2,237,084</u>
Master Meters (3)	<u>309,366</u>	<u>311,109</u>	<u>320,559</u>	<u>288,738</u>	<u>195,815</u>
Total Subdistrict 2	<u>2,551,185</u>	<u>2,599,135</u>	<u>2,535,706</u>	<u>2,538,922</u>	<u>2,432,900</u>
Total Service Area	<u><u>4,930,817</u></u>	<u><u>4,969,702</u></u>	<u><u>4,745,269</u></u>	<u><u>4,756,809</u></u>	<u><u>4,624,305</u></u>

- (1) The City of Strongsville billed for the 1st quarter of 2007 as the District's billing agent.  
Effective April 1, 2007, the City of Cleveland became the billing agent for the city of Strongsville.
- (2) For 2002-2005, NASA was categorized as a Direct Billed Customer in Subdistrict 1. Beginning in 2006, NASA has been categorized as Subdistrict 2 customer to properly reflect consumption totals.
- (3) Includes East Cleveland, Village of Richfield, Hudson & Macedonia (Summit County).  
Commencing January 2008, East Cleland, became a direct service community billed by the City of Cleveland.

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Average Monthly Bill - Residential Customers



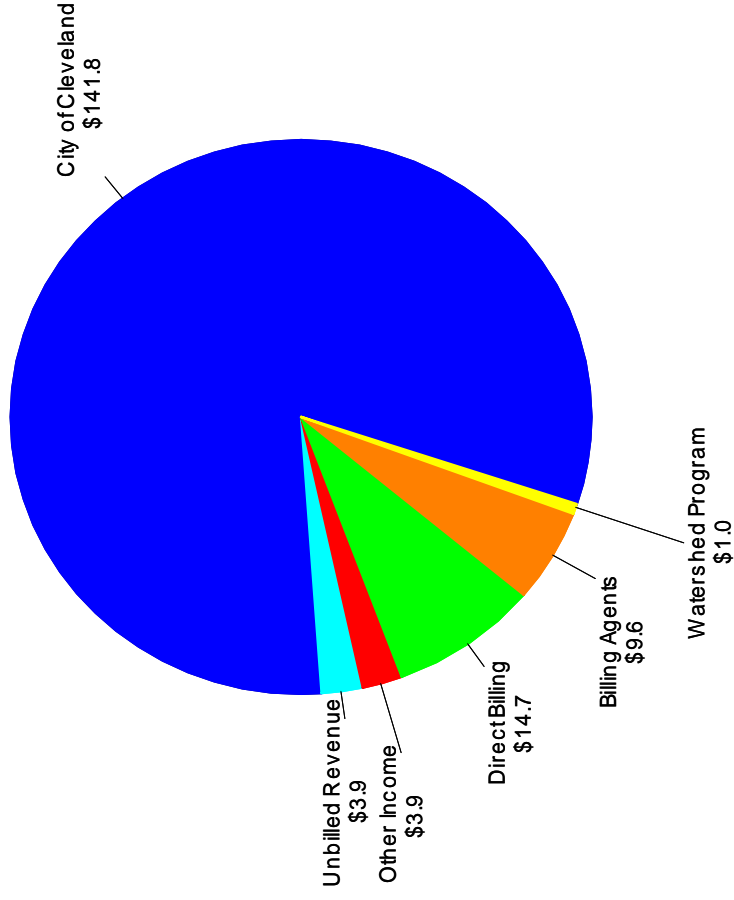
Year



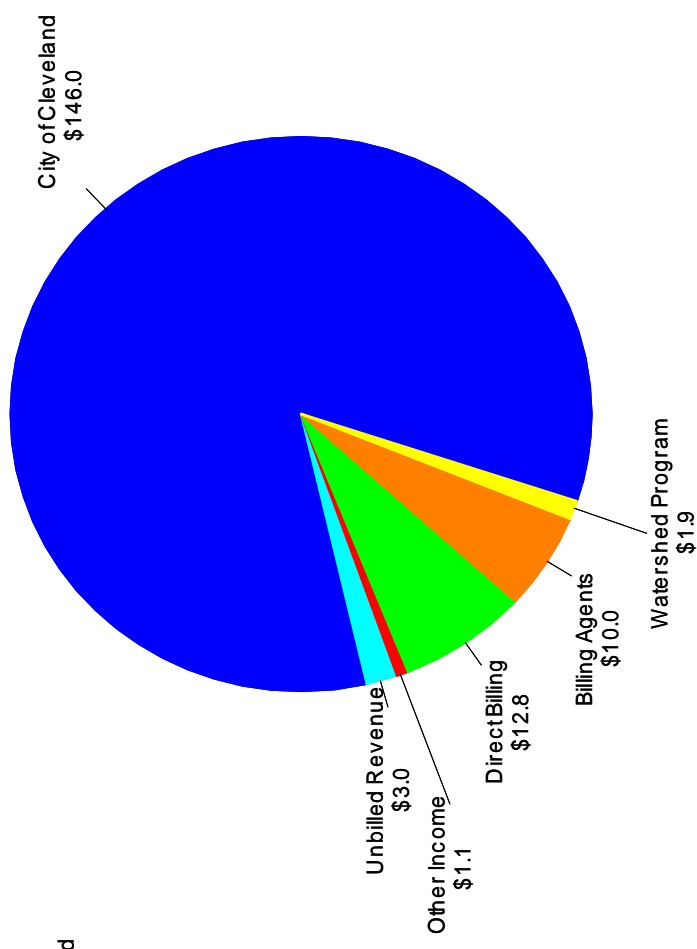
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Total Revenue by Source

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2008 Actual  
\$174.9 million



2009 Adopted Budget  
\$174.8 million

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Principal Employers of Cuyahoga County, Ohio**

**As of December 31, 2008 and 1999**

Employer Name (1)	2008			1999		
	Number of Employees (1) FTE*	Rank (1)	Percentage of Total County Employment (2)	Number of Employees (1) FTE*	Rank (1)	Percentage of Total County Employment (2)
	12-31-2008			12-31-1999		
Cleveland Clinic Health System	32,415	1	5.17%	19,458	1	2.99%
U.S. Office of Personnel Management	13,101	2	2.09%	10,721	2	1.65%
University Hospitals	10,904	3	1.74%	9,793	4	1.51%
Cuyahoga County	9,566	4	1.53%	9,952	3	1.53%
Group Management Services Inc.	9,486	5	1.51%	-	-	-
Progressive Corp.	9,057	6	1.45%	-	-	-
Summa Health System	8,923	7	1.42%	-	-	-
Giant Eagle, Inc.	8,800	8	1.40%	-	-	-
United State Postal Service	8,032	9	1.28%	6,628	8	1.02%
City of Cleveland	7,950	10	1.27%	8,632	5	1.33%
Cleveland Municipal School District	-	-	-	8,477	6	1.30%
Key Corp	-	-	-	6,992	7	1.08%
Ford Motor Company	-	-	-	6,532	9	1.01%
LTV Corporation	-	-	-	5,684	10	0.87%
Total	118,234		18.87%	92,869		14.29%
Total Cuyahoga County Employment (2)			626,700			649,900

\* Full-Time Equivalent.

(1) Sources are *Crain's Cleveland Business*, December 2008 and March 8, 1999.

Cuyahoga County is significantly the same as the District's service area.

(2) Sources of total employment for Cuyahoga County, Ohio are District administrative records,

Cuyahoga County, Ohio Comprehensive Annual Financial Report for 2005, and U.S.

Department of Labor, Bureau of Labor Statistics.

# ACCOUNTING & BUDGET **PROCESS**





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET INTRODUCTION**

### **Basis of Accounting**

The District is an independent political subdivision of and organized under the laws of the State of Ohio, specifically Chapter 6119 of the Ohio Revised Code. The District applies the accounting principles of the Governmental Accounting Standards Board (GASB) which is the accepted standard-setting body for governmental accounting and financial reporting principles. The District also applies the Financial Accounting Standards Board (FASB) Statements and Interpretations issued after November 30, 1989, provided they do not conflict with or contradict GASB pronouncements. The District prepares its financial statements and budgets using the economic resources measurement focus and the accrual basis of accounting. Revenue is recorded on the accrual basis when the exchange takes place. Expenses are recorded at the time they are incurred. All transactions are accounted for and budgeted in a single proprietary (enterprise) fund. Enterprise Fund reporting focuses on the determination of the change in net assets, financial position and cash flows. The proprietary fund type is used for governmental entities ongoing activities that are similar to how the private sector operates. Enterprise funds are used for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability and other purposes. The primary source of revenue for the District is user fees charged to residential, commercial and industrial customers that send wastewater flow to the District's Wastewater Treatment Plants through its collection system.

### **Annual Budget Process**

The District's annual budget is prepared using the concepts of a modified zero based budgeting process. Although specific program targets are not set, each budget center must budget and justify every requested appropriation in each expense account. There are no encumbrances or carry-overs from the previous year's unspent funds. A majority of the balance of revenues that exceed the District's total expenses are transferred to the Capital Projects Account. These funds provide internally generated funds to be used for the Capital Improvement Program. Also, by transferring the balance of the revenues over the expenses to the Capital Projects Account, the District is able to limit the necessity to fund all Capital Projects from bond revenues and control its level of debt.

The District's revenue budget is prepared on the accrual basis which means that budgeted revenue estimates reflect revenue from transactions that the District has completed the service transaction and not necessarily when funds are collected. Operating expenses are budgeted to reflect when the District incurs a liability for the goods or services it procures and not when it



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET INTRODUCTION - continued**

### **Annual Budget Process-continued**

pays the invoice. The annual Capital Improvement Plan budget outlines a five-year construction plan depicting estimated cost by project and associated equipment. The District does not budget for any increase in fair value of investments, interest on long term debt or gains and losses on equipment disposals. The District must adopt a budget that is within the parameters of the 2007-2011 adopted rate study and ensures compliance with the covenants under the Trust Agreement for the Wastewater Improvement Revenue Bonds Series 2007. Particularly, the Debt Service Coverage covenant requires the District to charge rates and restrict Operating Expenses in such a way that Net Revenues Available for Debt Service are not less than the greater of 115% of Debt Service on all Bonds then Outstanding payable during the fiscal Year or 100% of the sum all Debt Service payable during the fiscal year. In order for the District to comply with this covenant the budget needs to exceed a "Balanced Budget - a budget in which total revenues equal to total expenditures" by a level that will generate Net Revenues that are in compliance per the Wastewater Improvement Revenue Bonds Series 2007 Trust Agreement.

### **Budgetary Control**

General provisions regulating the District's budget and appropriation procedures are set forth in the Ohio Revised Code. The Executive Director is required to submit the District's operating and capital budgets to the Board of Trustees and they are required to adopt such budgets by July 15 of the prior year. Until the final budgets are adopted, the Board of Trustees must approve all the amendments to the budget. The District's budget process incorporates a practice by which detailed budget requests and capital improvement plan budget for the upcoming fiscal year are created by each budget center head and submitted, as a preliminary request, to the Executive Director and Finance Director. The preliminary requests are evaluated and revised as necessary. The revised version, the Staff Review Budget is presented to the Board of Trustees for their review. And adjustments, if any, requested by the Board are incorporated into the budgets and submitted to the Board for their adoption. The revised adopted budgets reflect the amendments made to the 2009 budgets presented to the Board on July 3, 2008. This process must be completed by March 31 of the current budget year.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET INTRODUCTION - continued**

### **Budget Transfers**

Budget Transfers are generated quarterly by the budget center managers to eliminate any negative budget balance in any line-item account. A budget adjustment form is completed at the budget center level and sent to Finance for review and subsequent approval by the Director of Finance. Any transfers involving Salary & Wages or Personnel Benefits accounts must also be approved by the Executive Director.

Any budget transfers that have been approved by the Director of Finance and/or the Executive Director over \$100,000 are compiled and summarized by Finance. The budget transfers over \$100,000 are reported to the Board of Trustees Finance Committee for their review on a quarterly basis.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS**

The 2009 Operating Budget was prepared using the accrual basis of accounting. Budgeted revenues and expenses reflect transactions that will be recorded when an activity takes place. For example, revenues are not projected cash collections but projected net billings for 2009 plus the change in unbilled revenues between the beginning and end of 2009. Unbilled revenue is for estimated services provided District customers but not yet billed because their billing cycles have not ended.

For expenses, the costs of services and non-inventoriable operating goods and supplies are recorded when performed or received. This may precede the date of invoicing by the vendor and will precede by weeks or months the actual cash payment. Inventoriable items are not charged to expense when received but recorded as an asset; the budget centers are charged for inventory items when they draw them from the storeroom. The single biggest dollar item in the budget is estimated depreciation expense. This is an allocation to expense over time of the cost of fixed assets on a basis that roughly approximates the rate of wear and tear. Depreciation is presented separately and not allocated to the budget centers.

### **I. Operating Budget Procedures**

- A. According to the Ohio Revised Code (O.R.C.), the District must adopt an operating budget by the fifteenth of July each year for the next fiscal year. The process begins in May of the year prior to the budget year. A compilation of a proposed budget is presented to the Board of Trustees for adoption in time to comply with the Ohio Revised Code. This budget is prepared by the Finance staff and is typically a product of applying reasonable percentage increases to the prior years revised adopted budget figures. This initial Adopted Budget is a “preliminary budget that is prepared specifically to meet the regulatory requirements of the O. R. C.
- B. The budget process continues, beginning in August of the current year with the development of the instruction package that is sent to all District Budget Center Heads. These instructions are prepared by members of the Finance Department and reviewed and approved by the Director of Finance.
- C. Contents of the Instruction Package include:
  - 1. Table of Contents
  - 2. Budget year memo from the Director of Finance
  - 3. Budget Preparation Instructions
  - 4. Timetable for important dates relating to deadlines for the steps in the budget process



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

5. Summary of the Budget Request Data that is to be returned to the Finance Department
6. Organizational Coding Structure-2009 Budget Centers
7. Chart and Definitions of 2009 Operating Expense Accounts
8. Chart and Definitions of 2009 Capital Accounts
9. 2008 Description of Services Document
10. 2008 Budget Center Organizational Chart
11. Estimate of Personnel Requirements - Exhibit A
12. Employee Budget Detail Report - Exhibit A1
13. Proposed Increase in Personnel - Exhibit B
14. Prior Years Adopted Expense Detail Justification Report - Exhibit C
15. Expense Budget Detail Report Worksheet - Exhibit D
16. Capital Budget Worksheet – Exhibit E
17. Prior Years Adopted Description of Services Provided
18. Budget Performance Report with Y-T-D actuals and variances

### **D. Budget Center Head Responsibilities:**

1. Each budget center head is required to review and make corrections to the Organizational Chart that is included in the Budget Instruction Package. A corrected copy must be returned to Finance by the requested date so the document can be updated by the Budget Analyst in Finance. An updated chart is sent back to the Budget Center Head so it can be included in the Preliminary Budget Request Package.
2. The Employee Budget Detail Report - Exhibit A1 must be reviewed by the budget center head to identify any errors or to document proposed changes in the budget center's staffing. The budget center head is also asked to identify when a vacancy in a budgeted position will be filled. This is necessary to calculate what portion of that position's annual salary should be allocated to the vacancy. When the corrected Employee Budget Detail Report is received by the Budget Analyst, the information is used to update the Excel spreadsheet that generates all the Personnel Salary & Benefits budget amounts.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

3. The Estimate of Personnel Requirements - Exhibit A depicts various personnel information relating to each budget center's Table of Organization. The budget center head is required to complete the "Employed", "Budget", and "Number of Months Employed" columns on the Exhibit A. The completed Exhibit A is sent to Finance for review and to update related tables and spreadsheets. An updated Exhibit A is sent back to the budget center head so it can be included in the Preliminary Budget Request Package.
4. If a budget center is requesting any new positions or increases in staffing for current positions within the budget year, he/she must submit a Proposed Increase in Personnel - Exhibit B. This document is used to justify the new position(s) and identify a salary for the new position and the number of months the position is expected to be filled in the budget year. The Exhibit B information is sent to Finance with the completed Preliminary Budget Request Package.
5. All operating expense requests from a budget center must be documented in the Expense Budget Detail Report Worksheet - Exhibit D and justified in the Expense Detail Justification Report - Exhibit C. The amount for each expense line item must be recorded in the Exhibit D. The worksheet and Expense Budget Detail Justification Report are sent to the Finance Department with the Preliminary Budget Request Package. The Exhibit C should be in its final presentation format condition.
6. Each budget center head must also complete a five year Capital Budget Worksheet – Exhibit E for expenditures that qualify as capital items per the “Fixed Asset Policy”. All requested capital expenditures are aggregated into the Capital Improvement Plan.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

### **E. Preliminary Budget Request Package**

The budget center head must send a Preliminary Budget Request Package to the the Budget Analyst by the due date indicated in the Time Table included in the budget instruction package. The contents of the Preliminary Budget Request Package are as follows:

1. Contents of the package include:
  - a. Description of Services Provided
  - b. Organizational Chart
  - c. Estimate of Personnel Requirements - Exhibit A
  - d. Proposed Increase in Personnel - Exhibit B
  - g. Expense Budget Detail Justification Report - Exhibit C
  - e. Expense Budget Detail Report Worksheet - Exhibit D
  - f. Five-year Capital Budget Worksheet - Exhibit E
2. When the package is received by the Budget Analyst, all submittals are reviewed for any errors or missing documents. The Expense Budget Detail Report Worksheet - Exhibit D is used to load the Preliminary Budget Request into the Oracle budget database. The Budget Analyst enters each budget center's total salaries per position, longevity pay, sick buy-out, overtime and prior year's total actual salary expense information into the Exhibit A. The Budget Analyst also reviews the Proposed Increase in Personnel - Exhibit B. Any necessary adjustments to the Organizational Charts, Expense Budget Detail Report Worksheet, Expense Budget Detail Justification Report or Capital Budget Worksheet are made by the Budget Analyst.
3. Distribution of the Preliminary Budget Request
  - a. The Preliminary Budget Request is compiled and the required number of copies are assembled in binders by the Finance Department's Executive Assistant. The binders are specifically organized so each budget center request can be easily reviewed.
  - b. The Preliminary Budget Request binders are distributed by the Executive Assistant to the appropriate persons.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

### **4. Review of the Preliminary Budget Request**

- a. Each budget center is scheduled for a Preliminary Budget Request review by the District's Budget Committee, which includes the Executive Director, Deputy Executive Director, Director of Finance and the Director of Human Resources. Each budget center head is required to discuss the budget request with the Budget Committee and the Budget Analyst on a line-item basis.
- b. Changes made during the preliminary review of the Budget Request are recorded and used to prepare a Staff Review version of the budget. All changes made during the Preliminary Review will be incorporated in the revised budget by members of the Finance staff. A revised Preliminary Budget Request document is compiled to create the second iteration of the annual budget – The Staff Review Budget.

### **F. Staff Review Budget Request**

#### **1. Contents of the Staff Review Budget include:**

- a. Staff Review Budget Summary Section
  - 1) Budget Memo from the Director of Finance to the Executive Director
  - 2) Appropriation Resolution prepared by the Director of Finance
  - 3) Various schedules and reports as dictated by the Director of Finance and prepared by the Finance staff
  - 4) Insurance Reserve Budget
  - 5) Equipment Reserve Budget
  - 6) Construction Accounts Budget
  - 7) Summary Budget for each Budget Center
  - 8) Charts & Graphs of pertinent financial information

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

- b. Staff Review Detail Section
  - 1) Operating Expense Budget Report from Oracle
  - 2) Description of Services Provided
  - 3) Organizational Chart
  - 4) Estimate of Personnel Requirements - Exhibit A
  - 5) Proposed Increase in Personnel - Exhibit B
  - 6) Expense Detail Justification Report - Exhibit C
- 2. Distribution of the Staff Review Budget
  - a. The Finance staff compiles the Staff Review Budget Summary section and the Staff Review Budget Detail section. Copies are made and placed into binders similar to the Preliminary Budget Request document by the Executive Assistant.
  - b. Copies of the Staff Review Budget are given to the Board of Trustees, senior staff and budget center heads. The Staff Review Budget document will be the version of the budget that is reviewed by the Board of Trustees' Finance Committee.
- 3. Finance Committee Review of the Staff Review Budget
  - a. The Staff Review Budget is presented to the Board of Trustees' Finance Committee in a public meeting convened to hear the proposed budget. The Finance Committee includes three members of the Board of Trustees, Executive Director, Deputy Executive Director and the Director of Finance. The meeting is conducted in a public forum to allow for citizen input. A meeting agenda is prepared by the Director of Finance and includes presentations by selected budget center heads. The five - year capital plan as well as the operating expense budget is discussed during the staff review meeting.
  - b. Any changes made during the Finance Committee Review are recorded by the Budget Analyst.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

- c. At the conclusion of the Finance Committee Review the Director of Finance will ask the Board of Trustees for guidance on how to present the proposed budget to the full Board of Trustees for final approval. These procedures include the filing of a Board Resolution to adopt the Budget Request at a Board of Trustees meeting on or before March 31.

### **G. Adopted Budget Package**

- 1. When the Board of Trustees officially adopts the Budget Request, an Adopted Budget Package is prepared.
  - a. All budget documents, Charts & Graphs, schedules and Oracle system reports are updated to reflect all adopted budget data and prior year actual data.
  - b. The Finance staff prepares a binder that incorporates the Adopted Budget Summary and Detail documents into one Adopted Budget Binder. This binder is indexed similar to the Staff Review version of the budget.
- 2. Distribution of the Adopted Budget
  - a. The Executive Assistant will distribute the completed Adopted Budget binders to Senior Staff and other staff as required.
  - b. The adopted budget center detail is compiled and sent to each budget center head.

### **H. Budget Center Performance Reports**

- 1. The budget analyst will upload the adopted budget into the Electronic Financial System to allow for running monthly Operating Expense Budget Performance Reports by each budget center. The performance reports show the adopted budget for each account line-item, any budget transfers, an adjusted budget, the actual expenditures charged to each line-item in the current accounting period as well as a year-to-date amount, the budget remaining and percentage remaining for each line-item.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET PROCESS - continued**

2. The budget center managers use their performance reports to analyze the accounting transactions that have been posted to their budget center's accounts. They also use the information to lend support to future spending decisions, keeping in mind the constraints of the Adopted Budget.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 BUDGET CALENDAR**

### **TIMETABLE FOR PREPARATION OF THE 2009 ANNUAL BUDGET**

Monday	11/10/08	2009 Director of Finance – Budget Kick-off Meeting
Monday	11/10/08	2009 Budget Instruction Packages Distributed to Budget Centers
Friday	11/28/08	Anticipated Temporary Staffing requirements to Human Resources
Friday	11/28/08	GJM Administration Building budget centers' equipment repair and maintenance needs to Administrative Services
Friday	12/05/08	Preliminary 2009 Budget Request, including revisions to Organizational Charts, Exhibit A's, Employee Budget Detail Report and Description of Services Provided, due to Finance including all Operating Expense and Five Year Capital Plan appropriation request documents with references to the Strategic Plan included
Monday	12/22/08	Return updated Budget Requests, Organizational Charts and Exhibit A's to each budget center
Wednesday	1/07/09	SST workshop on overall budget including discussion of priorities
Friday	1/09/09	Budget Committee meeting to establish goals and targets for 2009
Monday	1/12/09- 1/23/09	Budget Committee Review with Budget Center Heads
Thursday	2/19/09	Staff Review Budget to the Board of Trustees
Friday	3/06/09	Finance Committee to Discuss Budget
Thursday	3/19/09	Presentation and Staff Review Budget to the Board of Trustees for approval



# 2009 ADOPTED BUDGET DATA

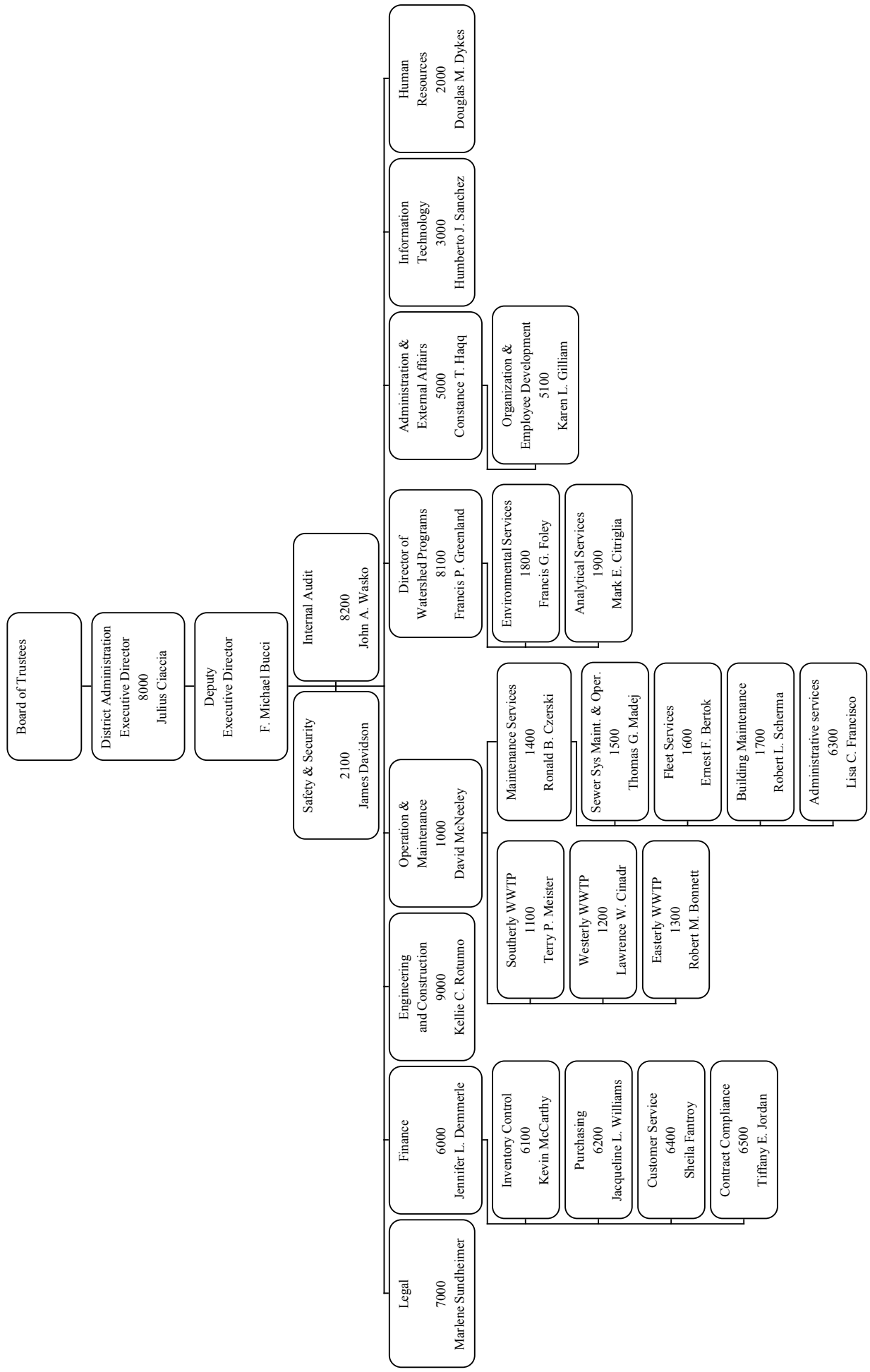


Celebrating 40 years since the 1969 Cuyahoga River fire. By Michael Uva.





**Northeast Ohio Regional Sewer District**  
**Table Of Organization**  
**2009 Adopted Budget**



NORTHEAST OHIO REGIONAL SEWER DISTRICT  
RESOLUTION NO. 54-09

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Amending the adopted operating budget of the Northeast Ohio Regional  
Sewer District for fiscal 2009.  
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WHEREAS, the District is required by law to adopt an operating budget for the succeeding fiscal year by July 15<sup>th</sup> of the prior year; and

WHEREAS, the proposed amended budget for 2009 has been prepared on an accrual accounting basis, and is attached hereto and made part thereof;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE NORTHEAST OHIO REGIONAL SEWER DISTRICT:

Section 1. That this Board hereby adopts the Northeast Ohio Regional Sewer District amended operating and capital budgets for fiscal 2009, as attached hereto and made a part hereof.

Section 2. That this Board finds that in order to provide for current expenses and other expenditures of the District for the calendar year 2009, the following sums are and they are hereby appropriated:

Direct Operating Accounts

Operating Expenses, Before Depreciation	\$ 100,704,028
Depreciation	44,300,000
Capitalized Labor & Fringe Benefits	<u>(3,613,571)</u>
Total	\$ 141,310,457

Capital Accounts

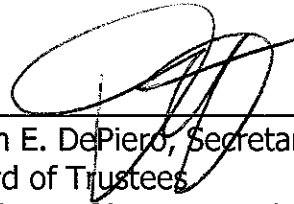
Capital Outlays	\$ 132,015,792
Capitalized Labor & Fringe Benefits	<u>3,613,571</u>
Total	\$ 135,629,363

Debt Service

Debt Service Payments	\$ 62,800,000
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Section 3. That this Board declares that all formal actions of the Board concerning and relating to the adoption of this resolution and that all deliberators of the Board and any of its committees that resulted in said formal action were conducted in meetings open to the public and in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

On motion of Mr. Sulik, seconded by Mayor Longo, the foregoing resolution was unanimously adopted on March 19, 2009.

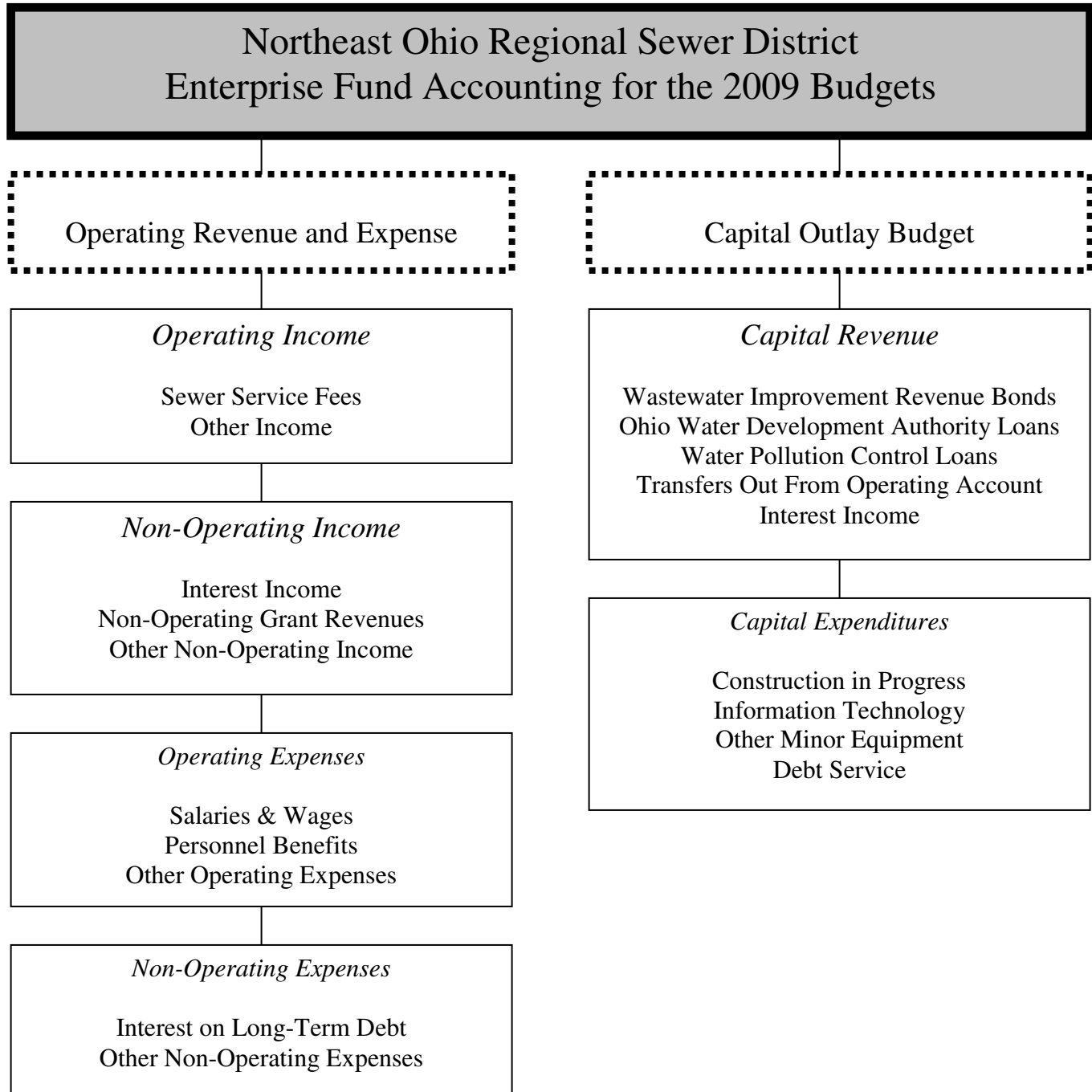
A handwritten signature in black ink, appearing to read 'D. DePiero', is written over a horizontal line.

Dean E. DePiero, Secretary  
Board of Trustees  
Northeast Ohio Regional Sewer District

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Fund Structure of 2009 Operating and Capital Budgets**

The Financial Statements and Budgets of the District are prepared on a single proprietary-enterprise fund basis. The budgets are compiled using the accrual basis of accounting in accordance with accounting policies generally accepted in the United States of America, as prescribed by the GASB.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009 Adopted Budget Summary**

### **Presented on an Accrual Basis**

	2007 Actual	2008 Adopted Budget	2008 Actual	2009 Adopted Budget
<b>TOTAL BEGINNING NET ASSETS AVAILABLE</b>	\$ 195,722,320	\$ 311,167,505	\$ 311,167,505	\$ 317,382,577
<b>OPERATING ACCOUNT</b>				
Beginning Balance - Operating Account	\$ 5,140,765	\$ 13,740,463	\$ 13,740,463	\$ 22,381,524
Sewer Service Fees	\$ 158,284,557	166,698,635	165,323,781	171,873,566
Other Income	\$ 805,174	900,000	833,463	781,584
Total Operating Revenue	\$ 159,089,731	\$ 167,598,635	\$ 166,157,244	\$ 172,655,150
<b>OPERATING EXPENSES</b>				
Salaries & Wages	\$ 33,724,279	36,298,076	35,102,015	37,539,010
Personnel Benefits	\$ 10,732,240	11,709,540	11,493,925	12,451,946
Utilities	\$ 18,893,296	20,085,378	20,632,885	20,745,781
Professional Services	\$ 4,469,991	7,807,467	8,991,475	7,302,830
Contractual Services	\$ 10,338,443	12,327,649	9,735,701	13,368,367
Other Expenses	\$ 7,046,216	10,512,405	5,757,037	9,296,094
Depreciation	\$ 43,261,151	46,000,000	44,448,564	44,300,000
Total Operating Expenses	\$ 128,465,616	\$ 144,740,515	\$ 136,161,602	\$ 145,004,028
<b>NON-OPERATING REVENUES (EXPENSES)</b>				
Interest Income	\$ 620,365	570,000	708,299	312,277
Increase (Decrease) in Fair Value of Investments	\$ 3,157,199	-	2,332,208	-
Non-Operating Grant Revenues	\$ 35,430	1,337,217	1,592,151	1,930,651
Non-Operating Grant Expenses	\$ (940,016)		(1,204,204)	
Interest on Long-Term Debt (Non-Capitalized)	\$ (24,428,794)	(33,000,000)	(24,602,346)	(33,000,000)
Gain (Loss) on Disposals of Equipment	\$ (468,601)	-	(180,689)	-
Total Non-Operating	\$ (22,024,417)	\$ (31,092,783)	\$ (21,354,581)	\$ (30,757,072)
<b>OPERATING NET ASSETS AVAILABLE</b>	\$ 13,740,463	\$ 5,505,800	\$ 22,381,524	\$ 19,275,574
Transfers in from Capital Account	\$ -	\$ -	-	-
<b>OPERATING NET ASSETS AVAILABLE AFTER TRANSFERS</b>	\$ 13,740,463	\$ 5,505,800	\$ 22,381,524	\$ 19,275,574
<b>EQUIPMENT RESERVE</b>				
Beginning Balance-Equipment Replacement Reserve	\$ 45,036,620	\$ 48,160,173	\$ 48,160,173	\$ 51,024,027
Interest Income	\$ 2,123,553	1,444,805	1,863,854	1,061,743
Transfers in from Capital/Operating Account	\$ 1,000,000	1,000,000	1,000,000	-
<b>EQUIPMENT RESERVE NET ASSETS AVAILABLE</b>	\$ 48,160,173	\$ 50,604,978	\$ 51,024,027	\$ 52,085,770
<b>CAPITAL AND BOND PROJECT ACCOUNTS</b>				
Beginning Balance Capital and Bond Project Account	\$ 117,181,716	\$ 202,887,489	\$ 202,887,489	\$ 203,954,226
Interest Income	\$ 8,785,019	6,019,154	8,384,394	6,547,870
WPCLF Loans	\$ 33,249,219	23,541,752	28,435,570	47,040,486
Proceeds for Issuance of 2007 Bonds	\$ 127,880,359	-	-	-
Transfers in from/(out to) Operating Account	\$ -	-	17,206,258	-
Capitalized Labor & Fringe Benefits	\$ (3,711,299)	(3,494,734)	(2,385,865)	(3,613,571)
Capital Outlays	\$ (80,497,525)	(112,936,057)	(50,573,620)	(132,015,792)
<b>CAPITAL AND BOND PROJECT NET ASSETS AVAILABLE</b>	\$ 202,887,489	\$ 126,017,604	\$ 203,954,226	\$ 121,913,219
<b>INSURANCE RESERVE</b>	\$ 19,304,070	\$ 20,192,611	\$ 20,192,611	\$ 20,950,951
Interest Income	\$ 888,541	605,778	758,340	437,188
<b>INSURANCE RESERVE AVAILABLE</b>	\$ 20,192,611	\$ 20,798,389	\$ 20,950,951	\$ 21,388,139
<b>DEBT SERVICE RESERVE W/TRUSTEE</b>	\$ 9,059,149	\$ 19,073,332	\$ 19,073,332	\$ 19,071,849
Deposits	\$ 15,139,968		\$ 14,985,342	
Payments	\$ (5,125,785)		\$ (14,986,825)	
Interest Income	\$ -	0	0	0
<b>DEBT SERVICE RESERVE W/TRUSTEE AVAILABLE</b>	\$ 19,073,332	\$ 19,073,332	\$ 19,071,849	\$ 19,071,849
<b>TOTAL ENDING NET ASSETS AVAILABLE</b>	\$ 311,167,505	\$ 222,000,102	\$ 317,382,577	\$ 233,734,551

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Sewer Service Fee Revenue**

### **2009 Adopted Budget**

	2007 Actual		2008 Actual		2009 Adopted Budget	
	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (1)</u>	<u>Revenue</u>
<u>Cleveland</u>						
Subdistrict 1 - Regular	\$30.85	\$ 66,450,397	\$33.85	\$ 71,739,179	\$37.15	\$ 74,752,524
- Homestead	20.75	1,337,269	22.75	1,511,612	24.95	1,624,644
Subdistrict 2 - Regular	35.10	62,644,652	37.85	68,201,229	40.90	73,450,388
- Homestead	23.55	1,160,693	25.40	1,354,229	27.45	1,434,263
Master Meters	28.08	4,045,484	30.28	447,961	32.72	-
Gross Billings Cleveland		<u>\$ 135,638,495</u>		<u>\$ 143,254,210</u>		<u>\$ 151,261,819</u>
<u>Suburbs</u>						
Subdistrict 2 - Regular	35.10	7,858,241	37.85	9,398,192	40.90	9,819,353
- Homestead	23.55	283,785	25.40	190,114	27.45	201,374
Gross Billings Suburbs		<u>\$ 8,142,026</u>		<u>\$ 9,588,306</u>		<u>\$ 10,020,727</u>
Direct Billings		<u>\$ 12,880,055</u>		<u>\$ 14,763,317</u>		<u>\$ 12,757,275</u>
Total Gross Billed Sewer Service Fees		<u>\$ 156,660,576</u>		<u>\$ 167,605,833</u>		<u>\$ 174,039,821</u>
Bad Debt Expense		<u>(1,333,203)</u>		<u>(1,468,368)</u>		<u>(5,166,255)</u>
Net Billed Sewer Service Fees		<u>\$ 155,327,373</u>		<u>\$ 166,137,465</u>		<u>\$ 168,873,566</u>
Unbilled Sewer Revenue Fees		<u>5,158,745</u>		<u>3,895,514</u>		<u>3,000,000</u>
Net Billed & Unbilled Sewer Service Fees		<u><u>\$ 160,486,118</u></u>		<u><u>\$ 170,032,979</u></u>		<u><u>\$ 171,873,566</u></u>
Note: Reduction due to SRSUC Discounts		5,920,859		6,000,000 (3)		6,000,000 (3)

(1)Per Adopted Rate Schedule for 2007-2011, effective March 1, 2007

(2)Billed at 80 % of Subdistrict 2 rate

(3) Estimated amount for reduction of Summer Residential Sprinkling User Charge



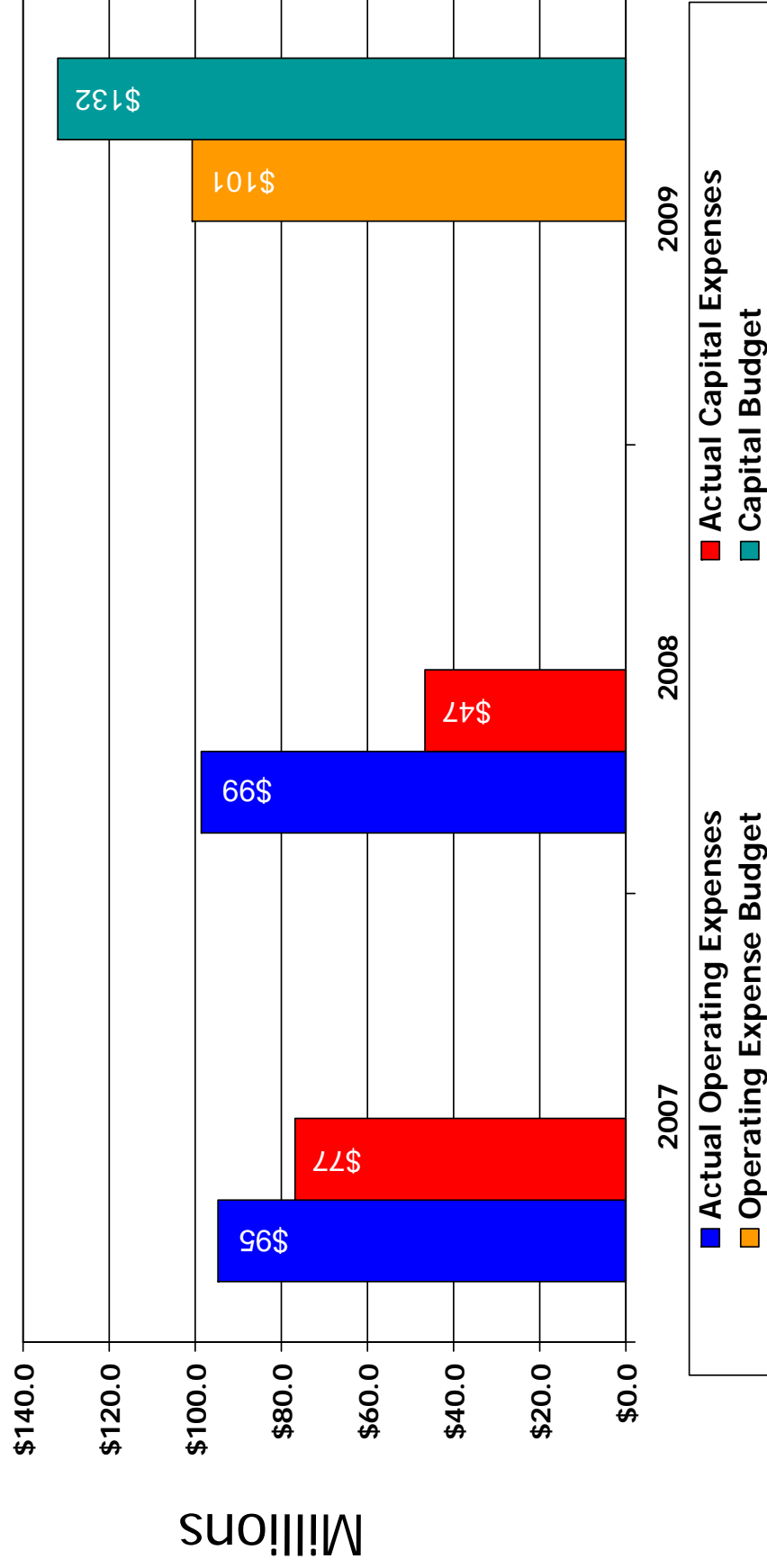
**NORTHEAST OHIO REGIONAL SEWER DISTRICT****Major Expense Recapitulation By Category****2009 Adopted Operating Budget**

	2007	2008	2008	2008 Actual	2009	2009 Budget
	Actual	Adopted	Actual	Over (Under)	Adopted	Over (Under)
		Budget		2008 Budget	Budget	2008 Actual
Salaries & Wages	\$ 33,724,279	\$ 36,298,076	\$ 35,450,961	\$ (847,115)	\$ 37,539,010	\$ 2,088,049
Benefits	10,732,240	11,709,540	11,531,094	(178,446)	11,729,483	198,389
Power	10,087,278	10,654,010	11,101,067	447,057	11,687,165	586,098
Gas	7,094,373	7,577,800	7,801,361	223,561	7,236,703	(564,658)
Water	1,070,362	1,223,568	1,021,701	(201,867)	1,141,913	120,212
Professional Services	5,410,007	7,807,467	8,381,346	573,879	7,302,830	(1,078,516)
Collection Fees	5,558,472	6,000,000	5,435,973	(564,027)	5,600,000	164,027
Insurance and Bonds	1,120,774	1,105,000	1,097,763	(7,237)	1,182,000	84,237
Solids Handling	1,490,746	2,663,426	861,767	(1,801,659)	1,601,203	739,436
Other Contractual Services	2,168,454	2,559,223	2,341,306	(217,917)	4,985,164	2,643,858
Chemicals	1,508,827	1,679,329	1,268,036	(411,293)	1,600,287	332,251
Other Materials & Supplies	4,513,536	4,401,097	4,261,239	(139,858)	4,392,367	131,128
Repairs & Maintenance	4,008,618	3,692,159	3,036,704	(655,455)	3,253,440	216,736
Judgments / Awards	108,103	100,000	18,812	(81,188)	50,000	31,188
All Other Expenses	1,193,348	1,269,820	1,351,973	82,153	1,402,463	50,490
Total	\$ <u>89,789,418</u>	\$ <u>98,740,515</u>	\$ <u>94,961,104</u>	\$ <u>(3,779,411)</u>	\$ <u>100,704,028</u>	\$ <u>5,742,924</u>

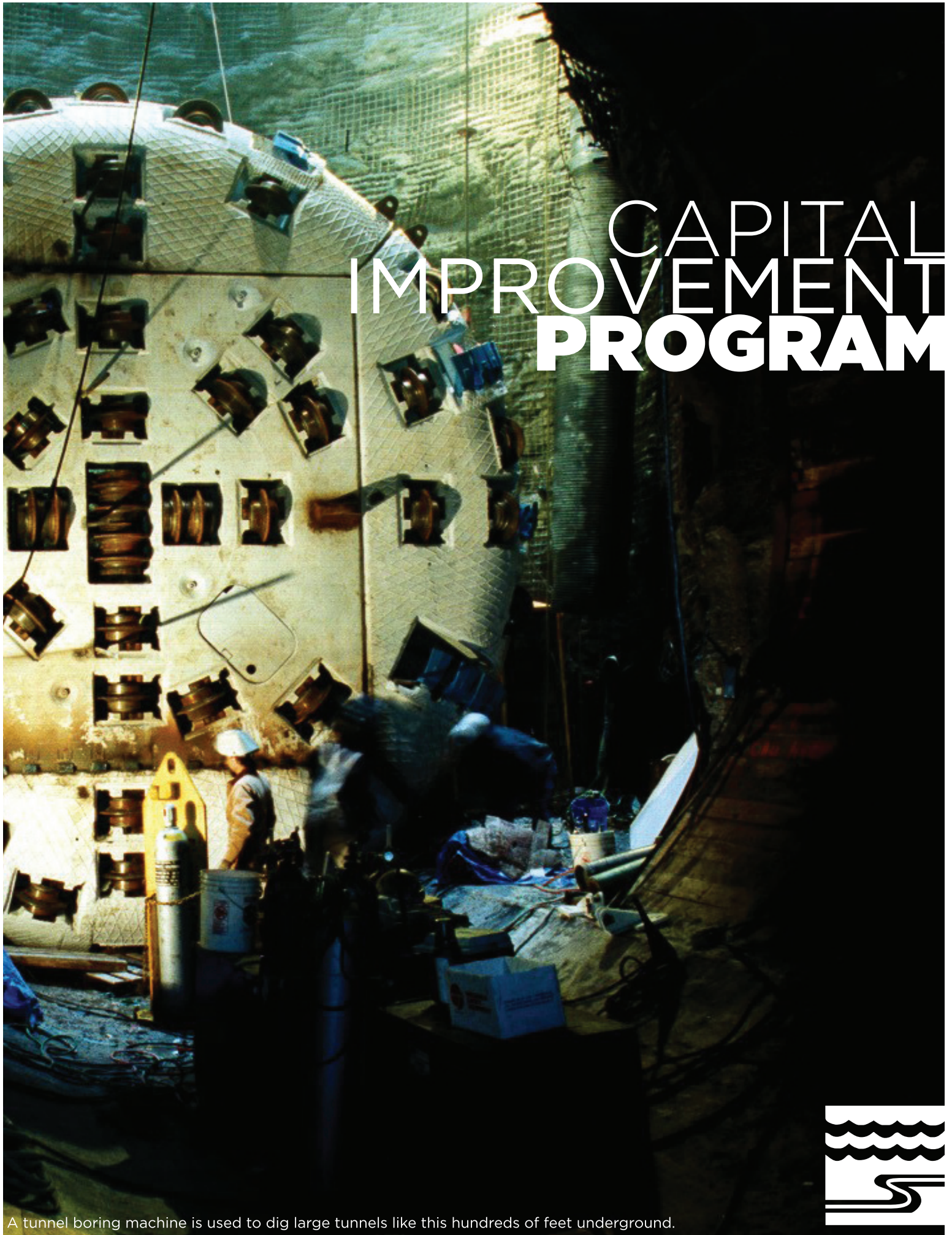
# Northeast Ohio Regional Sewer District

## Operating and Capital Expense Actuals and Budget

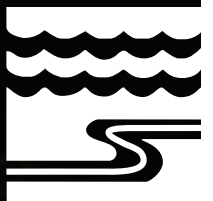
2007 - 2009



# CAPITAL IMPROVEMENT **PROGRAM**



A tunnel boring machine is used to dig large tunnels like this hundreds of feet underground.





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM**

Each year the District staff prepares a five-year Capital Improvement Program (“CIP”) which lists capital projects by major category and indicates the year in which each project is estimated to be under contract. In the 1970s and 1980s the District was very successful in obtaining federal EPA grants and loans from the Ohio Water Development Authority to finance capital projects. After the discontinuance of the federal construction grants program in 1990, the District emphasized obtaining loans from the federally capitalized, state administered clean water State Revolving Fund (“SRF”) program known as the Water Pollution Control Loan Fund (“WPCLF”) program. WPCLF loans are issued at below-market rates and have been a cost-effective financing vehicle for the District. Internally generated funds and proceeds from the sale of District revenue bonds are the other major revenue sources used to finance capital projects.

The CIP for 2009-2013 lists expenditures totaling \$1,047,606,194. Management of the District recognizes that more stringent standards including the CSO long-term control plan, will be instituted in the near future, and the current CIP anticipates those requirements. Portions of the District’s treatment plant facilities constructed in the 1970s and 1980s need to be upgraded consistent with anticipated regulatory changes. Furthermore, additional regulatory requirements are to be expected to be established for effluent, biosolids, and other residual products and the disposal thereof. The capital improvement plan includes the upgrading of solids handling facilities and the ongoing rehabilitation and maintenance of existing facilities in order to meet current and future treatment requirements at the wastewater treatments plants and in the collection system.

The investment over the next five years is substantial and will require the work of many to achieve. In 2008 the District retained the services of CH2M Hill as Program Manager to assist in delivering the aggressive CIP. The table on page 91 depicts the summary of the system capital improvements proposed by the District during fiscal years 2009 through 2012, and the estimated project costs for the CIP Program which totals \$1,047,606,194.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries**

The following project summaries are presented to describe the major projects that comprise the 2009-2013 Capital Improvement Program presented to and adopted by the Board of Trustees of the Northeast Ohio Regional Sewer District. **None of the projects summarized here will have an impact on the 2009 Operating Budget.**

<b>Project:</b>	Euclid Creek Tunnel System (ECT)		
<b>Design Start:</b>	Complete		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2010	<b>Construction Est. (\$M):</b>	\$188.6
<b>Project Description:</b>			
The Euclid Creek Storage Tunnel will be constructed with a tunnel-boring machine (TBM) in the Chagrin shale bedrock, at a depth of 190 to 220 feet below ground level. The tunnel will be 18,000 feet long, with a finished diameter of 24 feet. The total storage volume of the tunnel is approximately 70 million gallons. Several of the consolidation sewers will be constructed by trenchless and open cut methods. The project will include a launch mining shaft at the point of the ECT and Dugway Storage Tunnel (DST) interface and several drop shafts to receive combined sewer overflow (CSO) from existing tributary outfalls in the ECT service area. The diversion structure feeding into these drop shafts would include inflow control gates to manage the dynamic flow conditions in the tunnel. After each wet weather event, combined sewage stored in the tunnel will be pumped into the Easterly WWTP via a new tunnel dewatering pump station.			

<b>Project:</b>	Dugway West Interceptor Relief Sewer		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2012		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2014	<b>Construction Est. (\$M):</b>	\$58.7
<b>Project Description:</b>			
This project includes replacement of the existing Dugway West Interceptor Relief System (DWIRS). The new DWIS would eliminate over 40 regulators within the existing DWI and replace them with 3 new consolidated regulators to improve wet weather performance relative to conveyance and diversion of future tunnel facilities. The DWIRS would originate from the south new Superior Avenue and run mainly parallel to the existing DWI to its terminus near Interstate I-90 where it would connect to the Easterly Main Interceptor.			



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Tunnel Dewatering Pump Station		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2009		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2011	<b>Construction Est. (\$M):</b>	\$176.3
<b>Project Description:</b>			
<p>To construct a tunnel pump station that will dewater the proposed combined sewer overflow (CSO) tunnel storage network within the Easterly District. This tunnel network includes the ECT, DST, and Shoreline Storage Tunnel (SST) systems. The pump station will be rated at approximately 230 mgd to facilitate dewatering of the storage tunnel network after the conclusion of a storm event into the Easterly Main Interceptor the connection of the ECT to the DST at the Nine Mile Site. The pump station would lift flows from the deep storage tunnels to be carried by gravity in the Easterly Main Interceptor to the EWWTP. The pump station will be roughly 180 feet deep with a screening facility to protect the pumps from solids.</p>			

<b>Project:</b>	Dugway Storage Tunnel		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2012		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2014	<b>Construction Est. (\$M):</b>	\$128.4
<b>Project Description:</b>			
<p>This project includes the installation of a 24-foot diameter storage tunnel extending approximately 16,000 feet in length from its connection to the ECT to its terminus near Superior Avenue. The DST would be constructed with a TBM in Chagrin shale at depths near 200 feet below ground level. The DST would be accompanied with several consolidation sewers, diversion structures, and drop shafts to capture and store CSO from the DST service area. The diversion systems feeding the drop structures would be equipped with inflow control gates to manage the dynamic flow conditions within the tunnel.</p>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Mill Creek Tunnel Completion Contract		
<b>Design Start:</b>	Complete		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2009	<b>Construction Est. (\$M):</b>	\$17.4
<b>Project Description:</b>			
The 15,600-foot-long tunnel will be 20 feet in finished diameter, except between Shaft 9 and the MCT-2 Tunnel, where it will be 10 feet in finished diameter. The tunnel will be at a depth range of 200 to 290 feet below the land surface, and will include access and flow drop shafts near the Trolley Parking Lot in Garfield Reservation (Shaft 9), at 2 sites near existing overflows or sewer crossings within the Reservation (Shafts 9A and 12A), at an existing overflow near Henry St. and McCracken Rd. (Shaft 12), at a confluence of existing sewers and regulators near McCracken Rd. and Broadway Ave. (Shaft 13), and at the tunnel's upstream terminus in Kerruish Park (Shaft 14). An access-only shaft (Shaft 13A) was added to the project after construction started to improve ventilation in a limited zone of the tunnel where methane gas persisted. Shaft 13A is located near McCracken Rd. and Johnston Pkwy.			

<b>Project:</b>	Primary Settling Tanks (PST-3)		
<b>Design Start:</b>	Complete		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2010	<b>Construction Est. (\$M):</b>	\$6.5
<b>Project Description:</b>			
This project replaces: <ul style="list-style-type: none"><li>• 2 Waste Activated Sludge (WAS) transfer pumps/controls</li><li>• 12 primary sludge pump VFDs, flow meters, density meters, transformers, controllers and discharge piping</li><li>• 6-inch skimming lines</li><li>• Primary Settling Tanks influent channel aeration drops and air piping</li><li>• Effluent troughs in 11 tanks</li></ul> Project will consider separating WAS, but pumps may not need to be replaced.			



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Facility Plan Improvements – Screening (EFPI-1)		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2009		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2011	<b>Construction Est. (\$M):</b>	\$11.2
<b>Project Description:</b>			
The project to include new conveyors to go out the east side of the building with improved maintenance access. Grit removal/handling includes replacement of cyclones, classifiers, grit hopper, and transfer screw.			

<b>Project:</b>	Mill Creek Interceptor Main Branch		
<b>Design Start:</b>	Complete		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2009	<b>Construction Est. (\$M):</b>	\$8.4
<b>Project Description:</b>			
<p>The Mill Creek Interceptor-Main Branch provides the permanent replacement for the drainage downstream of the existing MCI. The project includes:</p> <ul style="list-style-type: none"> <li>• Construction of a connection structure to reroute flow from the Main Branch of the Mill Creek Interceptor to the Mill Creek Tunnel</li> <li>• Rehabilitation by slip lining of approximately 2,000 feet of the existing Mill Creek Interceptor upstream of the new connection structure</li> <li>• Construction of 2 access shafts to perform the slip lining work</li> <li>• Associated temporary flow control</li> <li>• Abandonment of the downstream portion of the Mill Creek Interceptor</li> </ul>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Westerly Low Level Interceptor (WLLI) – Long Term Options		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2009		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2011	<b>Construction Est. (\$M):</b>	\$20.0
<b>Project Description:</b> This project includes previewing previous evaluations for permanent repairs to a compromised section of the Westerly Low Level Interceptor (WLLI), designing, and constructing a recommended improvement to address the problem. The WLLI received emergency repairs in 2006 and this project will evaluate surrounding conditions impacting the interceptor, such as riverbank slope instability to recommended and implement the required improvements to ensure the proper long-term solution. Considerations may include redirecting flow with a new conduit, utilizing future CSO facilities and/or repairing the existing interceptor.			

<b>Project:</b>	CEPT and Disinfection of the Primary Effluent Bypass (PEB)		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2010		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2012	<b>Construction Est. (\$M):</b>	\$18.8
<b>Project Description:</b> This project includes: <ul style="list-style-type: none"><li>• Installation of chemically enhanced primary treatment facilities on the primary settling tanks to optimize solids removal.</li><li>• Diversion of the PEB to an integrated PEB high-rate mixing and sodium hypochlorite disinfection facility</li><li>• Flushing equipment, and miscellaneous support equipment</li></ul>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	300-mgd Sustained Secondary Capacity Improvements		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2010		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2012	<b>Construction Est. (\$M):</b>	\$32.0
<b>Project Description:</b>			
<p>This project includes settled sewage path modifications to increase the plant's secondary treatment capacity to 300-mgd. The sewage path modifications would include:</p> <ul style="list-style-type: none"><li>• Modify influent to aeration tanks from the north</li><li>• Improve DO control</li><li>• Provide a new air header</li><li>• Remove Dall tubes in ML lines</li><li>• Upgrade polymer system</li><li>• Modify south settled sewage channels to RAS</li><li>• Improve existing RAS pumps, flow meters, control valves and piping</li></ul>			

<b>Project:</b>	Facility Plan Improvements – Aerated Grit Facilities Improvements (EFPI-4)		
<b>Design Start:</b>	1 <sup>st</sup> Quarter 2011		
<b>Construction Start:</b>	1 <sup>st</sup> Quarter 2013	<b>Construction Est. (\$M):</b>	\$16.6
<b>Project Description:</b>			
<p>This project improves the performance of the existing aerated grit facilities. The project includes new aerated grit facilities in the location of the abandoned pre-aeration tanks. This facility will be supplemented with the existing detritors during high flow conditions.</p>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Westerly Final Clarifier Rehabilitation Project		
<b>Design Start:</b>	1 <sup>st</sup> Quarter 2011		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2012	<b>Construction Est. (\$M):</b>	\$4.0
<b>Project Description:</b>			
This project includes rehabilitation of the final clarifiers by installing new mechanical drives, influent columns, sludge raking mechanisms, tank walls and an effluent launder. Some miscellaneous concrete, electrical and instrumentation work will also be required.			

<b>Project:</b>	Southerly Substation Replacements (SSR-1)		
<b>Design Start:</b>	Complete		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2009	<b>Construction Est. (\$M):</b>	\$13.0
<b>Project Description:</b>			
To replace the existing 22 substations at the Southerly WWTC with 15 new standardized substations with new buildings. The project is split as follows:			
<ul style="list-style-type: none"> <li>• 11 Substations (3, 4, 5, 9, 10, 12/20, 14, 15, 18, 19 and 42) will be replaced and have new buildings constructed</li> <li>• 2 Substations (13 and the Main) will remain as is and have new buildings constructed</li> <li>• 2 Substations (11 and 16) will be replaced and be relocated in existing buildings</li> <li>• 7 Substations will be eliminated under this or other construction contracts</li> </ul>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Biosolids Handling and Incineration (28)		
<b>Design Start:</b>	3 <sup>rd</sup> Quarter 2008		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2009	<b>Construction Est. (\$M):</b>	\$140.0
<b>Project Description:</b>			
Contract 28 provides for the construction of a new Biosolids Handling & Incineration Facility. Materials procured through earlier contracts (28B and 28G) will be installed under this contract. The Biosolids Handling & Incineration Facility will house a chemically conditioned biosolids dewatering system with 9 high-speed centrifuges, a dewatered biosolids conveyance system featuring 6 dual-discharge piston pumps, 3 100-dry-ton-per-day capacity fluidized bed incinerators with waste heat-to-steam and air pollution control systems, and a steam-powered turbine that produces electricity.			

<b>Project:</b>	Steam Generation System Improvements and Heating System Modifications		
<b>Design Start:</b>	2 <sup>nd</sup> Quarter 2010		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2011	<b>Construction Est. (\$M):</b>	\$5.0
<b>Project Description:</b>			
Steam from the Multiple Hearth Incinerators (MHI) is used for process and heating. This project includes the development of a new heating plan to be used when the MHI are shut-down. Waste heat is collected from existing Multiple Hearth Incinerators to generate steam and hot water for process and plant heating needs. The Incinerators will be taken out of service and demolished. This project is the development of a plan to provide a source of hot water and steam both of which are necessary at the plant for process activities and plant heating.			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Primary Settling Tanks PST 11-18 Improvements (SFP-10-1-2)		
<b>Design Start:</b>	1 <sup>st</sup> Quarter 2010		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2011	<b>Construction Est. (\$M):</b>	\$15.5
<b>Project Description:</b>			
This project includes: <ul style="list-style-type: none"><li>• Structural rehabilitation and modification to the concrete tanks</li><li>• Replacement of the traveling bridge collectors with chain and flights collectors and slotted baffles</li><li>• Replacement of the primary sludge pumps and drain pumps</li><li>• Miscellaneous architectural, mechanical, and electrical rehabilitation</li><li>• Resetting of effluent weirs</li></ul>			

<b>Project:</b>	Series Operation with Chemical Addition and Disinfection (ST 1)		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2010		
<b>Construction Start:</b>	4 <sup>th</sup> Quarter 2011	<b>Construction Est. (\$M):</b>	\$8.9
<b>Project Description:</b>			
This project includes: <ul style="list-style-type: none"><li>• High-rate disinfection equipment installed at Flow Control Chamber B and dechlorination equipment installed within the PEB conduits</li><li>• Ferric chloride and polymer addition to the influent of PST Nos. 11-18 for enhanced solids removal</li><li>• New chemical storage feed facilities</li><li>• Expansion of the existing Disinfection Building to accommodate the SHC/SBS feed and storage equipment</li></ul>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	Electrical System Replacement		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2010		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2012	<b>Construction Est. (\$M):</b>	\$13.4
<b>Project Description:</b> This project includes the replacement of Motor Control Centers (MCCs) within the Southerly WWTC.			

<b>Project:</b>	Zimpro Process, Sludge Dewatering Handling and Multiple Hearth Incinerator Demolition		
<b>Design Start:</b>	1 <sup>st</sup> Quarter 2012		
<b>Construction Start:</b>	3 <sup>rd</sup> Quarter 2013	<b>Construction Est. (\$M):</b>	\$5.0
<b>Project Description:</b> <ul style="list-style-type: none"><li>This project includes demolition of the existing Zimpro process units, centrifuges, sludge handling and conveyance, and Multiple Hearth Incinerators (MHI) at the completion of the new Renewable Energy Facility. All process mechanical and electrical equipment will be demolished and the buildings/structures left intact.</li></ul>			

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

<b>Project:</b>	First Stage FST 7-10 Improvements		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2013		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2015	<b>Construction Est. (\$M):</b>	\$23.1
<b>Project Description:</b>			
This project includes: <ul style="list-style-type: none"><li>• Structural rehabilitation/modification of the concrete tanks and replacement of the traveling bridge collectors with chain and flights and slotted baffles</li><li>• Replacement of the effluent troughs and weirs</li><li>• Replacement of the 12 RAS pumps Nos. 10-21 with 6 variable speed pumps</li><li>• Sluice gate rehabilitation and installation of electric actuators</li></ul>			

<b>Project:</b>	Second Stage Aeration Improvements II		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2013		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2015	<b>Construction Est. (\$M):</b>	\$12.4
<b>Project Description:</b>			
This project includes: <ul style="list-style-type: none"><li>• Structural rehabilitation of the concrete tanks</li><li>• Replacement of the sluice gates, rectangular butterfly valves, sump pumps and dewatering pumps</li><li>• Rehabilitation of the influent channel blowers and air filters</li><li>• Miscellaneous architectural, electrical, and HVAC rehabilitation</li></ul>			



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL IMPROVEMENT PROGRAM - continued**

### **Project Summaries-continued**

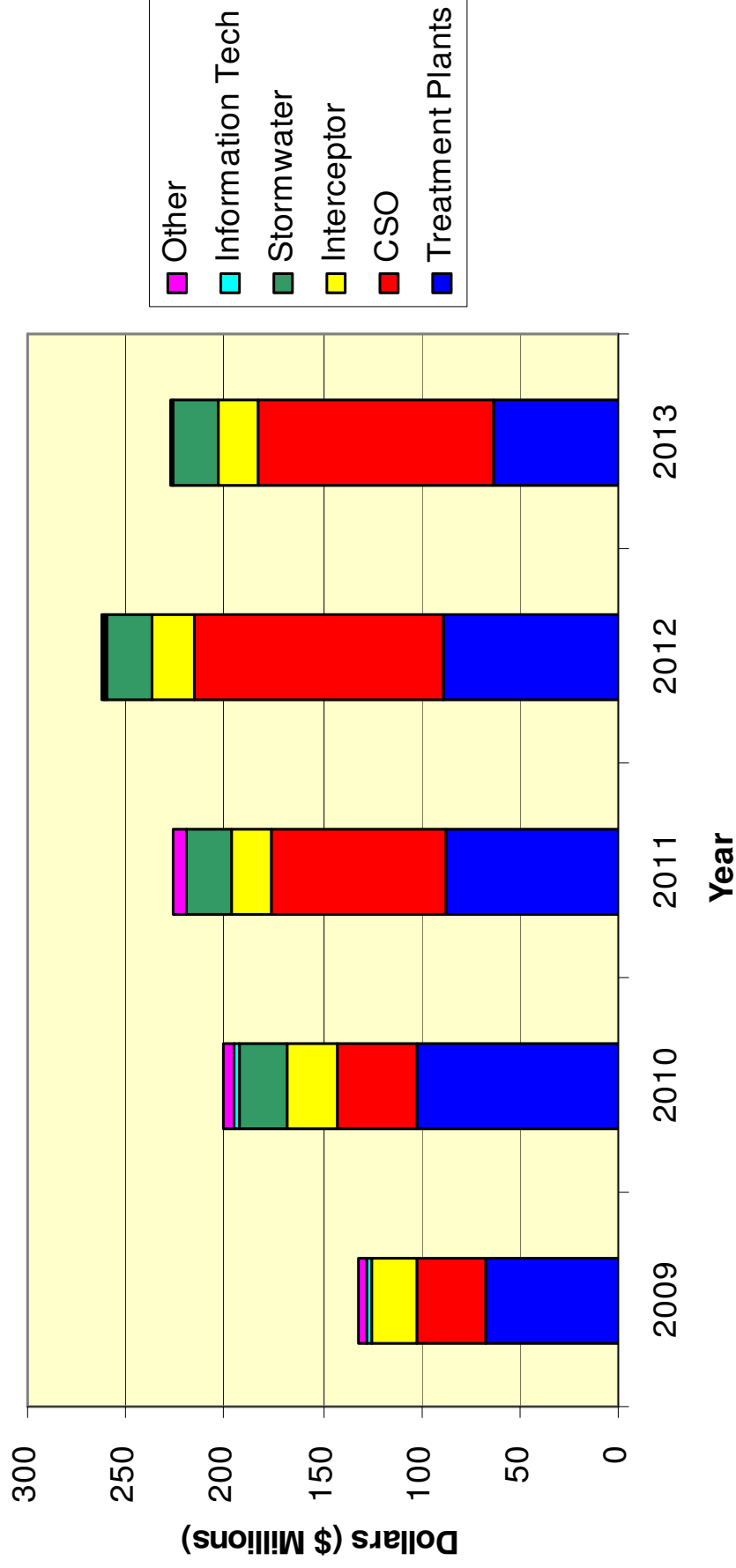
<b>Project:</b>	Second Stage FST 1-10 Improvements		
<b>Design Start:</b>	4 <sup>th</sup> Quarter 2013		
<b>Construction Start:</b>	2 <sup>nd</sup> Quarter 2015	<b>Construction Est. (\$M):</b>	\$13.8
<b>Project Description:</b>			
This project includes: <ul style="list-style-type: none"><li>• Pilot testing of one modified tank to demonstrate to OEPA</li><li>• Structural rehabilitation and modification to the concrete tanks to accommodate circular collectors</li><li>• Replacement of the traveling bridge collectors with circular sludge collectors</li><li>• Replacement of the effluent troughs and weirs and installation of full depth semi-solid baffles</li><li>• Replacement of the dewatering pumps</li></ul>			

# Northeast Ohio Regional Sewer District

## Capital Improvement Plan

2009-2013

**2009 - 2013 Capital Improvement Plan Cash Flow**



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **5 Year Capital Budget Summary**

DESCRIPTION	<u>Total Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Construction in Progress						
CSO LTCP	\$ 410,553,003	\$ 34,945,689	\$ 40,632,213	\$ 89,205,011	\$ 126,111,357	\$ 119,658,733
Plant Improvements	408,866,986	66,801,559	102,451,839	87,184,966	89,222,592	63,206,030
Interceptor Rehab	109,845,282	23,212,971	25,689,264	19,577,293	21,474,666	19,891,088
Stormwater	92,000,000	0	23,000,000	23,000,000	23,000,000	23,000,000
TOTAL CONSTRUCTION IN PROGRESS	\$ 1,021,265,271	\$ 124,960,219	\$ 191,773,316	\$ 218,967,270	\$ 259,808,615	\$ 225,755,851
Information Technology						
Computer Software	\$ 4,044,500	\$ 1,316,500	\$ 2,029,000	\$ 351,000	\$ 186,000	\$ 162,000
Computer Hardware	2,300,873	628,073	462,000	427,800	412,000	371,000
Network Infrastructure	1,573,300	1,373,300	170,000	30,000	0	0
TOTAL INFORMATION TECHNOLOGY	\$ 7,918,673	\$ 3,317,873	\$ 2,661,000	\$ 808,800	\$ 598,000	\$ 533,000
Other Minor Capital						
Machinery & Equipment	\$ 8,546,650	\$ 2,266,100	\$ 1,797,300	\$ 2,428,250	\$ 1,067,000	\$ 988,000
Building Improvements	5,276,000	522,000	2,768,000	1,840,000	93,000	53,000
Vehicles	3,858,000	389,000	1,307,000	1,478,000	512,000	172,000
Grounds	568,350	417,350	151,000	0	0	0
Furniture	173,250	143,250	20,000	10,000	0	0
TOTAL OTHER MINOR CAPITAL	\$ 18,422,250	\$ 3,737,700	\$ 6,043,300	\$ 5,756,250	\$ 1,672,000	\$ 1,213,000
Total Capital Plan	\$ 1,047,606,194	\$ 132,015,792	\$ 200,477,616	\$ 225,532,320	\$ 262,078,615	\$ 227,501,851

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009-2013 Capital Plan-CIP**

### **2009 Adopted Budget**

<u>Description</u>	<u>Start</u>	<u>Finish</u>	<u>Budgeted Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Combined Sewer Overflow Control Program ( CSO)</b>								
<b>Westerly CSO Projects</b>								
CSOTF_Expansion CSOTF	January 25, 2011	January 5, 2015	12,611,075	0	0	4,017,105	4,296,985	4,296,985
Westerly District_Misc Projects								
Mary Street Pump Station Upgrade	October 30, 2013	December 2, 2016	82,252	0	0	0	0	82,252
Train Ave. Relief Sewer (TARS)	June 3, 2009	April 28, 2010	2,975,000	1,966,087	1,008,913	0	0	0
<b>Westerly CSO Projects Totals</b>			<b>\$ 15,668,327</b>	<b>\$ 1,966,087</b>	<b>\$ 1,008,913</b>	<b>\$ 4,017,105</b>	<b>\$ 4,296,985</b>	<b>\$ 4,379,237</b>
<b>Southerly CSO Projects</b>								
CSO-063 Relief / Consolidation Sewer	August 22, 2012	February 3, 2014	2,414,149	0	0	0	162,316	2,251,833
<b>Southerly CSO Projects Totals</b>			<b>\$ 2,414,149</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 162,316</b>	<b>\$ 2,251,833</b>
<b>Easterly CSO Projects</b>								
Euclid Creek_Tunnel System								
Euclid Creek Pump Station	October 27, 2011	February 6, 2015	2,894,581	0	0	101,015	560,955	2,232,611
Euclid Creek_Tunnel System	February 13, 2009	September 14, 2015	146,688,517	5,343,434	3,856,566	45,240,437	46,124,040	46,124,040
Lakeshore Boulevard Relief Sewer	November 21, 2013	November 12, 2015	75,521	0	0	0	0	75,521
Lakeshore / Nottingham Reg / Relief	August 30, 2012	April 13, 2015	140,900	0	0	0	39,614	101,286
Easterly District_Misc Projects								
Tunnel Dewatering Pump Station	November 6, 2009	March 25, 2015	149,301,520	1,868,687	12,193,182	19,709,375	57,765,138	57,765,138
The Flat East Bank Development	May 1, 2008	July 16, 2009	5,846,262	5,846,262	0	0	0	0
Doan & Dugway_Tunnel System								
Dugway East Interceptor Relief Sewer	April 27, 2009	November 19, 2012	23,166,000	4,487,786	6,543,643	6,518,571	5,616,000	0
Dugway West Interceptor Relief	July 16, 2012	August 4, 2017	4,459,000	0	0	0	1,586,879	2,872,121
Doan Valley Storage Tunnel	February 21, 2013	April 26, 2018	3,856,946	0	0	0	0	3,856,946
Dugway Storage Tunnel	February 24, 2011	August 12, 2020	9,747,500	0	0	5,464,508	4,282,992	0
Mill Creek CSO Projects								
Lee Road Relief Sewer	March 17, 2009	September 19, 2012	28,539,000	6,523,200	8,185,362	8,154,000	5,676,438	0
MCT-3C (MCT-3R + AS-14)	April 22, 2009	January 5, 2011	15,108,000	6,263,453	8,844,547	0	0	0
Miles Ave. Relief Sewer (MARS)	June 2, 2008	January 8, 2010	1,101,780	1,101,780	0	0	0	0
<b>Easterly CSO Projects Totals-9000</b>			<b>\$ 390,925,527</b>	<b>\$ 31,434,602</b>	<b>\$ 39,623,300</b>	<b>\$ 85,187,906</b>	<b>\$ 121,652,056</b>	<b>\$ 113,027,663</b>
<b>Litigation CSO -7000</b>			<b>1,545,000</b>	<b>1,545,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CSO Project Totals</b>			<b>\$ 410,553,003</b>	<b>\$ 34,945,689</b>	<b>\$ 40,632,213</b>	<b>\$ 89,205,011</b>	<b>\$ 126,111,357</b>	<b>\$ 119,658,733</b>
<b>Treatment Plants</b>								
<b>Easterly Plant</b>								
Facility Plan Improvements - Headworks & Grit & Screening (EFP-1)	July 7, 2009	July 31, 2013	14,539,200	572,908	1,020,492	4,166,464	5,548,200	3,231,136
Aeration Tank Rehabilitation 3 (ATR-3)	April 13, 2009	March 10, 2011	8,535,000	3,278,689	4,527,713	728,598	0	0
Facility Plan Improvements Code and Safety (EFPI-2)	June 26, 2009	August 22, 2011	3,645,000	426,712	1,515,707	1,702,581	0	0
Structural & Sludge Pumping/Storage Improvements (EFP-3)	July 13, 2009	November 7, 2013	5,978,799	194,330	409,034	1,156,344	2,275,171	1,943,920
Facility Plan Improvements - Aerated Grit Facilities Improvements (EFP-4)	November 15, 2010	May 19, 2015	10,006,927	0	164,335	1,220,777	845,153	7,776,662
Primary Settling Tanks 2 (PST-2)	November 3, 2008	August 25, 2010	2,640,041	1,632,822	1,007,219	0	0	0
Primary Settling Tanks 3 (PST-3)	February 2, 2009	October 10, 2011	7,605,000	487,500	3,653,535	3,463,965	0	0
Separate Channel Air Blowers Improvements	October 1, 2009	May 23, 2012	1,770,000	26,885	100,615	1,040,445	602,055	0
300 MGD Sustained Secondary Capacity Improvements	May 14, 2010	November 12, 2014	27,340,525	0	1,512,911	2,369,620	7,729,310	15,728,684
CEPT and Disinfection of the Primary Effluent Bypass and CSO-001 (NFA-ST3)	June 29, 2010	February 25, 2015	15,889,482	0	921,659	1,616,341	5,692,720	7,658,762
Chemical Storage and Feed Facility	January 15, 2010	April 16, 2013	5,247,999	0	438,260	1,205,989	2,791,035	812,715

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009-2013 Capital Plan-CIP**

### **2009 Adopted Budget**

<u>Description</u>	<u>Start</u>	<u>Finish</u>	<u>Budgeted Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Maintenance Building Renovation and Expansion (MB-1)								
December 13, 2013	January 20, 2017		20,626	0	0	0	0	20,626
Final Clarifiers Rehabilitation FCR 4								
January 2, 2009	November 20, 2009		1,686,000	1,686,000	0	0	0	0
Final Clarifier Rehabilitation FCR 5								
July 28, 2011	April 2, 2013		4,170,000	0	0	1,063,872	2,479,203	626,925
Misc Improvements								
January 2, 2009	March 4, 2021		4,318,655	861,742	865,057	861,742	865,057	865,057
Aeration Blower Rehabilitation (ABR)								
March 31, 2009	May 6, 2011		2,002,000	212,000	1,158,235	631,765	0	0
Easterly Substation Replacement								
June 18, 2009	June 25, 2010		1,696,000	916,230	779,770	0	0	0
Easterly Plant Totals			\$ 117,091,254	\$ 10,295,818	\$ 18,074,542	\$ 21,228,503	\$ 28,827,904	\$ 38,664,487
Westerly Plant								
Westerly Final Clarifier Rehabilitation Project								
March 1, 2011	May 16, 2014		3,726,389	0	0	236,381	843,758	2,646,250
CSOTF Rehabilitation								
August 17, 2010	January 25, 2013		826,000	0	24,854	34,646	714,488	52,012
Replacement of CSOTF Dewatering Pumps								
February 1, 2013	June 5, 2015		42,000	0	0	0	0	42,000
Misc Improvements								
January 2, 2009	March 4, 2021		1,079,664	215,436	216,264	215,436	216,264	216,264
Westerly Plant Totals			\$ 5,674,053	\$ 215,436	\$ 241,118	\$ 486,463	\$ 1,774,510	\$ 2,956,526
Southerly Plant								
Second Stage Aeration Tank Rehabilitation (ATR-2)								
January 2, 2009	July 27, 2009		1,406,100	1,406,100	0	0	0	0
Second Stage Setting Tanks Bridge Rehabilitation (BR-4)								
January 2, 2009	April 12, 2010		4,100,000	3,280,000	820,000	0	0	0
Cuyahoga Valley Interceptor Lift Station Improvements ( CVI- LS-3)								
March 31, 2009	December 14, 2010		6,658,430	3,003,119	3,655,311	0	0	0
Incinerator Rehabilitation IR-13								
June 2, 2009	September 7, 2010		7,665,000	3,608,446	4,056,554	0	0	0
Biosolids Handling and Incineration								
Biosolids Handling and Incineration (28)								
August 12, 2008	September 11, 2012		94,852,381	5,689,352	33,292,633	33,165,075	22,705,321	0
Southerly Digester A Decommissioning (28 A)								
January 2, 2009	June 22, 2009		1,104,066	1,104,066	0	0	0	0
Biosolids Incinerator Procurement (28 B)								
January 30, 2009	February 17, 2011		51,377,012	23,353,187	25,396,591	2,627,234	0	0
Biosolids Dome Removal (28 C1)								
December 26, 2008	April 3, 2009		454,500	454,500	0	0	0	0
Biosolids Digester Cleaning (28 F)								
June 25, 2009	October 15, 2009		5,520,000	5,520,000	0	0	0	0
Pre-purchase of Steel Piles (28 G)								
November 9, 2009	January 7, 2010		2,000,000	1,950,000	50,000	0	0	0
Southerly Substation Replacements Phases1-3 (SSR1-3)								
July 9, 2008	June 21, 2012		15,728,182	1,165,626	5,993,322	5,970,359	2,598,875	0
Headworks Improvements								
July 13, 2009	February 4, 2013		20,392,000	856,656	1,333,344	8,132,809	9,189,017	880,174
Exterior Cladding								
June 26, 2009	September 30, 2011		2,809,999	382,075	1,050,080	1,377,844	0	0
Generator Enhancement								
December 29, 2009	October 20, 2010		162,500	2,310	160,190	0	0	0
Zimpro Rehabilitation								
March 2, 2009	January 20, 2010		1,110,000	1,075,619	34,381	0	0	0
First Stage FST 7-10_ Groundwater Monitoring Wells								
December 31, 2009	March 24, 2011		65,249	79	41,808	23,362	0	0
Roof Renovations RRN-5								
June 2, 2009	August 30, 2010		625,000	62,500	562,500	0	0	0
Primarily Settling Tanks PST 1-10 Concrete Rehabilitation (SFP-07-1)								
June 2, 2009	April 8, 2011		1,955,000	181,566	1,230,780	542,654	0	0
Second Stage Lift Station Improvements_1 (SFP-21-1)								
April 1, 2009	November 30, 2011		845,500	75,859	298,419	471,222	0	0
Effluent Filter Interim Improvement								
June 1, 2009	October 10, 2011		3,910,000	273,697	1,321,857	2,314,446	0	0
Easterly Sludge Valve Replacement (SFP 87-1)								
February 3, 2010	September 21, 2012		518,000	0	50,000	264,986	203,014	0
Primary Settling Tanks PST 11-18 Improvements (SFP-10-1-2)								
August 13, 2009	August 2, 2013		20,285,000	544,004	1,405,793	5,036,670	8,363,656	4,934,877
Gravity Thickening Improvements (SFP-36-1)								
September 1, 2009	July 12, 2013		6,265,999	125,118	371,090	1,144,485	3,018,012	1,607,294
Zimpro Multiple Hearths Demolition								
March 2, 2012	September 26, 2014		2,842,302	0	0	0	513,731	2,328,571
Primary Settling Tanks PST 1-10 Improvements								
October 25, 2013	September 1, 2017		103,344	0	0	0	0	103,344

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009-2013 Capital Plan-CIP**

### **2009 Adopted Budget**

<u>Description</u>	<u>Start</u>	<u>Finish</u>	<u>Budgeted Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Waste Pickle Liquor Bldg Improvements	May 25, 2012	January 13, 2015	1,572,948	0	0	0	287,833	1,285,115
First Stage Aeration Tank Improvements	October 25, 2013	June 14, 2016	71,429	0	0	0	0	71,429
Flow Control Chamber A Flow Measurement Improvements	May 25, 2012	June 9, 2014	804,446	0	0	0	122,934	681,512
First Stage FST 1-6 Improvements	October 25, 2013	September 1, 2017	92,252	0	0	0	0	92,252
First Stage FST 7-10_ Improvements	October 25, 2013	September 1, 2017	405,426	0	0	0	0	405,426
First Stage Return Sludge Pump Station Improvements	October 25, 2013	June 14, 2016	40,000	0	0	0	0	40,000
Second Stage Lift Station Improvements_2	October 25, 2013	September 1, 2017	138,927	0	0	0	0	138,927
Second Stage Aeration Improvements_2	October 25, 2013	September 1, 2017	228,644	0	0	0	0	228,644
Second Stage FST 1-10 Improvements	October 25, 2013	September 1, 2017	249,085	0	0	0	0	249,085
Second Stage FSTAuxiliary Systems and Buildings	October 25, 2013	September 1, 2017	75,331	0	0	0	0	75,331
Second Stage Return Sludge Pump Station Improvements	October 25, 2013	September 1, 2017	84,795	0	0	0	0	84,795
Effluent Disinfection Improvements	October 25, 2013	June 14, 2016	52,457	0	0	0	0	52,457
Waste Liquor Handling Improvements	October 25, 2013	September 1, 2017	23,167	0	0	0	0	23,167
Storm Water Pump Station Improvements	May 25, 2012	January 29, 2015	640,568	0	0	0	123,170	517,398
Equipment Storage Building Rehabilitation	November 6, 2013	June 27, 2016	7,062	0	0	0	0	7,062
Maintenance Building Rehabilitation	November 6, 2013	July 13, 2016	46,682	0	0	0	0	46,682
Security Building Rehabilitation	November 6, 2013	June 27, 2016	3,114	0	0	0	0	3,114
Site Paving Improvements	November 6, 2013	June 27, 2016	165,877	0	0	0	0	165,877
Electrical Systems Replacement	June 2, 2009	April 5, 1934	2,818,670	38,286	641,740	711,058	713,793	713,793
Miscellaneous Structural And Architectural Repairs	May 25, 2012	January 13, 2015	628,837	0	0	0	128,964	499,873
Demolition of PEB Conduit Baffle Walla	May 25, 2012	October 28, 2013	179,520	0	0	0	17,400	162,120
Tunnel Dewatering Pumps	October 25, 2012	June 16, 2015	517,575	0	0	0	106,351	411,224
Series Operation with Chemical Addition and Disinfection (ST 1)	October 25, 2010	June 12, 2013	11,422,999	0	243,452	994,602	7,032,462	3,152,483
Southerly Electrical Repair Program	January 2, 2009	December 5, 2011	362,549	124,851	125,332	112,366	0	0
Miscellaneous Improvements	January 2, 2009	March 4, 2021	4,956,172	988,952	992,756	988,952	992,756	992,756
Operational Control Interface Upgrade	April 1, 2009	January 29, 2010	656,250	612,707	43,543	0	0	0
Steam Generation System Improvements and Heating System Modifications	October 9, 2009	August 26, 2013	6,350,000	118,297	506,703	1,591,876	2,502,889	1,630,235
Return Activated Screw Pump Evaluation	February 26, 2010	December 2, 2010	318,000	0	318,000	0	0	0
<b>Southerly Plant Totals-9000</b>			<b>\$ 285,668,346</b>	<b>\$ 55,996,972</b>	<b>\$ 83,996,179</b>	<b>\$ 65,470,000</b>	<b>\$ 58,620,178</b>	<b>\$ 21,585,017</b>
<b>Property Matters-7000</b>			<b>175,000</b>	<b>175,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Plant drive repair/replacement-1200</b>			<b>210,000</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>110,000</b>	<b>0</b>
<b>Salt Bin-1200</b>			<b>40,000</b>	<b>0</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Westerly building improvements-9000</b>			<b>0</b>	<b>118,333</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Treatment Plant Project Totals</b>			<b>\$ 408,858,653</b>	<b>\$ 66,801,559</b>	<b>\$ 102,451,839</b>	<b>\$ 87,184,966</b>	<b>\$ 89,332,592</b>	<b>\$ 63,206,030</b>
<b>Interceptors - Rehabilitation</b>								
Manhole Rehabilitation (MR-10)	January 2, 2009	April 22, 2009	734,753	734,753	0	0	0	0
Westerly Interceptors Box Culvert Repair	January 2, 2009	August 12, 2010	4,341,774	2,733,320	1,608,454	0	0	0
Easterly Interceptor Lakeside Improvement Contract at E53rd Street (EILIC53)	January 2, 2009	May 15, 2009	1,552,031	1,552,031	0	0	0	0
Big Creek Interceptor (BCI-3E)	May 1, 2008	September 22, 2009	65,365	65,365	0	0	0	0
W. 117th CSO 071 Culvert Repair	June 15, 2009	July 20, 2010	585,000	299,786	285,214	0	0	0
Mill Creek Interceptor Vista Branch (MCI-VB)	October 1, 2008	April 5, 2010	1,295,203	1,056,400	238,803	0	0	0

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **2009-2013 Capital Plan-CIP**

### **2009 Adopted Budget**

<u>Description</u>	<u>Start</u>	<u>Finish</u>	<u>Budgeted Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Mill Creek Interceptor Main Branch (MCI-MB)	November 9, 2009	March 13, 2012	10,019,202	642,679	4,301,006	4,284,527	790,990	0
S/W District Interceptor Service Agreement Contract (SWDISAC)	January 2, 2009	May 16, 2011	165,000	70,328	70,598	24,074	0	0
Valley Belt Gravity Sewer (VBGS)	January 2, 2009	December 30, 2009	5,903,031	5,903,031	0	0	0	0
Huntington Garage CSO-093	June 15, 2009	December 30, 2009	2,340,000	2,340,000	0	0	0	0
Mill Creek Interceptor-Reg. Mc-47 Outfall	March 2, 2009	February 14, 2011	1,939,999	181,733	1,447,821	310,445	0	0
Mill Creek Interceptor - Phase 2 (MCIR-2)	November 9, 2009	March 13, 2012	9,327,999	598,342	4,004,289	3,988,947	736,421	0
BCI-WS	March 31, 2009	July 20, 2009	693,000	693,000	0	0	0	0
BCI-3DR	November 9, 2009	February 17, 2010	3,414,000	1,929,652	1,484,348	0	0	0
CSO Outfall Rehabilitation Project CSORC, Relining Outfall Sewers	June 10, 2009	September 3, 2013	15,311,680	702,215	1,189,465	3,827,954	5,742,000	3,850,046
Easterly Westerly Southerly Collection System Rehab _ Phase 2	March 17, 2010	April 5, 2016	16,444,371	0	990,685	3,452,085	6,098,440	5,903,161
CVI Rehabilitation Project	March 28, 2012	November 2, 2016	310,863	0	0	0	134,482	176,381
Pepper Pike Service Area Expansion	February 2, 2009	October 18, 2010	819,000	445,879	373,121	0	0	0
Westerly Low Level Interceptor Riverbed Street Bypass Pumping	November 9, 2009	August 9, 2010	1,182,000	240,094	941,906	0	0	0
Rehab Automated Regulators (RAR-5)	November 9, 2009	July 11, 2011	2,140,000	193,194	1,292,917	653,889	0	0
Walworth Run Outfall Repair Phase 2 (WROR)	January 11, 2010	March 24, 2011	2,340,000	0	1,900,318	439,682	0	0
Westerly Low Level Interceptor_ Long Term Solution	January 14, 2010	July 4, 2014	20,523,833	0	1,432,421	1,267,579	7,862,333	9,961,500
Train Ave Relief Sewer (TARS)	July 28, 2009	January 17, 2011	2,872,999	854,339	1,973,297	45,363	0	0
Spring Jennings Outfall Emergency Repair	May 1, 2008	May 1, 2009	861,648	861,648	0	0	0	0
Spring Jennings Phase 2 Study	January 2, 2009	May 31, 2011	2,572,000	212,000	1,396,183	963,817	0	0
Westerly Low Level Interceptor Study	August 6, 2009	July 8, 2010	525,000	235,805	289,195	0	0	0
BCI-VAC (Valley & Ardoyne Connection)	January 2, 2009	September 14, 2011	835,531	297,377	319,223	218,931	0	0
<b>Interceptors - Rehabilitation Totals-9000</b>			<b>\$ 109,115,282</b>	<b>\$ 22,842,971</b>	<b>\$ 25,539,264</b>	<b>\$ 19,477,293</b>	<b>\$ 21,364,666</b>	<b>\$ 19,891,088</b>
<b>Diesel fuel for pumps (low level)-1500</b>			<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Big Creek Pump Station electricity-1500</b>			<b>300,000</b>	<b>150,000</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Repairs to E 55th Netting Facility - redesign-1500</b>			<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Barberton Creek Pump Station portable pumps-1500</b>			<b>110,000</b>	<b>110,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Intercommunity Sewer rehab -9000</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>Interceptors - Rehabilitation Totals</b>			<b>\$ 109,635,282</b>	<b>\$ 23,212,971</b>	<b>\$ 25,689,264</b>	<b>\$ 19,577,293</b>	<b>\$ 21,364,666</b>	<b>\$ 19,891,088</b>
<b>Stormwater-9000</b>			<b>92,000,000</b>	<b>0</b>	<b>23,000,000</b>	<b>23,000,000</b>	<b>23,000,000</b>	<b>23,000,000</b>
<b>Total Stormwater</b>			<b>92,000,000</b>	<b>0</b>	<b>23,000,000</b>	<b>23,000,000</b>	<b>23,000,000</b>	<b>23,000,000</b>
<b>TOTAL CIP</b>			<b>\$ 1,021,265,271</b>	<b>\$ 124,960,219</b>	<b>\$ 191,773,316</b>	<b>\$ 218,967,270</b>	<b>\$ 259,808,615</b>	<b>\$ 225,755,851</b>

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2009-2013 Capital Plan-Computer Software, Hardware, and Other Minor Capital**  
**All Budget Centers - 2009 Adopted Budget**

<u>DESCRIPTION</u>	<u>Budget Centers</u>	<u>Total Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Computer Software</b>	<b>ALL</b>	<b>4,044,500</b>	<b>1,316,500</b>	<b>2,029,000</b>	<b>351,000</b>	<b>186,000</b>	<b>162,000</b>
HMI upgrade, point and screen work	1000	180,000	0	45,000	45,000	45,000	45,000
HMI thin or web client deployment	1000	68,000	0	20,000	24,000	24,000	0
Network and other device monitoring with SNMP (Simple Network Mgmt Protocol)	1000	34,000	0	22,000	4,000	4,000	4,000
Security and Event Log Manager software	1000	26,000	0	17,000	3,000	3,000	3,000
ESRI Extensions	3000	3,000	3,000	0	0	0	0
VMWare Server Upgrades for Quad Processor	3000	25,000	25,000	0	0	0	0
Network Security Scanner Software	3000	8,500	8,500	0	0	0	0
Oracle Purchasing/iSupplier (Licensing & Implementation)	3000	670,000	670,000	0	0	0	0
SBE Program MIS (Licensing & Implementation)	3000	75,000	75,000	0	0	0	0
LABlynx Enhancements	3000	25,000	25,000	0	0	0	0
Outlook/Exchange Email Migration	3000	375,000	375,000	0	0	0	0
Claims Management Software (HR, Safety & Security)	3000	135,000	135,000	0	0	0	0
2010-2013 General Computer Software	3000	445,000	0	100,000	125,000	110,000	110,000
Document Management System	3000	1,200,000	0	1,200,000	0	0	0
ODMS Upgrade	3000	400,000	0	400,000	0	0	0
Oracle eBusiness Modules (iRecruitment, Self-Service)	3000	70,000	0	70,000	0	0	0
Oracle SPL Enhancements / Asset Management / Stormwater	3000	140,000	0	80,000	60,000	0	0
Customer Service System (Centralized CS, Web Portal)	3000	75,000	0	75,000	0	0	0
Helpdesk Track-IT System Upgrade	3000	90,000	0	0	90,000	0	0
<b>Computer Hardware</b>	<b>ALL</b>	<b>2,300,873</b>	<b>628,073</b>	<b>462,000</b>	<b>427,800</b>	<b>412,000</b>	<b>371,000</b>
Remote site local data logging during comm failure	1000	43,840	43,840	0	0	0	0
"DMZ" (De-militarized Zone) network layer between control and IT networks for historians, and IDS (Intrusion Detection System)	1000	21,000	13,000	8,000	0	0	0
Server upgrades & replacement	1000	195,000	3,000	84,000	60,000	48,000	0
CEMS software & server upgrades	1000	18,000	0	18,000	0	0	0
Network topology changes to dual-star or dual-hub	1000	68,800	0	23,000	28,800	5,000	12,000
Install additional panel views in high risk units	1000	100,000	20,000	20,000	20,000	20,000	20,000
Replace PLC-5 processors with Control Logix	1000	240,000	48,000	48,000	48,000	48,000	48,000
Install additional HMI viewers as requested	1000	54,170	10,170	11,000	11,000	11,000	11,000
Install backup servers at each facility	1000	34,000	34,000	0	0	0	0
Servers - Database & General Purpose	3000	80,000	80,000	0	0	0	0
GIS Server Upgrade	3000	100,000	100,000	0	0	0	0
HP Printers Upgrade	3000	6,000	6,000	0	0	0	0
Desktop workstation upgrades	3000	90,000	90,000	0	0	0	0
Laptop Upgrades	3000	72,000	72,000	0	0	0	0
Tablet PC/Toughbooks (Lab/Engineering)	3000	9,900	9,900	0	0	0	0
Engineering PowerUser Workstations (GIS)	3000	16,000	16,000	0	0	0	0
Allocation for desktop/laptop/tablet research/pilot	3000	8,000	8,000	0	0	0	0
Large Plotter (Southerly RE Building)	3000	12,000	12,000	0	0	0	0
GJM UPS Battery Replacement	3000	5,000	5,000	0	0	0	0
SSL VPN Appliance - Remote Access	3000	6,000	6,000	0	0	0	0
AVAYA PBX Port Expansion Board	3000	4,400	4,400	0	0	0	0
Kronos Timeclocks Replacement	3000	46,763	46,763	0	0	0	0
2010-2013 General Computer Hardware	3000	1,070,000	0	250,000	260,000	280,000	280,000
<b>Network Infrastructure</b>	<b>ALL</b>	<b>1,573,300</b>	<b>1,373,300</b>	<b>170,000</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
Southerly Fiber Rehab	3000	80,000	80,000	0	0	0	0
Storage Area Network Implementation	3000	650,000	650,000	0	0	0	0
Network Infrastructure Upgrade	3000	505,000	505,000	0	0	0	0
GJM A/V Upgrades	3000	57,300	57,300	0	0	0	0
EMSC Paging System Upgrade	3000	21,000	21,000	0	0	0	0
AVST Voice Mail Upgrade	3000	60,000	60,000	0	0	0	0
Enterprise Wireless Network	3000	120,000	0	120,000	0	0	0
UPS Upgrade (GJM)	3000	30,000	0	0	30,000	0	0
UPS Upgrade (EMSC - 2014)	3000	0	0	0	0	0	0
Remote Access Upgrade	3000	50,000	0	50,000	0	0	0



**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**2009-2013 Capital Plan-Computer Software, Hardware, and Other Minor Capital**  
**All Budget Centers - 2009 Adopted Budget**

<u>DESCRIPTION</u>	<u>Budget Centers</u>	<u>Total Cost</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>Machinery &amp; Equipment</b>	<b>ALL</b>	<b>8,546,650</b>	<b>2,266,100</b>	<b>1,797,300</b>	<b>2,428,250</b>	<b>1,067,000</b>	<b>988,000</b>
SG Replacement Actuators (3)	1100	42,000	42,000	0	0	0	0
CVI Pump No. 2 Check Valve	1100	30,000	30,000	0	0	0	0
Chain & Flight for Primary Tanks	1100	550,000	110,000	110,000	110,000	110,000	110,000
Gravity Thickeners Pumps (4)	1100	100,000	100,000	0	0	0	0
Ferric Chloride Storage Tank Replacement	1100	90,000	90,000	0	0	0	0
Second Stage Aeration Return Sludge Screw Pump Gear Boxes (4)	1100	600,000	400,000	200,000	0	0	0
Hydraulic Actuator First Stage Bypass Valve	1100	20,000	20,000	0	0	0	0
Variable Frequency Drives for Backwash Pump #1	1100	45,000	45,000	0	0	0	0
Doppler Flow Meters for Gravity Thickeners (2)	1100	15,000	15,000	0	0	0	0
Drexelbrook RF Level Probes for Boilers (4)	1100	24,400	24,400	0	0	0	0
Disinfection Bldg., replacement of roof air handler	1100	28,000	0	28,000	0	0	0
2nd stage return sludge return sludge bldg, replacement or inside barrel exhaust fan asset #35023	1100	35,000	0	35,000	0	0	0
Effluent Bldg, a/c unit replacement in Admin. Control room	1100	15,000	0	15,000	0	0	0
HVAC automation monitoring equipment installation	1100	30,000	0	30,000	0	0	0
GBT Bldg., installation of HVAC monitoring equipment	1100	12,000	0	12,000	0	0	0
Thermal Conditioning Bldg., installation of HVAC monitoring equipment	1100	12,000	0	12,000	0	0	0
Maintenance Bldg., installation of HVAC monitoring equipment	1100	15,000	0	0	0	15,000	
Screen Bldg. Installation of HVAC monitoring equipment	1100	12,000	0	0	0	0	12,000
Admin. Bldg. , installation of HVAC monitoring equipment	1100	15,000	0	0	0	0	15,000
Thermal conditioning, basement air handler	1100	30,000	0	0	0	30,000	0
2nd stage return Sludge Bldg. interior air handler	1100	30,000	0	0	30,000	0	0
2nd stage blower building. Replacement of roof exhaust fans	1100	21,000	0	0	21,000	0	0
Industrial mowers (unit cost = \$36,000)	1100	36,000	0	0	0	36,000	0
Large Trash Pumps (unit cost = \$55,000)	1100	55,000	0	0	55,000	0	0
Replace the Local Control Panel for PEPS	1200	38,000	38,000	0	0	0	0
Machine Shop Drill Press	1200	5,000	5,000	0	0	0	0
Rebuild one centrifuge bowl and balance	1200	150,000	45,000	50,000	0	55,000	0
Rebuild one centrifuge rotodiff	1200	105,000	30,000	35,000	0	40,000	0
Ductile pipe grooving machine	1200	23,000	23,000	0	0	0	0
Magnetic Flow Meter for Centrate	1200	9,600	9,600	0	0	0	0
Large Trash Pumps (unit cost = \$55,000)	1200	55,000	0	0	0	0	55,000
Hypo Bisulfite Bldg. air handler replacements asset # 's 67602 & 67636	1200	35,000	0	35,000	0	0	0
Admin. Bldg. air handler replacement control room	1200	25,000	0	25,000	0	0	0
Admin. Bldg. air handler replacement Admin. Offices	1200	35,000	0	0	35,000	0	0
Replacement grit classifiers	1300	195,000	0	60,000	65,000	70,000	0
Southerly Pump Bldg. air handler replacement, asset # 40597	1300	21,000	0	21,000	0	0	0
Effluent Bldg. air handler replacement, asset # 15006	1300	21,000	0	0	21,000	0	0
GPS (Inspectors) (unit cost =\$5,000)	1400	20,000	0	20,000	0	0	0
Chipper (unit cost = \$36,000)	1400	36,000	0	0	36,000	0	0
Lab acid exhaust fan installation	1400	15,000	0	15,000	0	0	0
Fleet Services air handler unit for exterior wash bay	1400	20,000	20,000	0	0	0	0
Fleet Services space and infrared heaters	1400	54,000	54,000	0	0	0	0
HVAC unit for SAN Project	1400	50,000	50,000	0	0	0	0
Hydraulic winch (unit cost = \$19,000)	1400	19,000	0	0	19,000	0	0
CCTV equipment	1400	250,000	0	0	250,000	0	0
Compressor (unit cost = \$31,000)	1400	31,000	0	0	31,000	0	0
Hydraulic power machines (unit cost = \$5,000)	1500	5,000	5,000	0	0	0	0
Large pump at Dille Road Pump Station (unit cost = \$24,000)	1500	24,000	24,000	0	0	0	0
Sluice replacement at Dille Road Pump Station (unit cost = \$22,000)	1500	22,000	22,000	0	0	0	0
Total station (GPS Surveying Equipment)	1500	25,000	0	25,000	0	0	0
Portable flow meters (unit cost = \$25,300)	1500	50,600	25,300	25,300	0	0	0
Permanent flow monitors (unit cost = \$10,000)	1500	190,000	0	90,000	60,000	40,000	
Cascade rotator assembly for tow motor (unit cost= \$8000)	1600	8,000	8,000	0	0	0	0
Small trailers (unit cost = \$9,000)	1700	18,000	0	0	9,000	9,000	0
Large trailer (unit cost = \$16,000)	1700	16,000	0	0	0	0	16,000
Radiation meter (Scaler) w/probes	1800	5,500	5,500	0	0	0	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
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Sampler w/Mobility Kit	1800	6,100	6,100	0	0	0	0
PSD200 Diluter for Lachat Autoanalyzer	1900	6,000	6,000	0	0	0	0
Infrared Drying oven	1900	8,000	8,000	0	0	0	0
4790 Extractor Controller for Oil & Grease Analysis	1900	7,200	7,200	0	0	0	0
Replacement of Dishwashers	1900	36,000	18,000	0	18,000	0	0
Replacement Muffle Furnace for solids analysis	1900	9,000	9,000	0	0	0	0
TCLP Tumbler for TCLP Metals Analysis	1900	6,000	6,000	0	0	0	0
Replacement BOD Incubators	1900	24,000	0	12,000	0	12,000	0
Replace Mercury Analyzer M6000 for Hg Analysis	1900	35,000	0	35,000	0	0	0
Particle Size Analyzer Anticipated Storm Water Work	1900	32,000	0	32,000	0	0	0
Replacement ICP 61E for Metals Analysis	1900	110,000	0	0	110,000	0	0
Replacement of Ultrasonic Nebulizer (USN) for Trace Metals Analysis	1900	30,000	0	0	30,000	0	0
Replacement of DR2500 Spectrophotometer for COD Analysis	1900	8,000	0	0	8,000	0	0
New ICP MS for Ultra Trace Metal Analysis Drinking Water	1900	150,000	0	0	0	150,000	0
Replace three QC8000 Automated Chemistry Analyzers	1900	250,000	0	0	0	0	250,000
HPLC GC/MS/MS for the Analysis of Pharmaceuticals	1900	500,000	0	0	0	0	500,000
Replace Microbiology Incubators for Coliform Analysis	1900	10,000	0	0	5,000	0	5,000
Replacement of Bioassay Aquariums	1900	25,000	0	0	0	0	25,000
Centralized lab Vacuum System	1900	15,250	0	0	15,250	0	0
Analytical Services- replace UPS, Mezzanine- Bio Room	1900	100,000	0	100,000	0	0	0
Analytical Services- evaluate air handlers	1900	20,000	0	20,000	0	0	0
Replace air handlers	1900	1,000,000	0	0	1,000,000	0	0
Security monitoring infrastructure upgrade- design	2100	30,000	30,000	0	0	0	0
Security Monitoring Infrastructure upgrade	2100	1,500,000	750,000	750,000	0	0	0
HVAC unit for SAN Project	6300	160,000	160,000	0	0	0	0
GPS (unit cost = \$5,000)	9000	5,000	0	5,000	0	0	0
Generator risk design	9000	25,000	25,000	0	0	0	0
Generator suppression installation	9000	1,000,000	0	0	500,000	500,000	0
<b>Building Improvements</b>	<b>ALL</b>	<b>5,276,000</b>	<b>522,000</b>	<b>2,768,000</b>	<b>1,840,000</b>	<b>93,000</b>	<b>53,000</b>
Thermal Conditioning Bldg. remove existing floor tile and install new porcelain tile	1100	15,000	15,000	0	0	0	0
Laborers Garage- resurface floor and protective coating	1100	25,000	0	0	25,000	0	0
Maint. Building men's shower room	1100	40,000	0	0	0	40,000	0
Replacement of doors to special-lite fiberglass doors (unit cost = \$35,000)	1100	175,000	35,000	35,000	35,000	35,000	35,000
Upgrade of Administration Training Room	1200	20,000	20,000	0	0	0	0
New Sodium Hydroxide Tank	1200	15,000	15,000	0	0	0	0
New glass-lined Centrate Pipe	1200	7,000	7,000	0	0	0	0
Replace overhead door in sodium hypochlorite building. Repair front of same building after new door is installed.	1200	80,000	0	80,000	0	0	0
Replacement of doors to special-lite fiberglass doors (unit cost = \$35,000)	1200	35,000	35,000	0	0	0	0
300 Building, 2nd floor hallway, installation of porcelain tiles, painting of walls	1200	16,000	16,000	0	0	0	0
Garage door F / 400 Building (unit cost \$18,000)	1200	18,000	18,000	0	0	0	0
Garage door F / screen room (unit cost \$12,000)	1200	12,000	0	12,000	0	0	0
Maintenance cage (unit cost = \$5,000)	1200	5,000	5,000	0	0	0	0
300 Control room remodel	1200	60,000	60,000	0	0	0	0
Two new sodium bisulfite tanks	1200	20,000	0	20,000	0	0	0
Boiler improvements	1300	36,000	18,000	18,000	0	0	0
Roof Replacements	1300	54,000	0	0	18,000	18,000	18,000
Admin. Bldg. ADA Compliant Washroom, Mezzanine Level	1300	150,000	0	150,000	0	0	0
Over head door installation (unit cost = \$12,000)	1300	36,000	36,000	0	0	0	0
Entrance door replacement with special life fiberglass doors and aluminum frames (unit cost = \$25,000)	1300	50,000	25,000	25,000	0	0	0
ADA compliant wash room in Headwork's Bldg. for visitors	1300	6,000	6,000	0	0	0	0
Shed roof for electrical sub-station	1400	25,000	25,000	0	0	0	0
Garage doors- EMSC West door and 2 doors at Fleet Services (unit cost = \$15,000)	1400	45,000	45,000	0	0	0	0
Construction of a loft for additional storage space in room 050 (WQIS storage room)	1400	10,000	10,000	0	0	0	0
Rehabilitation of room 042 for Biopak maintenance to include additional wash basin and tabletop/countertop space	1400	23,000	23,000	0	0	0	0

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Lightning rod testing / repair	1400	8,000	0	8,000	0	0	0
Arc flash panel labeling	1400	12,000	0	12,000	0	0	0
Vehicle Maint. panel replacement	1400	12,000	0	12,000	0	0	0
Correction of water migration in Analytical Services	1400	75,000	0	75,000	0	0	0
WQIS- Partition room 182 for additional office space	1400	5,000	0	5,000	0	0	0
WQIS-Renovate first aid room, convert to office space	1400	10,000	0	10,000	0	0	0
WQIS- Renovate printer room to accommodate first aid supplies, etc. removed in other renovation. Add a small base cupboard, countertop and wall cupboard.	1400	6,000	0	6,000	0	0	0
WQIS-Renovate WQIS office # 178 with new flooring, wall covering and ceiling tiles	1400	6,000	0		6,000	0	0
New Stormwater Offices at EMSC	1400	400,000	0	400,000	0	0	0
Renovate WQIS office space # 183 with new flooring, wall covering and ceiling tiles	1800	6,000	0	0	6,000	0	0
Lab Remodeling Design	1900	8,000	8,000	0	0	0	0
Laboratory Casework Remodeling	1900	150,000		150,000	0	0	0
Restructure IT cubicles	6300	50,000	50,000	0	0	0	0
Dual Flush Toilets	6300	50,000	50,000	0	0	0	0
Stormwater Offices at Metroparks	8100	3,500,000	0	1,750,000	1,750,000	0	0
<b>Vehicles</b>	<b>ALL</b>	<b>3,858,000</b>	<b>389,000</b>	<b>1,307,000</b>	<b>1,478,000</b>	<b>512,000</b>	<b>172,000</b>
Agri-tractors (unit cost = \$40,000)	1100	40,000	0	0	0	40,000	0
Plant utility vehicles (unit cost = \$13,000)	1100	104,000	39,000	0	26,000	39,000	0
Bus (unit cost = \$55,000)	1100	55,000	55,000	0	0	0	0
Sedan (unit cost = \$18,000)	1100	18,000	0	18,000	0	0	0
Small dump trucks (unit cost = \$53,000)	1100	53,000	0	0	53,000	0	0
Forklift (unit cost = \$28,000)	1100	28,000	0	0	28,000	0	0
Segway (unit cost = \$6,000)	1200	6,000	0	0	6,000	0	0
Plant utility vehicles (unit cost \$13,000)	1200	52,000	26,000	0	0	26,000	0
Industrial mowers (unit cost = \$36,000)	1200	36,000	0	0	36,000	0	0
Sedan (unit cost = \$18,000)	1200	18,000	0	0	18,000	0	0
Backhoe (unit cost = \$90,000)	1200	90,000	90,000	0	0	0	0
Loader backhoe	1200	85,000	85,000	0	0	0	0
John Deer Gator Replacement	1200	15,000	0	15,000	0	0	0
Industrial mowers (unit cost = \$36,000)	1300	36,000	0	0	36,000	0	0
Plant utility vehicles (unit cost \$13,000)	1300	39,000	26,000	13,000	0	0	0
Sedan (unit cost = \$18,000)	1300	18,000	0	18,000	0	0	0
Forklifts (unit cost = \$28,000)	1300	28,000	0	0	28,000	0	0
Spyder (unit cost = \$25,000)	1400	25,000	0	0	25,000	0	0
Bobcat (unit cost = \$35,000)	1400	35,000	0	0	35,000	0	0
Backhoe (unit cost = \$90,000)	1400	90,000	0	0	90,000	0	0
Pick up trucks ( Inspectors) (unit cost = \$32,000)	1400	224,000	0	224,000	0	0	0
Crew trucks (unit cost = \$32,000)	1400	160,000	0	0	160,000	0	0
Dump truck (unit cost = \$100,000)	1400	100,000	0	0	100,000	0	0
Lowboy trailer (unit cost = \$53,000)	1400	53,000	0	53,000	0	0	0
Jet- Vac truck ( unit cost = \$350,000)	1400	350,000	0	0	350,000	0	0
Blazer/ Suburban types (unit cost= \$24,000)	1500	360,000	0	96,000	96,000	96,000	72,000
Minivan / Crossover types (unit cost = \$23,000)	1500	171,000	0	46,000	46,000	79,000	0
Work vans (unit cost = \$21,000)	1500	42,000	0	21,000	21,000	0	0
Pickup trucks (unit cost = \$32,000)	1500	480,000	0	160,000	160,000	160,000	0
Tool-Body Utility Trucks (unit cost = \$36,000)	1500	252,000	0	72,000	108,000	72,000	0
Stake- body trucks (unit cost = \$38,000)	1500	38,000	0	0	38,000	0	0
Large dump truck (unit cost = \$100,000)	1500	100,000	0	0	0	0	100,000
Jet- Vac truck (unit cost = \$350,000)	1500	350,000	0	350,000	0	0	0
Field Services truck (unit cost = \$85,000)	1600	85,000	0	85,000	0	0	0
Plant utility vehicle (unit cost = \$13,000)	1600	13,000	13,000	0	0	0	0
Blazer/ Suburban (unit cost = \$33,000)	1800	33,000	0	33,000	0	0	0
Boat (unit cost = \$30,000)	1800	30,000	30,000	0	0	0	0
Sedan (unit cost = \$18,000)	1800	18,000	0	18,000	0	0	0
Pick up truck- 2 wheel drive with tool cap (unit cost = \$25,000)	1800	50,000	25,000	25,000	0	0	0
Security segways (unit cost = \$8,000)	2100	24,000	0	24,000	0	0	0
Sedan (unit cost = \$18,000)	6300	18,000	0	0	18,000	0	0
Pick-up truck (unit cost = \$18,000)	9000	36,000	0	36,000	0	0	0

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
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<b>Grounds</b>	<b>ALL</b>	<b>568,350</b>	<b>417,350</b>	<b>151,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
North Fill Area Restoration	1100	16,350	16,350	0	0	0	0
Replacement of the plant entrance gate with cantilever high security gates	1200	75,000	75,000	0	0	0	0
Replacement of entrance gates with high security operators	1200	80,000	80,000	0	0	0	0
Replacement of Main Plant Entrance Gate	1200	35,000	35,000	0	0	0	0
Replacement of entrance signage	1200	5,000	5,000	0	0	0	0
Storm Sewer installation	1300	12,000	6,000	6,000	0	0	0
Outlying facilities fence replacement, Eastland Rd., Flowerdale, Lakeview Dam, Dille Rd., Kingsbury Run, Pearl Rd & Wetzel Rd., West Schaaf, Fleet & Independence, Midtown Towers, Schaaf Rd.	1500	200,000	55,000	145,000	0	0	0
Booms for netting facilities	1500	40,000	40,000	0	0	0	0
Permeable pavement at W.140th/Harold	1500	25,000	25,000	0	0	0	0
Install gravel road and access catwalk at Millcreek Overflow Chamber	1500	75,000	75,000	0	0	0	0
Garden	8100	5,000	5,000	0	0	0	0
<b>Furniture</b>	<b>ALL</b>	<b>173,250</b>	<b>143,250</b>	<b>20,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
Color copier/ fax/ printer (unit cost = \$10,000)	1400	20,000	10,000	0	10,000	0	0
Blueprint Scanner - SSMO Library (unit cost = \$20,000)	1500	20,000	0	20,000	0	0	0
New Cubicles (3) - IT Main Floor	3000	25,000	25,000	0	0	0	0
Public Workstation Cabinets/Stand (Plants)	3000	8,250	8,250	0	0	0	0
District Copiers	6300	100,000	100,000	0	0	0	0

# CAPITAL **FINANCING**

View from Edgewater Park. By Doug Sacha.





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CAPITAL PROJECT IMPROVEMENTS**

The following table sets forth the improvements to the District's facilities from 1971 through 2008 and indicates the sources of funds that financed those projects.

### **CAPITAL PROJECTS AND COSTS 1971-2008**

<u>Construction Projects</u>	<u>Federal Grants</u>	<u>NEORSD Costs</u>	<u>Total Costs</u>
Treatment Plants	\$ 443,013,000	\$ 512,595,000	\$ 955,608,000
Interceptor Projects	174,918,000	399,845,000	574,763,000
Combined Sewer Overflow Control	27,258,000	436,854,000	464,112,000
Other Projects	958,000	304,322,000	305,280,000
Total	<u>\$ 646,147,000</u>	<u>\$1,653,616,000</u>	<u>\$2,299,763,000</u>

Since 1990, the anticipated sources of funds to meet capital expenditures have shifted from federal grants and bond proceeds to loans financed by Ohio's clean water SRF program, the Water Pollution Control Fund or "WPCLF". The WPCLF program provides loans to the District at below market rates. In its 2009 WPCLF Program Management Plan, the Ohio EPA established new provisions controlling the award of funds in the state. These include a per community borrowing limit of \$100 million and the awarding of loans solely based on project priority list ranking and the readiness to proceed. Unless the situation changes for future program years, the District at this point can anticipate a maximum of \$100 million in annual WPCLF borrowings for its capital programs.

In 2009 the American Recovery and Reinvestment Act of 2009 (ARRA) was enacted. As part of the Act the state was awarded \$221 million for water pollution control projects. The EPA provides funding to communities in the form of low interest loans, principal forgiveness, and grants. The community limit in any of the three categories, standard, green, and septic, is \$5 million. The District received \$10 million in principal forgiveness for the standard and "green" projects from the state.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Capital and Bond Project Accounts Budget**

### **Sources and Uses**

**2009**

	<u>Capital Project Account</u>	<u>Bond Project Account</u>	<u>Total Capital Account</u>
<b>CAPITAL AND BOND PROJECT ACCOUNTS</b>			
Beginning Balance Capital and Bond Project Account	\$ 164,492,983	\$ 1,670,161	\$ 166,163,144
Funding Sources:			
Pay As You Go Capital Financing Transfers In	-	-	-
Revenue Bonds	-	-	-
Interest Income	4,434,340	2,113,530	6,547,870
WPCLF Loans	47,040,486	-	47,040,486
Federal Grants	-	-	-
Total Funding Sources	<u>\$ 51,474,826</u>	<u>\$ 2,113,530</u>	<u>\$ 53,588,356</u>
Anticipated Payments due on contracts in progress and contracts to be awarded in 2009:			
Capitalized Labor & Fringe Benefits	(3,613,571)	-	(3,613,571)
Capital Outlays:			
Plant Improvements	(66,801,559)		(66,801,559)
CSO LTCP	(34,945,689)		(34,945,689)
Interceptor Rehab	(23,212,971)		(23,212,971)
Information Technology	(3,317,873)		(3,317,873)
Other	(3,737,700)	-	(3,737,700)
Total Anticipated Payments	<u>\$ (135,629,363)</u>	<u>\$ -</u>	<u>\$ (135,629,363)</u>
Ending Balance Capital and Bond Project Account	<u>\$ 80,338,446</u>	<u>\$ 3,783,691</u>	<u>\$ 84,122,137</u>

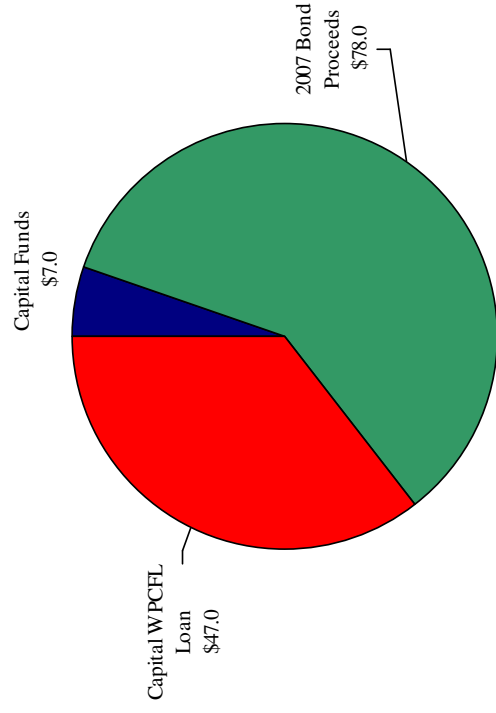


# Northeast Ohio Regional Sewer District

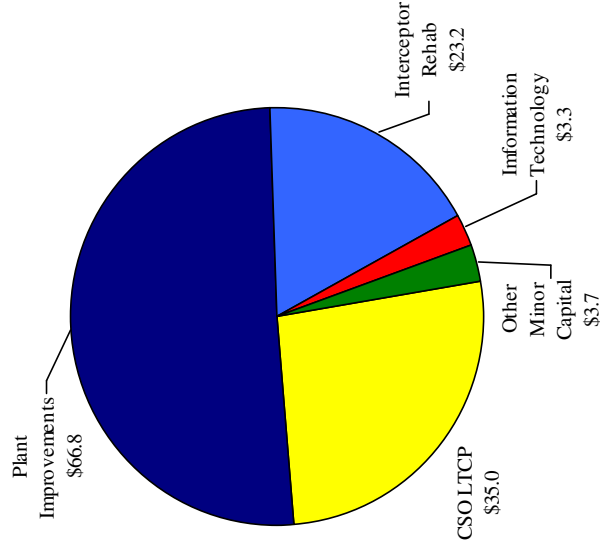
## 2009 Capital Project Funding

### Sources and Uses

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**Capital Project  
Funding Sources  
\$132.0 Million**



**Capital Plan  
Uses Summary  
\$132.0 Million**

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **DEBT SERVICE**

Each year NEORSRD prepares a five-year Capital Improvement Plan (CIP), which lists anticipated capital projects by category and the year in which the project will be constructed. Historically, NEORSRD had been successful in obtaining federal construction grants to fund these projects. As grant funds decreased, it obtained funding for most projects through the State-administered Clean Water State Revolving Fund Program known as the Water Pollution Control Loan Fund (WPCLF) in Ohio. This program provides below market interest rate loans secured by user fees paid by customers. In addition to grant funds and low interest loan funds, NEORSRD has also accessed the Ohio Water Development Authority (OWDA) market rate loan program. These loans are also secured by user fees. Other sources of funding for capital projects include internally generated funds and proceeds from NEORSRD's own revenue bond financing. As NEORSRD reviews its CIP, priority of funding will generally be:

- a) Grant funds
- b) Low interest loan funds from WPCLF
- c) Internally generated funds
- d) Revenue Bonds and Notes
- e) Market-rate loans from OWDA
- f) Other loan funds as available, such as Public Works Commission funds
- g) Lease financing

Consistently with the foregoing priorities, the District may from time to time establish interim financing mechanisms for its CIP, and it will generally seek to secure obligations that it issues or incurs for interim financing purposes on a subordinated basis relative to its Revenue Bonds.

**OWDA (Non-SRF)** These loans represent financing obtained under co-operative agreements for certain construction projects for which Federal grant funds have been provided and cover the portion of funds required for each project in excess of Federal grant funds. The repayment period commences on a fixed date established by each agreement. Repayments have begun on all agreements. The aggregate amount of OWDA Loans outstanding as of December 31, 2008 was \$0. Annual payments were required through the year 2008. The District's obligation to make payments on its OWDA Loans is subordinate to its obligation to pay debt service on the District's Series 2005 Bonds, the Series 2007 Bonds and any Additional Bonds.

**WPCLF (SRF)** Title VI of the Clean Water Act, as amended, authorizes the Administrator of the U.S. Environmental Protection Agency to make Federal capitalization grants to states for deposit in state water pollution control revolving funds (SRFs). From these funds, states can provide loans and other types of financial assistance, but not grants, to government entities for the construction of publicly owned wastewater treatment facilities. In Ohio, this SRF program is known as the Water Pollution Control Loan Fund and is jointly administered by the Ohio EPA and the OWDA. Principal balances on loans increase as project costs are incurred.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **DEBT SERVICE - continued**

Interest accrues on principal amounts outstanding during the construction period and is combined with the principal balance upon completion of the project. The repayment period for each loan commences no later than the first January or July following the expected completion date of the project to which it relates, utilizing an estimate of total eligible project costs as the preliminary loan amount. The District is required to submit final eligible project costs within one year of the project completion date at which time the final loan amount is determined and semi-annual payment amounts are adjusted to reflect such costs. Loans are to be repaid in semi-annual payments of principal and interest over a period of twenty years. The loan amount outstanding as of December 31, 2008 was \$417,079,591. The District's obligation to make payments on its Water Pollution Control Loans is subordinate to its obligation to pay Debt Service on the Series 2005 Bonds and any Additional Bonds. The District will continue to maximize the use of OWDA and WPCLF loans to the extent of their availability.

***Wastewater Improvement Revenue Bonds*** In December 2005, the District issued \$68,980,000 in Wastewater Improvement Revenue Refunding Bonds Series 2005 to advance refund and defease the series 1995 Wastewater Improvement Refunding Bonds of \$64,165,000. The net proceeds were used to purchase direct obligations of the U.S. government. Those securities were deposited in an irrevocable trust with an escrow agent. The securities and fixed earnings from the securities are sufficient to provide for all future debt service payments on the Series 1995 Wastewater Improvement Bonds. As a result, the Series 1995 Wastewater Improvement Bonds are considered defeased. As of December 31, 2006, \$59,715,000 of the defeased debt remained outstanding. The Series 2005 Bonds are not subject to redemption at the option of the District prior to their stated maturity.

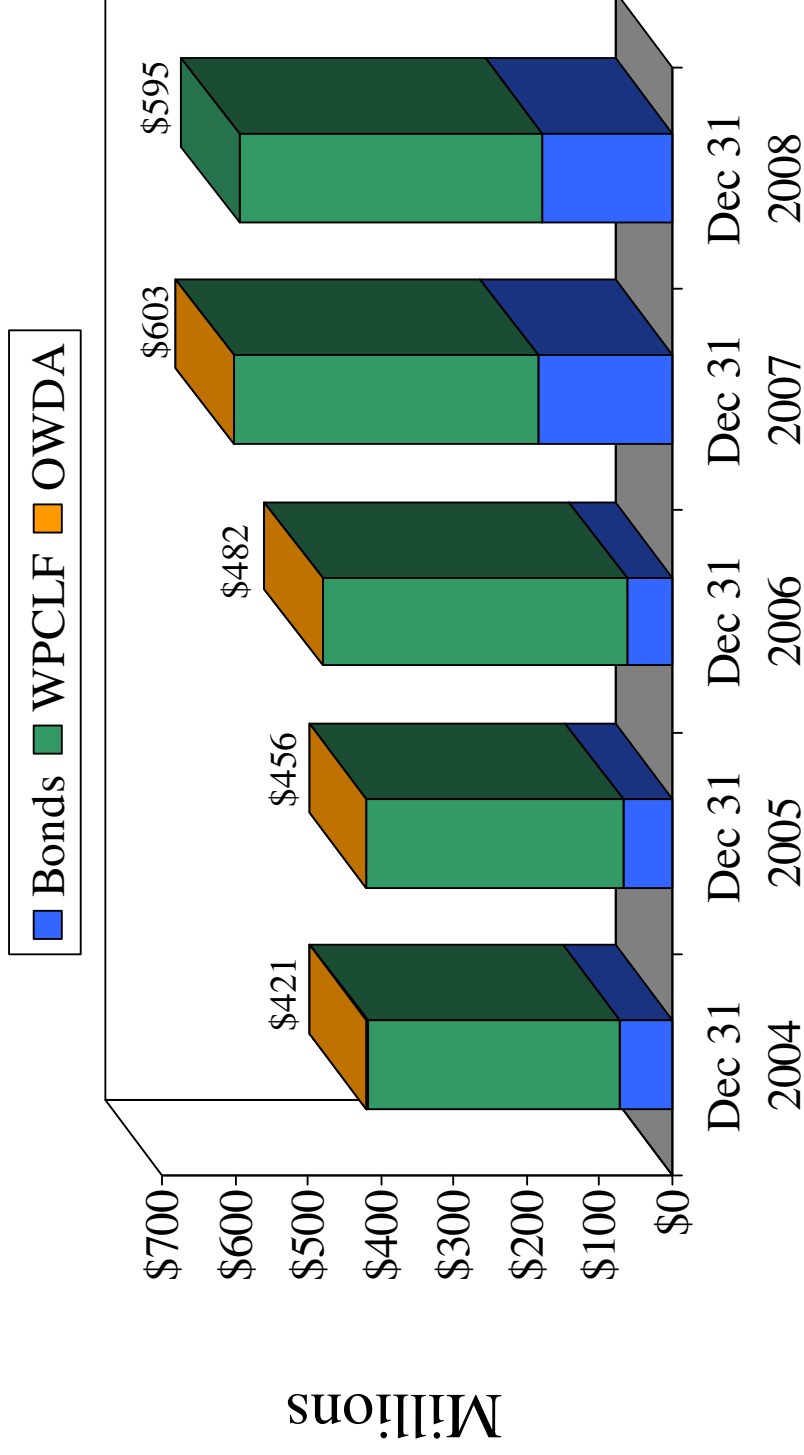
On May 22, 2007, the District issued \$126,055,000 of Wastewater Improvement Revenue Bonds, Series 2007. The Wastewater Improvement Revenue Bonds, Series 2007 Bonds (the "Series 2007 Bonds") are being issued for the purpose of (i) providing funds for the acquisition, construction and improvement of Water Resource Projects, (ii) funding the Debt Service Reserve Requirement for the Series 2007 Bonds, and (iii) paying certain costs of issuance of the Series 2007 Bonds. These bonds are payable from the revenues of the District, after the payment of operating and maintenance costs. The bonds are secured by a pledge of and lien on such net revenues. The bonds are additionally secured by a pledge of and lien on the monies and investments in the Revenue Bond Debt Service Deposit.

The District does not anticipate issuing additional bonded debt in 2009. All bonded debt service requirements for 2009 are from previous issues.

# Northeast Ohio Regional Sewer District

## Debt Outstanding

Five Most Recent Fiscal Years



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **LONG-TERM DEBT**

### **Long-Term Obligations by Category**

A summary of long-term debt outstanding at December 31, 2008 follows:

	<u>Interest Rate</u>	<u>2008</u>
Wastewater Improvement Revenue Refunding Bonds, Series 2005: Serial Bonds Maturing 2008 through 2016	4.00%-5.00%	\$ 53,985,000
Wastewater Improvement Revenue Bonds, Series 2007: Serial Bonds Maturing 2008 through 2037	3.75%-5.00%	124,000,000
Ohio Water Development Authority Loans Payable Annually Through 2008	5.25%	-
Water Pollution Control Loans Payable Through 2029	3.20%-5.20%	<u>417,079,591</u>
Total Debt		595,064,591
Less Current Maturities		33,065,011
Bond Premium, Net		<u>2,607,308</u>
Total Long-Term Debt		<u>\$ 564,606,888</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **LONG-TERM DEBT- continued**

### **Long-Term Obligations by Category-continued**

The total future debt service requirements for all long-term debt at December 31, 2008 is as follows:

Wastewater Improvement Revenue Refunding Bonds Series 2005			Wastewater Improvement Revenue Bonds Series 2007		
	Principal	Interest		Principal	Interest
2009	\$ 5,060,000	\$ 2,457,300	\$	2,135,000	\$ 5,720,675
2010	5,265,000	2,254,900		2,220,000	5,635,275
2011	5,470,000	2,044,300		2,315,000	5,540,925
2012	5,665,000	1,852,850		2,400,000	5,454,113
2013	5,890,000	1,626,250		2,500,000	5,358,113
2014-2018	26,635,000	3,051,500		14,495,000	24,786,562
2019-2023	-	-		18,250,000	21,029,588
2024-2028	-	-		22,780,000	16,497,675
2029	-	-		56,905,000	13,801,712
Total	\$ 53,985,000	\$ 13,287,100	\$	124,000,000	\$ 103,824,638

		Water Pollution Control Loans	
		Principal	Interest
2009	\$	25,870,011	\$ 16,691,108
2010		27,784,502	15,173,237
2011		28,964,155	14,038,075
2012		30,171,246	12,830,984
2013		30,511,897	11,573,772
2014-2018		135,667,707	40,123,856
2019-2023		99,017,594	16,986,414
2024-2028		38,963,600	2,485,944
2029		128,879	3,805
Total	\$	417,079,591	\$ 129,907,195

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Debt Service Coverage Tests (in thousands)**

The 2007 Revenue Bond Trust Agreement requires the District to restrict the Operating Expenses in such a way that Net Revenues Available for Debt Service in each Fiscal Year shall not be less than the greater of (i) 115% of Debt Service on all Bonds then Outstanding payable during the Fiscal Year or (ii) 100% of the sum of such Debt Service and all required deposits in the Debt Service Reserve Account and all amounts payable from the Subordinated Debt Service Account during the Fiscal Year.

The table below shows the results of the 2007 Trust Agreement Debt Service test:

	2008 Actual	2009 Adopted Budget
Service Revenues	\$ 170,033	\$ 171,874
Miscellaneous Revenues	894	782
Interest Revenues	11,715	8,359
Total Revenues	\$ 182,642	\$ 181,014
Operating Expenses	\$ 94,961	\$ 100,704
Net Revenues Available	<u>\$ 87,681</u>	<u>\$ 80,310</u>
Debt Service		
Sr. Lien Revenue Bonds	15,374	15,373
WPCLF Loans	47,049	45,511
Other Bonds	-	-
Total Debt Service	<u>\$ 62,423</u>	<u>\$ 60,884</u>
<b>Debt Service Coverage</b>		
Sr. Lien Coverage	5.70	5.22
<b>Target Sr. Lien Debt Coverage</b>	1.25	1.25
<b>2007 Trust Agreement limit</b>	1.15	1.15
All Debt Coverage	1.40	1.32
<b>Target All Debt Coverage</b>	1.05	1.05
<b>2007 Trust Agreement limit</b>	1.00	1.00





# DEPARTMENT **SUMMARIES**





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

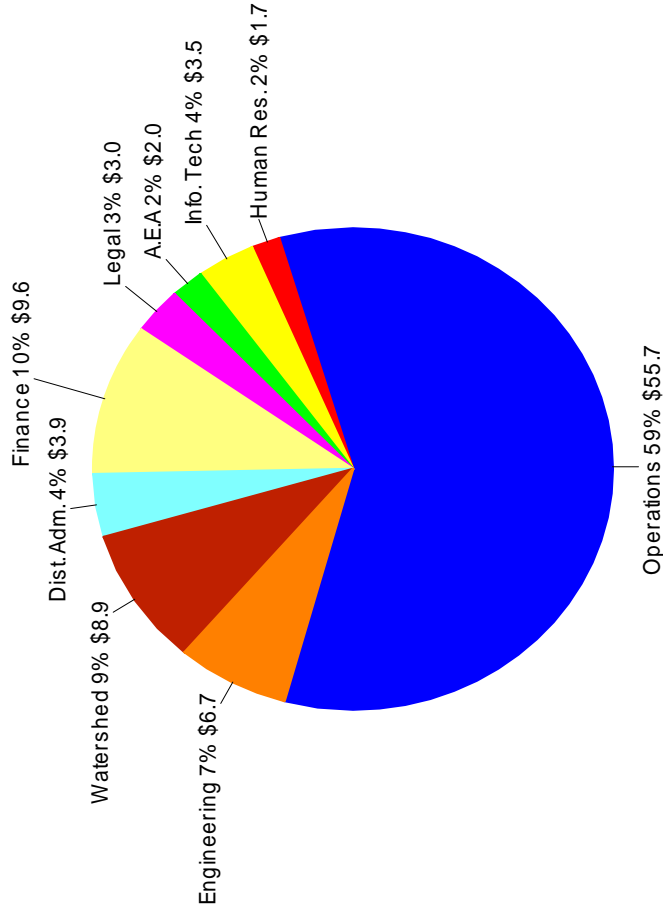
## **Operating Expense Comparison By Budget Center 2007 Actual and 2008 Adopted Budget and Actual 2008 Actual vs 2009 Adopted Budget**

<u>BUDGET CENTER</u>	<u>2007 ACTUAL</u>	<u>2008 ADOPTED BUDGET</u>	<u>2008 ACTUAL</u>	<u>2009 ADOPTED BUDGET</u>	<u>2009 BUDGET OVER (UNDER) 2008 ACTUAL</u>
<b>OPERATIONS</b>					
1100 SOUTHERLY	\$ 28,621,721	\$ 30,966,756	\$ 28,716,285	\$ 30,325,975	\$ 1,609,690
1200 WESTERLY	8,430,168	8,557,422	8,463,050	8,448,175	(14,875)
1300 EASTERLY	<u>7,955,865</u>	<u>8,697,984</u>	<u>8,398,812</u>	<u>8,354,014</u>	<u>(44,798)</u>
Total Plants	45,007,754	48,222,162	45,578,147	47,128,164	1,550,017
1000 OPERATION & MAINTENANCE	985,807	1,036,304	1,109,443	1,022,343	(87,100)
1400 MAINTENANCE SERVICES	1,220,975	1,373,279	1,024,635	1,218,128	193,493
1500 SEWER SYSTEM MAINT. & OPER	4,789,829	4,696,748	4,839,801	4,956,276	116,475
1600 FLEET SERVICES	1,096,136	1,185,851	1,052,774	1,153,043	100,269
1700 BUILDING MAINTENANCE	614,892	698,658	585,380	704,965	119,585
6300 ADMINISTRATIVE SERVICES	<u>1,427,986</u>	<u>1,571,777</u>	<u>1,459,418</u>	<u>1,409,491</u>	<u>(49,927)</u>
Total Operations	55,143,379	58,784,779	55,649,597	57,592,410	1,942,813
<b>HUMAN RESOURCES</b>					
2000 HUMAN RESOURCES	1,683,622	1,773,066	1,692,504	2,023,656	331,152
<b>INFORMATION TECHNOLOGY</b>					
3000 INFORMATION TECHNOLOGY	3,621,301	3,776,153	3,545,722	4,081,082	535,360
<b>ADMIN. &amp; EXTERNAL AFFAIRS</b>					
5000 ADMIN. & EXTERNAL AFFAIRS	976,086	2,063,660	2,041,134	2,099,975	58,841
5100 ORG & EMPLOYEE DEVEL.	<u>0</u>	<u>0</u>	<u>0</u>	<u>779,459</u>	<u>779,459</u>
Total Admin & External Affairs	976,086	2,063,660	2,041,134	2,879,434	838,300
<b>FINANCE</b>					
6000 FINANCE	8,930,769	8,924,338	8,311,317	8,652,442	341,125
6100 INVENTORY CONTROL	591,147	619,527	408,189	603,517	195,328
6200 PURCHASING	370,125	474,293	501,911	628,988	127,077
6400 CUSTOMER SERVICE	301,886	326,440	326,232	367,932	41,700
6500 CONTRACT COMPLIANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>335,205</u>	<u>335,205</u>
Total Finance	10,193,926	10,344,598	9,547,650	10,588,084	1,040,434
<b>LEGAL</b>					
7000 LEGAL	1,950,343	4,045,134	3,013,340	3,073,809	60,469
<b>DISTRICT ADMIN.</b>					
8000 DISTRICT ADMIN.	2,005,372	1,381,811	1,381,684	820,717	(560,967)
8200 INTERNAL AUDIT	<u>0</u>	<u>0</u>	<u>0</u>	<u>539,299</u>	<u>539,299</u>
2100 SAFETY & SECURITY	<u>2,184,394</u>	<u>2,469,820</u>	<u>2,496,875</u>	<u>2,674,367</u>	<u>177,492</u>
Total District Admin.	4,189,766	3,851,631	3,878,558	4,034,383	155,825
<b>WATERSHED PROGRAMS</b>					
8100 WATERSHED PROGRAMS	0	3,599,078	4,558,153	2,760,798	(1,797,355)
1800 ENVIRONMENTAL SERVICES	2,182,788	2,320,399	2,206,425	2,293,996	87,571
1900 ANALYTICAL SERVICES	<u>2,096,890</u>	<u>2,201,711</u>	<u>2,173,800</u>	<u>2,382,044</u>	<u>208,244</u>
Total Watershed Programs	4,279,678	8,121,188	8,938,377	7,436,838	(1,501,539)
<b>ENGINEERING &amp; CONSTRUCTION</b>					
9000 ENGINEERING	<u>6,811,301</u>	<u>5,980,306</u>	<u>6,654,221</u>	<u>8,994,332</u>	<u>2,340,111</u>
GRAND TOTAL	<u>\$ 88,849,402</u>	<u>\$ 98,740,515</u>	<u>\$ 94,961,104</u>	<u>\$ 100,704,028</u>	<u>\$ 5,742,924</u>

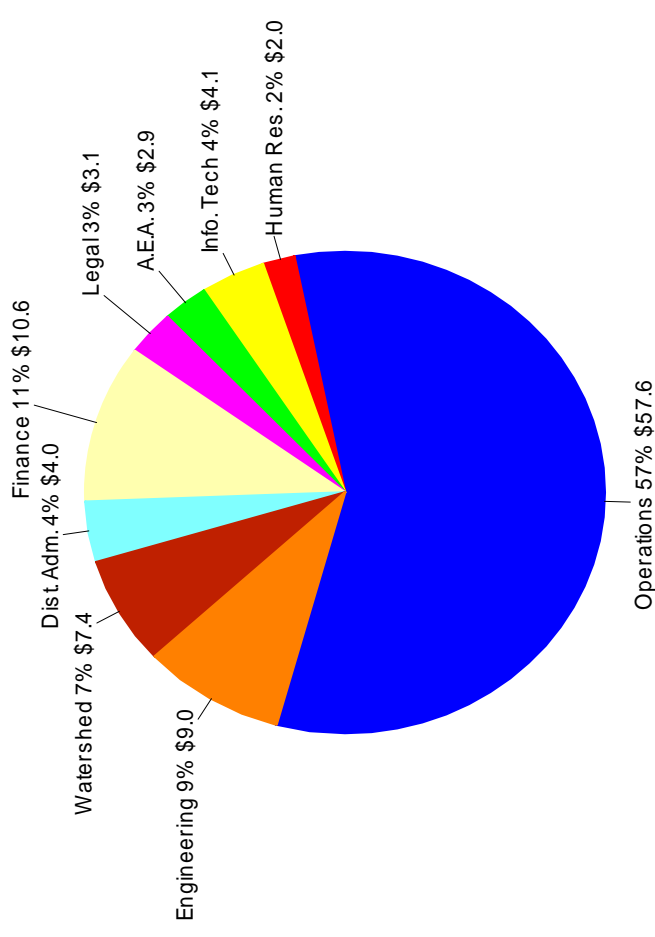
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Operating Expenses by District Function

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2008 Actual  
\$95.0 million



2009 Adopted Budget  
\$100.7 million

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **Operating Expenses By Category**

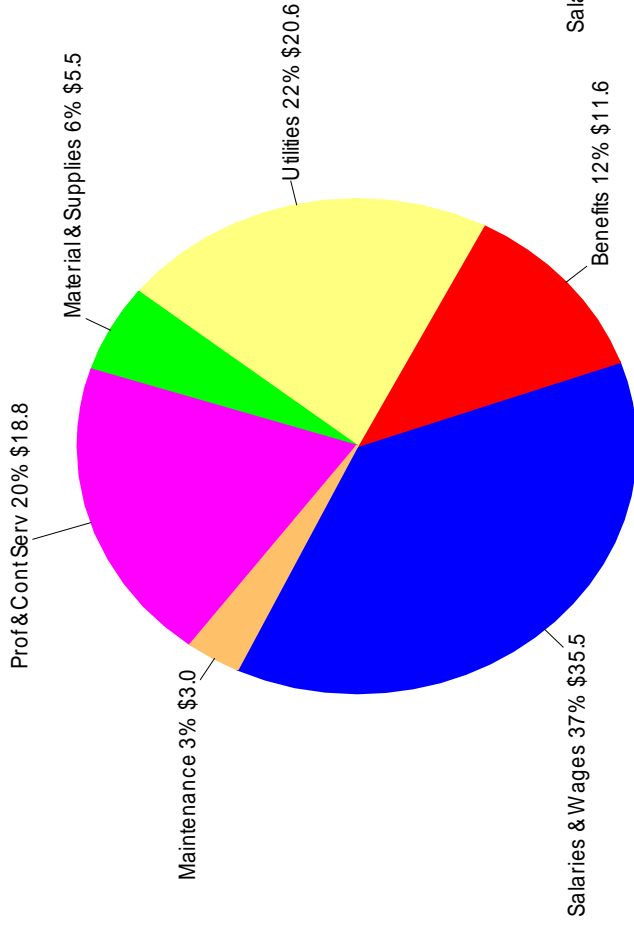
### **2009 Adopted Budget Compared To Prior Years Actuals**

<u>EXPENSE CATEGORY</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ADOPTED BUDGET</u>
Salaries	\$ 33,724,279	\$ 35,450,961	\$ 37,539,010
Benefits	10,732,240	11,531,094	11,729,483
Reimbursable Expenses	552,065	643,218	722,463
Utilities	18,893,296	20,632,885	20,745,781
Professional Services	5,410,007	8,381,346	7,302,830
Contractual Services	10,338,446	9,736,809	13,368,367
Materials & Supplies	6,022,363	5,529,275	5,992,654
Equipment Repairs & Maintenance	2,400,484	1,885,304	2,131,040
Building & Road Repair & Maintenance	1,608,134	1,151,400	1,122,400
Judgments & Awards	<u>108,103</u>	<u>18,812</u>	<u>50,000</u>
Total Operating Expenses	\$ <u><u>89,789,418</u></u>	\$ <u><u>94,961,104</u></u>	\$ <u><u>100,704,028</u></u>

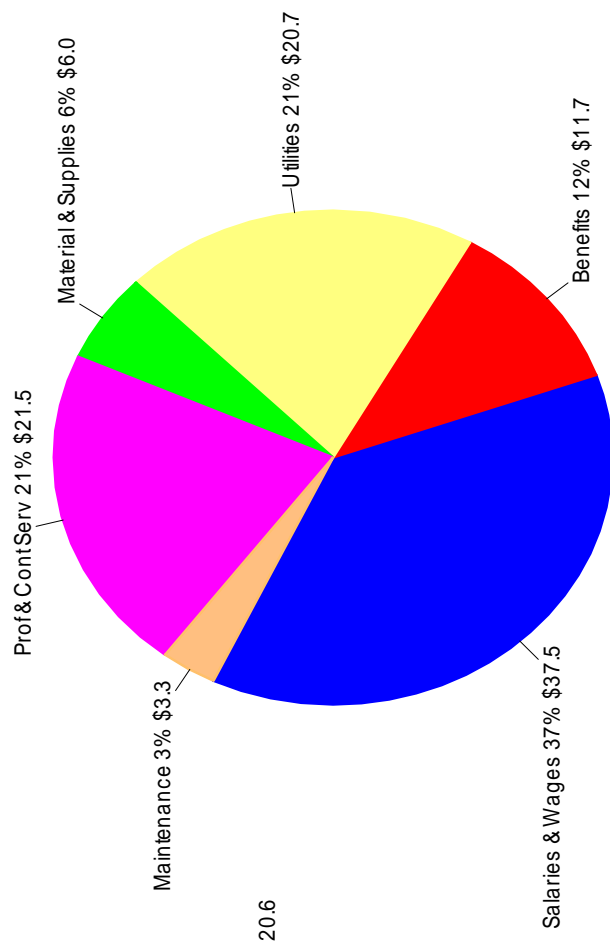
# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## Operating Expenses by Category

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2008 Actual  
\$95.0 million

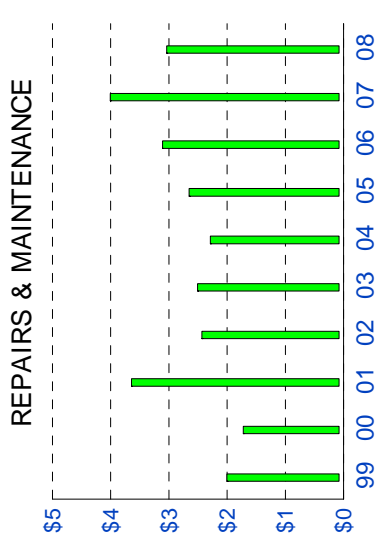
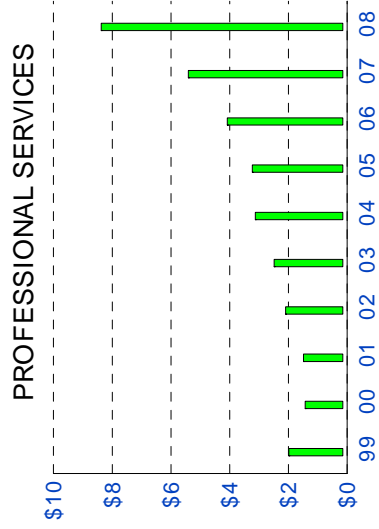
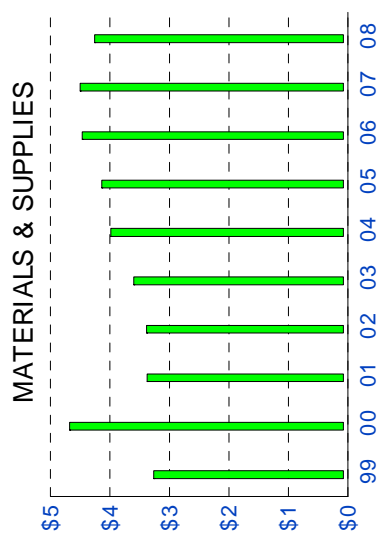
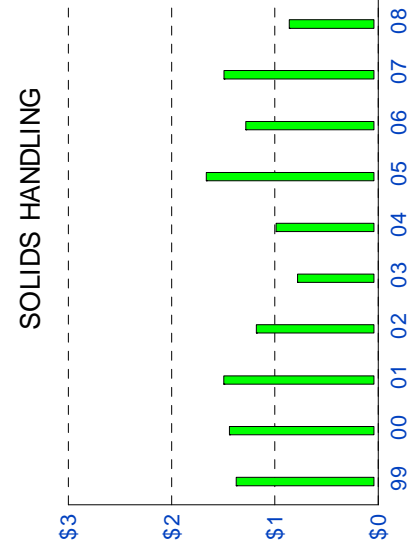
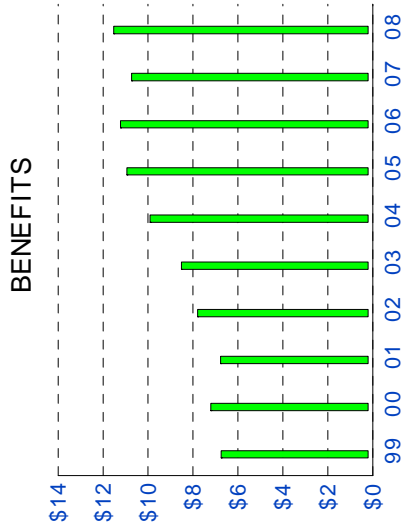
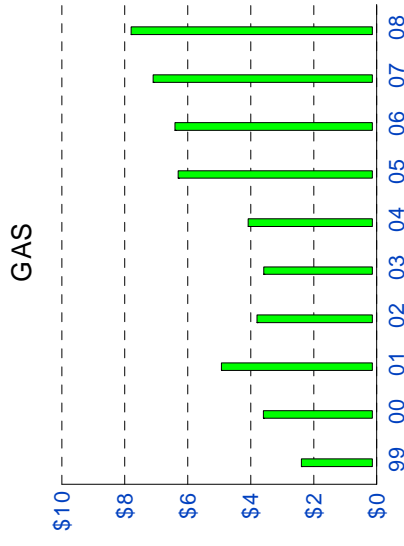
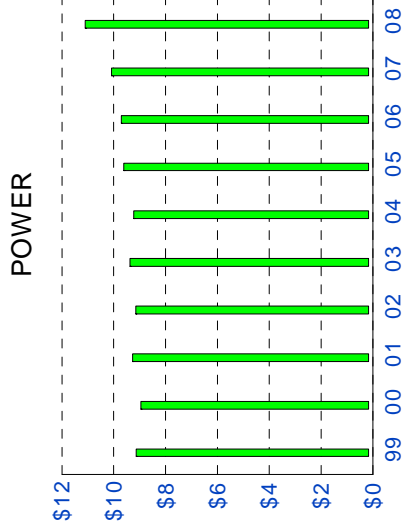
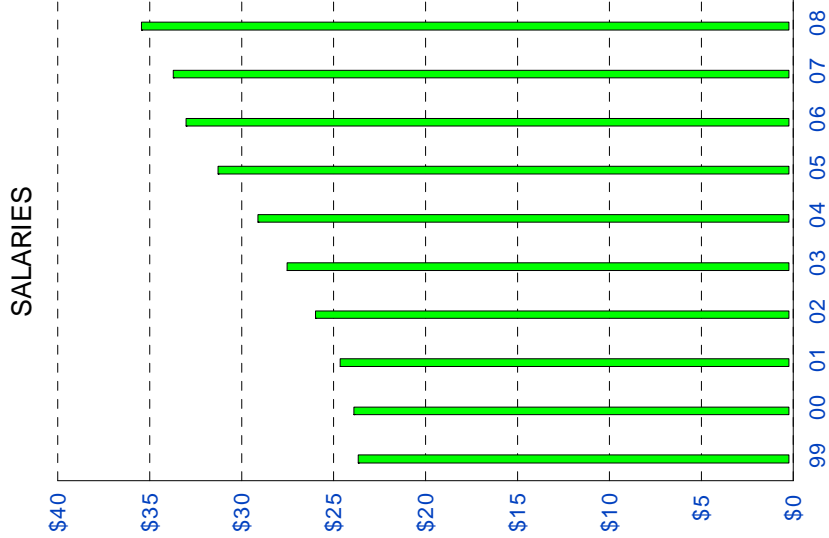


2009 Adopted Budget  
\$100.7 million

# NORTHEAST OHIO REGIONAL SEWER DISTRICT

## 10 YEAR COMPARISON OF MAJOR EXPENDITURES

### \$ THOUSANDS



All data is from the CAFR's - Operating Expenses by Type - Last Ten Years except the most recent year which comes from the preliminary actuals in the Budget.

**NORTHEAST OHIO REGIONAL SEWER DISTRICT**  
**STAFFING SUMMARY BY BUDGET CENTER**  
**NON-STUDENT FULL-TIME/PART-TIME EMPLOYEES**

		Positions Filled During Year			Budgeted Staffing					Change
		2006	2007	2008	Positions				2009	
					2008	Deleted	Added	Transf		
<b>OPERATIONS</b>										
<u>Plant Operations</u>										
1100	Southerly	155	154	160	164	8	7		163	-1
1200	Westerly	60	60	59	59	6	7		60	1
1300	Easterly	56	55	58	58	7	7		58	0
	Total Plant Operations	271	269	277	281	21	21	0	281	0
<u>Other Operations</u>										
1000	Operation & Maintenance	10	10	12	12	1	1		12	0
	Total Other Operations	10	10	12	12	1	1	0	12	0
<u>EMSC</u>										
1400	Maintenance Services	6	5	6	6	1	2		7	1
1500	Sewer System Maintenance & Operation	44	44	43	50	2	4		52	2
1600	Fleet Services	10	10	10	11				11	0
1700	Building Maintenance	8	8	7	9				9	0
6300	Administrative Services	10	8	8	9	1			8	-1
	Total EMSC	78	75	74	85	4	6	0	87	2
	Total Operations	359	354	363	378	26	28	0	380	2
<b>HUMAN RESOURCES</b>										
2000	Human Resources	17	15	14	15	1	2		16	1
<b>INFORMATION TECHNOLOGY</b>										
3000	Information Technology	20	21	19	20		2		22	2
<b>ADMINISTRATION &amp; EXTERNAL AFFAIRS</b>										
5000	Administration & External Affairs	7	8	16	19	2		(4)	13	-6
5100	Organization & Employee Development	0	0	0	0			4	4	4
	Total Administration & External Affairs	7	8	16	19	2	0	0	17	-2
<b>FINANCE</b>										
6000	Finance	21	23	22	20	1	2	1	22	2
6100	Inventory Control	9	9	9	9				9	0
6200	Purchasing	5	5	7	7	1	2		8	1
6400	Customer Service	5	5	6	6		1		7	1
6500	Contract Compliance	0	0	3	0		3	1	4	4
	Total Finance	40	42	47	42	2	8	2	50	8
<b>LEGAL</b>										
7000	Legal	8	8	14	13	2	4	(1)	14	1
<b>DISTRICT ADMINISTRATION</b>										
8000	Administration	14	15	12	12			(3)	9	-3
8200	Internal Audit	0	0	0	0		1	3	4	4
2100	Safety & Security	30	33	34	34				34	0
	Total District Administration	44	48	46	46	0	1	0	47	1
<b>WATERSHED PROGRAMS</b>										
8100	Watershed Programs	0	0	8	9	1	3		11	2
1800	Environmental Services	27	26	25	27		1		28	1
1900	Analytical Services	28	24	25	26				26	0
	Total Watershed Programs	55	50	58	62	1	4	0	65	3
<b>ENGINEERING &amp; CONSTRUCTION</b>										
9000	Engineering	70	65	57	65	7	1	(1)	58	-7
<b>DISTRICT TOTAL</b>		620	611	634	660	41	50	0	669	9



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Operation and Maintenance -- 1000
<b>MANAGED BY</b>	David McNeeley Director of Operation and Maintenance
Pg 1 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Operation and Maintenance Administration has the overall responsibility for the administration, planning, direction and coordination of the operation and maintenance of the Easterly, Southerly and Westerly Wastewater Treatment Plants, as well as for Maintenance Services (Sewer System Maintenance and Operation, Building Maintenance and Fleet Services). This includes the overall supervision of 371 full-time employees in the present Table of Organization.</p> <p>In 2008, the District’s treatment plants received and processed 256.4 million gallons of wastewater per day for a total of 93.842 billion gallons treated during the year.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Implemented Maintenance Training Program OJT.</li><li>• Implemented phasing of Easterly and Southerly Facilities Plans</li><li>• Expanded use of Information Access System</li><li>• Revised operation of HVAC equipment to reduce energy cost.</li><li>• Implemented initial phase of Residual Management Plan.</li><li>• Polymer optimization pilot program to determine appropriate application strategy at Second Stage Aeration</li><li>• Improved Building Maintenance and Fleet Services business practices.</li></ul>	<ul style="list-style-type: none"><li>• Conduct a pilot study on using sodium aluminate as an alternative to ferric chloride.</li><li>• Enhance automation of process chemical dosing at the treatment plants</li><li>• Review methods to reduce energy consumption in the treatment process</li><li>• Assist Engineering in the development of an asset management strategy and assessments</li><li>• Advance green initiatives through specific projects such as power conservation and evaluation of alternative paving materials</li><li>• Improve planning process to reduce maintenance cost at all locations</li></ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Operation and Maintenance -- 1000

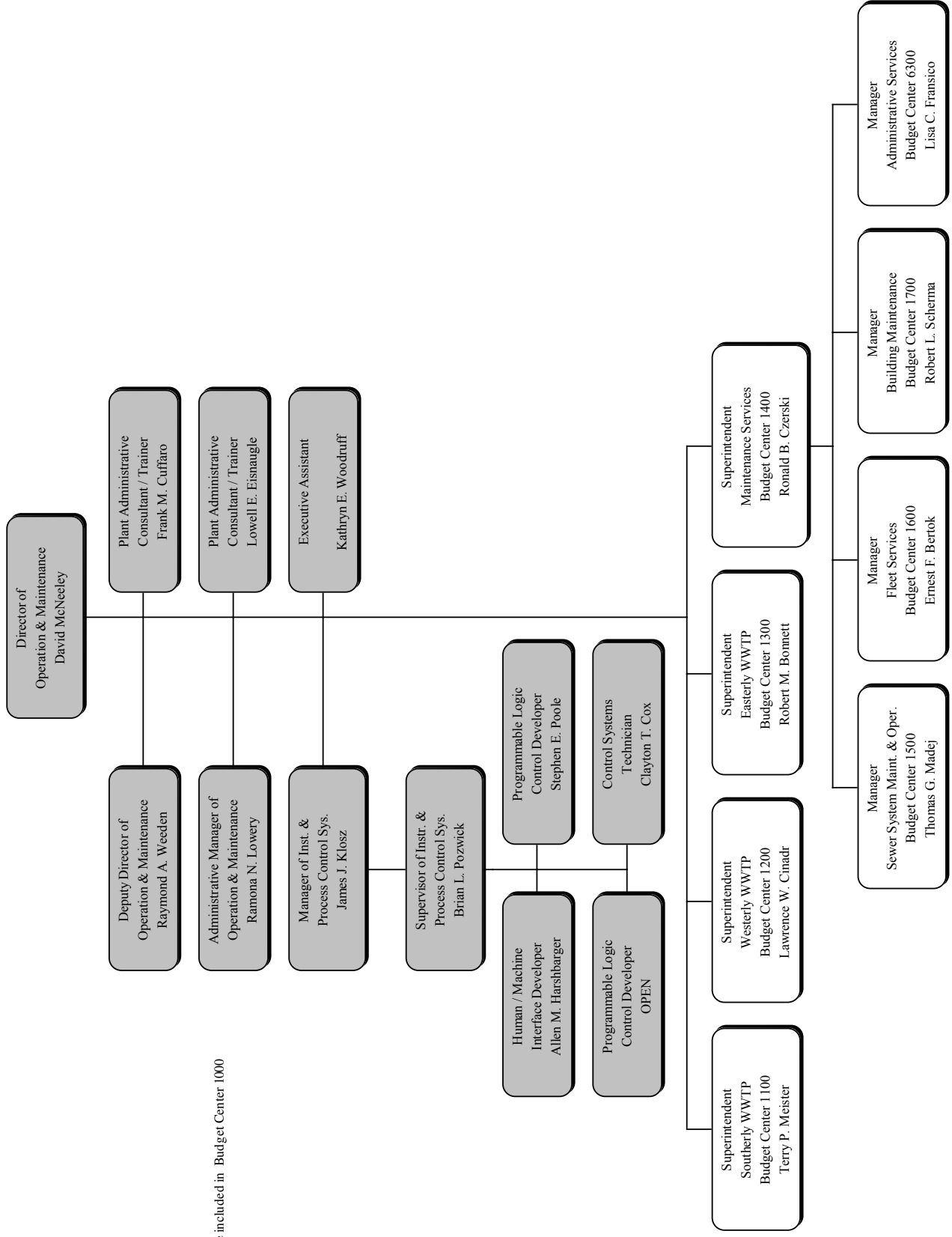
**MANAGED BY**              David McNeeley  
Director of Operation and Maintenance

Pg 2 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Revised the Southerly Wetland drainage system in order to improve the quality and operation</li><li>• Completed the implementation of a web based pump station monitoring system</li><li>• Reduced the cost of various service contracts</li><li>• Participated in community outreach by conducting (20) in-plant public tours at all locations.</li><li>• Improved reliability of collection system data.</li><li>• Improved ODMS reporting functions</li></ul>	<ul style="list-style-type: none"><li>• Reduce the number of CSO events at fixed weir regulator “trouble spots”</li><li>• Meet all NPDES Permit Requirements.</li><li>• Participate in CCR public interaction projects, and increase number of plant tours provided at all locations.</li><li>• Improve operation/functionality of Southerly Wetlands</li><li>• Improve training methods for the development of new WPO’s, PUMP’s Electricians and Instrument Technicians</li><li>• Enhance utilization of computerized maintenance system</li><li>• Improve flood protection reliability at Southerly</li></ul>

Northeast Ohio Regional Sewer District  
Operation and Maintenance  
Budget Center 1000



Shaded Boxes are included in Budget Center 1000

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **OPERATION AND MAINTENANCE -- 1000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Director of Operation & Maintenance	1	1	1	1	0
Deputy Dir of Operation & Maintenance	1	1	1	1	0
Assistant Superintendent	1	1	1	0	(1)
Manager of Instr & Process Control Sys	1	1	1	1	0
Admin. Manager of Operation & Maint.	0	1	0	1	1
Supervisor of Instr. & Process Cntl Sys	1	1	1	1	0
Plant Administrative Consultant/Trainer	1	2	2	2	0
Executive Assistant	1	1	1	1	0
HMI Developer	1	1	1	1	0
PLC Developer	1	1	2	2	0
Control Systems Technician	1	1	1	1	0
TOTAL POSITIONS	10	12	12	12	0

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1000 (OPERATION AND MAINTENANCE)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	491,893.21	489,007	551,315.86	483,003
52030 PROFESSIONALS SALARIES	34,878.11	68,702	55,299.21	75,276
52031 ADMINISTRATIVE SUPPORT SALARIES	41,839.43	42,994	43,705.78	43,853
52034 TECHNICIANS SALARIES	153,612.85	157,810	159,427.95	160,967
52036 PARA-PROFESSIONAL SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	0.00	0	1,341.60	4,160
52071 LONGEVITY	3,375.00	3,375	2,900.00	2,900
52081 SICK BUY OUT	0.00	8,500	7,886.40	7,900
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	500	139.52	500
52260 STUDENT OVERTIME	0.00	0	0.00	0
<b>Total Salary &amp; Wages</b>	<u>725,598.60</u>	<u>770,888</u>	<u>822,016.32</u>	<u>778,559</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	104,027.44	103,709	95,105.59	71,712
52311 HEALTH CARE OPT-OUT FULL	0.00	0	1,135.08	1,253
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	0.00	0	739.92	1,747
52320 OPERS	102,813.03	107,924	110,950.89	108,998
52340 LIFE INSURANCE	649.35	632	643.50	1,026
52360 MEDICARE	4,775.34	5,556	5,259.11	5,605
<b>Total Personnel Benefits</b>	<u>212,265.16</u>	<u>217,821</u>	<u>213,834.09</u>	<u>190,341</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	4,674.78	3,900	9,043.37	5,200
52430 EMPLOYEE EDUCATION	4,085.00	4,645	2,660.00	9,705
<b>Total Reimbursable Expenses</b>	<u>8,759.78</u>	<u>8,545</u>	<u>11,703.37</u>	<u>14,905</u>
<b>Utilities</b>				
52530 WATER AND OTHER UTILITIES	0.00	0	0.00	0
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	17,808.20	20,000	22,028.19	0
52620 TEMPORARY STAFFING	0.00	0	0.00	0
<b>Total Professional Services</b>	<u>17,808.20</u>	<u>20,000</u>	<u>22,028.19</u>	<u>0</u>
<b>Contractual Services</b>				
52715 PRINTING	19.80	150	69.10	150
52730 DUES AND SUBSCRIPTIONS	11,639.73	12,100	12,541.43	12,100
52770 UNIFORMS	0.00	0	319.68	0
52775 LICENSES, FEES, AND PERMITS	0.00	0	0.00	0
52780 OTHER CONTRACTUAL SERVICES	0.00	0	0.00	0
<b>Total Contractual Services</b>	<u>11,659.53</u>	<u>12,250</u>	<u>12,930.21</u>	<u>12,250</u>
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	421.06	500	655.02	400
52806 SOFTWARE	6,729.00	3,200	19,823.50	20,888
52810 FUEL AND OIL	1,347.60	1,500	772.28	600
52840 LABORATORY SUPPLIES	0.00	0	0.00	0
52845 GENERAL HARDWARE SUPPLIES	97.68	100	99.98	100
52846 EQUIPMENT AND INSTRUMENTATION PARTS	820.52	1,000	3,849.66	1,000
52851 OTHER MINOR EQUIPMENT	131.00	200	310.00	0
52865 OTHER SUPPLIES	121.13	200	1,308.10	200
52870 FREIGHT	48.19	100	112.44	100
<b>Total Materials &amp; Supplies</b>	<u>9,716.18</u>	<u>6,800</u>	<u>26,930.98</u>	<u>23,288</u>

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1000 (OPERATION AND MAINTENANCE)

	<i>2007</i> <i>ACTUALS</i>	<i>2008</i> <i>ADOPTED</i> <i>BUDGET</i>	<i>2008</i> <i>ACTUALS</i>	<i>2009</i> <i>ADOPTED</i> <i>BUDGET</i>
Equipment Repair & Maintenance				
52920 EQUIPMENT REPAIR AND MAINTENANCE	0.00	0	0.00	3,000
Total Equipment Repair & Maintenance	0.00	0	0.00	3,000
Building & Road Repair				
53050 BUILDING MAINTENANCE SUPPLIES	0.00	0	0.00	0
53051 BUILDING MAINTENANCE SERVICES	0.00	0	0.00	0
53052 BUILDING MAINTENANCE MISCELLANEOUS	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	985,807.45	1,036,304	1,109,443.16	1,022,343

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Southerly WWTP -- 1100

**MANAGED BY**            Terry P. Meister  
Superintendent

Pg 1 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Southerly Wastewater Treatment Center (WWTC) presently provides service to the southern portion of the city of Cleveland, as well as all or part of 45 suburban communities. The plant services approximately 590,000 people with a collection area encompassing approximately 168,000 acres.

Southerly WWTC is an advanced biological treatment plant capable of treating up to 735 million gallons per day (MGD) prior to discharging into the Cuyahoga River. The plant is designed to provide two-stage activated sludge treatment for flows up to 175 MGD. Flows greater than 175 MGD, up to 400 MGD, receive single stage activated sludge treatment. Flows greater than 400 MGD, up to 735 MGD, receive preliminary and primary treatment. All biosolids removed at the facility are processed at the plant, with incineration being the primary means of disposal. During 2008, the plant treated 46.994 billion gallons of flow at an average daily flow of 128.4 MGD. Southerly incinerated 34,116 dry tons of biosolids and hauled 2,785 dry tons to landfill. The total tons of biosolids processed at Southerly include the additional biosolids from the Easterly WWTP and the three City of Cleveland Water Treatment Plants (Baldwin, Nottingham and Garrett Morgan). Southerly successfully met NPDES limits throughout the year with the exception of a single excursion of its Chlorine Residual limit on June 16, 2008.

The main objectives of the plant for the year 2009 are:

**Plant Administration** - Support the District's Strategic Plan. Provide direction to the Operations and Maintenance staffs to assure all NPDES requirements are met in an efficient manner. Make recommendations to other District departments to ensure continued efficient operation of the wastewater treatment facilities. Encourage and support the plant personnel to achieve the high standards set by the District. Issue and enforce policies for the safe operation of the facility. Promote good public relations by facilitating plant tours and community outreach programs. Provide and/or support training to ensure future excellence in operation and maintenance of the facility.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Southerly WWTP -- 1100
<b>MANAGED BY</b>	Terry P. Meister Superintendent
Pg 2 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p><b><u>Operation Work Group</u></b> - Execute the continuous and efficient operation of the plant processes to comply with all NPDES permit limitations and other applicable local and Federal regulations. Make recommendations for maintenance needs and/or process improvements. Adhere to regulatory work and safety guidelines. Communicate and cooperate with other work groups and other District departments to provide adequate services, supplies and capable personnel to accomplish its mission.</p>	
<p><b><u>Maintenance Work Group</u></b> - Provide quality and efficient repair along with preventive upkeep to the equipment needed to operate the Southerly Wastewater Treatment Center. Follow the District's and the plant's work and safety guidelines. Communicate and cooperate with other plant work groups and District's departments to ensure adequate supply of parts, services and capable trained personnel to accomplish the plant's maintenance needs. Make recommendations for equipment upgrades or modifications to ensure longer service life and efficiency.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Met Southerly's NPDES permit with the exception of one chlorine residual excursion.</li> <li>• Conducted a polymer optimization pilot test program to determine an appropriate application strategy at Second Stage Aeration.</li> <li>• Replaced the fine bubble diffuser systems in eight (8) tanks at Second Stage Aeration under ATR-2.</li> <li>• Rehabilitated five (5) settling tanks in Second Stage Aeration under BR-3.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet all NPDES Permit Requirements.</li> <li>• Replace four (4) Ferric Chloride Storage Tanks.</li> <li>• Rebuild four (4) Second Stage Aeration Return Sludge Screw Pump Gear Boxes.</li> <li>• Convert the First Stage Aeration Bypass Valve Actuator from Electric to Hydraulic.</li> <li>• Install two (2) Doppler flow meters for the Gravity Thickeners.</li> <li>• Create &amp; Implement a Tour Survey Form.</li> </ul>



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Southerly WWTP -- 1100

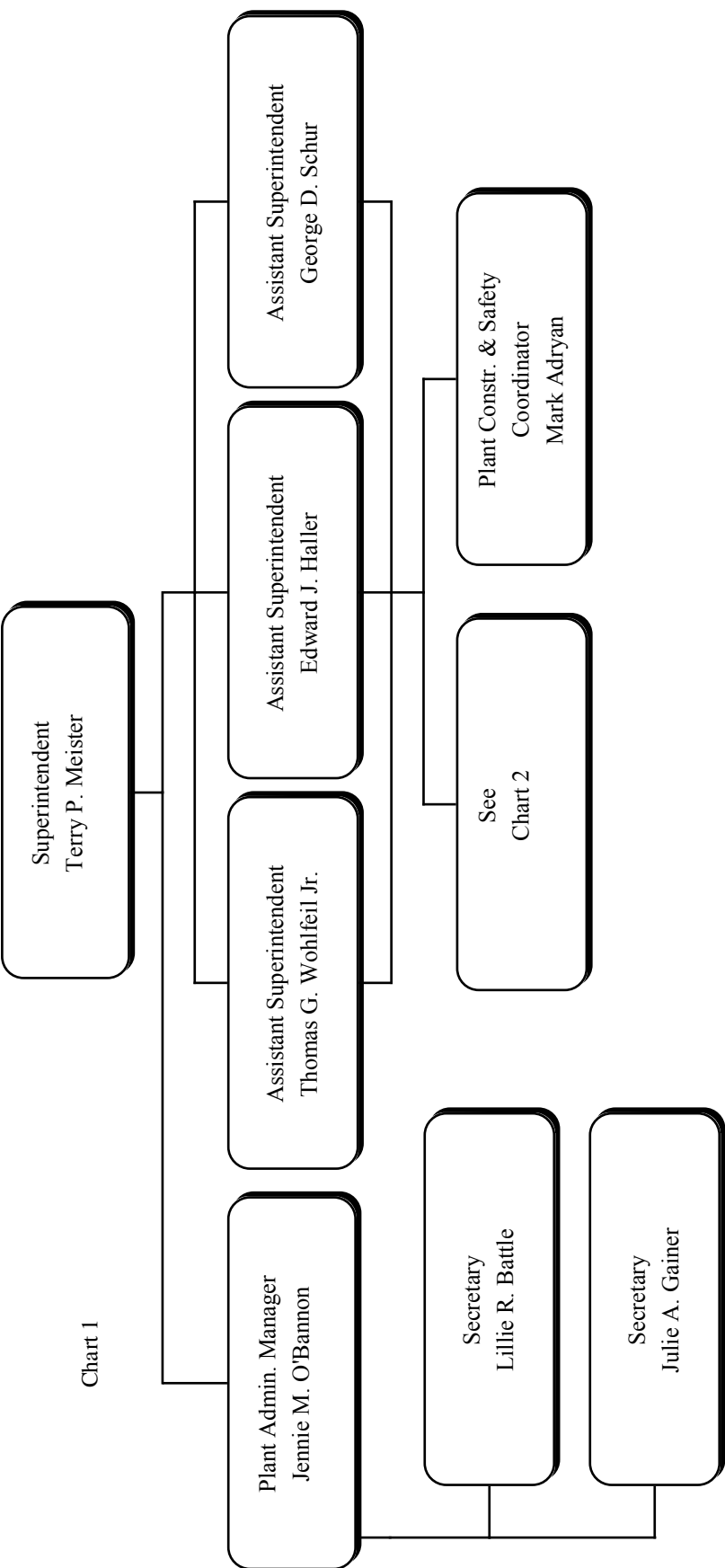
**MANAGED BY**             Terry P. Meister  
Superintendent

Pg 3 of 3

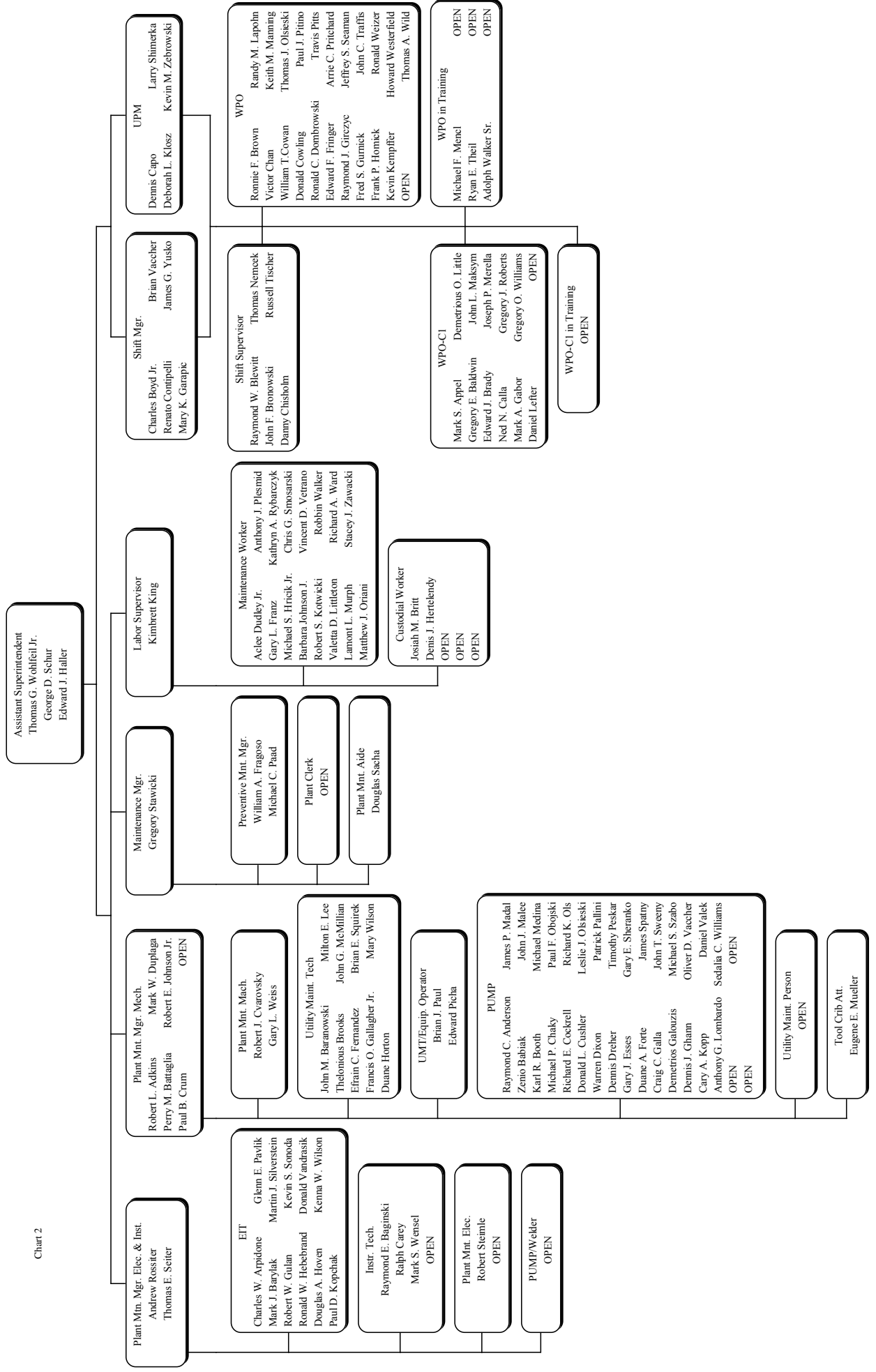
## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Participated in community outreach by conducting twenty (20) in-plant public tours in 2008.</li><li>• Conducted thirty-nine (39) hours of approved contact hour training for the renewal of operator certifications.</li></ul>	<ul style="list-style-type: none"><li>• Replace electrical ballasts with fluorescent lighting fixtures.</li><li>• Rebuild two (2) Effluent Filters, one with anthracite, one with monomedia to evaluate both options in parallel.</li><li>• Review operating protocols for the Mill Creek Tunnel and revise as needed to optimize use of the CSO Control Facilities.</li></ul>

Northeast Ohio Regional Sewer District  
Southerly WWTP  
Budget Center - 1100



Northeast Ohio Regional Sewer District  
Southerly WWTP  
Budget Center - 1100



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SOUTHERLY WASTE WATER TREATMENT PLANT -- 1100**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL    BUDGET		2009 BUDGET	BUDGET CHANGE
Superintendent	1	1	1	1	0
Assistant Superintendent	3	3	3	3	0
Shift Manager	5	5	5	5	0
Shift Supervisor	5	5	5	5	0
Unit Process Manager	4	4	4	4	0
Maintenance Manager	1	1	1	1	0
Labor Supervisor	1	1	1	1	0
Preventive Maint. Manager	2	2	2	2	0
Plant Mnt. Manager- Elec. & Instr.	2	2	2	2	0
Plant Mnt. Manager- Mech.	6	6	6	6	0
Plant Administration Manager	1	1	1	1	0
Plant Construction & Safety Coord	1	1	1	1	0
Secretary	2	2	2	2	0
Plant Clerk	1	1	1	1	0
Plant Wastewater Analyst	1	0	0	0	0
Plant Maintenance Aide	1	1	1	1	0
Wastewater Plant Operator	21	22	22	22	0
Wastewater Plant Operator-Training	6	6	6	6	0
Wastewater Plant Operator C-1	12	12	12	12	0
Wastewater Plant Operator C-1-Training	0	0	1	1	0
Plant Utility Mnt Person (PUMP)	27	31	29	33	4
Plant Utility Mnt Person (PUMP)-Training	5	5	5	0	(5)
Plant Utility Mnt Person (PUMP) Welder	0	0	1	1	0
Electrical/Instrument Tech. (EIT)	9	9	9	11	2
Electrical/Instrument Tech. (EIT) Training	2	2	2	0	(2)
Instrument Technician	3	3	4	4	0
Plant Maintenance Electrician	1	1	2	2	0
Plant Maintenance Machinist	2	2	2	2	0
Equipment Operator	1	0	1	0	(1)
UMT/Equipment Operator	1	2	1	2	1
Utility Maintenance Technician (UMT)	9	9	9	9	0
Utility Maintenance Person (UMP)	0	0	1	1	0
Maintenance Worker	14	15	15	15	0
Tool Crib Attendant	1	1	1	1	0
Custodial Worker	3	4	5	5	0
TOTAL POSITIONS	154	160	164	163	(1)

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1100 (SOUTHERLY WWTP)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	2,214,420.26	2,299,420	2,248,095.95	2,345,217
52030 PROFESSIONALS SALARIES	49,223.72	57,699	58,657.72	0
52031 ADMINISTRATIVE SUPPORT SALARIES	86,170.02	103,084	99,598.60	74,426
52034 TECHNICIANS SALARIES	80,300.53	47,570	48,357.57	48,521
52040 OPERATIONS HOURLY	1,563,044.08	1,664,148	1,717,468.86	1,607,962
52050 MAINTENANCE HOURLY	3,199,278.80	3,477,531	3,388,477.33	3,561,020
52060 STUDENT SALARIES	35,285.26	41,600	25,346.74	49,920
52071 LONGEVITY	47,400.00	50,250	46,050.00	48,275
52081 SICK BUY OUT	0.00	52,000	45,123.31	45,200
52231 ADMINISTRATIVE SUPPORT OVERTIME	280.85	500	251.95	500
52234 TECHNICIAN OVERTIME	0.00	0	0.00	0
52240 OPERATIONS HOURLY OVERTIME	619,925.28	500,000	664,141.22	625,000
52250 MAINTENANCE HOURLY OVERTIME	340,193.75	350,000	353,024.73	375,000
52260 STUDENT OVERTIME	601.20	0	6.00	0
<b>Total Salary &amp; Wages</b>	<b>8,236,123.75</b>	<b>8,643,802</b>	<b>8,694,599.98</b>	<b>8,781,041</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	1,331,086.32	1,411,441	1,411,866.77	1,358,827
52311 HEALTH CARE OPT-OUT FULL	14,593.51	15,326	14,525.77	13,879
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	2,031.49	2,674	2,224.23	2,621
52320 OPERS	1,217,822.06	1,210,132	1,238,179.47	1,229,346
52340 LIFE INSURANCE	10,519.00	10,530	10,431.60	7,672
52360 MEDICARE	66,951.81	77,333	76,139.94	84,915
<b>Total Personnel Benefits</b>	<b>2,643,004.19</b>	<b>2,727,436</b>	<b>2,753,367.78</b>	<b>2,697,260</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	366.20	1,500	7,392.82	3,000
52430 EMPLOYEE EDUCATION	27,540.90	9,600	6,738.00	8,350
52440 TUITION REIMBURSEMENT	0.00	0	0.00	0
<b>Total Reimbursable Expenses</b>	<b>27,907.10</b>	<b>11,100</b>	<b>14,130.82</b>	<b>11,350</b>
<b>Utilities</b>				
52510 ELECTRICITY	5,944,347.57	6,240,000	6,324,479.86	6,940,800
52520 NATURAL GAS	5,119,175.11	5,680,500	5,797,288.51	5,402,350
52530 WATER AND OTHER UTILITIES	903,477.85	1,012,500	877,205.78	951,600
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<b>11,967,000.53</b>	<b>12,933,000</b>	<b>12,998,974.15</b>	<b>13,294,750</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	11,644.99	1,500	0.00	1,500
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	1,681.00	22,000	2,628.00	9,000
<b>Total Professional Services</b>	<b>13,325.99</b>	<b>23,500</b>	<b>2,628.00</b>	<b>10,500</b>
<b>Contractual Services</b>				
52715 PRINTING	712.80	1,500	3,148.18	1,500
52730 DUES AND SUBSCRIPTIONS	3,817.00	3,225	2,940.70	3,225
52735 EQUIPMENT RENTAL	33,181.97	65,000	38,678.06	65,000
52745 GREASE REMOVAL	23,344.59	21,598	28,220.49	31,875
52755 GRIT AND SCREENING DISPOSAL	266,595.63	263,670	134,330.31	203,604
52760 SLUDGE HAULING DISPOSAL	700,552.12	576,020	441,058.68	580,860
52765 ASH HAULING DISPOSAL	190,692.00	1,500,000	0.00	500,000
52770 UNIFORMS	6,773.11	30,000	24,457.27	40,000
52775 LICENSES, FEES, AND PERMITS	84,405.06	82,100	65,725.87	82,900
52780 OTHER CONTRACTUAL SERVICES	205,720.42	262,700	165,635.43	274,100
52785 FACILITIES RENTAL	0.00	0	0.00	0
<b>Total Contractual Services</b>	<b>1,515,794.70</b>	<b>2,805,813</b>	<b>904,194.99</b>	<b>1,783,064</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1100 (SOUTHERLY WWTP)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	5,890.72	6,000	5,334.53	6,000
52806 SOFTWARE	5,040.35	9,295	0.00	0
52810 FUEL AND OIL	58,731.57	70,000	57,776.64	54,718
52811 VEHICLE MAINTENANCE PARTS	329.15	500	39.69	500
52825 CHEMICALS	1,056,686.72	1,134,329	880,868.42	1,067,712
52840 LABORATORY SUPPLIES	15,953.70	9,500	1,897.05	8,000
52845 GENERAL HARDWARE SUPPLIES	211,058.89	185,000	181,915.96	200,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	1,020,159.61	792,500	841,780.61	811,500
52851 OTHER MINOR EQUIPMENT	15,784.80	67,437	63,343.46	85,400
52860 POSTAGE, UPS	32.04	100	42.45	100
52861 TRAINING SUPPLIES	345.32	0	378.39	0
52865 OTHER SUPPLIES	596,593.70	508,000	475,316.73	565,000
52870 FREIGHT	17,823.28	15,000	13,302.75	15,000
<b>Total Materials &amp; Supplies</b>	<u>3,004,429.85</u>	<u>2,797,661</u>	<u>2,521,996.68</u>	<u>2,813,930</u>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	0.00	0	0.00	0
52920 EQUIPMENT REPAIR AND MAINTENANCE	965,541.19	697,444	697,769.03	731,080
<b>Total Equipment Repair &amp; Maintenance</b>	<u>965,541.19</u>	<u>697,444</u>	<u>697,769.03</u>	<u>731,080</u>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	5,482.00	0	4,139.00	0
53020 ROAD REPAIR AND MAINTENANCE	0.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	27,752.56	47,000	16,038.08	53,000
53050 BUILDING MAINTENANCE SUPPLIES	30,921.46	70,000	38,038.17	50,000
53051 BUILDING MAINTENANCE SERVICES	174,572.57	170,000	69,367.01	90,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	9,864.96	40,000	1,041.58	10,000
<b>Total Building &amp; Road Repair</b>	<u>248,593.55</u>	<u>327,000</u>	<u>128,623.84</u>	<u>203,000</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u><u>28,621,720.85</u></u>	<u><u>30,966,756</u></u>	<u><u>28,716,285.27</u></u>	<u><u>30,325,975</u></u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Westerly WWTP -- 1200

**MANAGED BY**              Lawrence W. Cinadr  
Superintendent

Pg 1 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Westerly Water Pollution Control Center, located on a 14-acre site adjacent to Edgewater Park, provides service to approximately 101,530 people located in the northwestern portion of the City of Cleveland. The collection area encompasses approximately nine thousand four hundred (11,000) acres. The raw influent wastewater is a combination of sanitary sewage, storm water and industrial wastewater.

The plant is designed to provide biological treatment to 70 million gallons per day (MGD), and primary treatment to an additional 30 MGD prior to discharge into Lake Erie. Wastewater flows exceeding the plant capacity are diverted to the Combined Sewer Overflow Treatment Facility (CSOTF). CSOTF flows are screened of debris and receive primary sedimentation of the solids prior to discharge into Lake Erie. During 2008, the Westerly plant treated 10.760 billion gallons of wastewater, an average daily flow rate of 29.4 MGD. Biosolids removed at the Westerly plant are dewatered, followed by on-site incineration or hauling off-site to an approved landfill. In 2008, the Westerly plant incinerated 5,239 dry tons of biosolids and hauled 14.4 dry tons to landfill.

In 2009, the Westerly plant will continue to focus on the following goals and objectives:

**Process Operations and Equipment Maintenance** – Continue to maintain environmental compliance utilizing cost effective management of process operations and equipment maintenance. Effectively use technology as a tool. Continue to operate in a fiscally sound manner.

**Labor Relations** - Continue work team strategies to utilize worker skills and improve internal communications. Fully develop and utilize human resources to maximize their potential. Focus on the input from employees at all levels, capitalizing on internal expertise.

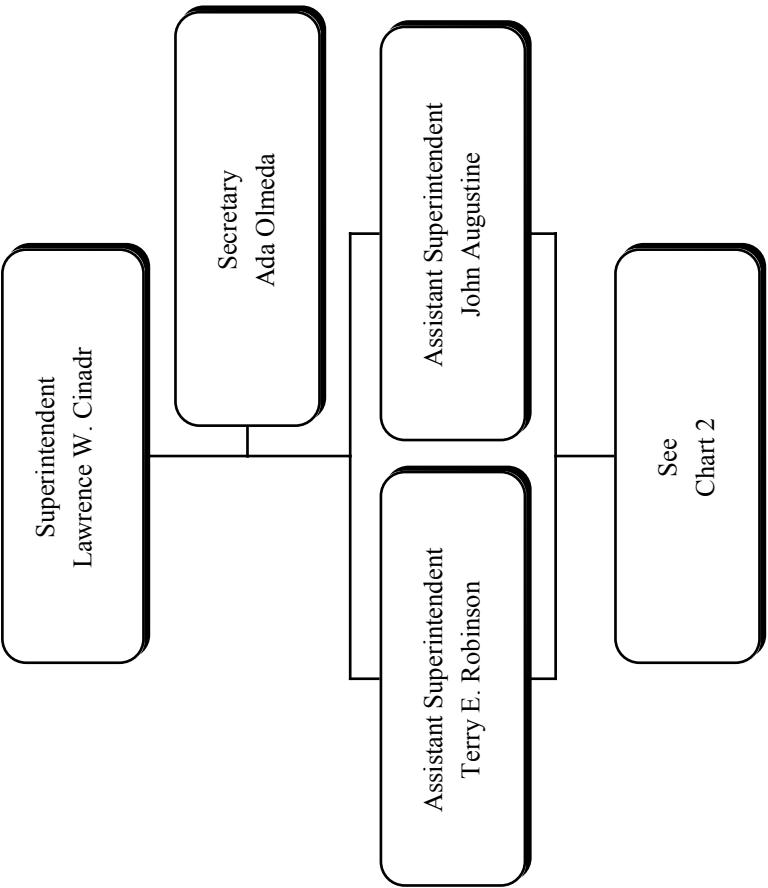
**Safety** – Continue a proactive and effective plant safety program to provide a safe work environment and promote employee safety consciousness. Supplement mandated OSHA training with additional classroom and hands-on training. Conduct monthly safety committee meetings with labor representatives to discuss and implement improvements.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Westerly WWTP -- 1200	
<b>MANAGED BY</b> Lawrence W. Cinadr Superintendent	
Pg 2 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
2008 Accomplishments	2009 Goals
<ul style="list-style-type: none"> <li>• Replaced all three Centrate Lines.</li> <li>• Installed a new boiler in the Locker/Storage Building.</li> <li>• Installed two new ferric pumps.</li> <li>• Installed a new caustic pump.</li> <li>• Rebuilt one centrifuge.</li> <li>• Removed one sodium hypochlorite tank.</li> <li>• Re-configured the Serpentex Belt at the Headworks.</li> <li>• Installing a Maintenance Manager's Locker Room</li> <li>• Installed new perimeter lights at CSOTF</li> <li>• Cleaned all three Solids Contact Tanks.</li> <li>• Replaced the seals on CSOTF Bypass Gate.</li> <li>• Began the installation of new VFD drives on all four PEP's.</li> <li>• Developed a CSOTF Dewatering Pump control scenario for the WIBCR project</li> <li>• Installed additional emergency lighting in the tunnels.</li> <li>• Installed a grease sub-cant line to provide Easterly with a highly quality of grease.</li> </ul>	<ul style="list-style-type: none"> <li>• Installed two new centrifuge polymer tanks.</li> <li>• Conduct a pilot study on using sodium aluminate as an alternative to ferric chloride.</li> <li>• Install two new sodium hypochlorite tanks.</li> <li>• Automate the feed of ferric chloride based on the phosphorus analyzer.</li> <li>• Remodel the old 100 Control Room.</li> <li>• Install a new sump pump in the "T" pocket at CSOTF.</li> <li>• Complete the installation of four new VFD drives on PEP's.</li> <li>• Install new VFD drives on CSOTF Dewatering Pumps.</li> <li>• Install a new fuel oil system.</li> <li>• Install a new grease fill line and relocate the grease tanker.</li> <li>• Install an exhaust fan on the sludge equalization bins.</li> </ul>

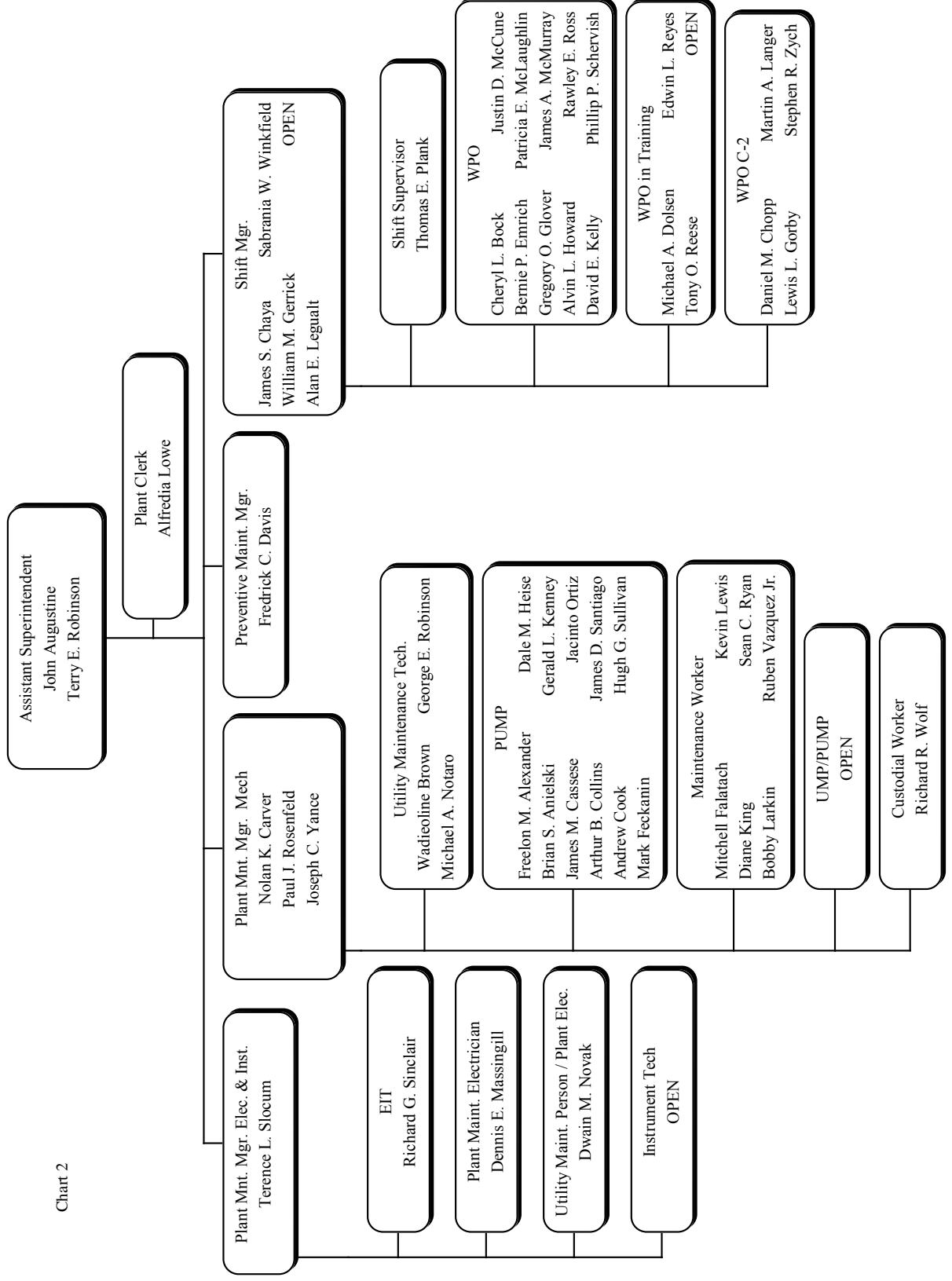


Northeast Ohio Regional Sewer District  
Westerly WWTP  
Budget Center - 1200



Northeast Ohio Regional Sewer District  
Westerly WWTP  
Budget Center - 1200

Chart 2



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **WESTERLY WASTE WATER TREATMENT PLANT -- 1200**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL    BUDGET		2009 BUDGET	BUDGET CHANGE
Superintendent	1	1	1	1	0
Assistant Superintendent	2	2	2	2	0
Shift Manager	5	5	5	5	0
Shift Supervisor	2	1	1	1	0
Plant Mnt. Manager- Mech.	4	3	3	3	0
Plant Mnt. Manager- Elec. & Instr.	1	1	1	1	0
Preventive Maint. Manager	1	1	1	1	0
Secretary	1	1	1	1	0
Plant Clerk	1	1	1	1	0
Wastewater Plant Operator	9	10	9	10	1
Wastewater Plant Operator-Training	4	4	5	4	(1)
Wastewater Plant Operator C-2	4	4	4	4	0
Plant Utility Mnt Person (PUMP)	8	8	8	11	3
Plant Utility Mnt Person (PUMP)-Training	3	3	3	0	(3)
Electrical/Instrument Tech. (EIT)	2	1	2	1	(1)
Instrument Technician	0	0	0	1	1
Plant Maintenance Electrician	1	1	1	1	0
UMP-Plant Maintenace Electriccian	0	1	0	1	1
UMP-Plant Maintenace Person (PUMP)	0	0	0	1	1
Utility Maintenance Technician (UMT)	3	3	3	3	0
Maintenance Worker	7	7	7	6	(1)
Custodial Worker	1	1	1	1	0
TOTAL POSITIONS	60	59	59	60	1

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1200 (WESTERLY WWTP)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	1,143,872.86	1,088,839	1,067,784.12	1,027,173
52030 PROFESSIONALS SALARIES	0.00	0	0.00	0
52031 ADMINISTRATIVE SUPPORT SALARIES	68,447.68	74,110	74,284.92	75,593
52040 OPERATIONS HOURLY	777,957.32	757,046	742,499.78	762,894
52050 MAINTENANCE HOURLY	1,025,612.17	1,117,355	1,087,410.65	1,097,185
52060 STUDENT SALARIES	9,751.20	16,640	10,903.32	24,960
52071 LONGEVITY	15,725.00	16,375	16,625.00	17,475
52081 SICK BUY OUT	0.00	32,000	28,990.70	29,000
52231 ADMINISTRATIVE SUPPORT OVERTIME	289.74	2,500	1,135.48	1,500
52240 OPERATIONS HOURLY OVERTIME	262,863.64	268,000	304,726.39	268,000
52250 MAINTENANCE HOURLY OVERTIME	60,980.36	80,000	78,414.18	90,000
52260 STUDENT OVERTIME	0.00	0	84.00	0
<b>Total Salary &amp; Wages</b>	<b>3,365,499.97</b>	<b>3,452,865</b>	<b>3,412,858.54</b>	<b>3,393,780</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	512,430.53	550,012	530,631.24	519,766
52311 HEALTH CARE OPT-OUT FULL	4,924.53	4,500	4,957.88	5,126
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	575.47	0	667.12	874
52320 OPERS	484,090.60	483,401	479,804.65	475,129
52340 LIFE INSURANCE	4,089.15	4,072	3,922.35	3,032
52360 MEDICARE	31,381.11	33,762	32,401.89	33,517
52380 AWARDS AND RECOGNITION	0.00	0	0.00	0
<b>Total Personnel Benefits</b>	<b>1,037,491.39</b>	<b>1,075,747</b>	<b>1,052,385.13</b>	<b>1,037,444</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	3,068.08	3,750	1,668.88	3,750
52430 EMPLOYEE EDUCATION	14,702.80	4,925	10,923.70	5,225
<b>Total Reimbursable Expenses</b>	<b>17,770.88</b>	<b>8,675</b>	<b>12,592.58</b>	<b>8,975</b>
<b>Utilities</b>				
52510 ELECTRICITY	1,245,035.09	1,280,000	1,429,665.59	1,452,000
52520 NATURAL GAS	1,324,155.84	1,310,400	1,406,409.17	1,258,800
52530 WATER AND OTHER UTILITIES	49,928.88	68,190	60,390.35	74,340
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<b>2,619,119.81</b>	<b>2,658,590</b>	<b>2,896,465.11</b>	<b>2,785,140</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	7,570.00	10,000	714.95	20,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	12,000	0.00	5,000
<b>Total Professional Services</b>	<b>7,570.00</b>	<b>22,000</b>	<b>714.95</b>	<b>25,000</b>
<b>Contractual Services</b>				
52715 PRINTING	19.80	300	45.40	300
52730 DUES AND SUBSCRIPTIONS	955.00	2,000	524.00	1,000
52735 EQUIPMENT RENTAL	3,910.00	3,500	218.22	5,000
52745 GREASE REMOVAL	5,345.28	7,025	9,357.24	9,996
52755 GRIT AND SCREENING DISPOSAL	42,664.26	52,733	38,370.99	28,933
52760 SLUDGE HAULING DISPOSAL	38,979.96	15,248	674.99	15,559
52765 ASH HAULING DISPOSAL	93,303.70	95,300	97,457.57	112,500
52770 UNIFORMS	1,880.94	15,000	7,941.08	10,000
52775 LICENSES, FEES, AND PERMITS	35,395.24	35,889	32,224.41	35,889
52780 OTHER CONTRACTUAL SERVICES	49,537.99	64,500	35,622.01	50,700
<b>Total Contractual Services</b>	<b>271,992.17</b>	<b>291,495</b>	<b>222,435.91</b>	<b>269,877</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1200 (WESTERLY WWTP)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	3,035.02	3,000	3,105.41	3,000
52806 SOFTWARE	0.00	10,000	0.00	0
52810 FUEL AND OIL	8,259.03	15,000	4,399.38	4,244
52811 VEHICLE MAINTENANCE PARTS	1,563.99	2,000	171.68	2,000
52825 CHEMICALS	201,976.33	225,000	171,958.45	224,355
52840 LABORATORY SUPPLIES	1,372.23	2,000	1,651.97	2,000
52845 GENERAL HARDWARE SUPPLIES	78,421.80	80,000	81,008.17	80,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	239,846.15	250,000	255,914.79	240,000
52851 OTHER MINOR EQUIPMENT	57,617.45	30,000	27,065.38	25,000
52860 POSTAGE, UPS	0.00	50	0.00	50
52861 TRAINING SUPPLIES	471.30	0	0.00	500
52865 OTHER SUPPLIES	127,698.91	116,500	114,890.76	117,000
52870 FREIGHT	6,510.24	5,000	6,905.97	5,000
<b>Total Materials &amp; Supplies</b>	<b>726,772.45</b>	<b>738,550</b>	<b>667,071.96</b>	<b>703,149</b>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	0.00	500	79.99	500
52920 EQUIPMENT REPAIR AND MAINTENANCE	218,351.10	150,000	139,802.45	156,310
<b>Total Equipment Repair &amp; Maintenance</b>	<b>218,351.10</b>	<b>150,500</b>	<b>139,882.44</b>	<b>156,810</b>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	1,166.00	0	2,780.00	0
53020 ROAD REPAIR AND MAINTENANCE	0.00	0	0.00	0
53030 SEWER REPAIR AND MAINTENANCE	14,850.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	35,153.91	20,000	18,033.25	20,000
53050 BUILDING MAINTENANCE SUPPLIES	27,161.51	60,000	7,543.20	15,000
53051 BUILDING MAINTENANCE SERVICES	76,147.60	61,000	29,832.50	25,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	11,121.66	18,000	454.79	8,000
<b>Total Building &amp; Road Repair</b>	<b>165,600.68</b>	<b>159,000</b>	<b>58,643.74</b>	<b>68,000</b>
<b>Total Judgments &amp; Awards</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>BUDGET CENTER TOTAL</b>	<b>8,430,168.45</b>	<b>8,557,422</b>	<b>8,463,050.36</b>	<b>8,448,175</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER** Easterly WWTP -- 1300

**MANAGED BY** Robert M. Bonnett, P.E.  
Superintendent

Pg 1 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Easterly Wastewater Treatment Plant is located on 105 acres adjacent to Lake Erie on the eastern border of the City of Bratenahl. The raw influent wastewater is a combination of sanitary sewage, storm water and industrial wastewater. The activated sludge, biological treatment plant provides service to approximately 333,000 residents and various businesses in the northeastern portion of the City of Cleveland and 16 surrounding suburbs from a collection area of approximately 48,000 acres.

The Easterly plant is designed to provide complete secondary treatment to 300 million gallons per day (MGD), and provide preliminary and primary treatment to up to 400 MGD of storm flow. The plant provided complete treatment to 36.088 billion gallons of combined wastewater in 2008. This resulted in an average daily treated flow of 98.6 MGD. In 2009, the plant will continue to focus on the following goals and objectives:

**Plant Administration** - Support the District's mission and vision statements, and Strategic Plan. Work closely with District Engineering and Construction to prioritize and implement capital improvements. Follow the District procurement procedures and enforce Policies and Procedures. Provide training to enhance worker skill development and work quality. Consistently review plant performance, equipment maintenance and operating procedures to assure that all National Pollutant Discharge Elimination System (NPDES) requirements are met. Provide clear direction. Promote good morale and an environment of open communications.

**Process Operations and Equipment Maintenance** – Continue to implement efficient and cost effective strategies for process operations, including improvements in plant automation. Efficiently perform preventative and repair maintenance on existing equipment. Purchase and install new cost effective equipment to reduce costs and enhance process performance.

**Labor Relations** - Continue to implement team building strategies. Conduct monthly labor management committee meetings with labor representatives to discuss opportunities for improvements

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Easterly WWTP -- 1300	
<b>MANAGED BY</b> Robert M. Bonnett, P.E. Superintendent	
Pg 2 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p><b><u>Safety</u></b> – Continue a proactive and effective plant safety program to provide a safe work environment and promote employee safety consciousness. Coordinate with the District Safety and Security Department to provide mandated OSHA training, supplemented with additional topics for classroom and hands-on training. Conduct monthly safety committee meetings with labor representatives to identify needed improvements.</p>	
2008 Accomplishments	2009 Goals
<ul style="list-style-type: none"> <li>• Installed two (2) replacement grinders for the grease handling system to reduce maintenance costs.</li> <li>• Placed into full operation a new treated effluent monitoring station for more efficient operation.</li> <li>• Modified the backwash piping for the non-potable water strainer.</li> <li>• Continued to modify the bar rakes with new rollers and shafts, improved lubrication and better screen supports.</li> <li>• Implemented heating up the Grease Reactor daily using processed grease instead of fuel oil to reduce costs.</li> <li>• Cleaned and patched the inlet air silencers on Aeration Blowers No. 2 and 4 to defer capital cost (replacements).</li> <li>• Modified the storage of sodium hypochlorite for use during the winter to a more efficient location.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and enhance 50% of plant preventive maintenance work orders to plan more efficient equipment maintenance and utilization of the work force.</li> <li>• Purchase and install two (2) bulk storage tanks for liquid sodium hydroxide. Purchase and install pumps, motors, drives and controls for automated feed of the chemical to the treated effluent to reduce chemical usage and cost.</li> <li>• Reduce plant electrical usage by operating one (1) 1500 hp aeration blower.</li> <li>• Install piping and motive water to apply ferric chloride solution to the west side of the secondary treatment process to reduce chemical usage and cost.</li> <li>• Purchase and install replacement sodium bisulfite pumps, motors, drives and controls to reduce chemical usage and cost.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER** Easterly WWTP -- 1300

**MANAGED BY** Robert M. Bonnett, P.E.  
Superintendent

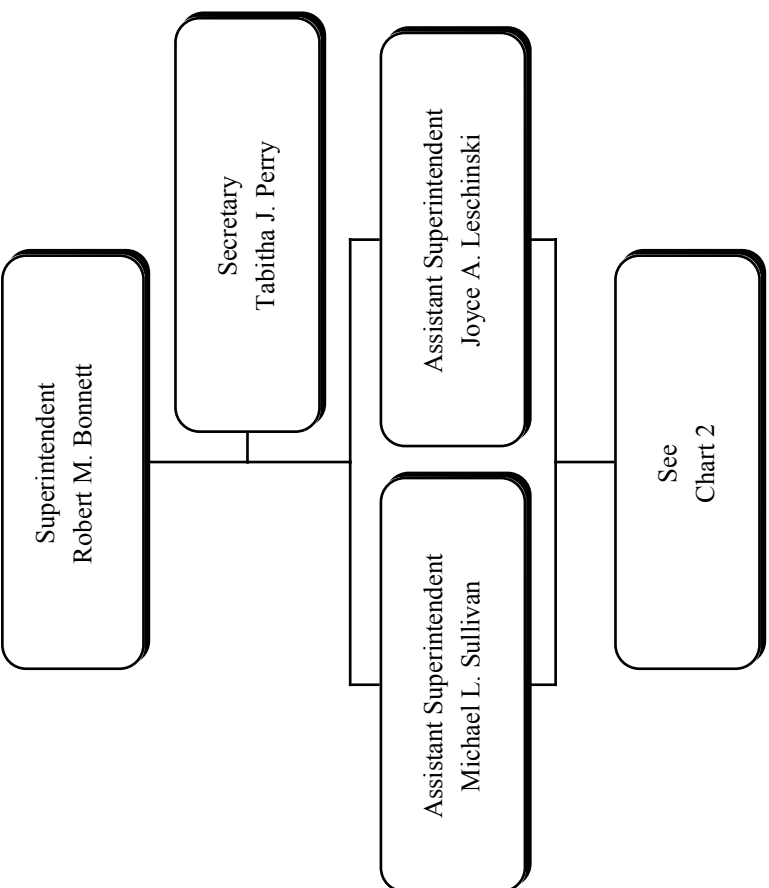
Pg 3 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

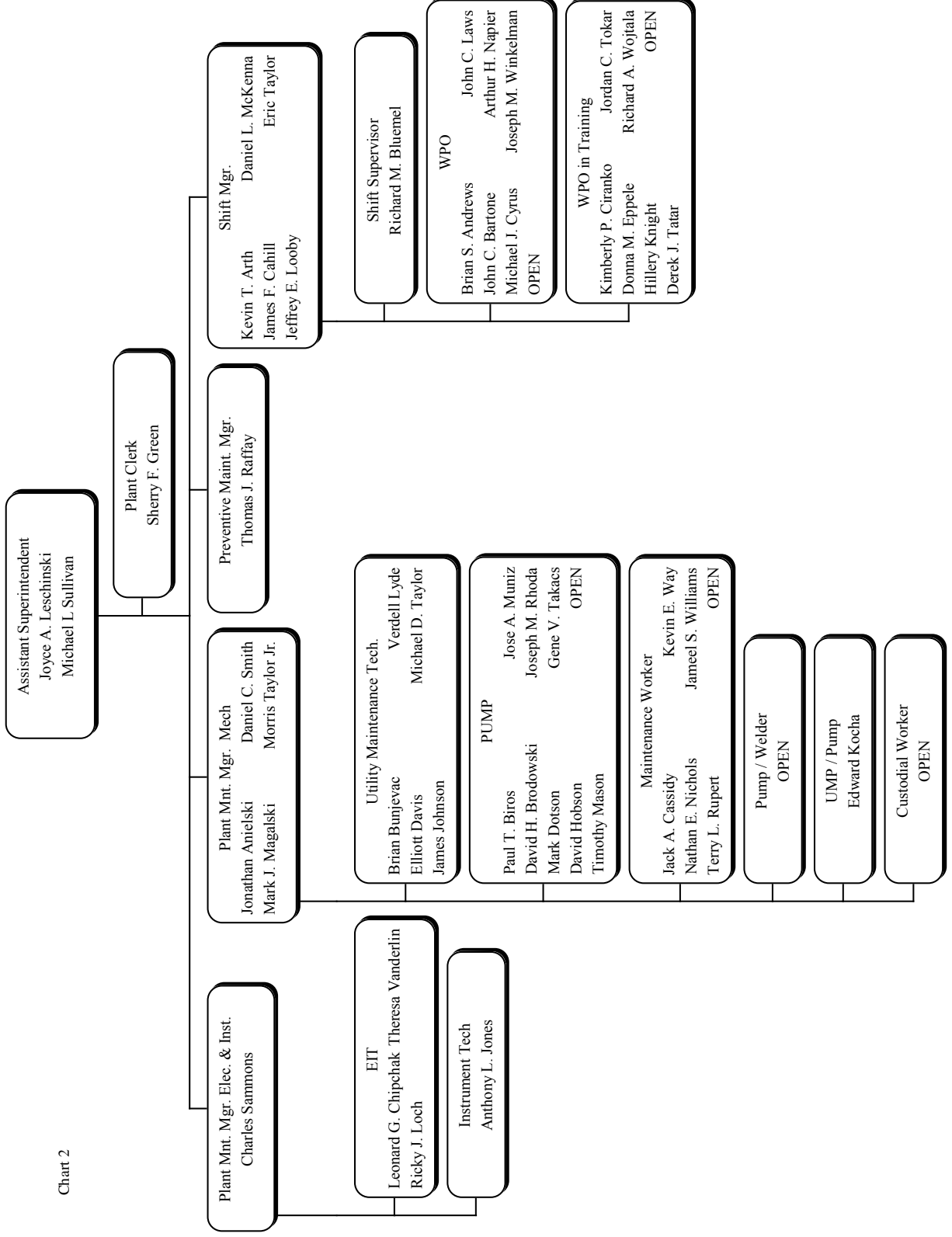
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Installed two (2) chopper conversion kits on the grit slurry pumps to reduce debris related to blockages and minimize future maintenance costs.</li></ul>	<ul style="list-style-type: none"><li>• Install four (4) chopper conversion kits on the grit slurry pumps to reduce debris related blockages and minimize future maintenance costs.</li></ul>



Northeast Ohio Regional Sewer District  
Easterly WWTP  
Budget Center - 1300



Northeast Ohio Regional Sewer District  
 Easterly WWTP  
 Budget Center - 1300



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **EASTERLY WASTE WATER TREATMENT PLANT -- 1300**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET	2009 BUDGET	BUDGET CHANGE
Superintendent	1	1	1	0
Assistant Superintendent	2	2	2	0
Shift Manager	5	5	5	0
Shift Supervisor	1	1	1	0
Plant Mnt. Manager- Mech.	3	4	4	0
Plant Mnt. Manager- Elec. & Instr.	1	1	1	0
Preventive Maint. Manager	1	1	1	0
Secretary	1	1	1	0
Plant Clerk	1	1	1	0
Wastewater Plant Operator	11	8	11	(4)
Wastewater Plant Operator-Training	1	6	3	4
Plant Utility Mnt Person (PUMP)	9	9	9	0
Plant Utility Mnt Person (PUMP)-Training	1	1	0	(1)
Plant Utility Mnt Person (PUMP)/Welder	0	0	1	1
Electrical/Instrument Technician (EIT)	4	3	4	(1)
Instrument Technician	0	1	0	1
Utility Maintenance Technician (UMT)	6	5	6	(1)
UMP-Plant Maintenance Person (PUMP)	0	1	0	1
Maintenance Worker	6	6	6	0
Custodial Worker	1	1	1	0
TOTAL POSITIONS	55	58	58	0

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1300 (EASTERLY WWTP)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	1,093,156.50	1,164,384	1,130,938.82	1,185,890
52030 PROFESSIONALS SALARIES	0.00	0	0.00	0
52031 ADMINISTRATIVE SUPPORT SALARIES	64,677.09	66,601	45,125.79	61,484
52040 OPERATIONS HOURLY	540,638.42	616,571	575,250.27	571,037
52050 MAINTENANCE HOURLY	1,042,772.34	1,163,552	1,099,982.25	1,096,188
52060 STUDENT SALARIES	4,610.40	20,800	21,191.32	24,960
52071 LONGEVITY	20,350.00	21,700	17,075.00	18,600
52081 SICK BUY OUT	0.00	22,000	22,914.69	23,000
52231 ADMINISTRATIVE SUPPORT OVERTIME	344.66	500	0.00	500
52240 OPERATIONS HOURLY OVERTIME	234,117.26	240,632	235,882.00	240,000
52250 MAINTENANCE HOURLY OVERTIME	62,455.64	75,000	30,534.41	45,000
52260 STUDENT OVERTIME	0.00	0	0.00	0
<b>Total Salary &amp; Wages</b>	<b>3,063,122.31</b>	<b>3,391,740</b>	<b>3,178,894.55</b>	<b>3,266,659</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	537,104.75	593,783	576,311.31	547,007
52311 HEALTH CARE OPT-OUT FULL	3,271.40	3,609	3,050.71	3,000
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	978.60	892	74.29	0
52320 OPERS	446,841.07	474,844	451,620.83	457,332
52340 LIFE INSURANCE	3,711.65	4,001	3,713.20	3,124
52360 MEDICARE	19,659.38	25,483	21,891.94	27,179
<b>Total Personnel Benefits</b>	<b>1,011,566.85</b>	<b>1,102,612</b>	<b>1,056,662.28</b>	<b>1,037,642</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	1,774.89	2,000	1,998.82	3,000
52430 EMPLOYEE EDUCATION	17,023.20	7,600	6,925.40	8,000
<b>Total Reimbursable Expenses</b>	<b>18,798.09</b>	<b>9,600</b>	<b>8,924.22</b>	<b>11,000</b>
<b>Utilities</b>				
52510 ELECTRICITY	2,058,352.30	2,240,000	2,433,371.88	2,354,520
52520 NATURAL GAS	558,841.15	491,400	488,702.79	466,460
52530 WATER AND OTHER UTILITIES	76,195.01	103,876	58,352.24	80,535
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<b>2,693,388.46</b>	<b>2,835,276</b>	<b>2,980,426.91</b>	<b>2,901,515</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	1,466.83	5,250	0.00	8,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	13,000	0.00	0
<b>Total Professional Services</b>	<b>1,466.83</b>	<b>18,250</b>	<b>0.00</b>	<b>8,000</b>
<b>Contractual Services</b>				
52715 PRINTING	227.00	500	70.10	500
52730 DUES AND SUBSCRIPTIONS	420.00	650	773.50	650
52735 EQUIPMENT RENTAL	4,250.01	3,000	0.00	2,500
52745 GREASE REMOVAL	0.00	0	0.00	0
52755 GRIT AND SCREENING DISPOSAL	129,268.38	131,832	112,296.58	117,876
52770 UNIFORMS	1,880.25	10,000	10,006.20	16,700
52775 LICENSES, FEES, AND PERMITS	43,635.25	44,334	45,963.50	45,034
52780 OTHER CONTRACTUAL SERVICES	76,832.55	79,500	83,181.29	85,500
<b>Total Contractual Services</b>	<b>256,513.44</b>	<b>269,816</b>	<b>252,291.17</b>	<b>268,760</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1300 (EASTERLY WWTP)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	3,361.78	3,000	2,258.50	3,000
52806 SOFTWARE	0.00	0	6,797.88	0
52810 FUEL AND OIL	63,815.00	80,000	131,481.49	78,168
52811 VEHICLE MAINTENANCE PARTS	56.09	0	13.03	0
52825 CHEMICALS	185,265.85	220,000	108,749.97	207,220
52840 LABORATORY SUPPLIES	2,012.44	2,000	737.82	2,000
52845 GENERAL HARDWARE SUPPLIES	50,584.00	52,000	110,712.31	70,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	209,078.41	212,975	218,581.90	120,500
52851 OTHER MINOR EQUIPMENT	31,054.20	65,500	39,185.34	32,000
52860 POSTAGE, UPS	18.56	0	0.00	0
52861 TRAINING SUPPLIES	0.00	0	0.00	0
52865 OTHER SUPPLIES	93,994.34	70,000	108,514.86	85,500
52870 FREIGHT	5,482.12	3,000	2,494.56	3,000
<b>Total Materials &amp; Supplies</b>	<b>644,722.79</b>	<b>708,475</b>	<b>729,527.66</b>	<b>601,388</b>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	0.00	0	0.00	0
52920 EQUIPMENT REPAIR AND MAINTENANCE	130,300.26	186,800	105,002.17	153,550
52930 VEHICLE REPAIRS	0.00	0	0.00	0
<b>Total Equipment Repair &amp; Maintenance</b>	<b>130,300.26</b>	<b>186,800</b>	<b>105,002.17</b>	<b>153,550</b>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	766.24	2,000	39.84	2,000
53020 ROAD REPAIR AND MAINTENANCE	0.00	2,000	0.00	3,000
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	66,552.02	64,415	37,989.54	30,000
53050 BUILDING MAINTENANCE SUPPLIES	21,414.78	32,000	17,316.23	20,500
53051 BUILDING MAINTENANCE SERVICES	44,634.33	60,000	30,468.44	45,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	2,618.56	15,000	1,268.80	5,000
<b>Total Building &amp; Road Repair</b>	<b>135,985.93</b>	<b>175,415</b>	<b>87,082.85</b>	<b>105,500</b>
<b>Total Judgments &amp; Awards</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>BUDGET CENTER TOTAL</b>	<b>7,955,864.96</b>	<b>8,697,984</b>	<b>8,398,811.81</b>	<b>8,354,014</b>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER** Maintenance Services -- 1400

**MANAGED BY** Ronald Czerski  
Superintendent of Maintenance Services

Pg 1 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

Maintenance Services provides management for the following departments:

Administrative Services

Building Maintenance

Fleet Services

Sewer System Maintenance and Operation

Maintenance Services is actively involved in the implementation of the Stormwater Inspection and Maintenance Program.

Environmental & Maintenance Services Center (EMSC) administration work is also performed by Maintenance Services personnel. This includes managing and maintaining the buildings and grounds; administering multiple service contracts; and providing technical support to other District departments. EMSC hosts an average of 1000 meetings per year. Maintenance Services meeting services includes meeting scheduling, meeting room set-up, and catering when required. Meeting rooms are provided for District personnel as well as non-District groups. The more notable customers routinely utilizing EMSC's facilities are the Local Emergency Planning Committee, Mayor's and Manager's Association, and the Sewer Pipe Users Group.

Maintenance Services strives to provide a comfortable and safe facility that helps its customers maximize their productivity. Customer service is a priority in Maintenance Services.

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Provided services for hosting 1000 meetings in 2008</li><li>• Implemented employee development plans</li></ul>	<ul style="list-style-type: none"><li>• Improve planning process to reduce cost</li><li>• Reduce CSO volume</li><li>• Assist in implementation of the 12 stormwater programs</li></ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**    Maintenance Services    -- 1400

**MANAGED BY**            Ronald Czerski  
                                 Superintendent of Maintenance Services

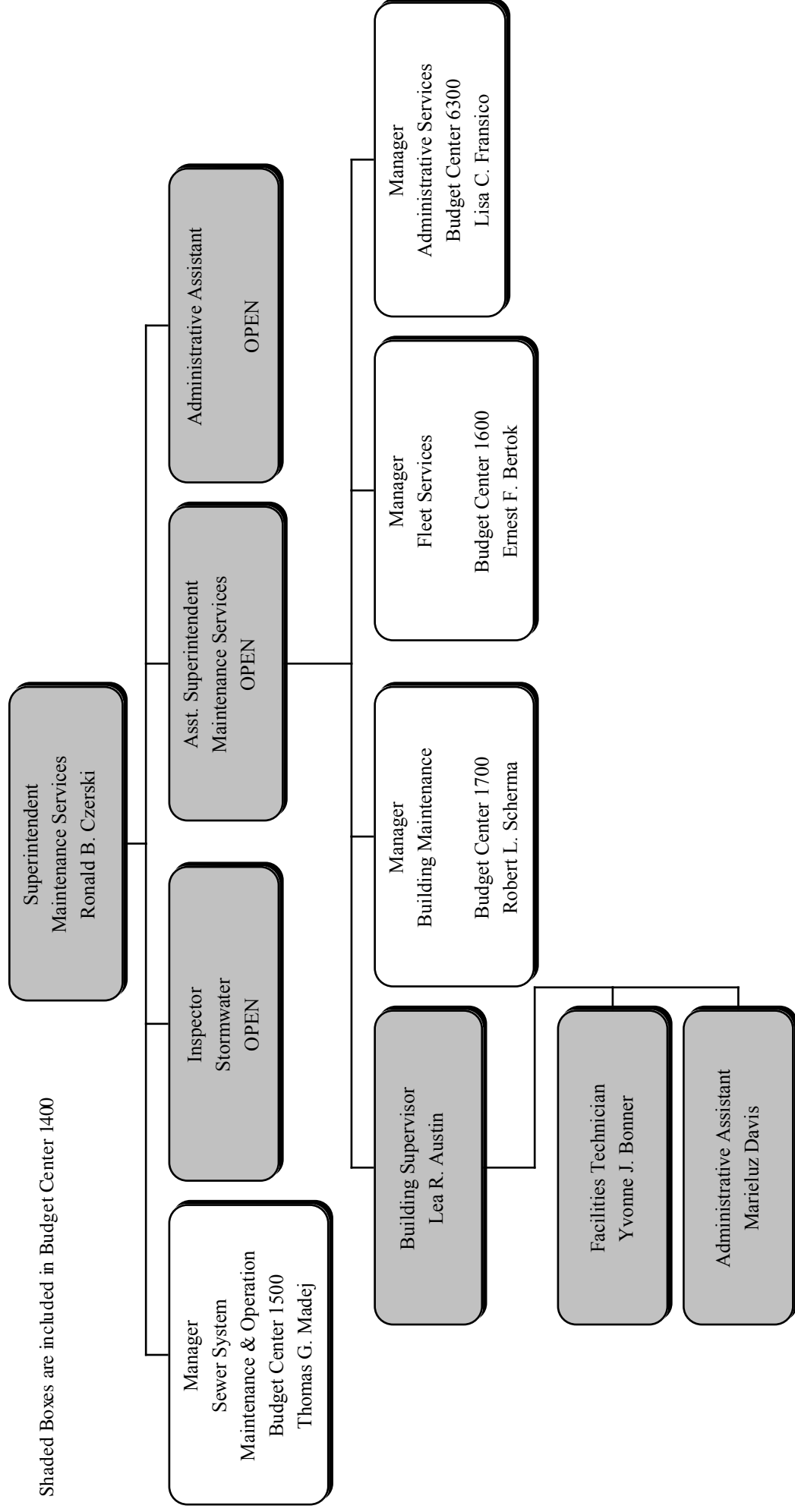
Pg 2 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Implemented cross training for Maintenance Services Administration</li><li>• Assisted Watersheds with stormwater planning</li><li>• Participated in public interaction projects</li></ul>	<ul style="list-style-type: none"><li>• Participate in CCR public interaction projects</li><li>• Assist Engineering in the development of an asset management strategy and assessments</li><li>• Advance green initiatives through specific projects</li><li>• Participate in expansion of collection system</li><li>• Participate in performance management activities with OED and HR</li></ul>

Northeast Ohio Regional Sewer District  
Maintenance Services  
Budget Center - 1400

Shaded Boxes are included in Budget Center 1400





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **MAINTENANCE SERVICES -- 1400**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET		2009 BUDGET	BUDGET CHANGE
Superintendent of Maintenance Services	1	1	1	1	0
Asst. Superintendent of Maint. Services	1	1	1	1	0
Building Supervisor	1	1	1	1	0
Facilities Technician	0	1	1	1	0
Secretary	1	1	1	0	(1)
Administrative Assistant	1	1	1	2	1
Inspector	0	0	0	1	1
TOTAL POSITIONS	5	6	6	7	1

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1400 (MAINTENANCE SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	231,347.43	239,220	222,726.17	220,286
52030 PROFESSIONALS SALARIES	0.00	0	0.00	0
52031 ADMINISTRATIVE SUPPORT SALARIES	76,881.70	114,505	91,324.33	110,672
52034 TECHNICIANS SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	8,435.43	8,320	6,318.97	8,320
52071 LONGEVITY	2,000.00	2,000	1,375.00	1,100
52081 SICK BUY OUT	0.00	5,500	3,225.44	3,300
52231 ADMINISTRATIVE SUPPORT OVERTIME	10,377.74	11,000	6,372.34	9,000
52260 STUDENT OVERTIME	372.00	400	0.00	400
<b>Total Salary &amp; Wages</b>	<b>329,414.30</b>	<b>380,945</b>	<b>331,342.25</b>	<b>353,078</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	45,243.21	49,559	41,995.53	39,571
52311 HEALTH CARE OPT-OUT FULL	250.00	1,500	832.88	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	0.00	0	667.12	874
52320 OPERS	46,228.96	53,332	47,042.77	49,431
52340 LIFE INSURANCE	345.15	421	374.40	656
52360 MEDICARE	1,388.15	2,030	1,498.38	2,871
<b>Total Personnel Benefits</b>	<b>93,455.47</b>	<b>106,842</b>	<b>92,411.08</b>	<b>94,029</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	1,387.78	5,000	3,587.05	2,500
52430 EMPLOYEE EDUCATION	11,487.95	7,000	4,730.00	2,500
<b>Total Reimbursable Expenses</b>	<b>12,875.73</b>	<b>12,000</b>	<b>8,317.05</b>	<b>5,000</b>
<b>Utilities</b>				
52510 ELECTRICITY	314,058.61	318,500	306,110.28	354,270
52520 NATURAL GAS	30,222.65	37,600	35,726.11	34,093
52530 WATER AND OTHER UTILITIES	14,534.11	12,892	12,662.31	13,878
52550 COMMUNICATIONS	686.38	0	0.00	0
<b>Total Utilities</b>	<b>359,501.75</b>	<b>368,992</b>	<b>354,498.70</b>	<b>402,241</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	7,927.84	20,000	1,540.00	0
<b>Total Professional Services</b>	<b>7,927.84</b>	<b>20,000</b>	<b>1,540.00</b>	<b>0</b>
<b>Contractual Services</b>				
52715 PRINTING	22.70	300	22.70	200
52720 TAXES	0.00	0	0.00	0
52730 DUES AND SUBSCRIPTIONS	1,317.58	1,500	992.00	1,500
52735 EQUIPMENT RENTAL	580.76	2,000	0.00	1,000
52750 ADVERTISING	0.00	0	0.00	0
52770 UNIFORMS	0.00	1,000	328.60	1,500
52775 LICENSES, FEES, AND PERMITS	2,043.25	5,700	2,739.75	5,700
52780 OTHER CONTRACTUAL SERVICES	137,972.44	146,900	108,094.87	144,000
<b>Total Contractual Services</b>	<b>141,936.73</b>	<b>157,400</b>	<b>112,177.92</b>	<b>153,900</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1400 (MAINTENANCE SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	5,346.67	5,000	2,513.56	3,500
52810 FUEL AND OIL	2,544.51	5,000	2,376.88	2,780
52811 VEHICLE MAINTENANCE PARTS	4.67	0	4.00	0
52840 LABORATORY SUPPLIES	22.66	0	2.97	0
52845 GENERAL HARDWARE SUPPLIES	5,838.22	7,500	3,821.97	6,500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	19.60	1,500	1,192.67	1,000
52851 OTHER MINOR EQUIPMENT	1,180.29	5,000	3,277.29	16,100
52860 POSTAGE, UPS	8,450.39	10,000	11,529.01	13,000
52861 TRAINING SUPPLIES	10,812.90	10,000	9,654.77	20,000
52865 OTHER SUPPLIES	12,923.53	13,000	10,444.38	13,000
52870 FREIGHT	572.89	1,000	364.42	1,000
<b>Total Materials &amp; Supplies</b>	<u>47,716.33</u>	<u>58,000</u>	<u>45,181.92</u>	<u>76,880</u>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	0.00	0	0.00	0
52920 EQUIPMENT REPAIR AND MAINTENANCE	22,239.58	13,600	11,114.59	14,000
<b>Total Equipment Repair &amp; Maintenance</b>	<u>22,239.58</u>	<u>13,600</u>	<u>11,114.59</u>	<u>14,000</u>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	0.00	0	0.00	0
53020 ROAD REPAIR AND MAINTENANCE	0.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	2,085.42	5,000	1,847.97	5,000
53050 BUILDING MAINTENANCE SUPPLIES	62,343.63	80,000	22,285.84	37,000
53051 BUILDING MAINTENANCE SERVICES	133,611.08	164,500	43,917.35	74,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	7,867.13	6,000	0.00	3,000
<b>Total Building &amp; Road Repair</b>	<u>205,907.26</u>	<u>255,500</u>	<u>68,051.16</u>	<u>119,000</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u>1,220,974.99</u>	<u>1,373,279</u>	<u>1,024,634.67</u>	<u>1,218,128</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Sewer System Maintenance & Operation -- 1500

**MANAGED BY**         Thomas Madej  
                                 Manager Sewer System Maintenance & Operation

Page 1 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Sewer System Maintenance and Operation Department (SSMO) operates and maintains the District's collection system infrastructure. The infrastructure includes pumping stations, interceptors, trunk sewers, combined sewer regulators, diversion structures, manholes, drop shafts, bar racks, floatable control facilities, odor control facilities, and monitoring systems.

The department is comprised of one (1) Manager, one (1) Assistant Manager, seven (7) Supervisors, one (1) Preventive Maintenance Manager, one (1) Secretary, two (2) Systems Support Specialist, nine (9) Field Technicians, eight (8) Operator/Technicians, nine (9) Field Technician Operators, nine (9) System Utility Maintenance Persons, one (1) Utility Maintenance Person, two (2) Technical Support Aides, and one (1) Flow Monitoring Technician. Currently, the department maintains two hundred ninety seven (297) miles of sewer pipe, six hundred thirty (630) fixed weir regulators and control structures, twenty five (25) automated regulators, twenty five (25) rain gauges, one hundred and thirty (130) level and flow monitoring sites, ten (10) floatables control facilities, eight (8) odor control facilities, seven (7) pump stations, seven (7) generators, two (2) tunnel control structure and one (1) storm water control dam.

The department is also responsible for the maintenance of the District's portable gas detectors, and the CSO distributed process control system. Additional duties include the inspection and management of the District's emergency repairs to the collection system, portable flow monitoring in the collection system, minor design, drafting, and operation of the Ohio Utility Protection Services program.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Sewer System Maintenance & Operation -- 1500

**MANAGED BY**        Thomas Madej  
                                 Manager Sewer System Maintenance & Operation

Page 2 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The main objectives for 2009 are:

**Administration:** Support the District's mission statement, strategic plan, and operational plan. Apply and enforce District policies. Provide guidelines for equipment performance, maintenance and operating procedures to ensure that all operational requirements are met. Establish an operation and maintenance program for new equipment including additional controls. Make recommendations to other District departments to ensure continued efficient operation of the wastewater collection facilities. Provide support and training to ensure future excellence in the operation and maintenance of the facilities. Respond to emergency or adverse operating conditions in an effective and efficient manner.

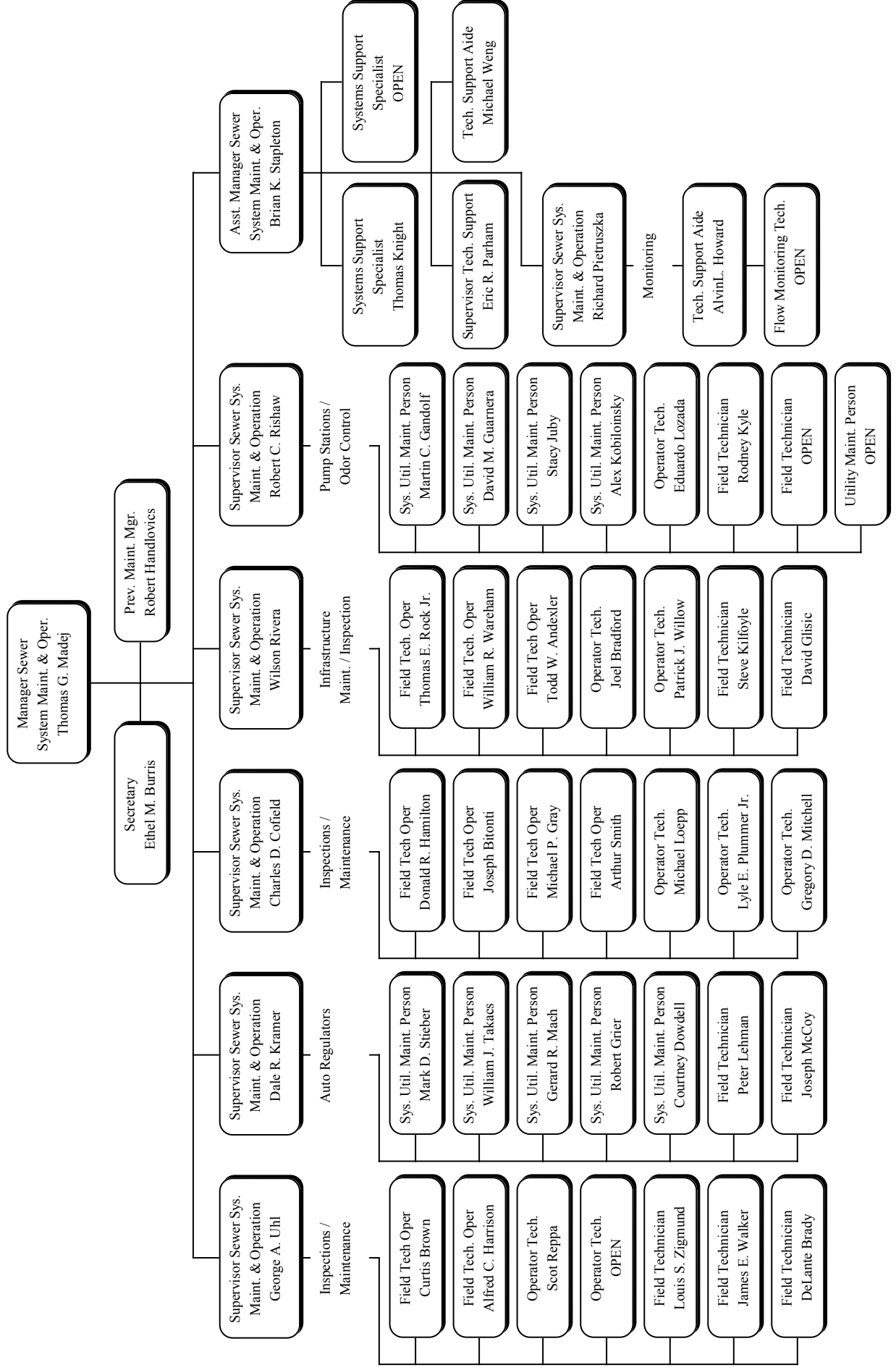
**Operation and Maintenance:** Encourage efficient operation of the pump stations, regulators, and sewers to comply with all NPDES permit limitations and other applicable local and federal regulations. Comply with the Combined Sewer Overflows Guidance for Nine Minimum Controls. Promote the efficient and cost effective operation of the pumping stations, automated regulators, fixed weir regulators, diversion structures, level and flow monitors, floatable control facilities, generators and odor control facilities. Make recommendations for maintenance needs and/or process improvements.

Provide quality and efficient repair of equipment. Plan and improve the existing Preventive Maintenance Program. Follow the District's work and safety guidelines. Communicate and cooperate with other stakeholders and District departments to ensure adequate supply of parts and services. Provide employee training to ensure a high level of electrical, mechanical, instrument, sewer cleaning and sewer inspection knowledge. Make recommendations for equipment upgrades or modifications to prolong service life and/or increase efficiency.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Sewer System Maintenance & Operation -- 1500  <b>MANAGED BY</b> Thomas Madej Manager Sewer System Maintenance & Operation  Page 3 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Revised the Southerly Wetland drainage system in order to improve the quality and operation</li> <li>• Completed the implementation of a web based pump station monitoring system</li> <li>• Participated in site and city visits in order to prepare to become a stormwater utility</li> <li>• Revised and implemented the use of the Minor Emergency Contract Procedure</li> <li>• Assisted Watersheds with stormwater planning</li> <li>• Participated in public interaction projects</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the number of CSO events at fixed weir regulator “trouble spots”</li> <li>• Support the plants in handling additional flows from new tunnels</li> <li>• Work with Watersheds on determining the requirements for CSO monitoring</li> <li>• Participate in CCR public interaction projects</li> <li>• Assist Watersheds in the implementation of the 12 stormwater programs</li> <li>• Improve operation/functionality of Southerly Wetlands</li> <li>• Participate in expansion of collection system</li> <li>• Assist Engineering in the development of an asset management strategy and condition assessments</li> <li>• Participate in a comprehensive review of all engineering projects to reduce the number of change orders</li> <li>• Participate in performance management activities with OED and HR</li> <li>• Improve planning process to reduce maintenance cost</li> <li>• Continue implementation of 9 Minimum Controls</li> </ul>

Northeast Ohio Regional Sewer District  
Sewer System Maintenance and Operation  
Budget Center - 1500



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SEWER SYSTEM MAINTENANCE AND OPERATION -- 1500**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET	2009 BUDGET	BUDGET CHANGE
Manager Serwer System M & O	1	1	1	0
Asst. Manager Serwer System M & O	1	1	1	0
Field Supervisor	1	0	0	0
Supervisor Sewer Systems M & O	4	6	6	0
Supervisor Technical Support	1	1	1	0
Preventive Maintenance Manager	1	1	1	0
Secretary	1	1	1	0
Technical Support Aide	2	2	2	0
Flow Monitoring Technician	0	0	0	1
Systems Support Specialist	2	2	2	0
Field Tech. Operator	8	6	9	0
Operator Technician	7	7	8	0
Field Technician	6	6	9	0
Systems Utility Maintenance Person	7	7	7	9
Systems Utility Maintenance Person-Train	2	2	2	0
Utility Maintenance Person	0	0	0	1
TOTAL POSITIONS	44	43	50	52



# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1500 (SEWER SYSTEM MAINTENANCE AND OPERATION)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	608,068.79	596,482	603,033.76	681,755
52030 PROFESSIONALS SALARIES	0.00	0	0.00	0
52031 ADMINISTRATIVE SUPPORT SALARIES	35,471.29	36,483	36,334.37	37,213
52034 TECHNICIANS SALARIES	193,762.96	203,882	188,904.76	177,263
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52050 MAINTENANCE HOURLY	1,203,956.59	1,315,142	1,186,097.15	1,521,237
52060 STUDENT SALARIES	3,384.00	4,160	3,468.00	4,160
52071 LONGEVITY	10,625.00	10,850	9,875.00	11,175
52081 SICK BUY OUT	0.00	12,000	12,691.02	12,700
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	0	0.00	0
52234 TECHNICIAN OVERTIME	4,383.13	4,150	4,283.23	4,150
52240 OPERATIONS HOURLY OVERTIME	0.00	0	0.00	0
52250 MAINTENANCE HOURLY OVERTIME	108,635.55	131,400	140,163.58	100,000
52260 STUDENT OVERTIME	0.00	0	0.00	0
<b>Total Salary &amp; Wages</b>	<u>2,168,287.31</u>	<u>2,314,549</u>	<u>2,184,850.87</u>	<u>2,549,653</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	420,559.30	413,089	404,950.39	397,397
52311 HEALTH CARE OPT-OUT FULL	3,200.48	4,217	4,345.02	5,753
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	320.92	892	889.99	874
52320 OPERS	315,458.69	324,037	318,718.39	356,951
52340 LIFE INSURANCE	2,989.35	3,019	2,977.65	2,810
52360 MEDICARE	25,237.66	28,010	26,206.32	31,968
<b>Total Personnel Benefits</b>	<u>767,766.40</u>	<u>773,264</u>	<u>758,087.76</u>	<u>795,753</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	4,008.20	5,000	4,144.52	5,000
52430 EMPLOYEE EDUCATION	35,614.80	44,800	39,725.00	35,000
<b>Total Reimbursable Expenses</b>	<u>39,623.00</u>	<u>49,800</u>	<u>43,869.52</u>	<u>40,000</u>
<b>Utilities</b>				
52510 ELECTRICITY	322,308.57	340,510	381,594.33	350,575
52520 NATURAL GAS	664.82	900	485.01	0
52530 WATER AND OTHER UTILITIES	21,921.00	18,110	8,602.76	13,560
52550 COMMUNICATIONS	0.00	0	3,894.00	0
<b>Total Utilities</b>	<u>344,894.39</u>	<u>359,520</u>	<u>394,576.10</u>	<u>364,135</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	44,053.75	25,000	10,250.50	0
<b>Total Professional Services</b>	<u>44,053.75</u>	<u>25,000</u>	<u>10,250.50</u>	<u>0</u>
<b>Contractual Services</b>				
52715 PRINTING	931.80	2,000	23.70	500
52730 DUES AND SUBSCRIPTIONS	927.90	1,250	502.73	1,000
52735 EQUIPMENT RENTAL	0.00	500	342.28	2,000
52750 ADVERTISING	0.00	0	252.77	0
52770 UNIFORMS	3,099.67	6,000	10,136.78	15,000
52775 LICENSES, FEES, AND PERMITS	4,955.00	5,020	8,670.00	3,920
52780 OTHER CONTRACTUAL SERVICES	191,029.39	275,000	211,202.70	251,350
<b>Total Contractual Services</b>	<u>200,943.76</u>	<u>289,770</u>	<u>231,130.96</u>	<u>273,770</u>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1500 (SEWER SYSTEM MAINTENANCE AND OPERATION)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	4,745.22	4,500	4,112.36	4,500
52806 SOFTWARE	0.00	995	0.00	1,000
52810 FUEL AND OIL	5,461.11	15,100	5,308.92	3,625
52811 VEHICLE MAINTENANCE PARTS	229.68	500	1,312.09	1,500
52840 LABORATORY SUPPLIES	142.84	500	750.65	750
52845 GENERAL HARDWARE SUPPLIES	42,873.67	40,000	48,978.59	45,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	123,297.53	115,000	126,673.86	110,000
52851 OTHER MINOR EQUIPMENT	34,355.25	94,100	69,827.40	51,040
52860 POSTAGE, UPS	0.00	50	50.00	50
52865 OTHER SUPPLIES	112,492.05	98,500	97,965.24	91,500
52870 FREIGHT	2,553.57	1,700	4,236.66	3,500
<b>Total Materials &amp; Supplies</b>	<u>326,150.92</u>	<u>370,945</u>	<u>359,215.77</u>	<u>312,465</u>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	1,225.03	2,000	0.00	0
52920 EQUIPMENT REPAIR AND MAINTENANCE	139,840.71	110,400	117,720.21	81,000
52930 VEHICLE REPAIRS	0.00	0	200.00	0
<b>Total Equipment Repair &amp; Maintenance</b>	<u>141,065.74</u>	<u>112,400</u>	<u>117,920.21</u>	<u>81,000</u>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	0.00	2,500	0.00	0
53020 ROAD REPAIR AND MAINTENANCE	0.00	1,000	0.00	0
53030 SEWER REPAIR AND MAINTENANCE	740,958.67	380,000	733,898.06	525,000
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	0.00	5,000	9.87	0
53050 BUILDING MAINTENANCE SUPPLIES	4,138.37	5,500	2,014.51	7,000
53051 BUILDING MAINTENANCE SERVICES	11,946.80	5,500	3,664.00	5,500
53052 BUILDING MAINTENANCE MISCELLANEOUS	0.00	2,000	312.57	2,000
<b>Total Building &amp; Road Repair</b>	<u>757,043.84</u>	<u>401,500</u>	<u>739,899.01</u>	<u>539,500</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u>4,789,829.11</u>	<u>4,696,748</u>	<u>4,839,800.70</u>	<u>4,956,276</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Fleet Services -- 1600

**MANAGED BY**             Ernest F. Bertok  
                                      Manager of Fleet Services

Pg 1 of 1

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

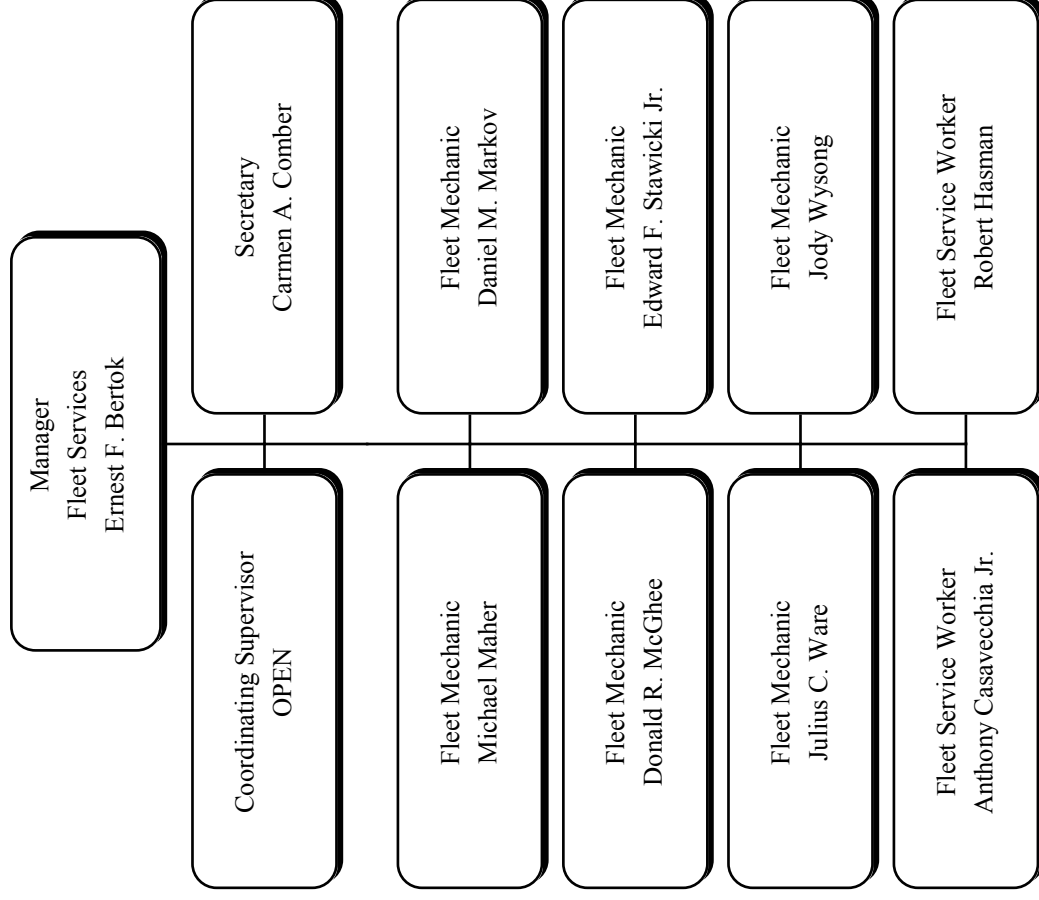
The Fleet Services Department provides services for 545 units of District fleet equipment. Equipment includes 10 cars, 111 field vehicles, 355 units of facility maintenance equipment, 70 units of equipment used for collection system and sewer maintenance work, and a combined total of 48 portable and stationary generators.

The Department also participates in matters relating to safety, acquisition, utilization, fuel, maintenance, repair and record keeping for all vehicles and motorized equipment. To accomplish the work, both in house and outside contract services are managed for optimum effectiveness.

The Fleet Services Department supports the District's mission by providing vehicle and motor equipment support to those responsible for wastewater collection and treatment. A cost-effective and responsible level of equipment services are tailored to meet user needs, insure safety, and protect the capital invested in equipment.

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Satisfied all 2008 District Fleet Services requests and completed on-time maintenance requirements</li><li>• Administered emergency generator maintenance contracts, warranty and documentation activity for all locations</li><li>• Administrated District wide fuel management program for effectiveness, emergency preparedness and control</li><li>• Participated in professional development</li></ul>	<ul style="list-style-type: none"><li>• Participate in a comprehensive review of all engineering projects to reduce the number of change orders</li><li>• Implement succession plans with OED</li><li>• Participate in performance management activities with OED and HR</li><li>• Improve planning process to reduce maintenance cost</li><li>• Advance green initiatives through specific projects</li></ul>

Northeast Ohio Regional Sewer District  
Fleet Services  
Budget Center - 1600



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FLEET SERVICES -- 1600**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET		2009 BUDGET	BUDGET CHANGE
Manager Vehicle Maintenance	1	1	1	1	0
Secretary	1	1	1	1	0
Coordinating Supervisor	0	0	1	1	0
Vehicle Mechanic	6	6	6	6	0
Vehicle Service Worker	2	2	2	2	0
TOTAL POSITIONS	10	10	11	11	0

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1600 (FLEET SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	71,852.85	73,819	69,931.39	75,296
52030 PROFESSIONALS SALARIES	0.00	0	0.00	0
52031 ADMINISTRATIVE SUPPORT SALARIES	29,643.98	61,483	24,599.06	72,913
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52050 MAINTENANCE HOURLY	323,180.76	332,052	337,419.82	338,692
52060 STUDENT SALARIES	0.00	0	0.00	8,320
52071 LONGEVITY	3,025.00	3,025	3,025.00	3,375
52081 SICK BUY OUT	0.00	2,000	607.34	700
52231 ADMINISTRATIVE SUPPORT OVERTIME	102.12	0	0.00	0
52240 OPERATIONS HOURLY OVERTIME	0.00	0	0.00	0
52250 MAINTENANCE HOURLY OVERTIME	21,017.95	23,100	21,451.96	25,000
<b>Total Salary &amp; Wages</b>	<u>448,822.66</u>	<u>495,479</u>	<u>457,034.57</u>	<u>524,296</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	85,019.95	94,200	91,870.26	90,450
52311 HEALTH CARE OPT-OUT FULL	0.00	0	125.00	1,500
52320 OPERS	63,630.07	69,367	67,693.55	73,401
52340 LIFE INSURANCE	702.00	737	702.00	587
52360 MEDICARE	3,849.63	4,493	3,922.67	4,858
<b>Total Personnel Benefits</b>	<u>153,201.65</u>	<u>168,797</u>	<u>164,313.48</u>	<u>170,796</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	602.42	500	1,099.36	750
52430 EMPLOYEE EDUCATION	2,578.56	2,000	76.00	2,250
<b>Total Reimbursable Expenses</b>	<u>3,180.98</u>	<u>2,500</u>	<u>1,175.36</u>	<u>3,000</u>
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Total Professional Services</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Contractual Services</b>				
52715 PRINTING	6,105.30	2,000	257.70	1,000
52730 DUES AND SUBSCRIPTIONS	440.00	750	1,950.00	2,725
52735 EQUIPMENT RENTAL	1,046.00	1,500	1,090.00	1,500
52770 UNIFORMS	838.43	2,000	2,422.71	2,500
52775 LICENSES, FEES, AND PERMITS	0.00	0	0.00	0
52780 OTHER CONTRACTUAL SERVICES	10,178.44	6,500	5,577.67	6,400
<b>Total Contractual Services</b>	<u>18,608.17</u>	<u>12,750</u>	<u>11,298.08</u>	<u>14,125</u>
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	2,332.17	2,100	3,060.73	2,100
52810 FUEL AND OIL	134,577.13	145,000	160,501.59	113,526
52811 VEHICLE MAINTENANCE PARTS	190,235.28	189,000	161,307.41	195,000
52840 LABORATORY SUPPLIES	19.01	250	47.00	100
52845 GENERAL HARDWARE SUPPLIES	3,747.70	3,925	5,043.44	4,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	394.04	600	423.54	600
52851 OTHER MINOR EQUIPMENT	7,670.06	10,500	1,105.01	6,750
52865 OTHER SUPPLIES	10,618.95	8,250	9,259.25	8,750
52870 FREIGHT	1,031.47	1,200	425.73	500
<b>Total Materials &amp; Supplies</b>	<u>350,625.81</u>	<u>360,825</u>	<u>341,173.70</u>	<u>331,326</u>

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1600 (FLEET SERVICES)

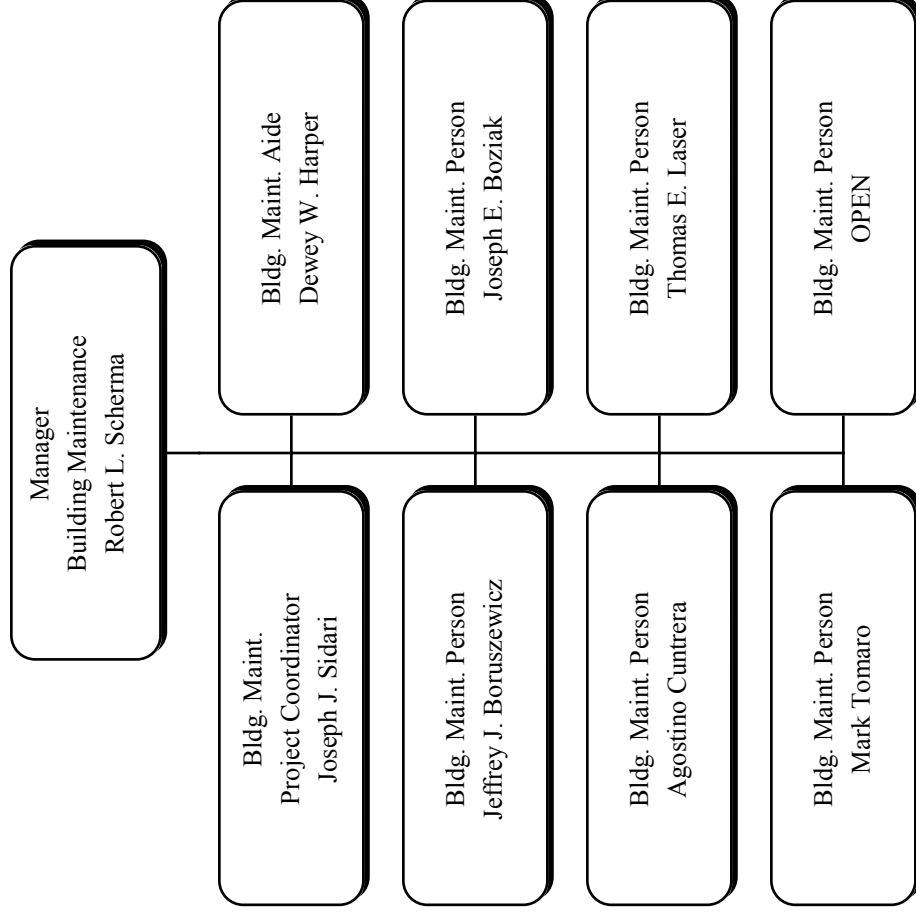
	<i>2007 ACTUALS</i>	<i>2008 ADOPTED BUDGET</i>	<i>2008 ACTUALS</i>	<i>2009 ADOPTED BUDGET</i>
<b>Equipment Repair &amp; Maintenance</b>				
<b>52910 OFFICE EQUIPMENT AND REPAIR</b>	28.35	0	0.00	0
<b>52920 EQUIPMENT REPAIR AND MAINTENANCE</b>	12,912.18	10,500	6,358.33	9,500
<b>52930 VEHICLE REPAIRS</b>	106,716.52	135,000	69,966.41	100,000
<b>Total Equipment Repair &amp; Maintenance</b>	<u>119,657.05</u>	<u>145,500</u>	<u>76,324.74</u>	<u>109,500</u>
<b>Building &amp; Road Repair</b>				
<b>53050 BUILDING MAINTENANCE SUPPLIES</b>	2,039.66	0	59.25	0
<b>53051 BUILDING MAINTENANCE SERVICES</b>	0.00	0	1,395.00	0
<b>Total Building &amp; Road Repair</b>	<u>2,039.66</u>	<u>0</u>	<u>1,454.25</u>	<u>0</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u><u>1,096,135.98</u></u>	<u><u>1,185,851</u></u>	<u><u>1,052,774.18</u></u>	<u><u>1,153,043</u></u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Building Maintenance -- 1700	
<b>MANAGED BY</b> Robert L. Scherma Building Maintenance Manager	
Pg 1 of 1	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p><b>The main objectives of the Building Maintenance Department:</b></p> <p>To support the District's mission statement. Apply and enforce District policies. Maintain the District buildings and grounds including heating, ventilation and air conditioning equipment, perimeter fencing, parking lots &amp; roads, roofs, etc. Make recommendations to the other District departments for upkeep of facilities and grounds. Provide and/or support training to ensure future excellence in maintenance of the facility. Make recommendations for maintenance needs. Follow the District's work and safety guidelines. Communicate and cooperate with all District departments to ensure safe and well-maintained facilities.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Implemented crisis management projects to protect District Personnel and facilities, including the replacement of specific site perimeter fences.</li><li>• Decreased HVAC reactive Maintenance</li><li>• Improved air quality at GJM and EMSC through damper adjustment and coil disinfection.</li><li>• Revised operation of HVAC equipment to reduce energy cost.</li></ul>	<ul style="list-style-type: none"><li>• Participate in a comprehensive review of all engineering projects to reduce the number of change orders.</li><li>• Participate in performance management activities with OED and HR.</li><li>• Improve planning process to reduce maintenance cost.</li><li>• Advance green initiatives through special projects, such as power conservation and evaluation of alternative paving materials.</li><li>• Implement Safety and Security Projects</li></ul>



Northeast Ohio Regional Sewer District  
Building Maintenance  
Budget Center - 1700



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **BUILDING MAINTENANCE -- 1700**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Manager Building Maintenance	1	1	1	1	0
Building Maintenance Project Coordinator	0	0	1	1	0
Building Maintenance Aide	1	1	1	1	0
Building Maintenance Person	6	5	6	6	0
TOTAL POSITIONS	8	7	9	9	0

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1700 (BUILDING MAINTENANCE)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	73,062.58	75,067	76,310.62	76,569
52030 PROFESSIONALS SALARIES	0.00	41,250	0.00	43,860
52031 ADMINISTRATIVE SUPPORT SALARIES	38,502.28	39,562	40,216.92	40,353
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52050 MAINTENANCE HOURLY	265,785.66	290,222	245,793.70	282,083
52060 STUDENT SALARIES	11,146.57	12,480	8,618.23	12,480
52071 LONGEVITY	2,150.00	2,550	2,275.00	2,625
52081 SICK BUY OUT	0.00	3,500	3,778.84	3,800
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	0	313.83	2,000
52240 OPERATIONS HOURLY OVERTIME	0.00	0	0.00	0
52250 MAINTENANCE HOURLY OVERTIME	42,934.99	42,000	43,437.11	45,000
52260 STUDENT OVERTIME	67.20	500	332.40	2,000
<b>Total Salary &amp; Wages</b>	<b>433,649.28</b>	<b>507,131</b>	<b>421,076.65</b>	<b>510,770</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	90,208.70	87,481	83,546.53	89,397
52311 HEALTH CARE OPT-OUT FULL	125.00	1,500	625.00	0
52320 OPERS	63,925.54	70,998	62,175.69	71,508
52340 LIFE INSURANCE	561.60	614	520.65	539
52360 MEDICARE	4,369.98	5,534	3,987.17	5,551
<b>Total Personnel Benefits</b>	<b>159,190.82</b>	<b>166,127</b>	<b>150,855.04</b>	<b>166,995</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	1,030.44	1,000	10.50	3,100
52430 EMPLOYEE EDUCATION	0.00	1,000	195.00	3,400
<b>Total Reimbursable Expenses</b>	<b>1,030.44</b>	<b>2,000</b>	<b>205.50</b>	<b>6,500</b>
<b>Utilities</b>				
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Total Professional Services</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Contractual Services</b>				
52715 PRINTING	0.00	0	23.70	0
52730 DUES AND SUBSCRIPTIONS	185.95	200	0.00	200
52735 EQUIPMENT RENTAL	376.39	0	155.00	0
52770 UNIFORMS	501.39	1,500	1,056.01	1,800
<b>Total Contractual Services</b>	<b>1,063.73</b>	<b>1,700</b>	<b>1,234.71</b>	<b>2,000</b>
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	286.43	0	257.73	500
52810 FUEL AND OIL	0.00	0	95.39	500
52811 VEHICLE MAINTENANCE PARTS	9.10	0	32.97	0
52840 LABORATORY SUPPLIES	10.61	0	38.51	0
52845 GENERAL HARDWARE SUPPLIES	5,683.47	5,400	4,128.83	5,400
52846 EQUIPMENT AND INSTRUMENTATION PARTS	422.57	0	2.41	0
52851 OTHER MINOR EQUIPMENT	5,808.60	8,000	4,100.42	6,000
52860 POSTAGE, UPS	0.00	300	19.14	300
52865 OTHER SUPPLIES	5,185.37	5,500	2,787.46	4,500
52870 FREIGHT	0.00	500	0.00	500
<b>Total Materials &amp; Supplies</b>	<b>17,406.15</b>	<b>19,700</b>	<b>11,462.86</b>	<b>17,700</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1700 (BUILDING MAINTENANCE)

	<i>2007</i> <i>ACTUALS</i>	<i>2008</i> <i>ADOPTED</i> <i>BUDGET</i>	<i>2008</i> <i>ACTUALS</i>	<i>2009</i> <i>ADOPTED</i> <i>BUDGET</i>
Equipment Repair & Maintenance				
52920 EQUIPMENT REPAIR AND MAINTENANCE	0.00	2,000	94.00	1,000
Total Equipment Repair & Maintenance	0.00	2,000	94.00	1,000
Building & Road Repair				
53030 SEWER REPAIR AND MAINTENANCE	0.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	0.00	0	0.00	0
53050 BUILDING MAINTENANCE SUPPLIES	494.43	0	222.21	0
53051 BUILDING MAINTENANCE SERVICES	2,056.79	0	227.28	0
53052 BUILDING MAINTENANCE MISCELLANEOUS	0.00	0	1.49	0
Total Building & Road Repair	2,551.22	0	450.98	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	614,891.64	698,658	585,379.74	704,965

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Environmental Services – (WQIS) -- 1800

**MANAGED BY**              Francis G. Foley  
                                         Superintendent of Environmental Services

Pg 1 of 4

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

Environmental Services – Water Quality and Industrial Surveillance (WQIS) conducts environmental sampling and monitoring of streams, rivers and near-shore Lake Erie within the District's service area. Environmental monitoring includes: Sampling for water chemistry, bacteriological sampling, habitat assessments, electrofishing surveys and macroinvertebrate sampling. The industrial monitoring program provides plant support through its control and oversight of approximately 189 Significant Industrial Users (SIUs), 151 Industrial Surcharges, 148 Categorical Industrial Users (CIUs), 665 general industrial users, 500 dental offices, and 14 hospitals. WQIS also appropriately bills industrial users, investigates water leaks, and administers business programs for industrial users. Additionally, WQIS provides 24-hour emergency spill response and/or mitigation to chemical products accidentally or deliberately discharged to the collection system and area waterways. Between January and November 2008, WQIS responded to 174 spill or odor complaints.

WQIS is responsible for complying with all NPDES pretreatment requirements. By controlling industrial discharges, WQIS supports all District wastewater treatment plants in meeting their NPDES limits.

WQIS plays a proactive role regarding pending regulatory issues such as mercury, Whole Effluent Toxicity (WET), and wet weather issues, and represents the District on numerous national, state and local trade association committees, such as the National Association of Clean Water Agencies (NACWA) Water Quality Committee, NACWA Mercury Workgroup, NACWA Emerging Contaminants Workgroup, Ohio Lake Erie Phosphorus Task Force, Association of Ohio Metropolitan Wastewater Agencies (AOMWA), Ohio Environmental Protection Agency (OEPA) / Ohio Water Environment Association (OWEA) Industrial Pretreatment Committee, OWEA Industrial Pretreatment Operator Certification Committee, OWEA Industrial Pretreatment Inspection Certification Committee, Northeast Ohio Environmental Crimes Task Force, Cuyahoga County Local Emergency Planning Committee (LEPC) and the Water Environment Research Foundation (WERF) Research Council.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Environmental Services – (WQIS) -- 1800

**MANAGED BY**              Francis G. Foley  
                                         Superintendent of Environmental Services

Pg 2 of 4

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

WQIS coordinates oversight of the District's Radiological License issued by the Ohio Department of Health and represents the District at outreach activities such as school presentations, environmental events, and Household Hazardous Waste collection days.

The major objectives for WQIS in 2009 are:

**Environmental (Water Quality) Monitoring:**      Develop an enhanced long term Environmental Monitoring Program. Demonstrate water quality improvements in the local streams, rivers and Lake Erie by sampling, monitoring and tracking water quality. Maintain Ohio EPA issued Qualified Data Collector status. Follow-up on all environmental disruptions, document water quality improvements, provide current scientifically sound information for internal decision making. Report data and findings to the appropriate control authority.

**Industrial Monitoring (Pretreatment Program):**      Sample and investigate all pretreatment industries as required and address violations with appropriate enforcement action. Track down and remedy any discharges causing plant treatment difficulties. Meet all pretreatment program performance requirements in NPDES permits, such as industrial user inventory maintenance, required plant sampling, reporting requirements and public notification. Continue to implement and expand a Pollutant Minimization Program (PMP) for mercury.

**Industrial Monitoring (Surcharge Program):**      Sample and investigate all surcharge industries to ensure compliance and appropriate rates. Continue to examine industrial base to seek new surcharge industries. Work with Finance Department to identify industrial user fees/rates to be included in upcoming rate study. Examine potential opportunities to expand the industrial surcharge program.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

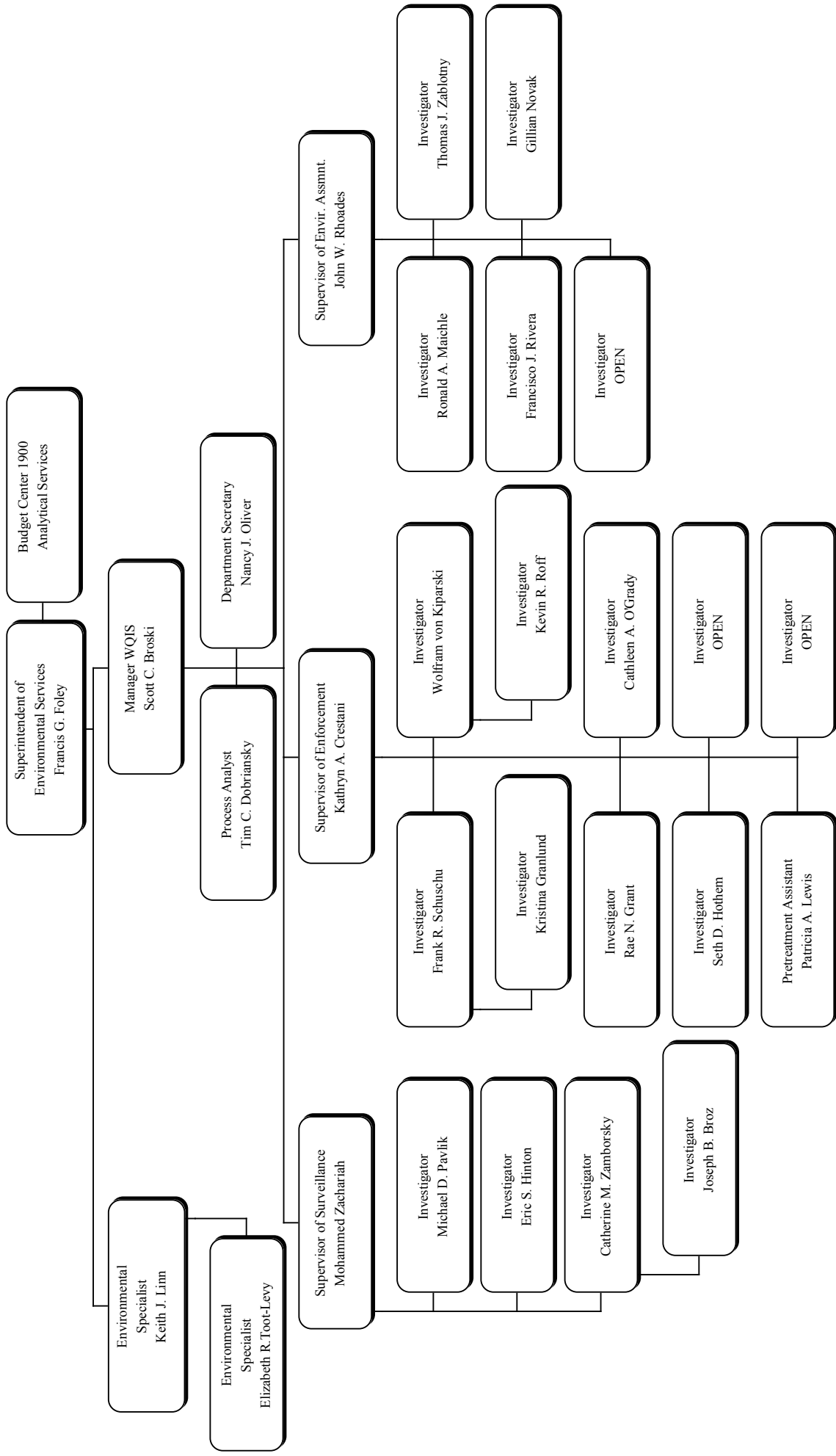
<b>BUDGET CENTER</b> Environmental Services – (WQIS) -- 1800	
<b>MANAGED BY</b> Francis G. Foley Superintendent of Environmental Services	
Pg 3 of 4	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p><b><u>Business Program:</u></b> Process all applications (NCS, SSCBOUTS, Water Leaks, etc.) quickly and efficiently. Follow-up on all customer concerns and inquiries professionally.</p> <p><b><u>Other:</u></b> Reestablish a local committee for pharmaceutical disposal. Promote the District through public outreach.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Met all NPDES Pretreatment Program requirements; No NPDES permit violations as a result of pass-through, interference and/or inhibition</li> <li>• Completed all planned environmental monitoring projects</li> <li>• Completed pharmaceutical and pollutant of emerging concern sampling of: POTW influent, effluent and biosolids; receiving waters and potable water supply.</li> <li>• Completed data collection for fish tissue study in Cuyahoga River and Nearshore Lake Erie</li> <li>• Completed report for National Association of Clean Water Agencies (NACWA) entitled, “Mercury Levels at Clean Water Agencies.” (Awarded NACWA President’s Award)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet all NPDES Pretreatment Program Requirements</li> <li>• Develop an enhanced long term Environmental Monitoring Program</li> <li>• Demonstrate water quality improvements in the receiving streams by conducting water chemistry sampling, macroinvertebrate surveys, fish community surveys and habitat evaluations in relation to District facilities and capital improvement projects</li> <li>• Seek to increase Qualified Data Collector (QDC) expertise</li> <li>• Meet with external agencies to identify areas for collaboration; share monitoring data</li> <li>• Effectively communicate the results of the District’s Environmental Monitoring Programs via different forms of media (brochures, internet, TV and Radio)</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Environmental Services – (WQIS) -- 1800	
<b>MANAGED BY</b> Francis G. Foley Superintendent of Environmental Services	
Pg 4 of 4	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Demonstrated attainment of warm water habitat aquatic life use designation in the lower Cuyahoga River through joint biosurvey project with the Ohio Environmental Protection Agency (OEPA)</li></ul>	<ul style="list-style-type: none"><li>• Further evaluate the 2008 pharmaceutical monitoring results, identify need for additional data, plan for data collection (if necessary) and collect additional data (if necessary).</li><li>• Improve the process of industrial self-monitoring data evaluation through the implementation of an electronic self-monitoring data reporting module.</li></ul>



Northeast Ohio Regional Sewer District  
Environmental Services  
Budget Center - 1800



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **ENVIRONMENTAL SERVICES -- 1800**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Superintendent of Environmental Services	1	1	1	1	0
Manager WQIS	1	1	1	1	0
Supervisor of Surveillance	1	1	1	1	0
Supervisor of Enforcement	1	1	1	1	0
Supervisor of Environmental Assessment	1	1	1	1	0
Investigator	17	15	18	18	0
Process Analyst	1	1	1	1	0
Environmental Specialist	1	2	1	2	1
Department Secretary	1	1	1	1	0
Pretreatment Program Assistant	1	1	1	1	0
TOTAL POSITIONS	26	25	27	28	1

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1800 (ENVIRONMENTAL SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	330,845.05	366,942	344,321.30	382,481
52030 PROFESSIONALS SALARIES	1,025,737.35	1,030,141	973,992.14	1,009,643
52031 ADMINISTRATIVE SUPPORT SALARIES	50,627.86	82,888	84,261.01	84,546
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52060 STUDENT SALARIES	30,826.63	32,633	30,219.39	52,563
52071 LONGEVITY	5,800.00	6,550	5,725.00	6,375
52081 SICK BUY OUT	0.00	14,000	12,702.35	12,800
52230 PROFESSIONAL OVERTIME	50,060.74	20,000	10,697.21	0
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	0	22.81	250
52260 STUDENT OVERTIME	2,001.88	500	2,221.62	3,500
<b>Total Salary &amp; Wages</b>	<u>1,495,899.51</u>	<u>1,553,654</u>	<u>1,464,162.83</u>	<u>1,552,158</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	239,340.46	250,459	244,563.81	239,746
52311 HEALTH CARE OPT-OUT FULL	1,646.41	1,826	1,777.83	1,253
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	2,031.49	2,674	2,597.17	1,747
52320 OPERS	207,951.78	217,511	208,242.58	217,302
52340 LIFE INSURANCE	1,665.90	1,814	1,702.35	2,907
52360 MEDICARE	16,824.28	18,926	16,934.07	18,833
<b>Total Personnel Benefits</b>	<u>469,460.32</u>	<u>493,210</u>	<u>475,817.81</u>	<u>481,788</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	21,966.11	24,000	21,571.51	27,200
52430 EMPLOYEE EDUCATION	15,458.00	20,000	19,493.00	15,900
<b>Total Reimbursable Expenses</b>	<u>37,424.11</u>	<u>44,000</u>	<u>41,064.51</u>	<u>43,100</u>
<b>Utilities</b>				
52510 ELECTRICITY	0.00	0	0.00	0
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	55,879.48	82,000	96,358.93	0
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	4,000	1,000.00	0
<b>Total Professional Services</b>	<u>55,879.48</u>	<u>86,000</u>	<u>97,358.93</u>	<u>0</u>
<b>Contractual Services</b>				
52715 PRINTING	795.72	2,500	2,257.95	2,000
52730 DUES AND SUBSCRIPTIONS	1,828.50	2,685	1,869.54	2,450
52750 ADVERTISING	2,874.24	3,300	3,293.40	3,300
52770 UNIFORMS	1,015.02	2,500	5,499.73	8,200
52775 LICENSES, FEES, AND PERMITS	5,695.00	5,800	5,695.00	5,800
52780 OTHER CONTRACTUAL SERVICES	4,097.95	5,800	21,589.02	94,150
<b>Total Contractual Services</b>	<u>16,306.43</u>	<u>22,585</u>	<u>40,204.64</u>	<u>115,900</u>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1800 (ENVIRONMENTAL SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	1,354.90	2,000	1,351.69	1,000
52810 FUEL AND OIL	296.49	800	0.00	800
52811 VEHICLE MAINTENANCE PARTS	255.84	0	16.21	0
52825 CHEMICALS	0.00	0	1.35	0
52840 LABORATORY SUPPLIES	4,933.80	8,200	4,611.03	5,200
52845 GENERAL HARDWARE SUPPLIES	20,883.56	20,250	13,914.35	15,750
52846 EQUIPMENT AND INSTRUMENTATION PARTS	9,185.15	5,000	2,972.54	5,000
52851 OTHER MINOR EQUIPMENT	6,868.80	25,950	25,187.03	26,800
52860 POSTAGE, UPS	6,239.30	6,000	2,741.15	3,600
52865 OTHER SUPPLIES	44,673.85	35,100	31,001.06	33,050
52870 FREIGHT	1,379.07	1,500	918.15	1,500
<b>Total Materials &amp; Supplies</b>	<u>96,070.76</u>	<u>104,800</u>	<u>82,714.56</u>	<u>92,700</u>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	0.00	0	0.00	0
52920 EQUIPMENT REPAIR AND MAINTENANCE	7,960.85	16,150	5,101.60	8,350
<b>Total Equipment Repair &amp; Maintenance</b>	<u>7,960.85</u>	<u>16,150</u>	<u>5,101.60</u>	<u>8,350</u>
<b>Building &amp; Road Repair</b>				
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	0.00	0	0.00	0
53050 BUILDING MAINTENANCE SUPPLIES	3,786.47	0	0.00	0
<b>Total Building &amp; Road Repair</b>	<u>3,786.47</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u>2,182,787.93</u>	<u>2,320,399</u>	<u>2,206,424.88</u>	<u>2,293,996</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Analytical Services -- 1900

**MANAGED BY**             Mark E. Citriglia  
                                       Manager Analytical Services

Pg 1 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

Analytical Services provides the following services:

- Provides legally defensible and quality data, by operating the laboratory under guidelines and standards outlined by the National Environmental Laboratory Accreditation Program (NELAP).
- Provides analytical testing, report generation, chain of custody compliance, and sampling containers to the District's treatment plants in order to meet requirements outlined by the NPDES permits and other requirements defined by the operations department.
- Verifies the quality of the chemicals used in the treatment process to ensure the adherence to contract specifications.
- Provides certified results for samples submitted by the District's Water Quality and Industrial Surveillance (WQIS) department for samples required for the District's pretreatment program, water quality monitoring, sewer surcharge, and enforcement purposes.
- Assists with plant operation by performing microscopic analysis of the activated sludge system, quality control checks on analytical equipment, and providing additional testing, support and sampling at the request of operations and WQIS.
- Provides analytical testing, assists with research efforts, analytical method development and assists with contract laboratory services as needed for initiatives and projects defined by any District department and external agencies.
- Provides support staff for a variety of outreach activities throughout the year including Earth Day, Sportsman Show, Home and Garden show and the District Open House.

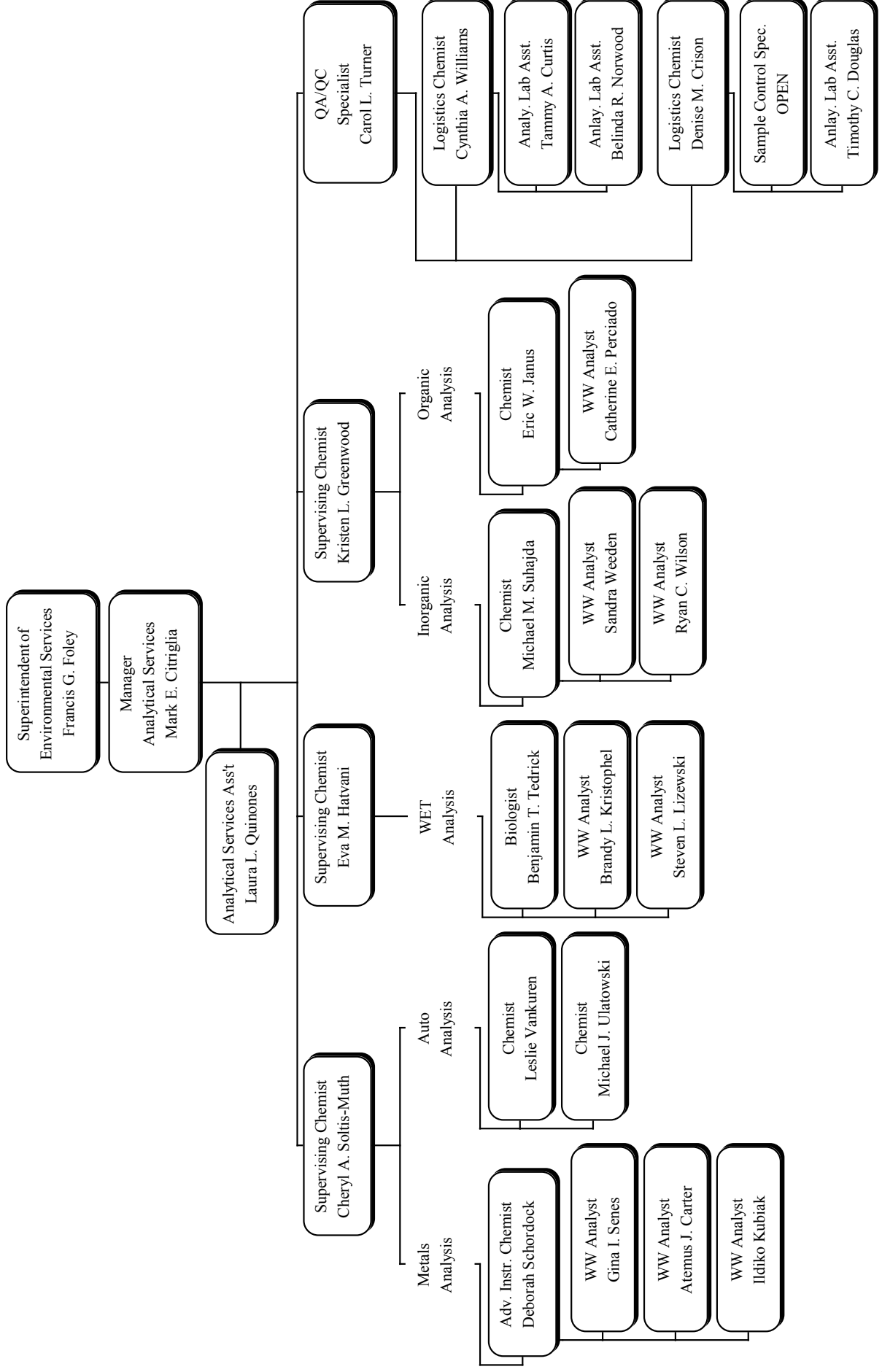
# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Analytical Services -- 1900
<b>MANAGED BY</b>	Mark E. Citriglia
	Manager Analytical Services
Pg 2 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Analytical Services is dedicated to the following goals:</p> <ul style="list-style-type: none"> <li>• Maintain a Quality System that creates an efficient and supportive environment allowing all analysts to produce quality, and defensible data, while allowing continuous improvement and development of the laboratory and employees.</li> <li>• Maintain the laboratory's NELAP Accreditation in support of the District's NPDES requirements and other environmental and compliance initiatives in support of generating credible data.</li> <li>• Communicate and cooperate to promote good relationships within the department, with other District departments, and outside agencies to achieve common goals and objectives.</li> </ul> <p>Keeping up to date with current methods, and technology to provide an efficient and competitive laboratory</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Coordinated the approval and submitted all the monthly Discharge Monitoring Reports by the 15th of each month.</li> <li>• Migrated to the new Internet based Electronic Discharge Monitoring Report (E-DMR).</li> <li>• Provided internal training courses to all laboratory personnel including, Wastewater Analyst Training, QA/QC Training, Safety and Good Laboratory Practices (GLP).</li> </ul>	<ul style="list-style-type: none"> <li>• Work cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month.</li> <li>• Continue to provided internal training courses to all laboratory personnel including, Wastewater Analyst Training, QA/QC Training, Safety and Good Laboratory Practices (GLP).</li> <li>• Complete analyses of all the samples submitted by the Cuyahoga County Board of Health (CCBH) within contract specifications.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Analytical Services -- 1900	
<b>MANAGED BY</b> Mark E. Citriglia Manager Analytical Services	
Pg 3 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Successfully passed all the required performance check standards and Discharge Monitoring Requirements QA (DMR) Study as required by National Environmental Laboratory Accreditation Program (NELAP) and the Ohio EPA.</li> <li>• Effectively utilized the qPCR instrument to analyze all the 2007 and 2008 beach samples collected during the 2007 and 2008 recreation season.</li> <li>• Assisted the Chagrin River Watershed Partners with analytical needs for a two year storm water project.</li> <li>• Provided training and QA/QC support for the District's Low Level Chlorine Analyzers at all three WWTPs.</li> <li>• Incorporated the daily in-house process control samples from Southerly WWTP into the routine analytical work provided by the laboratory.</li> <li>• Provided tours of the laboratory and other outreach activities as needed including the District.</li> <li>• Created a specification for requirements contract for chemical purchases for the laboratory's chemical store room.</li> <li>• Created specifications and purchased capital items for the laboratory which included a centralize liquid ring vacuum compressor and oil-less rotary screw compressor.</li> </ul>	<ul style="list-style-type: none"> <li>• Submit application and receive certification from the Ohio EPA to perform drinking water analyses for microbiology, wet chemistry and metals.</li> <li>• Work with USGS to incorporate source tracking analytical capabilities within the laboratory to assist with further research of bacterial contamination at local beaches.</li> <li>• Maintain all aspects of the laboratory's current NELAC accreditation status and incorporate new methods (Chlorophyll A, EPA 300.0) to support the environmental monitoring program.</li> <li>• Create a specification for a requirements contract for laboratory chemical and supplies for the 2010 calendar year.</li> <li>• Effectively utilize Oracle WAM to create benchmark work orders for service contracts and scheduled work for analytical Services</li> <li>• Effectively utilize Oracle WAM to track laboratory assets, and associate storeroom items with each asset.</li> <li>• Continue to look for new opportunities to secure outside laboratory work to act as a revenue source for the District.</li> </ul>

Northeast Ohio Regional Sewer District  
Analytical Services  
Budget Center - 1900





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **ANALYTICAL SERVICES --1900**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Manager Analytical Services	1	1	1	1	0
Supervising Chemist	3	3	3	3	0
Logistics Chemist	2	2	2	2	0
QA/QC Specialist	1	1	1	1	0
Chemist	4	4	4	4	0
Biologist	1	1	1	1	0
Sample Control Specialist	1	0	1	1	0
Advanced Instrumentation Chemist	0	1	1	1	0
Analytical Services Assistant	1	1	1	1	0
WW Analyst	7	8	8	8	0
Analytical Lab Assistant	3	3	3	3	0
TOTAL POSITIONS	24	25	26	26	0

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1900 (ANALYTICAL SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	263,962.24	273,686	277,724.93	279,160
52030 PROFESSIONALS SALARIES	472,978.57	466,981	458,770.49	570,880
52031 ADMINISTRATIVE SUPPORT SALARIES	32,195.14	39,247	39,899.71	40,035
52034 TECHNICIANS SALARIES	360,309.56	384,384	396,497.12	334,258
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52050 MAINTENANCE HOURLY	622.00	0	0.00	0
52060 STUDENT SALARIES	17,831.07	40,830	35,161.92	51,973
52071 LONGEVITY	5,775.00	6,100	6,100.00	6,900
52081 SICK BUY OUT	0.00	8,500	10,831.23	10,900
52230 PROFESSIONAL OVERTIME	29,428.12	28,000	25,329.27	0
52231 ADMINISTRATIVE SUPPORT OVERTIME	1,610.65	1,600	3,221.13	2,500
52234 TECHNICIAN OVERTIME	37,124.82	34,000	35,198.31	40,000
52240 OPERATIONS HOURLY OVERTIME	0.00	0	0.00	0
52250 MAINTENANCE HOURLY OVERTIME	0.00	0	0.00	0
52260 STUDENT OVERTIME	1,864.91	4,000	3,373.53	4,500
<b>Total Salary &amp; Wages</b>	<u>1,223,702.08</u>	<u>1,287,328</u>	<u>1,292,107.64</u>	<u>1,341,106</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	179,158.16	203,892	208,472.09	224,407
52311 HEALTH CARE OPT-OUT FULL	1,291.62	609	610.01	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	1,554.07	892	889.99	874
52320 OPERS	168,359.96	180,226	180,329.65	187,755
52340 LIFE INSURANCE	1,597.05	1,685	1,649.70	2,850
52360 MEDICARE	13,333.32	14,479	13,822.70	15,176
<b>Total Personnel Benefits</b>	<u>365,294.18</u>	<u>401,783</u>	<u>405,774.14</u>	<u>431,688</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	8,470.87	9,000	8,322.69	9,700
52430 EMPLOYEE EDUCATION	8,564.10	5,000	5,723.90	7,500
<b>Total Reimbursable Expenses</b>	<u>17,034.97</u>	<u>14,000</u>	<u>14,046.59</u>	<u>17,200</u>
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	84,474.92	60,000	8,861.41	0
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	7,300.00	7,000	3,400.00	3,500
52620 TEMPORARY STAFFING	0.00	0	0.00	35,000
<b>Total Professional Services</b>	<u>91,774.92</u>	<u>67,000</u>	<u>12,261.41</u>	<u>38,500</u>
<b>Contractual Services</b>				
52715 PRINTING	87.90	100	47.40	100
52720 TAXES	0.00	0	0.00	0
52730 DUES AND SUBSCRIPTIONS	1,456.80	2,000	1,055.00	2,200
52735 EQUIPMENT RENTAL	15,268.34	12,800	11,121.62	3,300
52770 UNIFORMS	910.00	1,000	5,273.25	5,500
52775 LICENSES, FEES, AND PERMITS	0.00	0	4,350.00	13,250
52780 OTHER CONTRACTUAL SERVICES	12,907.78	25,500	24,004.30	86,200
<b>Total Contractual Services</b>	<u>30,630.82</u>	<u>41,400</u>	<u>45,851.57</u>	<u>110,550</u>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=1900 (ANALYTICAL SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	5,274.78	6,000	7,091.10	7,000
52810 FUEL AND OIL	0.00	100	0.00	100
52811 VEHICLE MAINTENANCE PARTS	9.93	0	4.00	0
52825 CHEMICALS	79,605.74	100,000	106,458.20	101,000
52840 LABORATORY SUPPLIES	161,415.96	140,000	172,411.86	170,000
52845 GENERAL HARDWARE SUPPLIES	5,275.97	5,000	7,287.26	8,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	11,647.31	10,000	14,372.20	13,000
52851 OTHER MINOR EQUIPMENT	4,553.71	5,000	6,341.56	13,800
52860 POSTAGE, UPS	9.40	250	0.00	250
52865 OTHER SUPPLIES	19,288.97	15,000	21,756.23	21,200
52870 FREIGHT	5,312.80	5,000	7,541.56	8,000
<b>Total Materials &amp; Supplies</b>	<u>292,394.57</u>	<u>286,350</u>	<u>343,263.97</u>	<u>342,350</u>
<b>Equipment Repair &amp; Maintenance</b>				
52920 EQUIPMENT REPAIR AND MAINTENANCE	75,176.87	85,450	53,431.07	80,250
<b>Total Equipment Repair &amp; Maintenance</b>	<u>75,176.87</u>	<u>85,450</u>	<u>53,431.07</u>	<u>80,250</u>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	575.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	0.00	0	0.00	0
53050 BUILDING MAINTENANCE SUPPLIES	306.54	0	1,072.71	3,000
53051 BUILDING MAINTENANCE SERVICES	0.00	11,200	5,990.50	10,200
53052 BUILDING MAINTENANCE MISCELLANEOUS	0.00	7,200	0.00	7,200
<b>Total Building &amp; Road Repair</b>	<u>881.54</u>	<u>18,400</u>	<u>7,063.21</u>	<u>20,400</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u>2,096,889.95</u>	<u>2,201,711</u>	<u>2,173,799.60</u>	<u>2,382,044</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Human Resources -- 2000

**MANAGED BY**             Douglas M. Dykes  
Director of Human Resources

Pg 1 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

Human Resources supports the District's mission, strategies, objectives, and goals by partnering with consulting, or coaching employees and administering plans, programs, policies and systems, including but not limited to the following functions:

**Strategic Planning-** Developing and implementing a strategic human resources plan to support the District's mission, strategies, objectives, and goals

**Recruiting and Hiring-** Internal/External Job Posting, Application Tracking, Candidate Selection, New Hire Processing, Orientation

**Assessment for Selection-** Hiring Manager Consult, Recommend/Administer Assessment Instruments, Provide Feedback, Facilitate Job Analysis, Write Job Descriptions, Interview Guides

**Benefits Administration-** Employee Assistance, Healthcare Statement Verification and Administration, Enrollment, Employee Paid Deductions, Benefits Fair, Plan Analysis

**Compensation Administration-** Salary Analysis and Tracking, Job Evaluations, FLSA Compliance, Communications

**Leave Administration-** FMLA, Workers Compensation, Short Disability

**File Administration-** Record keeping such as personnel files and government regulation compliance

**Policy/Procedure Administration-** Establish and Maintain Policies and Procedures; Employee Handbook

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Human Resources -- 2000

**MANAGED BY**             Douglas M. Dykes  
Director of Human Resources

Pg 2 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

**Systems Support**- Data Entry and Reporting via PCPW, Cyborg, Synergen, KRONOS, HR Profile, Prognos, Oracle

**Recognition Programs**- Service Awards, Retiree and Employee Recognition Program

**EEO Labor Force Reporting**- EEO-4 Compliance, Quarterly and Annual Labor Force Analysis and Reporting

**Legal Support**- Provide Information and Documentation for Defending Claims or Charges

**Consults/Interventions**- Work, Workforce, Development, and Performance

**Employee Education**- Workshops, Seminars, Courses, Programs, Classes, and Self study materials

**Change Management**- Evaluation, Design and Facilitation Services

**Assessment for Development**- Consults, Administration of Instruments, Feedback, Facilitate discussion with Manager, Coach or Mentor

**Individual Counseling**- Employee or Manager Issues, Concerns

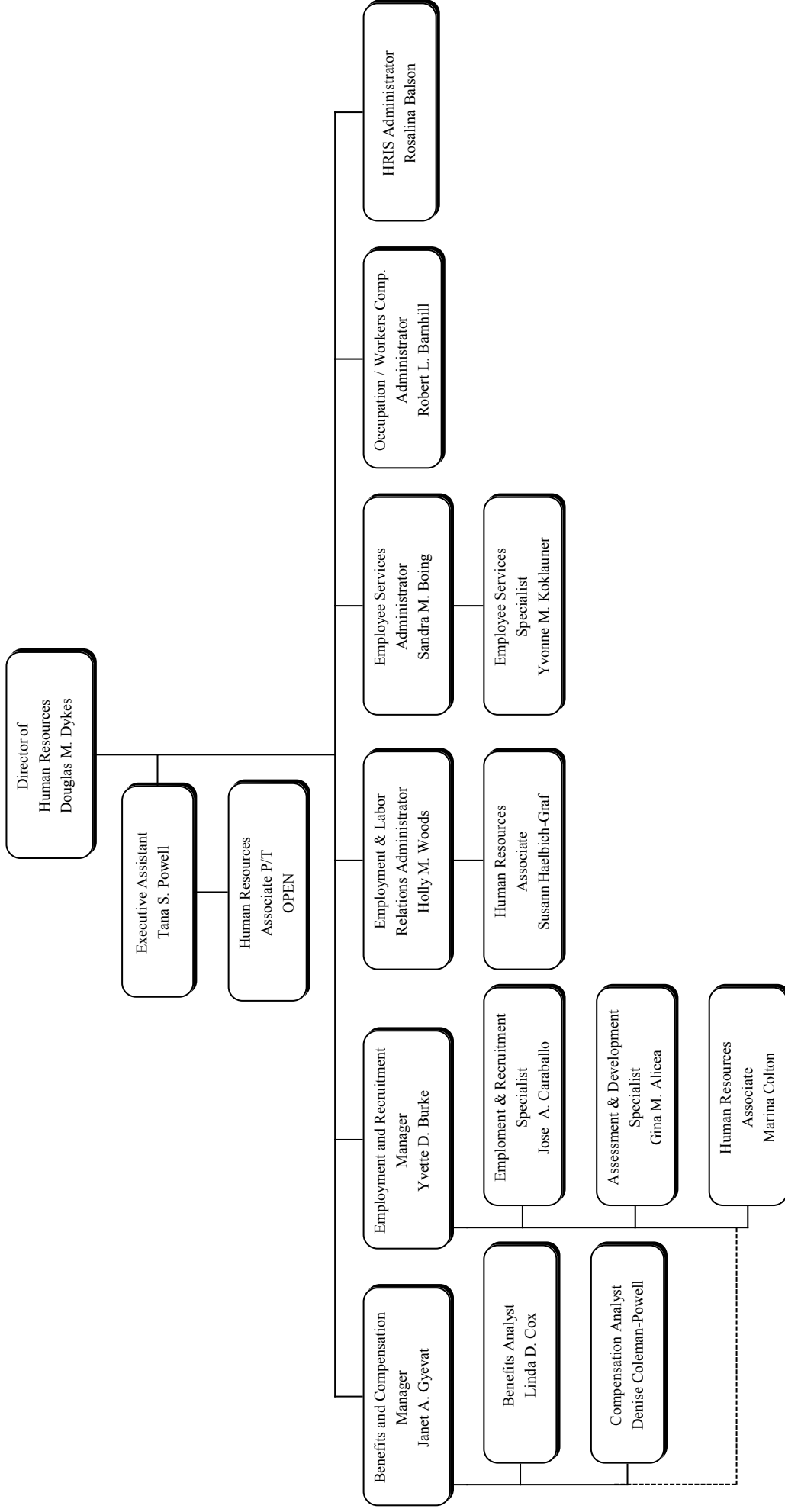
**Resource Coordination**-Announce education and development opportunities, Schedule, Track, Evaluate and Report Programs and Participation. Align external support to Strategic Plan Goals and Objectives.

**Coaching/Mentoring** - Consults, Selection, and Monitoring

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Human Resources -- 2000	
<b>MANAGED BY</b> Douglas M. Dykes Director of Human Resources	
Pg 3 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Began review of all benefits, vendors and services and source of new providers as needed.</li><li>• Implement employee "Wellness Program."</li><li>• Started update of Employee Handbook.</li><li>• Enhanced Hiring and Recruiting practices for greater efficiencies.</li><li>• Implemented ORACLE iRecruitment Module.</li><li>• Took an active role in the ongoing labor negotiations.</li><li>• Continue to closely monitor FMLA, STD and WC Claims.</li><li>• Worked on documenting HR policies, procedures and processes.</li></ul>	<ul style="list-style-type: none"><li>• Complete the review all benefits, vendors and services and source of new providers as needed.</li><li>• Expand employee "Wellness Program."</li><li>• Complete updating the Employee Handbook.</li><li>• Continue enhancing hiring and recruiting practices for greater efficiencies.</li><li>• ORACLE: implement the enhanced efficiency recommendations in 2009.</li><li>• Maintain an active role in the ongoing labor negotiations.</li><li>• Continue ongoing documentation updates of HR policies, procedures and processes.</li><li>• 2009 Strategic Initiatives Performance Management System Classification &amp; Compensation Study: Introduce New On-Boarding Process.</li></ul>

Northeast Ohio Regional Sewer District  
Human Resources  
Budget Center - 2000



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **HUMAN RESOURCES --2000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET	2009 BUDGET	BUDGET CHANGE
Director of Human Resources	0	1	1	0
Human Resources Team Leader	2	2	2	0
Benefits & Compensation Manager	0	0	0	1
Employment & Recruitment Manager	0	0	0	1
Training & Development Representative	1	0	0	0
Human Resources Representative	3	3	3	0
Employment & Recruitment Specialist	0	0	0	1
Employee Services Administrator	0	0	0	1
Employment & Labor Relations Admin.	0	0	0	1
Human Resources Mgmt Sys Apps Analyst	0	1	1	0
Human Resources Information Sys. Admin.	0	0	0	1
Assessment & Development Specialist	0	0	0	1
Occupational / Workers Comp. Admin.	0	0	0	1
Employee Services Specialist	0	0	0	1
Benefits Analyst	0	0	0	1
Compensation Analyst	0	0	0	1
Human Resources Associate	7	6	7	2
Human Resources Associate (Part Time)	1	0	0	1
Executive Assistant	0	1	1	1
General Office Clerk	1	0	0	0
TOTAL POSITIONS	15	14	15	16



# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=2000 (HUMAN RESOURCES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	133,639.62	214,357	198,916.17	256,289
52030 PROFESSIONALS SALARIES	312,077.78	364,477	297,172.97	478,113
52031 ADMINISTRATIVE SUPPORT SALARIES	246,778.69	161,346	227,141.72	149,679
52041 PROTECTIVE SERVICE SALARIES	948.00	0	0.00	0
52060 STUDENT SALARIES	6,613.15	4,800	2,906.85	0
52071 LONGEVITY	4,050.00	3,700	3,700.00	4,000
52081 SICK BUY OUT	0.00	5,000	5,195.37	5,200
52230 PROFESSIONAL OVERTIME	0.00	0	0.00	0
52231 ADMINISTRATIVE SUPPORT OVERTIME	1,876.79	4,000	1,963.84	4,000
52260 STUDENT OVERTIME	0.00	0	0.00	0
<b>Total Salary &amp; Wages</b>	<b>705,984.03</b>	<b>757,680</b>	<b>736,996.92</b>	<b>897,281</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	133,669.79	147,773	151,038.58	174,091
52311 HEALTH CARE OPT-OUT FULL	521.40	609	610.01	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	978.60	891	889.99	874
52320 OPERS	100,567.81	106,075	105,433.13	125,619
52330 WORKERS COMPENSATION	111,424.60	363,500	361,473.76	298,500
52340 LIFE INSURANCE	988.65	959	936.00	1,710
52350 UNEMPLOYMENT COMPENSATION	33,222.56	5,000	9,517.73	15,000
52360 MEDICARE	7,507.60	9,379	8,600.35	11,372
52370 UNIFORM ALLOWANCE	0.00	0	0.00	0
52380 AWARDS AND RECOGNITION	16,271.52	25,000	14,914.84	41,500
<b>Total Personnel Benefits</b>	<b>405,152.53</b>	<b>659,186</b>	<b>653,414.39</b>	<b>669,292</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	11,603.08	12,000	10,178.76	20,000
52430 EMPLOYEE EDUCATION	8,179.00	9,000	12,133.60	46,683
52440 TUITION REIMBURSEMENT	115,536.12	0	0.00	0
<b>Total Reimbursable Expenses</b>	<b>135,318.20</b>	<b>21,000</b>	<b>22,312.36</b>	<b>66,683</b>
<b>Total Utilities</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	203,523.88	204,000	166,155.08	241,600
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	70,322.51	0	9,750.00	10,000
52620 TEMPORARY STAFFING	105,151.40	75,000	59,958.63	50,000
<b>Total Professional Services</b>	<b>378,997.79</b>	<b>279,000</b>	<b>235,863.71</b>	<b>301,600</b>
<b>Contractual Services</b>				
52715 PRINTING	4,498.71	10,000	761.85	10,000
52720 TAXES	0.00	0	0.00	0
52730 DUES AND SUBSCRIPTIONS	8,521.50	8,700	9,521.33	12,300
52750 ADVERTISING	20,127.46	25,000	31,878.52	25,000
52770 UNIFORMS	0.00	0	0.00	0
52780 OTHER CONTRACTUAL SERVICES	0.00	0	0.00	0
<b>Total Contractual Services</b>	<b>33,147.67</b>	<b>43,700</b>	<b>42,161.70</b>	<b>47,300</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=2000 (HUMAN RESOURCES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
Materials & Supplies				
52805 OFFICE SUPPLIES	1,361.04	1,500	0.00	1,500
52806 SOFTWARE	0.00	0	0.00	0
52810 FUEL AND OIL	0.00	0	0.00	0
52845 GENERAL HARDWARE SUPPLIES	0.00	0	0.00	0
52851 OTHER MINOR EQUIPMENT	1,300.00	0	0.00	20,000
52860 POSTAGE, UPS	0.00	0	0.00	0
52861 TRAINING SUPPLIES	20,388.63	0	720.00	7,100
52865 OTHER SUPPLIES	975.00	10,000	285.00	11,900
52870 FREIGHT	996.96	1,000	749.86	1,000
Total Materials & Supplies	25,021.63	12,500	1,754.86	41,500
Total Equipment Repair & Maintenance	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	1,683,621.85	1,773,066	1,692,503.94	2,023,656

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Safety & Security -- 2100	
<b>MANAGED BY</b> James Davidson Manager of Safety & Security	
Pg 1 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The Budget Center's role is to provide a safe and secure work environment, which will enable the District employees to perform their duties and support the District's goal of meeting all NPDES permit limits.</p> <p>Currently, the Budget Center consists of 27 Officers, 1 Chief of Security, 1 Manager of Security, 2 Sergeants, 1 Environmental Health &amp; Safety Coordinator, 1 Audit Specialist and 1 Training Specialist. Security is provided at the three Wastewater Treatment Plants, EMSC and the Administration Building. Our duties include patrolling all buildings and grounds, signing in and directing visitors, investigating any thefts, submit Damage to Property reports, accident or injury reports. Access control has become a key priority. Perimeter monitoring is also now a primary task at Wastewater Treatment Plants and the GJM Administration building.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Revised and implemented Safety &amp; Security procedures to meet Department of Homeland Security mandates and solutions.</li> <li>• Facilitated updated Crisis Management response team development of action plans and facility emergency response plans (ERP'S).</li> <li>• Upgraded District communication capabilities through advanced IP solution hardware.</li> <li>• Continued development and implementation of new Safety and Security Department policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand upon Safety &amp; Security training initiatives for selected District employees</li> <li>• Expedite the process of drafting and implementation of safety policies and procedures.</li> <li>• Begin implementation of the Scalable access control system designed for physical hardening of District facilities.</li> <li>• Liaison with legislature to push for adoption of HB 227 (Police Powers for Regional Sewer Districts)</li> <li>• Facilitate the full OPATA certification of the entire security department through the State commissioning authority.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Safety & Security -- 2100

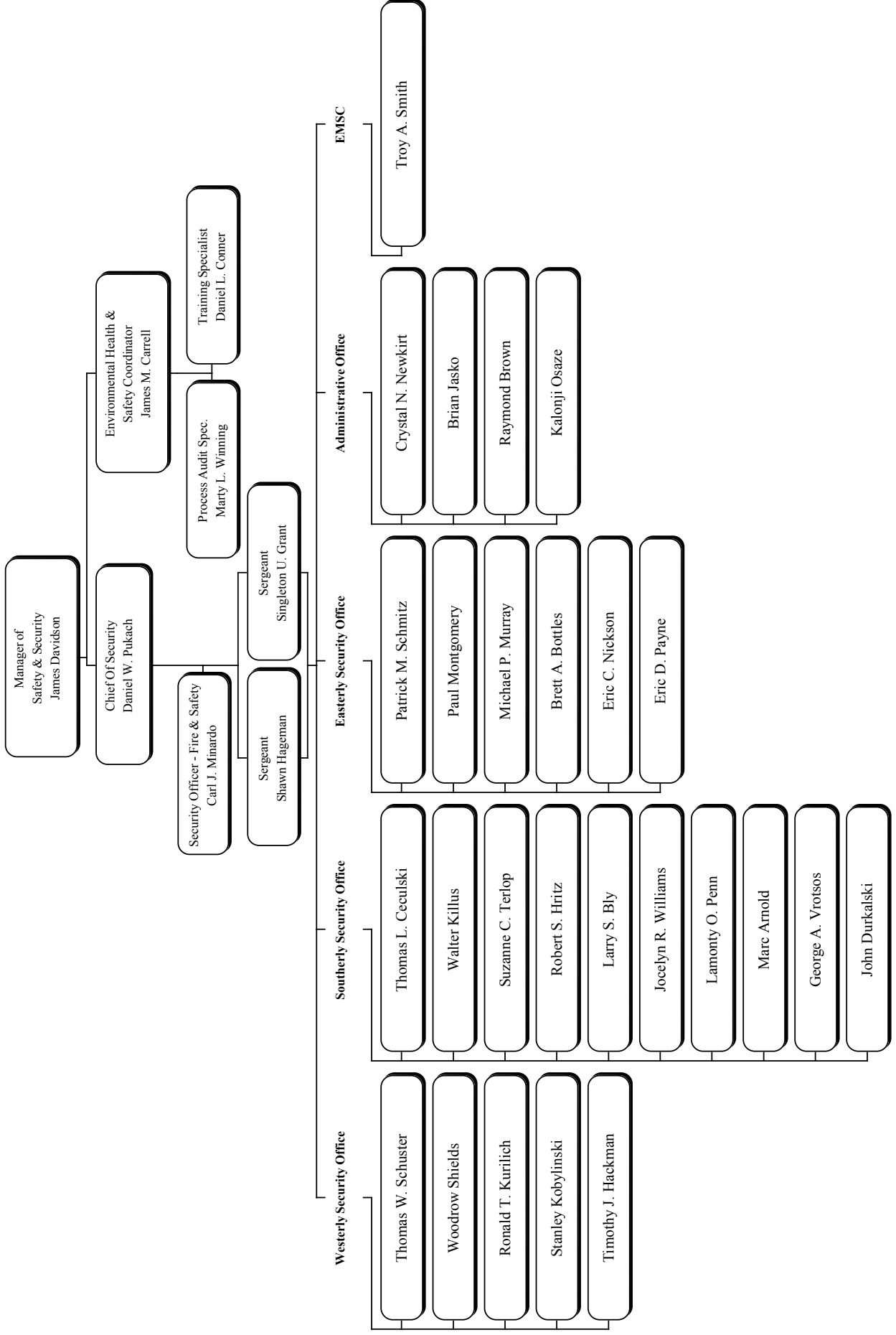
**MANAGED BY**             James Davidson  
                                    Manager of Safety & Security

Pg 2 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Initiated Incident Command System training certification of all security personnel</li></ul>	

Northeast Ohio Regional Sewer District  
 Safety & Security  
 Budget Center - 2100



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **SAFETY AND SECURITY --2100**

### **STAFFING**

#### **Two Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL BUDGET</b>		<b>2009 BUDGET</b>	<b>BUDGET CHANGE</b>
Manager of Safety & Security	1	1	1	1	0
Chief of Security	1	1	1	1	0
Sergeant	2	2	2	2	0
Envir'l Health & Safety Coordinator	1	1	1	1	0
Training Specialist	0	1	1	1	0
Human Resources Associate	1	0	0	0	0
Process/Audit Specialist	0	1	1	1	0
Security Officer	27	27	27	27	0
<b>TOTAL POSITIONS</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>0</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=2100 (SAFETY AND SECURITY)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	265,091.60	328,140	333,537.72	334,704
52030 PROFESSIONALS SALARIES	8,848.00	41,250	32,677.58	55,501
52031 ADMINISTRATIVE SUPPORT SALARIES	38,454.40	57,595	58,550.31	58,747
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52041 PROTECTIVE SERVICE SALARIES	1,015,640.25	1,089,705	1,108,329.76	1,129,247
52060 STUDENT SALARIES	0.00	0	2,264.00	4,160
52071 LONGEVITY	5,550.00	6,175	5,525.00	6,400
52081 SICK BUY OUT	0.00	14,000	14,605.98	14,700
52240 OPERATIONS HOURLY OVERTIME	0.00	0	0.00	0
52241 PROTECTIVE SERVICE OVERTIME	244,035.76	240,000	265,746.61	200,000
<b>Total Salary &amp; Wages</b>	<u>1,577,620.01</u>	<u>1,776,865</u>	<u>1,821,236.96</u>	<u>1,803,459</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	279,365.44	288,158	287,079.96	271,081
52311 HEALTH CARE OPT-OUT FULL	2,265.85	2,434	3,193.59	3,132
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	1,784.86	2,674	2,669.97	2,621
52320 OPERS	225,831.55	248,761	253,573.71	252,484
52340 LIFE INSURANCE	2,228.25	2,317	2,311.80	1,721
52360 MEDICARE	19,414.99	22,811	22,512.99	23,716
52370 UNIFORM ALLOWANCE	16,741.67	20,000	20,504.13	20,000
<b>Total Personnel Benefits</b>	<u>547,632.61</u>	<u>587,155</u>	<u>591,846.15</u>	<u>574,755</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	2,574.31	5,000	8,989.08	10,000
52430 EMPLOYEE EDUCATION	8,178.75	10,000	4,540.84	8,000
<b>Total Reimbursable Expenses</b>	<u>10,753.06</u>	<u>15,000</u>	<u>13,529.92</u>	<u>18,000</u>
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	500.00	50,000	18,800.00	50,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	1,260.60	0	9,800.00	57,153
<b>Total Professional Services</b>	<u>1,760.60</u>	<u>50,000</u>	<u>28,600.00</u>	<u>107,153</u>
<b>Contractual Services</b>				
52715 PRINTING	0.00	0	69.10	2,000
52730 DUES AND SUBSCRIPTIONS	2,435.90	0	1,353.00	5,000
52735 EQUIPMENT RENTAL	8.00	0	39.00	0
52770 UNIFORMS	30,203.55	21,500	20,566.81	21,500
52780 OTHER CONTRACTUAL SERVICES	0.00	0	0.00	59,100
<b>Total Contractual Services</b>	<u>32,647.45</u>	<u>21,500</u>	<u>22,027.91</u>	<u>87,600</u>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=2100 (SAFETY AND SECURITY)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
Materials & Supplies				
52805 OFFICE SUPPLIES	631.90	1,500	2,281.68	0
52810 FUEL AND OIL	1,840.83	2,000	2,342.63	2,000
52811 VEHICLE MAINTENANCE PARTS	59.52	0	2.90	0
52840 LABORATORY SUPPLIES	6.98	0	0.00	0
52845 GENERAL HARDWARE SUPPLIES	1,518.54	2,000	687.06	2,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	7.20	0	0.00	0
52851 OTHER MINOR EQUIPMENT	3,945.82	6,000	6,596.35	73,200
52861 TRAINING SUPPLIES	0.00	0	0.00	0
52865 OTHER SUPPLIES	5,887.21	7,600	7,678.06	6,000
52870 FREIGHT	82.45	200	45.24	200
Total Materials & Supplies	13,980.45	19,300	19,633.92	83,400
Total Equipment Repair & Maintenance	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	2,184,394.18	2,469,820	2,496,874.86	2,674,367



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Information Technology -- 3000	
<b>MANAGED BY</b> Humberto J. Sanchez Director of Information Technology	
Pg 1 of 4	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Supports the District's business and operations through information technology systems, analyses and processes. Translates the District business strategy and departments' goals and business needs into technical strategies and system solutions. Deploys and manages the District's voice and data infrastructure and information systems. Provides information technology-related solutions and business analysis services to improve the use of information technology throughout the District. Manages the lifecycle of information technology systems and infrastructure to ensure their availability, reliability and compatibility with internal and external systems. Assists District personnel in the creation, use, distribution, and management of electronic information. The budget center's structure and related responsibilities are as follows</p>	
Department Administration	IT Infrastructure
<ul style="list-style-type: none"><li>▪ Provide information technology vision and strategies to accomplish District strategic objectives</li><li>▪ Provide timely and effective Helpdesk support to users throughout the organization</li><li>▪ Through business analysis, identify effective solutions that maximize the use of information technology investments</li></ul>	<ul style="list-style-type: none"><li>▪ Ensure the stability, reliability, and quality of the information technology infrastructure including network, servers, workstations &amp; laptops, mobile devices, audio/visual, and telecom systems to support the use of technology as productivity tools.</li><li>▪ Ensure effective procurement, deployment and management of information technology hardware and software.</li><li>▪ Support technologies for process automation for wastewater collection and treatment.</li></ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Information Technology -- 3000	
<b>MANAGED BY</b> Humberto J. Sanchez Director of Information Technology	
Pg 2 of 4	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
Technology Support	IT Project Management
<ul style="list-style-type: none"> <li>▪ Provide high quality technology-based solutions, technology support and assistance in a cost –effective manner in order to ensure the effective utilization of technology tools.</li> <li>▪ Three service areas: Database Administration, Application Development and Programming, and Training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure effective implementation of technology in the District through project management</li> <li>▪ Serve as central project management resource to streamline management of IT projects, programs and strategies supporting the District goals.</li> <li>▪ Four service areas: project management, process improvement services, methodology &amp; tools, and project portfolio management support.</li> </ul>
2008 Accomplishments	2009 Goals
<ul style="list-style-type: none"> <li>• EPA-compliant application for the electronic submittal of the wastewater treatment plants compliance reports</li> <li>• Enhancements to the Information Access System (IAS) to allow integration with the District’s work order management system</li> <li>• Implemented the GWArchive application</li> <li>• Completed the Oracle Advanced Benefits module upgrade</li> <li>• Various modifications to the Kronos timekeeping system to support updated payroll policies</li> <li>• Developed web-based applications: Customer Complaints, Records Request Tracking, &amp; Board Resolution Tacking</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Small Business Program information system and online vendor registration system</li> <li>• Migration of purchasing business processes to the Oracle eBusiness purchasing module</li> <li>• Email system upgrade to Outlook/Exchange platform</li> <li>• New functionality to LABLynx system</li> <li>• Manage the HRMS System assessment and implement functional enhancements</li> <li>• Support of deployment of MIS system for Program Management</li> <li>• Support procurement and implementation of HMI Software for Plant Automation</li> </ul>

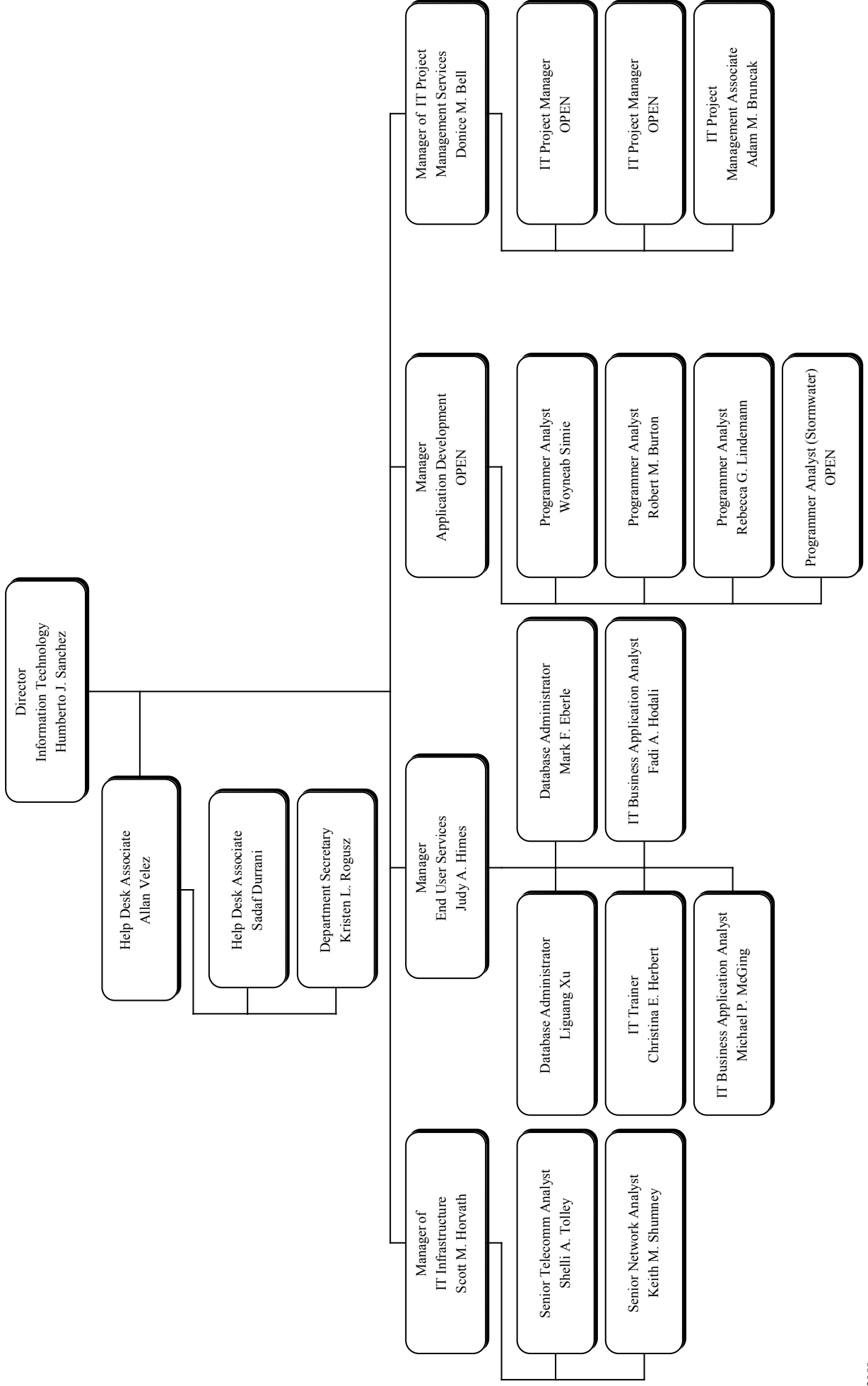
# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Information Technology -- 3000	
<b>MANAGED BY</b> Humberto J. Sanchez Director of Information Technology	
Pg 3 of 4	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Automated solution for the invoice payment procedure using the Oracle E-Business system</li> <li>• Knowledge transfer of Oracle Learning Management module to OED, Safety and Security and IT</li> <li>• Closed 92% of the gaps identified in a functional audit of the Operations Data Management System</li> <li>• Functional requirements gathering for system to support SBE program and HR's Random Selection software</li> <li>• Supported the Division of Water's implementation of the Oracle CC&amp;B billing system</li> <li>• Migrated enterprise application servers Linux and Oracle 10g platform</li> <li>• Strategy for the deployment of server and desktop operating system and Microsoft applications</li> <li>• Conceptual definition of the District's Program Management information system</li> <li>• Collaborated in the development of the stormwater management program</li> <li>• Consolidation and cost reductions in cellular device services</li> <li>• Implemented a Virtual Private Network</li> </ul>	<ul style="list-style-type: none"> <li>• Continue support of District's Strategic Plan Monitoring Tool</li> <li>• Continue support and collaboration of CWD's billing system implementation</li> <li>• Complete Phase I of Stormwater Billing System, and identify viable alternative solutions</li> <li>• Support efforts to identify and implement stormwater customer service processes and systems</li> <li>• Collaborate in the Asset Management (AM) projects and identify a system strategy</li> <li>• Implement storage area network to improve data storage capability for District systems</li> <li>• Upgrade of network infrastructure</li> <li>• Telecommunications assessment</li> <li>• Improve capacity and bandwidth of District's network</li> <li>• Upgrade of Kronos timekeeping clock terminals</li> <li>• Develop IT strategic plan and technology recommendations</li> <li>• Develop information technology governance framework and process</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Information Technology -- 3000	
<b>MANAGED BY</b> Humberto J. Sanchez Director of Information Technology	
Pg 4 of 4	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Successfully installed service pack 6 across Netware 6.5</li> <li>• Enhanced Customer Service access to Cleveland Heights billing system</li> <li>• Completed 98.88% of work orders on time through the Desktop and Network Outsourcing contract</li> <li>• Participated in the development of the District's 5-Year Strategic Plan</li> <li>• Developed and consulted on a Strategic Plan Monitoring Tool</li> <li>• Established a business analysis unit, methodology and processes</li> <li>• Continued ensuring efficiency and performance of District database using Oracle Enterprise Manager</li> <li>• Enhancement to District's web site</li> <li>• Network security audit for the business and process networks</li> <li>• Reconfigured firewall servers to support increased bandwidth</li> <li>• Standby process servers disaster recovery of LABLynx and ODMS systems</li> <li>• Implemented Blue Lance LT Auditor for monitoring network server activity</li> <li>• Crucial Conversations training for Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a an information technology project portfolio management process</li> <li>• Develop enterprise Document Management Strategy</li> <li>• Strategy for improvements to District's web site to support strategic initiatives and improved customer service</li> <li>• Upgrade the IT Department's Helpdesk system (Track-IT)</li> <li>• Identify and support information technology green initiatives</li> <li>• Revamp Information Technology Disaster Recovery Plan</li> <li>• Complete vendor selection for continuation of outsourcing contract for desktop and network support</li> <li>• Identify and leverage opportunities for cost reductions in information technology</li> <li>• Complete Leadership / Management Certification Program for staff members</li> </ul>

Northeast Ohio Regional Sewer District  
Information Technology  
Budget Center - 3000



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **INFORMATION TECHNOLOGY -- 3000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL    BUDGET</b>	<b>2009 BUDGET</b>	<b>BUDGET CHANGE</b>
Director of Information Technology	1	1	1	0
Manager of IT Infrastructure	1	1	1	0
Manager of IT Project Mngm't Services	1	1	1	0
Manager of End-User Services	1	1	1	0
Manager of Application Development	0	0	0	1
Manager of District Records	1	0	0	0
IT Project Manager	1	1	1	2
IT Business Applications Analyst	2	2	2	2
IT Project Manager Associate	1	1	1	1
IT Trainer	2	1	1	1
Helpdesk Associate	2	2	2	2
Secretary	1	1	1	1
Records Associate	1	0	0	0
Database Administrator	2	2	2	2
Senior Telecomm Analyst	0	1	1	1
Senior Network Analyst	0	1	1	1
IT Infrastructure and Telecomm Analyst	1	0	0	0
Programmer/Analyst	3	3	4	4
<b>TOTAL POSITIONS</b>	<b>21</b>	<b>19</b>	<b>20</b>	<b>22</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=3000 (INFORMATION TECHNOLOGY)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	459,149.23	408,013	371,853.54	449,604
52030 PROFESSIONALS SALARIES	219,775.29	229,528	223,858.86	244,635
52031 ADMINISTRATIVE SUPPORT SALARIES	128,005.65	75,878	108,619.76	121,398
52034 TECHNICIANS SALARIES	282,708.47	384,369	390,066.35	454,016
52060 STUDENT SALARIES	82,762.51	111,862	50,866.11	92,416
52071 LONGEVITY	2,375.00	3,000	2,650.00	2,550
52081 SICK BUY OUT	0.00	11,000	10,242.33	10,300
52230 PROFESSIONAL OVERTIME	0.00	0	16.24	0
52231 ADMINISTRATIVE SUPPORT OVERTIME	339.78	500	0.00	1,600
52250 MAINTENANCE HOURLY OVERTIME	0.00	0	0.00	0
52260 STUDENT OVERTIME	228.95	200	119.01	200
<b>Total Salary &amp; Wages</b>	<b>1,175,344.88</b>	<b>1,224,350</b>	<b>1,158,292.20</b>	<b>1,376,719</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	177,371.36	182,602	208,663.55	216,487
52311 HEALTH CARE OPT-OUT FULL	1,050.71	0	0.00	0
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	74.29	0	0.00	0
52320 OPERS	163,241.38	171,311	163,897.92	192,489
52340 LIFE INSURANCE	1,269.45	1,252	1,181.70	2,328
52360 MEDICARE	16,817.64	17,743	16,175.55	19,936
52370 UNIFORM ALLOWANCE	0.00	0	0.00	0
52380 AWARDS AND RECOGNITION	14.03	0	0.00	0
<b>Total Personnel Benefits</b>	<b>359,838.86</b>	<b>372,908</b>	<b>389,918.72</b>	<b>431,240</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	14,877.05	17,000	15,932.15	20,000
52430 EMPLOYEE EDUCATION	21,336.35	25,000	19,478.84	30,000
<b>Total Reimbursable Expenses</b>	<b>36,213.40</b>	<b>42,000</b>	<b>35,410.99</b>	<b>50,000</b>
<b>Utilities</b>				
52550 COMMUNICATIONS	640,597.23	630,000	704,861.54	680,000
<b>Total Utilities</b>	<b>640,597.23</b>	<b>630,000</b>	<b>704,861.54</b>	<b>680,000</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	594,421.91	600,000	467,905.20	613,300
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	0	4,000.00	0
52620 TEMPORARY STAFFING	37,296.00	10,000	0.00	0
<b>Total Professional Services</b>	<b>631,717.91</b>	<b>610,000</b>	<b>471,905.20</b>	<b>613,300</b>
<b>Contractual Services</b>				
52715 PRINTING	110.60	0	117.50	0
52725 INSURANCE AND BONDS	0.00	0	0.00	0
52730 DUES AND SUBSCRIPTIONS	4,837.10	4,175	7,862.70	7,715
52735 EQUIPMENT RENTAL	180.00	3,000	0.00	3,000
52750 ADVERTISING	0.00	0	0.00	0
52775 LICENSES, FEES, AND PERMITS	0.00	0	0.00	0
52780 OTHER CONTRACTUAL SERVICES	28,345.65	2,000	2,148.98	2,000
<b>Total Contractual Services</b>	<b>33,473.35</b>	<b>9,175</b>	<b>10,129.18</b>	<b>12,715</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=3000 (INFORMATION TECHNOLOGY)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	1,100.71	1,000	336.45	1,000
52806 SOFTWARE	38,977.10	100,000	96,283.23	87,865
52810 FUEL AND OIL	354.10	600	0.00	0
52845 GENERAL HARDWARE SUPPLIES	0.00	0	3.03	0
52846 EQUIPMENT AND INSTRUMENTATION PARTS	18,074.68	9,000	17,570.02	13,038
52851 OTHER MINOR EQUIPMENT	82,761.92	121,120	70,908.07	90,000
52861 TRAINING SUPPLIES	2,164.29	4,000	452.77	1,200
52865 OTHER SUPPLIES	17,352.79	16,000	24,897.30	52,705
52870 FREIGHT	1,107.71	1,000	1,251.18	1,300
<b>Total Materials &amp; Supplies</b>	161,893.30	252,720	211,702.05	247,108
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	582,221.74	635,000	563,501.67	670,000
<b>Total Equipment Repair &amp; Maintenance</b>	582,221.74	635,000	563,501.67	670,000
<b>Total Building &amp; Road Repair</b>	0.00	0	0.00	0
<b>Total Judgments &amp; Awards</b>	0.00	0	0.00	0
<b>BUDGET CENTER TOTAL</b>	3,621,300.67	3,776,153	3,545,721.55	4,081,082



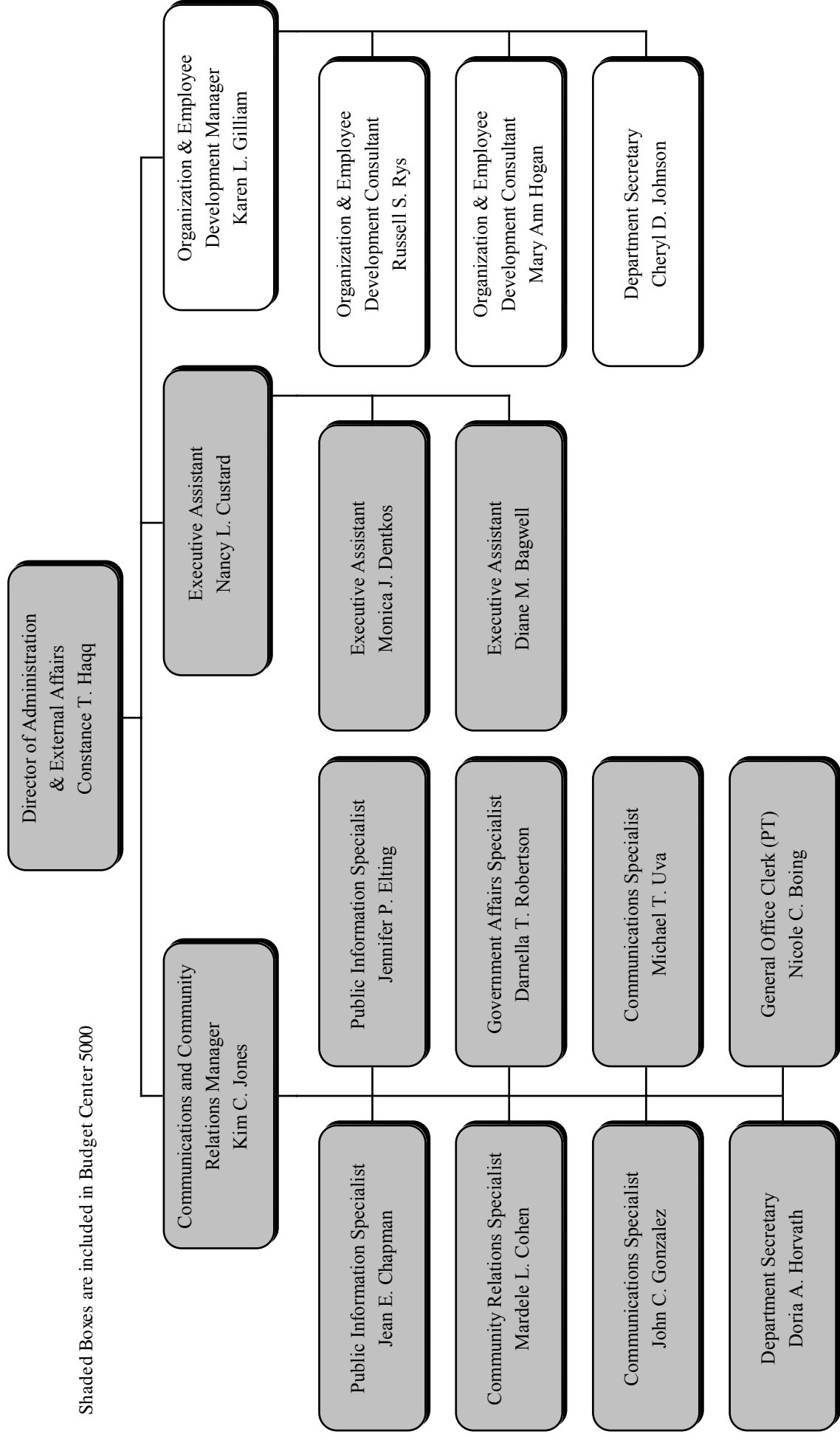
# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Administration and External Affairs -- 5000
<b>MANAGED BY</b>	Constance Haqq
	Director of Administration and External Affairs
Pg 1 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The Administration and External Affairs Department is responsible for: Communications and Community Relations (CCR); Government Relations; Board Process Management; and Organization and Employee Development. The Department also oversees the Executive Administrative Team.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Developed and staffed an Organization and Employee Development department</li> <li>• Created and staffed a Government Affairs function</li> <li>• Coordinated the development of a District Strategic Plan for 2009-2013</li> <li>• Staff and assist with Board committees</li> <li>• Launch the Wheredoeitgo? Public education campaign</li> <li>• Create and introduce Wally the Waterdrop as the District mascot</li> <li>• Form the permanent Diversity and Inclusion Team</li> <li>• Implement the first Wastewater Prep Program for high school students</li> <li>• Host a District Open House for the public</li> <li>• Created opportunities for positive relations with local media</li> <li>• Assisted with the launch of: SBE Program; Stormwater; Green Team</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct all-employee training sessions on the Strategic Plan</li> <li>• Conduct a Diversity and Inclusion Survey to all employees and implement the results</li> <li>• Expand the Crucial Conversation training to more employees</li> <li>• Host an Open House for the Public</li> <li>• Expand the Wastewater Prep program to include two area schools</li> <li>• Oversee the Strategic Plan reporting process</li> <li>• Coordinate outreach activities for the Small Business Enterprise Program</li> <li>• Assist in public awareness activities for the launch of the Stormwater Program</li> <li>• Conduct an expanded media campaign with the Wheredoesitgo? Theme including stormwater and the new combined bill</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Administration and External Affairs -- 5000	
<b>MANAGED BY</b> Constance Haqq Director of Administration and External Affairs	
Pg 2 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Coordinated Crucial Conversations Training at the District</li><li>• Sponsor the Aquabots program at Stokes Academy</li><li>• Visit our Congressional Delegation in DC</li><li>• Coordinated employee training</li></ul>	<ul style="list-style-type: none"><li>• Host a press conference in celebration of the Year of the River on the anniversary of the burning of the Cuyahoga River.</li><li>• Revitalize the Facilities Support Team</li><li>• Build key partnerships with area organizations</li><li>• Sponsor the Aquabots program at Stokes Academy</li><li>• Visit our Congressional Delegation in DC</li><li>• Survey our customers to determine interests, awareness and satisfaction</li><li>• Coordinate employee training</li></ul>

Northeast Ohio Regional Sewer District  
Administration & External Affairs  
Budget Center - 5000



Shaded Boxes are included in Budget Center 5000

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **ADMINISTRATION and EXTERNAL AFFAIRS -- 5000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL BUDGET</b>		<b>2009 BUDGET</b>	<b>BUDGET CHANGE</b>
Director of Administration & External Affairs	1	1	1	1	0
Comm. & Community Relations Manager	0	1	1	1	0
Business Manager	0	0	1	0	(1)
Organization & Employee Devel. Manager	0	1	1	0	(1)
Communications Manager	1	1	1	0	(1)
Public Information Specialist	1	1	2	2	0
Community Relations Specialist	0	1	1	1	0
Governmental Affairs Specialist	0	1	1	1	0
Training & Development Employee Rep.	0	1	2	0	(2)
Environmental Education Specialist	1	0	0	0	0
Communications Specialist	3	2	2	2	0
Department Secretary	0	2	1	1	0
Executive Assistant	1	3	3	3	0
General Office Clerk	0	0	1	0	(1)
General Office Clerk P/T	0	1	1	1	0
<b>TOTAL POSITIONS</b>	<b>8</b>	<b>16</b>	<b>19</b>	<b>13</b>	<b>(6)</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=5000 (ADMINISTRATION AND EXTERNAL AFFAIRS)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	177,957.14	245,804	256,264.97	198,773
52030 PROFESSIONALS SALARIES	216,598.65	440,605	445,769.49	408,638
52031 ADMINISTRATIVE SUPPORT SALARIES	40,420.20	227,386	187,777.60	150,082
52060 STUDENT SALARIES	12,435.76	36,670	21,624.03	79,966
52071 LONGEVITY	450.00	1,700	1,700.00	1,075
52081 SICK BUY OUT	0.00	7,000	10,392.28	10,400
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	0	316.27	0
52260 STUDENT OVERTIME	462.79	0	88.67	0
<b>Total Salary &amp; Wages</b>	<u>448,324.54</u>	<u>959,165</u>	<u>923,933.31</u>	<u>848,934</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	59,554.54	109,666	110,156.23	103,512
52320 OPERS	62,591.35	134,283	127,684.47	118,851
52340 LIFE INSURANCE	462.15	1,147	930.15	1,368
52360 MEDICARE	6,434.79	12,899	11,867.37	12,310
52380 AWARDS AND RECOGNITION	128.95	0	751.92	0
<b>Total Personnel Benefits</b>	<u>129,171.78</u>	<u>257,995</u>	<u>251,390.14</u>	<u>236,041</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	3,793.16	10,000	17,469.14	15,000
52430 EMPLOYEE EDUCATION	20,999.00	10,000	10,126.00	10,000
52440 TUITION REIMBURSEMENT	0.00	133,500	150,223.30	0
<b>Total Reimbursable Expenses</b>	<u>24,792.16</u>	<u>153,500</u>	<u>177,818.44</u>	<u>25,000</u>
<b>Utilities</b>				
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	45,238.87	140,000	129,700.62	181,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	25,233.80	150,000	69,792.00	0
<b>Total Professional Services</b>	<u>70,472.67</u>	<u>290,000</u>	<u>199,492.62</u>	<u>181,000</u>
<b>Contractual Services</b>				
52715 PRINTING	35,541.96	139,000	23,764.06	60,000
52730 DUES AND SUBSCRIPTIONS	11,730.33	12,500	11,305.35	10,000
52735 EQUIPMENT RENTAL	0.00	0	2,477.50	0
52750 ADVERTISING	239,551.02	170,000	336,725.85	33,000
52780 OTHER CONTRACTUAL SERVICES	1,540.50	30,000	51,563.33	48,000
52785 FACILITIES RENTAL	0.00	0	1,107.90	0
52790 COMMUNITY OUTREACH AND EDUCATION	0.00	0	0.00	630,500
<b>Total Contractual Services</b>	<u>288,363.81</u>	<u>351,500</u>	<u>426,943.99</u>	<u>781,500</u>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

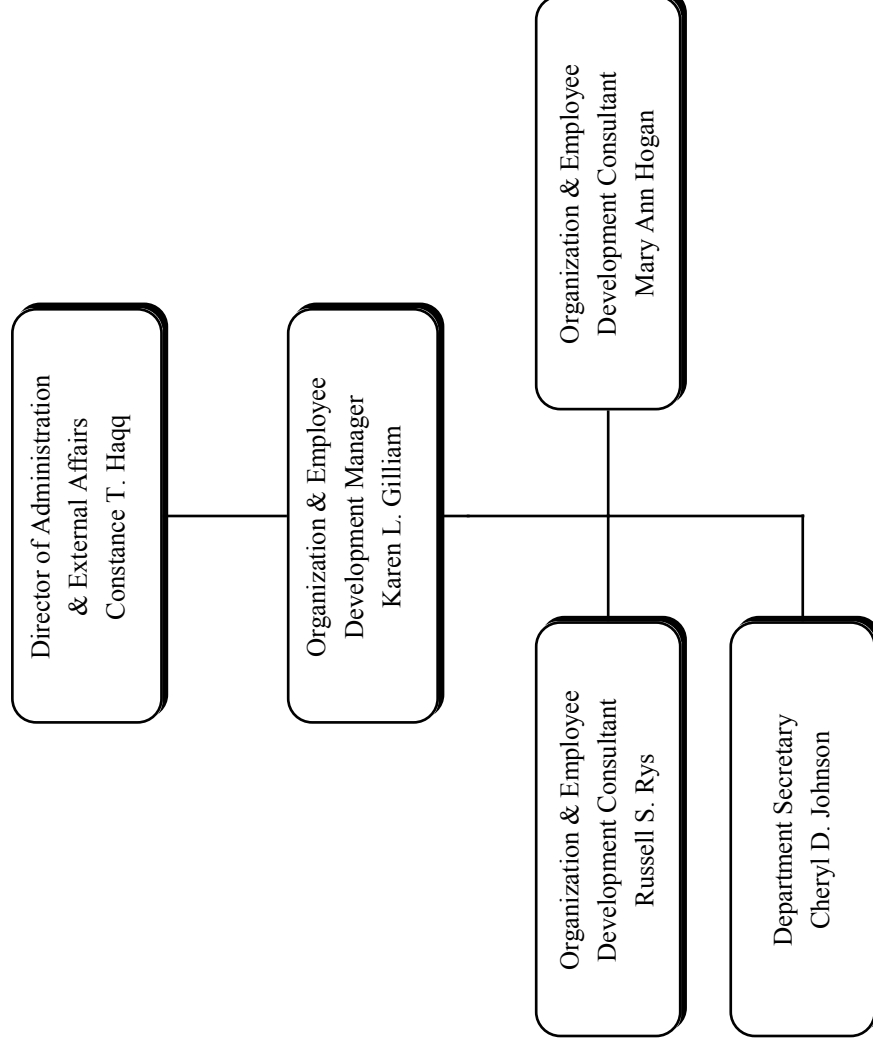
BUDGET CENTER=5000 (ADMINISTRATION AND EXTERNAL AFFAIRS)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
Materials & Supplies				
52805 OFFICE SUPPLIES	1,314.86	5,000	440.28	1,000
52845 GENERAL HARDWARE SUPPLIES	0.00	0	0.00	0
52851 OTHER MINOR EQUIPMENT	0.00	0	15.62	0
52860 POSTAGE, UPS	6,000.00	15,000	13,270.22	15,000
52861 TRAINING SUPPLIES	1,341.85	20,000	40,173.02	0
52865 OTHER SUPPLIES	0.00	9,000	2,777.10	9,000
52870 FREIGHT	6,304.24	2,500	4,879.66	2,500
Total Materials & Supplies	14,960.95	51,500	61,555.90	27,500
Total Equipment Repair & Maintenance	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Judgments & Awards				
53220 OTHER AWARDS	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	976,085.91	2,063,660	2,041,134.40	2,099,975

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Organization & Employee Development -- 5100	
<b>MANAGED BY</b> Karen L. Gilliam Manager of Organization & Employee Development	
Pg 1 of 1	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The Organization and Employee Development Department is responsible for the creation and implementation of training and non-training programs and services (e.g. mentoring, coaching, affinity groups) that provide opportunities for professional growth and enhanced performance; providing organization development consulting and change management support on strategic initiatives (e.g. Leadership Sustainability, Diversity and Inclusion, Employee Recognition Program) to management.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
Refer to Administration and External Affairs - - 5000	<ul style="list-style-type: none"><li>• Establish and communicate a District learning and development philosophy statement.</li><li>• Oversee the Strategic Plan reporting process.</li><li>• Develop a District-wide employee recognition program.</li><li>• Conduct a Diversity and Inclusion Survey to all employees and implement the results.</li><li>• Expand the Crucial Conversations training to more employees.</li><li>• Coordinate employee training.</li></ul>

Northeast Ohio Regional Sewer District  
Organization & Employee Development  
Budget Center - 5100





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **ORGANIZATION & EMPLOYEE DEVELOPMENT -- 5100**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET		2009 BUDGET	BUDGET CHANGE
Organization & Employee Devel. Manager	0	0	0	1	1
Organization & Employee Devel. Consultant	0	0	0	2	2
Department Secretary	0	0	0	1	1
TOTAL POSITIONS	0	0	0	4	4

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=5100 (ORGANIZATION EMPLOYEE DEVELOPMENT)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	0.00	0	0.00	76,504
52030 PROFESSIONALS SALARIES	0.00	0	0.00	140,619
52031 ADMINISTRATIVE SUPPORT SALARIES	0.00	0	0.00	40,332
52071 LONGEVITY	0.00	0	0.00	800
52081 SICK BUY OUT	0.00	0	0.00	3,000
<b>Total Salary &amp; Wages</b>	0.00	0	0.00	261,255
<b>Personnel Benefits</b>				
52310 HEALTH CARE	0.00	0	0.00	24,869
52320 OPERS	0.00	0	0.00	36,576
52340 LIFE INSURANCE	0.00	0	0.00	456
52360 MEDICARE	0.00	0	0.00	2,760
<b>Total Personnel Benefits</b>	0.00	0	0.00	64,661
<b>Reimbursable Expenses</b>				
52410 TRAVEL	0.00	0	0.00	10,000
52430 EMPLOYEE EDUCATION	0.00	0	0.00	4,000
52440 TUITION REIMBURSEMENT	0.00	0	0.00	135,000
<b>Total Reimbursable Expenses</b>	0.00	0	0.00	149,000
<b>Total Utilities</b>	0.00	0	0.00	0
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	0.00	0	0.00	79,500
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	0	0.00	182,700
<b>Total Professional Services</b>	0.00	0	0.00	262,200
<b>Contractual Services</b>				
52730 DUES AND SUBSCRIPTIONS	0.00	0	0.00	1,043
52780 OTHER CONTRACTUAL SERVICES	0.00	0	0.00	10,000
<b>Total Contractual Services</b>	0.00	0	0.00	11,043
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	0.00	0	0.00	500
52860 POSTAGE, UPS	0.00	0	0.00	0
52861 TRAINING SUPPLIES	0.00	0	0.00	30,600
52865 OTHER SUPPLIES	0.00	0	0.00	200
<b>Total Materials &amp; Supplies</b>	0.00	0	0.00	31,300
<b>Total Equipment Repair &amp; Maintenance</b>	0.00	0	0.00	0
<b>Total Building &amp; Road Repair</b>	0.00	0	0.00	0
<b>Total Judgments &amp; Awards</b>	0.00	0	0.00	0
<b>BUDGET CENTER TOTAL</b>	0.00	0	0.00	779,459

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Finance -- 6000

**MANAGED BY**              Jennifer L. Demmerle  
Director of Finance

Pg 1 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

**Executive and Administrative:** As a member of senior management, the Director of Finance assists the Executive Director in general management and policy formation by insuring that he, the Board of Trustees and District Managers have reliable and comprehensive financial and management information. In addition to this budget center, the Director of Finance is responsible for the Purchasing, Customer Service, Contract Compliance and Inventory Control budget centers, all of which are components of the Finance Department and have separate Descriptions of Services Provided.

**Revenue and User Support:** As the District's representative, the Director of Finance and staff provide liaison with user communities, certain customers and all billing agents. They also negotiate contracts related to revenue enhancement and billing arrangements, monitor services provided by billing agents to ensure they are following District policies and procedures, provide assistance to other departments in their contact with service communities and billing agents, and provide billing and collection services for a small number of master meter communities, septic haulers and other accounts.

**Treasury/Investment:** As the District's de facto Treasurer, the Director of Finance is responsible for all funds, including their disbursement and investment. Disbursement is made only to payees authorized by contract, provision of services, law or action of the Board of Trustees. Actual implementation of disbursement decisions is carried out by Finance staff, following guidelines and procedures established by the Director of Finance. Investments are made in securities or at depositories as authorized by Ohio Statute or the Board of Trustees. The primary investment goal is preservation of capital, followed by liquidity and rate of return.

**Payroll:**

The primary function of payroll is to ensure that bi-weekly payroll for all District employees is processed in a timely and accurate manner. Other responsibilities include processing and payment of payroll deductions and employee retirement deductions including the filing for Ohio Public Employees Retirement System.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Finance -- 6000

**MANAGED BY**              Jennifer L. Demmerle  
Director of Finance

Pg 2 of 3

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

### **General Accounting:**

The General Accounting Section is responsible for the recommendation and implementation of procedures, internal controls and financial reporting to accurately reflect District operations. Currently, the General Accounting Section is primarily concerned with recording accrual basis originating, adjusting and closing entry transactions. Supporting responsibilities include maintaining ledgers and various supporting data, and preparation of any applicable financial reports including quarterly internal financial reporting and payment of construction contractors, debt service and utility invoices.

### **Accounts Payable:**

The Accounts Payable function is responsible for the processing and payment of all District obligations. The function utilizes an electronic, three way matching process, designed to allow for proper controls while also allowing District wide access to data through all stages of the procurement to payment process.

### **Budget and Financial Reporting:**

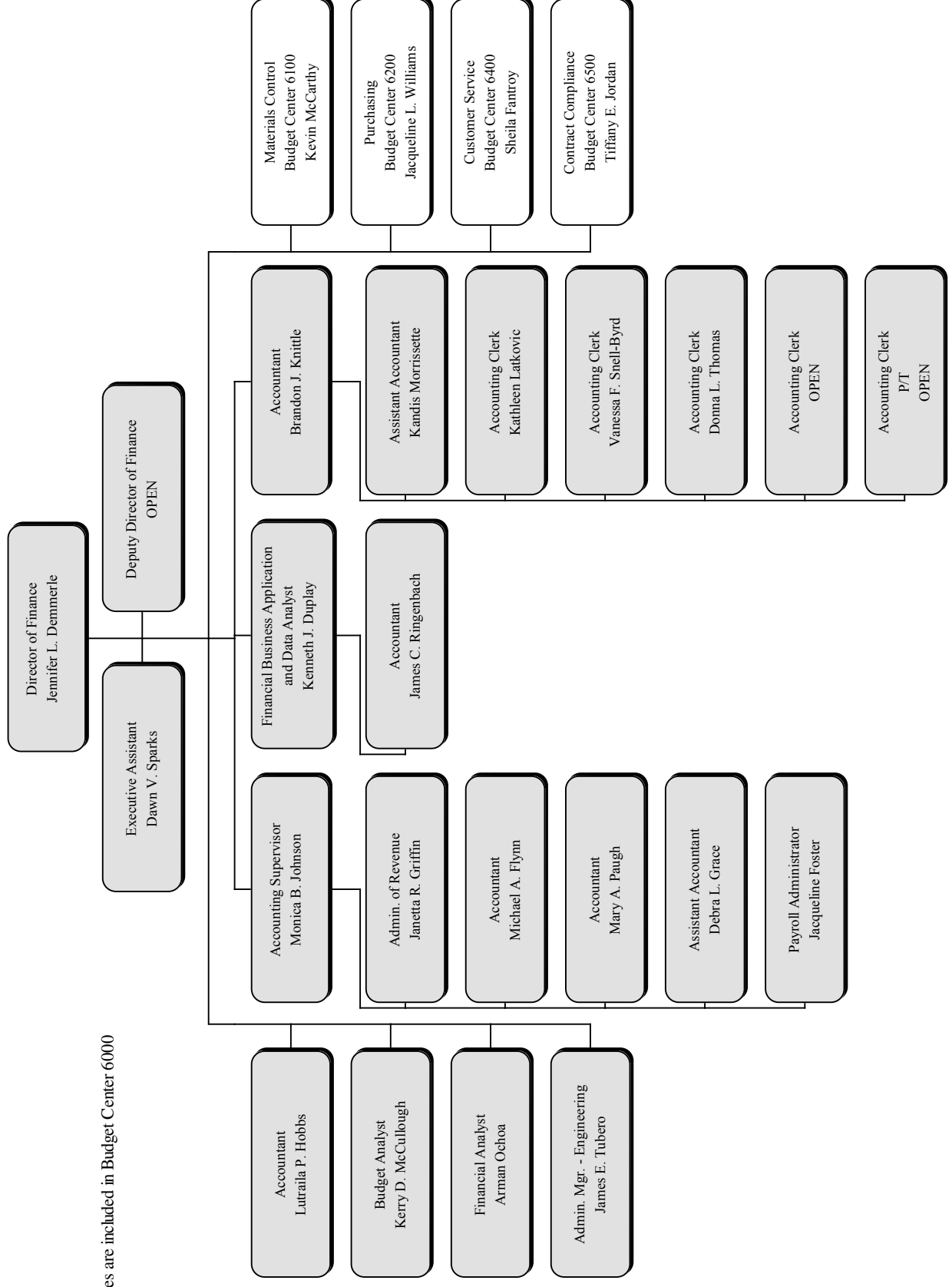
The primary functions of the Budget and Financial Reporting Section are as follows:

1. The formulation and presentation of the annual budget and to assist various Budget Centers in developing their supporting detail. This process includes the development of budget documents, forms, worksheets and procedures.
2. To account for and provide financial reporting and/or analysis not provided for in other sections of General Accounting, including the preparation of the District's Comprehensive Annual Financial Report (CAFR).
3. To account for, maintain and update records for the District's fixed assets.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Finance -- 6000	
<b>MANAGED BY</b> Jennifer L. Demmerle Director of Finance	
Pg 3 of 3	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Exceeded debt service coverage targets</li><li>• Exceeded overall rate study parameters</li><li>• Received GFOA Certificate of Excellence in Financial Reporting Award</li><li>• Received GFOA Budget Presentation Award</li><li>• Incorporated on-line wire transfers</li><li>• Developed Policies and Procedures for some of the functional areas</li></ul>	<ul style="list-style-type: none"><li>• Develop a 10 year financial plan</li><li>• Define and Develop financial policies and performance indicators</li><li>• Refine operating and capital budgeting process and review the use of the system to automate the process</li><li>• Develop an RFP for a financial advisor and consultant for the next rate study.</li><li>• Meet debt service coverage</li><li>• Meet overall rate study parameters</li><li>• Implement I pay statements</li></ul>

Northeast Ohio Regional Sewer District  
Finance  
Budget Center - 6000



Shaded Boxes are included in Budget Center 6000

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **FINANCE -- 6000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET	2009 BUDGET	BUDGET CHANGE
Director of Finance	1	1	1	0
Deputy Director of Finance	1	0	0	1
Contract Compliance Manager	0	1	0	0
Finance Manager	2	0	0	0
Internal Audit Manager	1	0	0	0
Administrative Manager of Engineering	0	0	0	1
Accounting Supervisor	1	1	1	0
Admin. Of Revenue and User Support	1	1	1	0
Budget Analyst	0	1	1	0
Financial Analyst	0	1	1	0
Financial Business Appl. and Data Analyst	1	1	1	0
Accountant	7	5	5	0
Contract Compliance Officer	0	2	0	0
Payroll Administrator	1	1	1	0
Assistant Accountant	1	2	1	1
Accounting Clerk	5	4	5	(1)
Accounting Clerk (Part Time)	0	0	1	0
Executive Assistant	1	1	1	0
TOTAL POSITIONS	23	22	20	2

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6000 (FINANCE)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	409,798.08	176,446	203,492.27	266,834
52030 PROFESSIONALS SALARIES	420,485.04	572,215	555,097.11	604,158
52031 ADMINISTRATIVE SUPPORT SALARIES	240,001.56	290,768	275,174.76	249,267
52034 TECHNICIANS SALARIES	0.00	0	0.00	0
52036 PARA-PROFESSIONAL SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	64,102.35	30,022	3,145.14	4,160
52071 LONGEVITY	3,775.00	4,275	4,000.00	4,900
52081 SICK BUY OUT	283,818.08	7,000	13,412.85	13,500
52231 ADMINISTRATIVE SUPPORT OVERTIME	899.28	1,000	158.03	1,000
52260 STUDENT OVERTIME	0.00	100	0.00	0
<b>Total Salary &amp; Wages</b>	<u>1,422,879.39</u>	<u>1,081,826</u>	<u>1,054,480.16</u>	<u>1,143,819</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	134,370.17	152,467	156,145.98	138,488
52311 HEALTH CARE OPT-OUT FULL	1,393.04	1,826	2,257.23	3,132
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	978.60	891	962.79	1,747
52320 OPERS	171,175.77	151,456	152,033.15	160,135
52340 LIFE INSURANCE	1,368.90	1,316	1,263.60	2,166
52350 UNEMPLOYMENT COMPENSATION	1,047.49	0	267.11	0
52360 MEDICARE	16,120.12	15,686	14,820.06	16,585
<b>Total Personnel Benefits</b>	<u>326,454.09</u>	<u>323,642</u>	<u>327,749.92</u>	<u>322,253</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	9,656.75	13,000	13,071.79	14,000
52430 EMPLOYEE EDUCATION	18,264.00	15,100	18,977.22	18,000
<b>Total Reimbursable Expenses</b>	<u>27,920.75</u>	<u>28,100</u>	<u>32,049.01</u>	<u>32,000</u>
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	335,857.23	277,000	287,798.45	264,000
52660 STATE AUDITOR FEES	598.14	1,000	637.97	1,000
<b>Total Professional Services</b>	<u>336,455.37</u>	<u>278,000</u>	<u>288,436.42</u>	<u>265,000</u>
<b>Contractual Services</b>				
52705 COLLECTION FEES	5,558,471.94	6,000,000	5,435,972.92	5,600,000
52715 PRINTING	6,953.82	12,900	8,011.02	9,900
52720 TAXES	0.00	18,250	23,083.05	18,250
52725 INSURANCE AND BONDS	1,120,774.18	1,105,000	1,097,763.37	1,182,000
52730 DUES AND SUBSCRIPTIONS	7,010.09	8,190	7,276.05	9,590
52740 REAL PROPERTY RENTAL	13,432.39	14,580	13,322.44	15,280
52750 ADVERTISING	1,658.36	1,750	1,622.94	1,750
52775 LICENSES, FEES, AND PERMITS	200.00	500	525.00	1,000
<b>Total Contractual Services</b>	<u>6,708,500.78</u>	<u>7,161,170</u>	<u>6,587,576.79</u>	<u>6,837,770</u>



# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6000 (FINANCE)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	27.41	500	131.70	500
52810 FUEL AND OIL	194.11	0	0.00	0
52851 OTHER MINOR EQUIPMENT	0.00	1,000	1,788.36	1,000
52860 POSTAGE, UPS	0.00	0	0.00	0
52865 OTHER SUPPLIES	35.46	0	0.00	0
52870 FREIGHT	8.00	100	292.64	100
<b>Total Materials &amp; Supplies</b>	<u>264.98</u>	<u>1,600</u>	<u>2,212.70</u>	<u>1,600</u>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	0.00	0	0.00	0
<b>Total Equipment Repair &amp; Maintenance</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Building &amp; Road Repair</b>				
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	190.00	0	0.00	0
<b>Total Building &amp; Road Repair</b>	<u>190.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Judgments &amp; Awards</b>				
53210 JUDGMENTS	34,589.35	0	0.00	0
53220 OTHER AWARDS	73,513.95	50,000	18,812.34	50,000
<b>Total Judgments &amp; Awards</b>	<u>108,103.30</u>	<u>50,000</u>	<u>18,812.34</u>	<u>50,000</u>
<b>BUDGET CENTER TOTAL</b>	<u>8,930,768.66</u>	<u>8,924,338</u>	<u>8,311,317.34</u>	<u>8,652,442</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**    Inventory Control -- 6100

**MANAGED BY**            Kevin McCarthy  
                                 Materials Control Manager

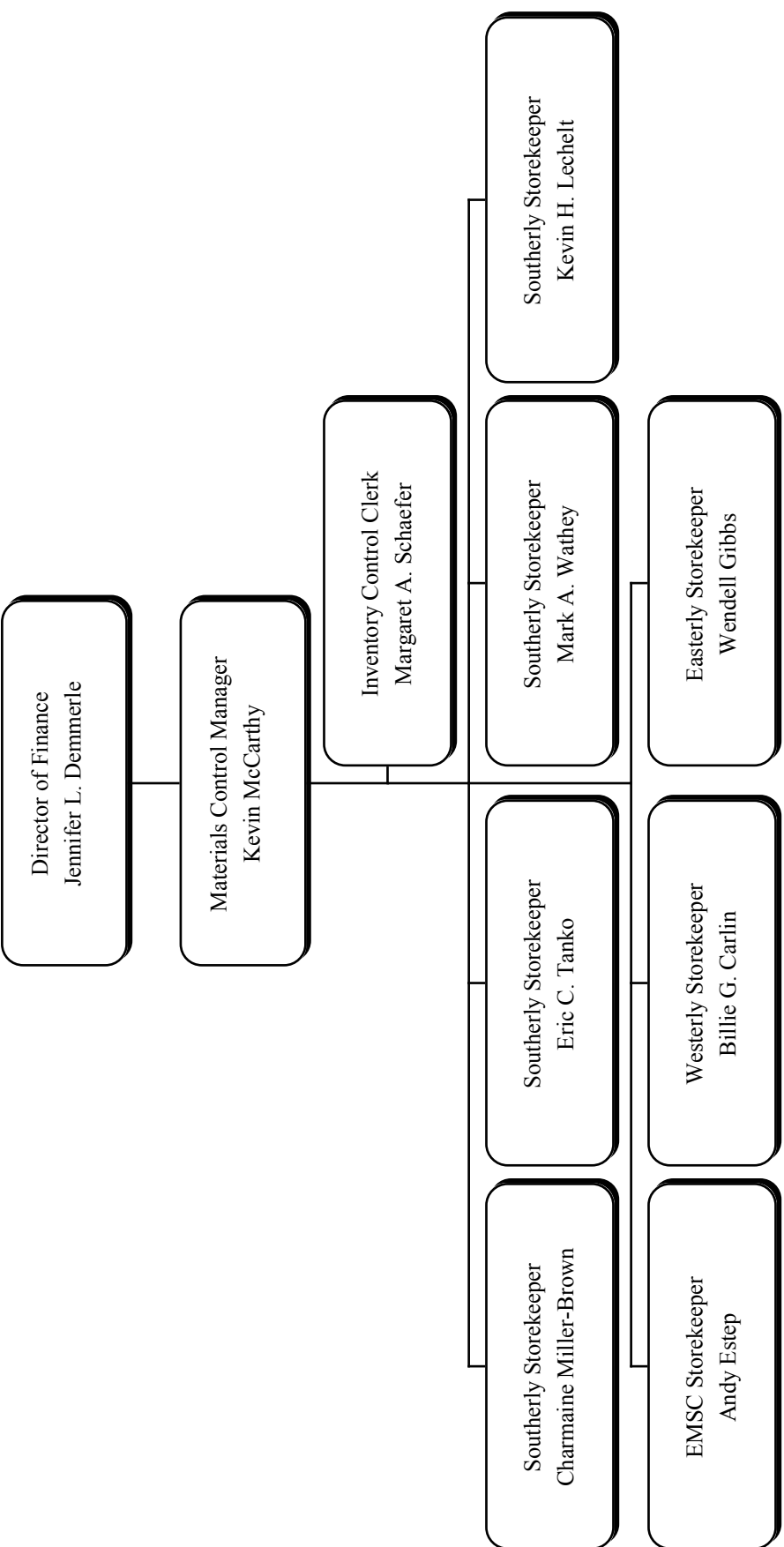
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## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Inventory Control Department provides support for all District departments as it pertains to parts and supplies needed to run the District efficiently and support the District's Mission Statement. Maintain four District Storerooms and part of the District storage facility at Southerly. Work with Operations and Maintenance personnel to achieve results that will enable our plants to meet permits. Order and maintain parts that are needed in a Maintenance Management System. Follow the District's guidelines for safety trained personnel with new technology as it is developed.

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Took a complete physical inventory of all District stores for items over \$150.00.</li><li>• Completed another year without any safety problems in the Inventory Control Department.</li><li>• Moved material from District storage to locked stockroom for better control.</li><li>• Located items in stores to show a bin location.</li><li>• Cleaned, organized and added bin location in basement at Southerly.</li><li>• Cleaned and reorganized Easterly screen building.</li></ul>	<ul style="list-style-type: none"><li>• Start up cycle counting by class at all District stores.</li><li>• Set up requirement contracts for materials needed for Maintenance at all District locations.</li><li>• Purge storerooms of obsolete material no longer used in Maintenance.</li><li>• Implement new software system for Oracle Inventory.</li></ul>

Northeast Ohio Regional Sewer District  
Inventory Control  
Budget Center - 6100



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **INVENTORY CONTROL -- 6100**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Materials Control Manager	1	1	1	1	0
Inventory Control Clerk	1	1	1	1	0
Storekeeper	7	7	7	7	0
TOTAL POSITIONS	9	9	9	9	0

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6100 (INVENTORY CONTROL)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	68,620.00	70,491	71,658.80	71,901
52030 PROFESSIONALS SALARIES	0.00	0	0.00	0
52031 ADMINISTRATIVE SUPPORT SALARIES	294,913.04	310,211	294,903.07	316,415
52040 OPERATIONS HOURLY	0.00	0	0.00	0
52050 MAINTENANCE HOURLY	0.00	0	0.00	0
52060 STUDENT SALARIES	4,128.00	4,160	5,587.43	5,552
52071 LONGEVITY	2,950.00	2,800	2,800.00	3,150
52081 SICK BUY OUT	0.00	3,000	4,012.22	4,100
52231 ADMINISTRATIVE SUPPORT OVERTIME	20,314.66	20,000	18,981.53	20,000
52240 OPERATIONS HOURLY OVERTIME	0.00	0	0.00	0
52250 MAINTENANCE HOURLY OVERTIME	0.00	0	0.00	0
<b>Total Salary &amp; Wages</b>	<b>390,925.70</b>	<b>410,662</b>	<b>397,943.05</b>	<b>421,118</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	68,857.03	81,535	79,341.74	67,961
52311 HEALTH CARE OPT-OUT FULL	2,000.00	1,500	2,000.00	3,000
52320 OPERS	55,788.93	57,493	57,769.13	58,957
52340 LIFE INSURANCE	631.80	632	631.80	467
52360 MEDICARE	3,527.86	3,755	3,332.31	3,864
<b>Total Personnel Benefits</b>	<b>130,805.62</b>	<b>144,915</b>	<b>143,074.98</b>	<b>134,249</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	2,046.30	1,500	1,354.39	1,500
52430 EMPLOYEE EDUCATION	400.00	500	945.00	1,000
<b>Total Reimbursable Expenses</b>	<b>2,446.30</b>	<b>2,000</b>	<b>2,299.39</b>	<b>2,500</b>
<b>Total Utilities</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Total Professional Services</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Contractual Services</b>				
52715 PRINTING	0.00	250	0.00	250
52730 DUES AND SUBSCRIPTIONS	0.00	50	45.00	50
52770 UNIFORMS	229.19	2,500	1,113.75	1,500
52780 OTHER CONTRACTUAL SERVICES	260.00	0	14.53	0
<b>Total Contractual Services</b>	<b>489.19</b>	<b>2,800</b>	<b>1,173.28</b>	<b>1,800</b>
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	129.85	500	219.23	400
52811 VEHICLE MAINTENANCE PARTS	0.00	50	0.00	50
52840 LABORATORY SUPPLIES	0.00	0	6.15	0
52845 GENERAL HARDWARE SUPPLIES	19.35	500	237.07	500
52846 EQUIPMENT AND INSTRUMENTATION PARTS	0.00	0	0.00	0
52851 OTHER MINOR EQUIPMENT	0.00	2,000	343.96	2,000
52860 POSTAGE, UPS	0.00	0	0.00	0
52865 OTHER SUPPLIES	490.53	600	80.00	400
52870 FREIGHT	65,840.21	55,000	30,168.30	40,000
52890 INVENTORY ADJUSTMENT-BOOK TO PHYSICAL	0.00	0	(167,494.94)	0
<b>Total Materials &amp; Supplies</b>	<b>66,479.94</b>	<b>58,650</b>	<b>(136,440.23)</b>	<b>43,350</b>

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6100 (INVENTORY CONTROL)

	<i>2007 ACTUALS</i>	<i>2008 ADOPTED BUDGET</i>	<i>2008 ACTUALS</i>	<i>2009 ADOPTED BUDGET</i>
Equipment Repair & Maintenance	0.00	500	138.81	500
52920 EQUIPMENT REPAIR AND MAINTENANCE	0.00	500	138.81	500
Total Equipment Repair & Maintenance	0.00	500	138.81	500
Total Building & Road Repair	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	591,146.75	619,527	408,189.28	603,517

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

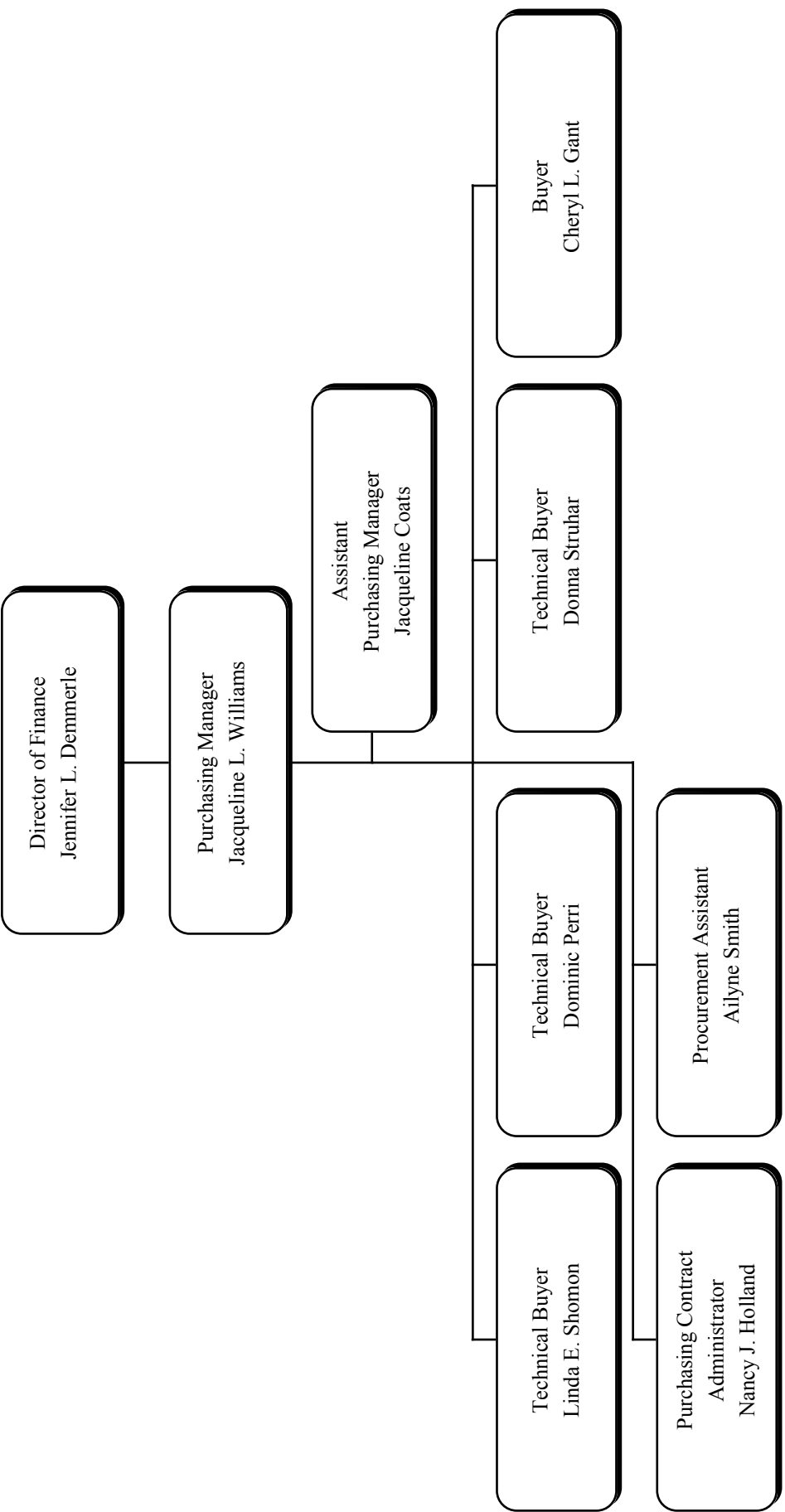
<b>BUDGET CENTER</b> Purchasing -- 6200	
<b>MANAGED BY</b> Jacqueline L. Williams Purchasing Manager	
Pg 1 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Purchasing is responsible for the management of the acquisition of all materials and services required to sustain the operations of the District in a timely, cost effective manner.</p> <p>Materials and services costing less than \$25,000.00 are processed by requisitions. After approval, Purchasing requests vendor quotations and issues the purchase order to the lowest and best quote.</p> <p>Materials and services costing more than \$25,000.00 are processed only after the Board of Trustees authorizes Purchasing to formally advertise for bids. The bids are opened publicly, read out loud and summarized. The user department evaluates the bids, determines the lowest, best bidder and submits a recommendation to the Board of Trustees for approval to award a contract. Purchasing processes the award, issues a purchase order and contract.</p> <p>Engineering contracts are processed by Purchasing as follows: Advertise for solicitation of bids, sell and distribute plans and specifications, mail out bid packages and addendums, open bids in public and read out loud, tabulate and summarize bids, forward bids to the engineer in charge and Legal. Engineering determines which bidder meets our requirements and requests approval to award a contract. Purchasing processes the contract after approval by the Board of Trustees.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Implemented Phase I of the On-line Bid/Proposal web-site</li><li>• Worked with Finance and National City to secure rebate dollars</li><li>• Negotiated a \$6,000 rebate with Call &amp; Post in the form of reduced ad pricing</li></ul>	<ul style="list-style-type: none"><li>• Create requirement contracts for inventory purchases</li><li>• Implement web based vendor registration</li><li>• Convert "Open Market" purchase resolutions to contracts for the Operations &amp; Maintenance Department</li></ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Purchasing -- 6200	
<b>MANAGED BY</b> Jacqueline L. Williams Purchasing Manager	
Pg 2 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Continued vendor file clean-up for<ul style="list-style-type: none"><li>○ 1099 reporting</li><li>○ duplicate federal tax identification number clean up for active vendors</li></ul></li><li>• Created an expedite report to follow-up on past due deliveries</li><li>• Created a resolution report to help departments monitor resolution dollars spent</li></ul>	<ul style="list-style-type: none"><li>• Implement Oracle Purchasing</li><li>• Implement Phase II of the On-line Bid/Proposal web-site – Purchase plans on-line</li><li>• Implement the District-wide resolution query system</li></ul>



Northeast Ohio Regional Sewer District  
Purchasing  
Budget Center - 6200



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **PURCHASING -- 6200**

### **STAFFING**

#### **Two Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL BUDGET</b>		<b>2009 BUDGET</b>	<b>BUDGET CHANGE</b>
Purchasing Manager	1	1	1	1	0
Assistant Purchasing Manager	1	1	1	1	0
Technical Buyer	1	3	2	3	1
Contract Administrator	0	1	1	1	0
Buyer	1	1	2	1	(1)
Procurement Assistant	0	0	0	1	1
Purchasing Assistant	1	0	0	0	0
<b>TOTAL POSITIONS</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>1</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6200 (PURCHASING)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	121,842.61	128,128	132,689.30	135,231
52030 PROFESSIONALS SALARIES	94,503.84	183,070	145,551.74	254,154
52031 ADMINISTRATIVE SUPPORT SALARIES	37,855.81	0	0.00	41,820
52060 STUDENT SALARIES	0.00	0	2,816.00	4,160
52071 LONGEVITY	1,750.00	1,850	1,850.00	2,325
52081 SICK BUY OUT	0.00	2,000	2,290.87	2,300
52230 PROFESSIONAL OVERTIME	0.00	0	63.36	0
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	500	0.00	500
52260 STUDENT OVERTIME	0.00	0	12.00	0
<b>Total Salary &amp; Wages</b>	255,952.26	315,548	285,273.27	440,490
<b>Personnel Benefits</b>				
52310 HEALTH CARE	27,751.78	35,296	29,199.29	52,589
52311 HEALTH CARE OPT-OUT FULL	685.82	609	610.01	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	814.18	891	889.99	874
52320 OPERS	35,539.69	44,177	39,626.69	61,669
52340 LIFE INSURANCE	339.30	439	351.00	912
52360 MEDICARE	2,835.65	3,733	3,131.01	5,528
<b>Total Personnel Benefits</b>	67,966.42	85,145	73,807.99	122,198
<b>Reimbursable Expenses</b>				
52410 TRAVEL	2,122.74	3,000	3,361.32	2,000
52430 EMPLOYEE EDUCATION	3,878.00	13,500	12,760.56	8,500
<b>Total Reimbursable Expenses</b>	6,000.74	16,500	16,121.88	10,500
<b>Total Utilities</b>	0.00	0	0.00	0
<b>Total Professional Services</b>	0.00	0	0.00	0
<b>Contractual Services</b>				
52715 PRINTING	0.00	1,500	869.57	1,500
52730 DUES AND SUBSCRIPTIONS	3,393.95	5,000	1,132.77	3,700
52750 ADVERTISING	36,789.26	50,000	123,763.09	50,000
<b>Total Contractual Services</b>	40,183.21	56,500	125,765.43	55,200
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	0.00	500	0.00	500
52845 GENERAL HARDWARE SUPPLIES	1.44	0	0.00	0
52851 OTHER MINOR EQUIPMENT	0.00	0	900.00	0
52865 OTHER SUPPLIES	21.30	0	0.00	0
52870 FREIGHT	0.00	100	42.72	100
<b>Total Materials &amp; Supplies</b>	22.74	600	942.72	600
<b>Total Equipment Repair &amp; Maintenance</b>	0.00	0	0.00	0
<b>Total Building &amp; Road Repair</b>	0.00	0	0.00	0
<b>Total Judgments &amp; Awards</b>	0.00	0	0.00	0
<b>BUDGET CENTER TOTAL</b>	370,125.37	474,293	501,911.29	628,988

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Administrative Services -- 6300

**MANAGED BY**             Lisa C. Francisco  
                                     Administrative Services Manager

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## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

Administrative Services is responsible for facilities management for the Administrative Buildings and campus including physical condition, maintenance and employee amenities. Administrative Services provides all receiving functions for the Administrative Offices.

Administrative Services provides and manages both internal and external services to meet office support needs. Services include receptionist and operator services; office technology (networked copiers, facsimile and other equipment); office supplies; furniture; printing and other services. Responsible for delivery and processing U.S. mail and internal correspondence throughout the District; and courier services throughout the service area as needed.

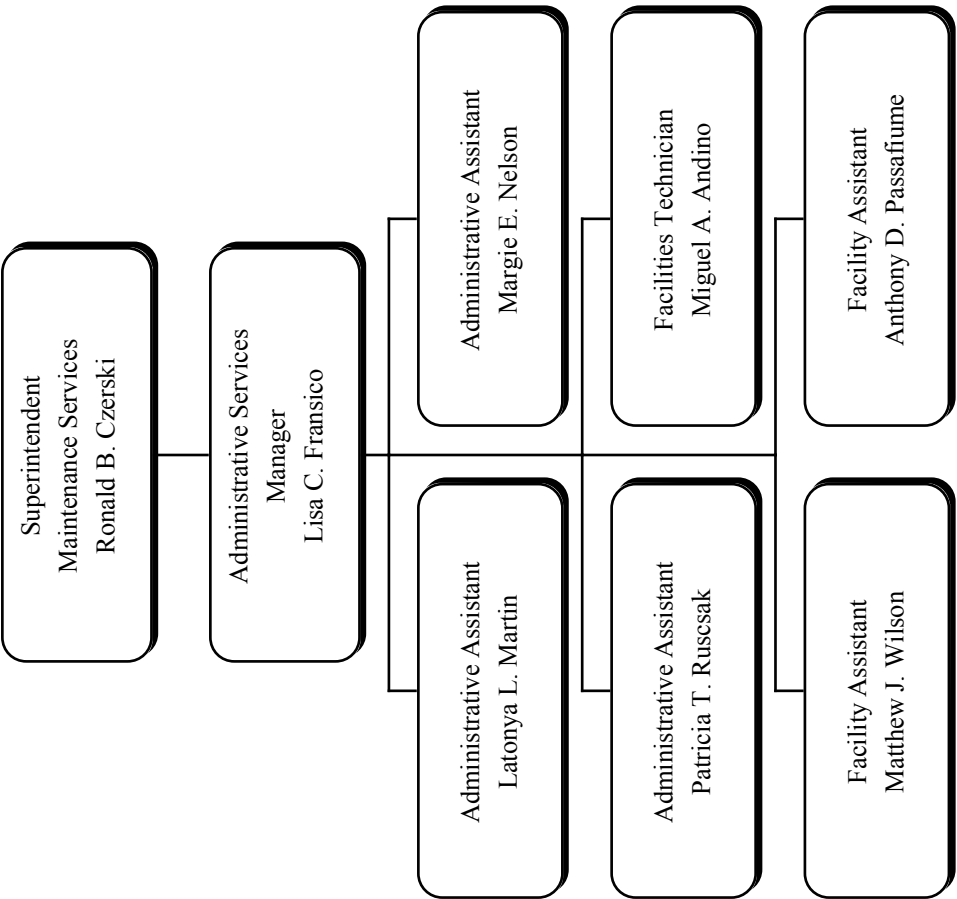
Administrative Services provides secretarial support to all departments in the Administrative Offices for overflow work, special projects, team support and departmental coverage as requested when clerical support are absent.

Administrative Services keeps the meeting schedules for the Public Meeting Room and procures catering services for meetings when required.

Administrative Services is responsible for meeting coordination at the Administration Building. These meeting services include maintaining a meeting log, set up of meeting and training rooms, catering services and cleaning of the meeting facilities.

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Reduced the cost of service contracts</li><li>• Started green initiatives</li><li>• Cross trained facilities technician and facilities assistants</li></ul>	<ul style="list-style-type: none"><li>• Advance green initiatives though specific projects</li><li>• Participate in performance management activities with OED and HR</li><li>• Improve crisis preparedness</li><li>• Improve planning process to reduce cost</li></ul>

Northeast Ohio Regional Sewer District  
Administrative Services  
Budget Center - 6300



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **ADMINISTRATIVE SERVICES -- 6300**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET		2009 BUDGET	BUDGET CHANGE
Administrative Services Manager	1	1	1	1	0
Assistant Administrative Services Manager	1	1	1	0	(1)
Administrative Assistant	3	3	4	4	0
Facilities Technician	1	1	1	1	0
Facility Assistant	2	2	2	2	0
TOTAL POSITIONS	8	8	9	8	(1)

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6300 (ADMINISTRATIVE SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	119,699.14	97,554	99,335.33	66,724
52031 ADMINISTRATIVE SUPPORT SALARIES	168,175.19	219,276	207,474.64	221,071
52050 MAINTENANCE HOURLY	544.40	0	0.00	0
52060 STUDENT SALARIES	12,074.40	12,480	11,438.17	12,480
52071 LONGEVITY	1,275.00	925	925.00	1,275
52081 SICK BUY OUT	0.00	3,000	2,042.12	2,100
52231 ADMINISTRATIVE SUPPORT OVERTIME	7,577.05	10,000	11,023.80	10,000
52260 STUDENT OVERTIME	110.40	0	57.60	0
<b>Total Salary &amp; Wages</b>	<b>309,455.58</b>	<b>343,235</b>	<b>332,296.66</b>	<b>313,650</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	65,834.98	69,383	74,517.21	67,514
52311 HEALTH CARE OPT-OUT FULL	171.16	0	0.00	0
52320 OPERS	44,262.32	48,053	43,639.88	43,911
52340 LIFE INSURANCE	503.10	509	473.85	798
52360 MEDICARE	3,408.94	4,397	4,064.32	4,548
<b>Total Personnel Benefits</b>	<b>114,180.50</b>	<b>122,342</b>	<b>122,695.26</b>	<b>116,771</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	1,171.21	1,500	23.22	1,500
52430 EMPLOYEE EDUCATION	0.00	500	0.00	500
<b>Total Reimbursable Expenses</b>	<b>1,171.21</b>	<b>2,000</b>	<b>23.22</b>	<b>2,000</b>
<b>Utilities</b>				
52510 ELECTRICITY	203,175.64	235,000	225,844.84	235,000
52520 NATURAL GAS	61,313.25	57,000	72,749.74	75,000
52530 WATER AND OTHER UTILITIES	4,304.71	8,000	4,487.68	8,000
<b>Total Utilities</b>	<b>268,793.60</b>	<b>300,000</b>	<b>303,082.26</b>	<b>318,000</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	5,104.11	5,000	2,373.96	0
52620 TEMPORARY STAFFING	0.00	0	0.00	0
<b>Total Professional Services</b>	<b>5,104.11</b>	<b>5,000</b>	<b>2,373.96</b>	<b>0</b>
<b>Contractual Services</b>				
52715 PRINTING	12,765.02	15,000	6,522.70	15,000
52730 DUES AND SUBSCRIPTIONS	499.00	1,000	0.00	1,000
52735 EQUIPMENT RENTAL	4,689.53	5,000	4,828.58	5,000
52740 REAL PROPERTY RENTAL	37,359.00	36,000	38,481.00	40,000
52770 UNIFORMS	1,332.33	1,800	1,754.97	2,000
52775 LICENSES, FEES, AND PERMITS	736.00	1,000	544.75	1,000
52780 OTHER CONTRACTUAL SERVICES	261,565.82	249,500	270,143.93	253,500
<b>Total Contractual Services</b>	<b>318,946.70</b>	<b>309,300</b>	<b>322,275.93</b>	<b>317,500</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6300 (ADMINISTRATIVE SERVICES)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	93,094.69	72,000	71,388.71	55,000
52810 FUEL AND OIL	1,215.86	4,500	8,232.39	1,570
52811 VEHICLE MAINTENANCE PARTS	9.16	0	0.00	0
52825 CHEMICALS	0.00	0	0.00	0
52840 LABORATORY SUPPLIES	6.98	0	0.00	0
52845 GENERAL HARDWARE SUPPLIES	2,616.22	17,400	5,354.78	5,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	50.80	0	0.00	0
52851 OTHER MINOR EQUIPMENT	18,451.17	11,000	24,295.21	20,000
52860 POSTAGE, UPS	29,675.33	35,000	46,507.38	36,000
52861 TRAINING SUPPLIES	12,115.21	17,000	16,494.02	17,000
52865 OTHER SUPPLIES	26,044.03	18,000	27,350.53	13,000
52870 FREIGHT	3,530.77	5,000	1,892.26	5,000
<b>Total Materials &amp; Supplies</b>	<u>186,810.22</u>	<u>179,900</u>	<u>201,515.28</u>	<u>152,570</u>
<b>Equipment Repair &amp; Maintenance</b>				
52910 OFFICE EQUIPMENT AND REPAIR	113,880.26	151,000	95,832.90	104,500
52920 EQUIPMENT REPAIR AND MAINTENANCE	24,089.46	50,000	19,190.66	17,500
<b>Total Equipment Repair &amp; Maintenance</b>	<u>137,969.72</u>	<u>201,000</u>	<u>115,023.56</u>	<u>122,000</u>
<b>Building &amp; Road Repair</b>				
53010 BUILDING REPAIR AND MAINTENANCE	100.00	2,000	0.00	0
53020 ROAD REPAIR AND MAINTENANCE	0.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	8,249.97	12,000	7,632.00	12,000
53050 BUILDING MAINTENANCE SUPPLIES	10,250.30	10,000	8,643.95	10,000
53051 BUILDING MAINTENANCE SERVICES	60,191.89	70,000	43,391.43	40,000
53052 BUILDING MAINTENANCE MISCELLANEOUS	6,761.71	15,000	464.00	5,000
<b>Total Building &amp; Road Repair</b>	<u>85,553.87</u>	<u>109,000</u>	<u>60,131.38</u>	<u>67,000</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u>1,427,985.51</u>	<u>1,571,777</u>	<u>1,459,417.51</u>	<u>1,409,491</u>



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Customer Service -- 6400

**MANAGED BY**             Sheila Fantroy  
Customer Service Manager

Pg 1 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Customer Service Budget Center is the District's liaison to the general public, its customers, the Cuyahoga County Auditor's office and four (4) billing agents (Cities of Berea, Cleveland, Cleveland Heights and North Royalton).

The Budget Center answers questions regarding cost-effective and environmentally safe collection, treatment and disposal of municipal, commercial and industrial wastewater. The Budget center also provides services to Bedford, Lakewood, Olmsted Falls, Olmsted Township, Rural Lorain County Water Authority and other municipalities regarding accounts located in their respective areas.

The Budget Center is responsible for: Communicating verbally and in writing with the public, financial institutions and government agencies; determining delinquent accounts for certification; determining allocation of semi-annual collections received from the Cuyahoga County Auditor; reviewing, cataloging, mailing and processing Summer Residential Sprinkling User Charge Program (SRSUC) applications; processing SRSUC adjustments; receiving, recording and delivering to the Cities of Berea, Cleveland and Cleveland Heights customer payments; compiling information for W.Q.I.S.; initiating correspondence and field investigations regarding Underground Leaks , Sewer Service Charge Based on Usage of the System (SSCBOUTS), Non-User Charge Status, Non-Discharge Status and Sanitary Sewer Connections; processing Surcharge Rate changes; initiating billing statements for Board of Review actions and Hearing Examiner determinations; processing Board of Trustee resolutions; opening new sewer accounts and initiating back-bill procedures when applicable; maintaining customer records; processing customer name and address changes and customer bankruptcies; maintaining the operation of the front desk.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     Customer Service -- 6400

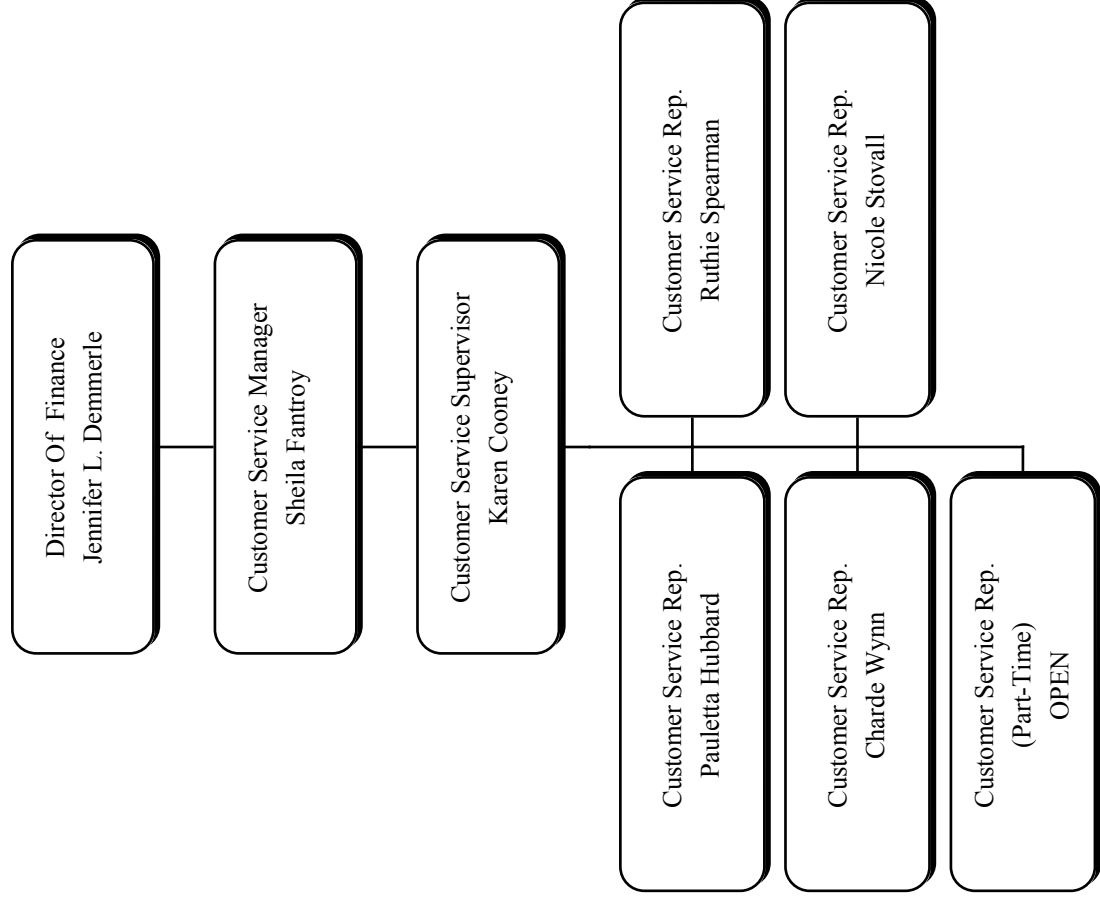
**MANAGED BY**             Sheila Fantroy  
Customer Service Manager

Pg 2 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Received over 17,500 calls</li><li>• Certified over \$2.5 million in delinquent sewage charges</li><li>• Received over \$2 million from 2007 tax collection</li><li>• Received over \$1.5 million in customer payments</li><li>• Added over 2,000 customers to the Summer Sprinkling Program</li><li>• Issued over 1,000 Homestead applications</li><li>• Added 354 accounts to the District's billing roster</li><li>• Processed 23 back-bills with charges totaling \$33,835.63</li><li>• Processed numerous Sewer Use Code Matters</li></ul>	<ul style="list-style-type: none"><li>• Reconcile prior year tax payments totaling over \$2.4 million</li><li>• Complete training for new City of Cleveland Customer Care &amp; Billing System</li><li>• Issue and process Summer Sprinkling applications as requested</li><li>• Issue Homestead applications as requested</li><li>• Work towards the successful implementation of the Stormwater Management Program</li><li>• Increase staffing to accommodate increased calls due to stormwater</li></ul>

Northeast Ohio Regional Sewer District  
Customer Service  
Budget Center - 6400



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CUSTOMER SERVICE -- 6400**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Customer Service Manager	1	1	1	1	0
Customer Service Supervisor	1	1	1	1	0
Customer Service Rep	3	4	3	4	1
Customer Service Rep (Part Time)	0	0	1	1	0
TOTAL POSITIONS	5	6	6	7	1

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

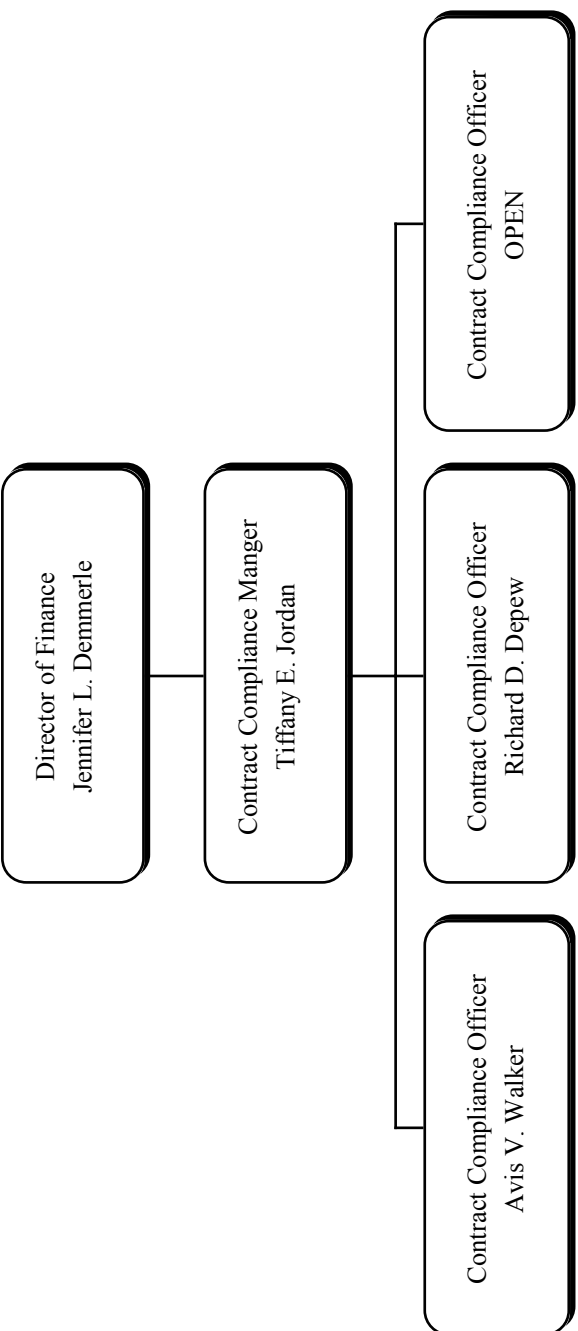
BUDGET CENTER=6400 (CUSTOMER SERVICE)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
Salary & Wages				
52020 OFFICIALS AND MANAGERS SALARIES	110,167.43	113,194	115,633.90	118,200
52031 ADMINISTRATIVE SUPPORT SALARIES	108,317.54	111,571	116,481.41	140,318
52034 TECHNICIANS SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	3,308.00	5,552	5,612.00	4,160
52071 LONGEVITY	1,625.00	1,625	1,000.00	1,000
52081 SICK BUY OUT	0.00	2,000	1,036.91	1,100
52231 ADMINISTRATIVE SUPPORT OVERTIME	1,027.18	2,500	2,721.70	2,500
52260 STUDENT OVERTIME	18.00	200	0.00	0
Total Salary & Wages	224,463.15	236,642	242,485.92	267,278
Personnel Benefits				
52310 HEALTH CARE	40,716.14	43,845	45,539.54	48,322
52320 OPERS	31,221.62	33,130	32,829.21	37,419
52340 LIFE INSURANCE	351.00	351	345.15	684
52360 MEDICARE	1,593.77	1,772	1,737.56	2,979
Total Personnel Benefits	73,882.53	79,098	80,451.46	89,404
Reimbursable Expenses				
52410 TRAVEL	282.59	1,000	319.50	1,000
52430 EMPLOYEE EDUCATION	297.00	1,000	299.00	6,000
Total Reimbursable Expenses	579.59	2,000	618.50	7,000
Total Utilities	0.00	0	0.00	0
Total Professional Services	0.00	0	0.00	0
Contractual Services				
52710 DATA PROCESSING	0.00	1,000	0.00	250
52715 PRINTING	1,299.32	2,000	0.00	500
Total Contractual Services	1,299.32	3,000	0.00	750
Materials & Supplies				
52805 OFFICE SUPPLIES	1.00	500	1.00	500
52860 POSTAGE, UPS	1,660.00	5,200	2,675.00	3,000
Total Materials & Supplies	1,661.00	5,700	2,676.00	3,500
Total Equipment Repair & Maintenance	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	301,885.59	326,440	326,231.88	367,932

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Contract Compliance -- 6500	
<b>MANAGED BY</b> Tiffany E. Jordan Contract Compliance Manager	
Pg 1 of 1	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The objective of the Small Business Enterprise Program is to promote and encourage full and open competition in the procurement of goods and services by the NEORS; encourage all District personnel involved with procurement and contracting activities to maintain good faith efforts and appropriate purchasing procedures; to protect the District from becoming a passive participant in any unlawful discrimination; and to otherwise spur economic development in the public and private sectors of the economy.</p>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Developed a Contract Compliance Department to oversee MBE/WBE program and Develop a SBE program</li> <li>• Defined the SBE size standards</li> <li>• Defined the SBE Location</li> <li>• Completed the short SBE application process</li> <li>• Created SBE application</li> <li>• Develop policies for the SBE program</li> <li>• Develop FAQ's</li> <li>• Created the SBE webpage</li> <li>• Held Certification workshops</li> <li>• Created new front end documents</li> <li>• Start disparity study process</li> </ul>	<ul style="list-style-type: none"> <li>• Concluded the MBE/WBE program</li> <li>• Place SBE goals on projects</li> <li>• Increase the number pool of SBE</li> <li>• Complete SBE software implementation</li> <li>• Implement the SBE Bus. Development Program</li> <li>• Conduct Certification workshops</li> <li>• Conduct meeting with Prime Contractors</li> <li>• Conduct Prime and Subcontractors meetings</li> <li>• Conduct on-site visits to SBEs</li> <li>• Hire Contract Compliance Officer</li> <li>• Develop on-site questionnaire</li> <li>• Develop on-site audit questionnaire</li> <li>• Complete disparity study</li> <li>• Add MBE/WBE goals to projects</li> <li>• Develop reports with SBE goals</li> <li>• Monitor projects with SBE goals</li> <li>• Track workforce participation</li> </ul>

Northeast Ohio Regional Sewer District  
Contract Compliance  
Budget Center - 6500



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **CONTRACT COMPLIANCE -- 6500**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	
Contract Compliance Manager	0	0	0	1	1
Contract Compliance Officer	0	0	0	3	3
TOTAL POSITIONS	0	0	0	4	4



# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=6500 (CONTRACT COMPLIANCE)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	0.00	0	0.00	71,816
52030 PROFESSIONALS SALARIES	0.00	0	0.00	142,200
52031 ADMINISTRATIVE SUPPORT SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	0.00	0	0.00	4,160
52081 SICK BUY OUT	0.00	0	0.00	2,000
<b>Total Salary &amp; Wages</b>	0.00	0	0.00	220,176
<b>Personnel Benefits</b>				
52310 HEALTH CARE	0.00	0	0.00	20,454
52311 HEALTH CARE OPT-OUT FULL	0.00	0	0.00	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	0.00	0	0.00	874
52320 OPERS	0.00	0	0.00	26,625
52340 LIFE INSURANCE	0.00	0	0.00	342
52360 MEDICARE	0.00	0	0.00	2,758
<b>Total Personnel Benefits</b>	0.00	0	0.00	51,679
<b>Reimbursable Expenses</b>				
52410 TRAVEL	0.00	0	0.00	1,200
52430 EMPLOYEE EDUCATION	0.00	0	0.00	6,000
<b>Total Reimbursable Expenses</b>	0.00	0	0.00	7,200
<b>Total Utilities</b>	0.00	0	0.00	0
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	0.00	0	0.00	50,000
<b>Total Professional Services</b>	0.00	0	0.00	50,000
<b>Contractual Services</b>				
52715 PRINTING	0.00	0	0.00	3,500
52730 DUES AND SUBSCRIPTIONS	0.00	0	0.00	1,550
52750 ADVERTISING	0.00	0	0.00	0
<b>Total Contractual Services</b>	0.00	0	0.00	5,050
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	0.00	0	0.00	500
52851 OTHER MINOR EQUIPMENT	0.00	0	0.00	500
52870 FREIGHT	0.00	0	0.00	100
<b>Total Materials &amp; Supplies</b>	0.00	0	0.00	1,100
<b>Total Equipment Repair &amp; Maintenance</b>	0.00	0	0.00	0
<b>Total Building &amp; Road Repair</b>	0.00	0	0.00	0
<b>Total Judgments &amp; Awards</b>	0.00	0	0.00	0
<b>BUDGET CENTER TOTAL</b>	0.00	0	0.00	335,205

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Legal -- 7000

**MANAGED BY**              Marlene Sundheimer  
Director of Law

Pg 1 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

The Legal Budget Center is charged with the responsibility of all legal affairs of the District.

**Executive:** The Director of Law advises the Board of Trustees and the Executive Director in developing overall management policy by reviewing and recommending resolution of claims, litigation, legislation, and regulations which will impact the District. She also advises the Executive Director on matters involving equal employment, the Small Business Enterprise Program, and affirmative action. She directs the in-house legal staff of the District and coordinates litigation with outside counsel. She functions as insurance adviser and risk manager, and coordinates legislative and administrative policy upon consultation with the Executive Director. She also manages the District's external legislative policy efforts.

**Administration:** Responsible for the preparation of all District legislation and contracts, purchase of right-of-way and other real estate, and represents the District in administrative hearings. Advises on insurance, labor matters, and legislative policy.

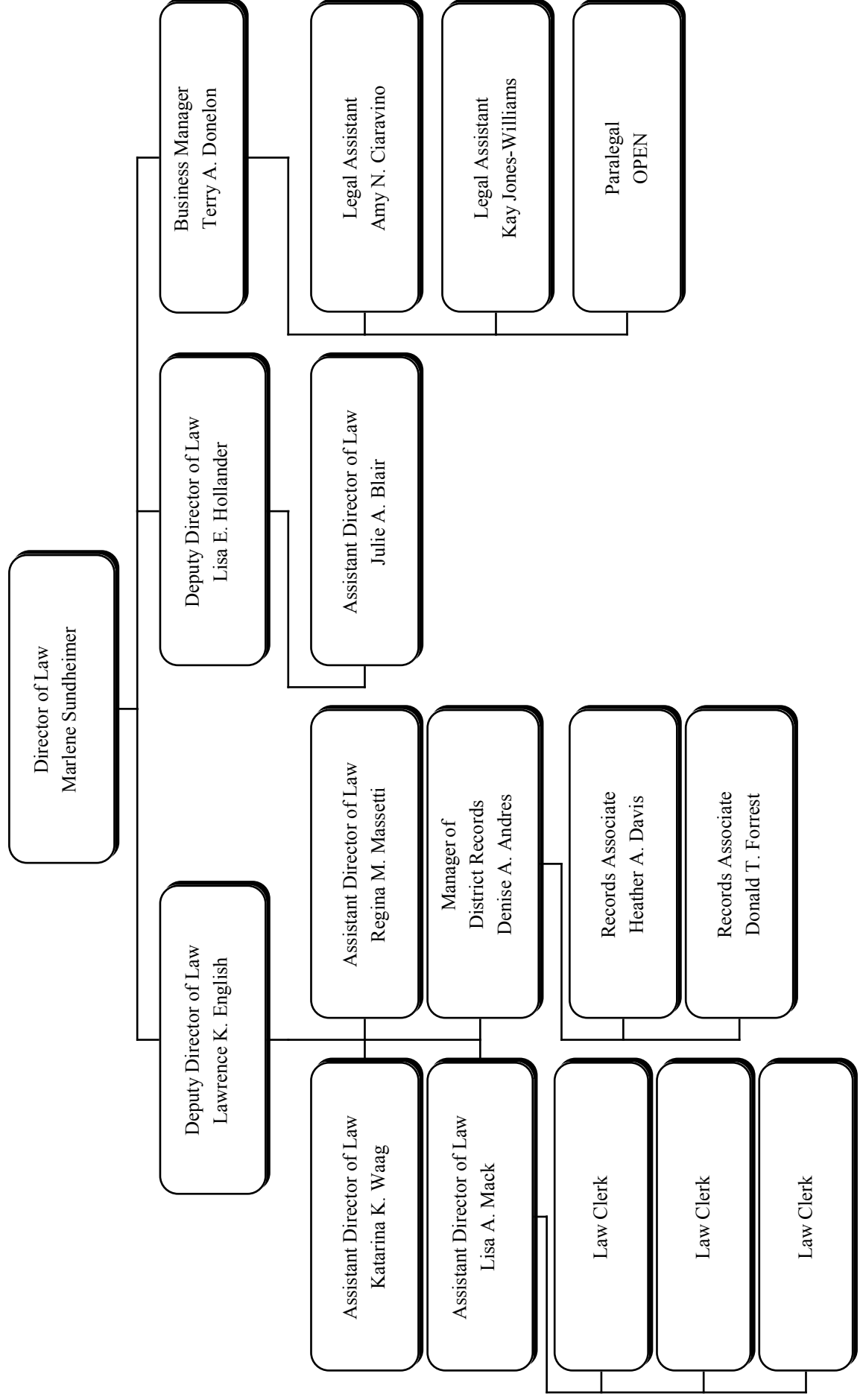
**Litigation & Claims:** Represents the District in all legal actions and administrative hearings, and advises and conducts negotiations and resolves claims filed by third parties, and manages legal matters referred to outside counsel.

**Capital Improvement Program:** Provides legal assistance on grants, loans and other financial matters. Represents the District on all real estate acquisition matters, including rights-of-way, easements and other real property interests. Conducts project risk analyses, and provides advice on insurance coverage and limits, contractual rights, and claims management. Recommends resolution of disputes, and provides overall support for District staff on various conflicts.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Legal -- 7000	
<b>MANAGED BY</b> Marlene Sundheimer Director of Law	
Pg 2 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Contracting policies and standards assessment completed.</li> <li>• Construction contract terms and conditions assessment completed.</li> <li>• Provided legal and strategic support for Stormwater Program.</li> <li>• Assisted in developing CSO long-term control plan strategy, participated in negotiations, and provided legal resources.</li> <li>• Evaluation of Ohio Revised Code provisions impacting the District initiated.</li> <li>• Disparity study consultant chosen.</li> <li>• Provided legal support to the Contract Compliance Office for SBE program development.</li> <li>• Professional services contracting policy and CRC guidance policy and procedures completed.</li> <li>• District-wide ethics policy developed and implemented.</li> <li>• Board Bylaws revised and implemented.</li> <li>• Provided record of Board meetings through transcripts, electronic recordings, and written minutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Contracting policies and standards revisions will be completed.</li> <li>• Construction contract terms and conditions revisions will be completed.</li> <li>• On-going legal and strategic support for Stormwater Program will continue. A petition to amend Court Order will be filed when the Stormwater Program development is complete.</li> <li>• Continued participation in strategy development and negotiations, with a goal of obtaining approval of the LTCP.</li> <li>• Initiate efforts to revise Ohio Revised Code provisions to improve District operations.</li> <li>• Complete Disparity Study.</li> <li>• Implement SBE program.</li> <li>• Implement CRC process.</li> <li>• Ongoing legal support to Board committees.</li> <li>• Record of Board meetings will continue to be provided.</li> </ul>

Northeast Ohio Regional Sewer District  
Legal  
Budget Center - 7000



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**LEGAL -- 7000**

## **STAFFING**

### **Two Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL BUDGET</b>		<b>2009 BUDGET</b>	<b>BUDGET CHANGE</b>
Director of Law	1	1	1	1	0
Deputy Director of Law	0	2	1	2	1
Manager of Envir. & Regulatory Support	0	1	0	0	0
Business Manager	0	0	0	1	1
Manager of District Records	0	1	1	1	0
Assistant Director of Law	5	4	5	4	(1)
Contract Compliance Manager	0	0	1	0	(1)
Para-Legal	0	0	0	1	1
Legal Assistant	2	3	3	2	(1)
Records Associate	0	2	1	2	1
<b>TOTAL POSITIONS</b>	<b>8</b>	<b>14</b>	<b>13</b>	<b>14</b>	<b>1</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=7000 (LEGAL)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	154,800.13	308,651	420,602.00	492,893
52030 PROFESSIONALS SALARIES	385,219.26	342,005	274,032.81	355,326
52031 ADMINISTRATIVE SUPPORT SALARIES	86,549.22	148,442	160,598.44	157,571
52036 PARA-PROFESSIONAL SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	38,580.61	43,687	51,470.33	58,219
52071 LONGEVITY	1,375.00	1,375	1,375.00	1,625
52081 SICK BUY OUT	0.00	10,000	10,081.81	10,100
52231 ADMINISTRATIVE SUPPORT OVERTIME	0.00	1,000	338.38	500
52260 STUDENT OVERTIME	145.45	0	0.00	0
<b>Total Salary &amp; Wages</b>	<u>666,669.67</u>	<u>855,160</u>	<u>918,498.77</u>	<u>1,076,234</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	84,945.06	90,674	90,782.81	100,693
52311 HEALTH CARE OPT-OUT FULL	0.00	609	662.21	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	0.00	891	962.79	874
52320 OPERS	89,039.34	119,722	129,289.26	150,673
52340 LIFE INSURANCE	526.50	784	719.55	1,482
52360 MEDICARE	6,816.91	11,619	12,307.03	14,777
52370 UNIFORM ALLOWANCE	0.00	0	0.00	0
<b>Total Personnel Benefits</b>	<u>181,327.81</u>	<u>224,299</u>	<u>234,723.65</u>	<u>269,125</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	28,316.71	35,000	21,549.16	20,000
52430 EMPLOYEE EDUCATION	10,427.50	14,000	23,837.09	30,000
<b>Total Reimbursable Expenses</b>	<u>38,744.21</u>	<u>49,000</u>	<u>45,386.25</u>	<u>50,000</u>
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	1,039,350.91	2,809,000	1,778,238.12	1,633,000
52620 TEMPORARY STAFFING	0.00	0	0.00	0
<b>Total Professional Services</b>	<u>1,039,350.91</u>	<u>2,809,000</u>	<u>1,778,238.12</u>	<u>1,633,000</u>
<b>Contractual Services</b>				
52715 PRINTING	68.10	100	252.70	100
52730 DUES AND SUBSCRIPTIONS	20,806.30	20,300	13,555.73	10,000
52740 REAL PROPERTY RENTAL	0.00	0	0.00	0
52750 ADVERTISING	2,604.78	3,000	2,998.99	3,000
52775 LICENSES, FEES, AND PERMITS	0.00	0	0.00	0
52780 OTHER CONTRACTUAL SERVICES	0.00	34,025	19,577.91	32,100
<b>Total Contractual Services</b>	<u>23,479.18</u>	<u>57,425</u>	<u>36,385.33</u>	<u>45,200</u>
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	39.99	100	59.96	100
52810 FUEL AND OIL	730.94	0	0.00	0
52851 OTHER MINOR EQUIPMENT	0.00	0	25.00	0
52865 OTHER SUPPLIES	0.00	150	23.33	150
52870 FREIGHT	0.00	0	0.00	0
<b>Total Materials &amp; Supplies</b>	<u>770.93</u>	<u>250</u>	<u>108.29</u>	<u>250</u>

# OPERATING EXPENSE BUDGET REPORT

NEORSD SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=7000 (LEGAL)

	<i>2007</i> <i>ACTUALS</i>	<i>2008</i> <i>ADOPTED</i> <i>BUDGET</i>	<i>2008</i> <i>ACTUALS</i>	<i>2009</i> <i>ADOPTED</i> <i>BUDGET</i>
Total Equipment Repair & Maintenance	0.00	0	0.00	0
Building & Road Repair				
53050 BUILDING MAINTENANCE SUPPLIES	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Judgments & Awards				
53210 JUDGMENTS	0.00	50,000	0.00	0
Total Judgments & Awards	0.00	50,000	0.00	0
BUDGET CENTER TOTAL	1,950,342.71	4,045,134	3,013,340.41	3,073,809

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER** District Administration -- 8000

**MANAGED BY** Julius Ciaccia / Michael Bucci  
Executive Director / Deputy Executive Director

Pg 1 of 4

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

**Policy Matters:** Alerts Board of Trustees to evolving issues and clearly defines them as the issues more fully develop. Provides information to the Board so it may judge possible issue consequences. Makes recommendations to assist Board members with policy decisions for evolving issues.

**Future Business:** Supports the Board in becoming more strategic advocates for the District. Builds a foundation for the Board to make future business decisions. Deliberates on strategic issues related to combined sewer overflow control regulatory compliance. Explores options to operate in a more environmentally friendly manner. Engages the Board in the process of determining the District's role in regard to a regional urban drainage system and regional environmental matters.

**Executive:** Shapes and manages the District to meet current operating goals and to achieve long-term objectives of the Court order under which the District was formed. Implements Board policy and complies with all applicable laws and regulations. Acts as chief spokesperson for the District. Champions organizational systems change.

**Management:** Guides District employees in the efficient, low cost operation and maintenance of all facilities. Inspires staff by a strong leadership example that encourages concern and understanding for the intricacies of EPA requirements, and collaboration in a spirit of austerity, honesty and efficiency for the rapid and successful completion of the capital program. Perpetuates a comprehensive plan for the formation of a District Upper and Middle Management Development System to ensure Leadership Management Sustainability.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**    District Administration -- 8000

**MANAGED BY**            Julius Ciaccia / Michael Bucci  
Executive Director / Deputy Executive Director

Pg 2 of 4

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Developed 10-year Capital Plan.</li> <li>• Implemented all Calfee Audit findings.</li> <li>• Developed scope of work and Request for Proposal (RFP) for Program Management Consultant (PMC).</li> <li>• Developed the implementation plan of the three year asset management contract.</li> <li>• Developed change order standards and incorporated them into District policy and Board by-laws.</li> <li>• Continued efforts to create a Stormwater utility.</li> <li>• Interacted with communities to determine what Stormwater services the District will offer.</li> <li>• Presented Board with Stormwater rate alternatives based on service levels focusing on program financial feasibility.</li> <li>• Established proactive government affairs function and manager that includes interacting with community members and office holders.</li> <li>• Assessed needs and developed results driven organizational structures aligned with present and future programs, initiatives and realities. Completed 5 year Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and deliver initiatives that are geared toward understanding the water quality expectations of our customers.</li> <li>• Finalize the implementation plan for the stormwater management program that allows for a 2010 kick-off.</li> <li>• Initiate key design and construction projects that support the reduction of our long term control program for reducing Combined Sewer Overflows (CSOs) and bypasses.</li> <li>• Initiate an assessment throughout the District to understand how to reduce Sanitary Sewer Overflow (SSO) exposure.</li> <li>• Enhance the District's water quality monitoring program.</li> <li>• Manage long-term regulatory obligations in the best interest of the customer.</li> <li>• Complete Phase I of the current program management contract deliverables and incorporate findings into District's Capital Improvement Plan (CIP).</li> <li>• Enter into Phase II program management contract to carry our CIP over the next five years.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**     District Administration -- 8000

**MANAGED BY**             Julius Ciaccia / Michael Bucci  
                                      Executive Director / Deputy Executive Director

Pg 3 of 4

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>• Continued implementation of Leadership Sustainability Program which includes areas of knowledge transfer activities, Diversity Program, basic level managerial development and a professional/technical track.</li> <li>• Developed management performance evaluation system requiring all senior staff members to have completed goals and objectives for 2008.</li> <li>• Revived the current Minority Business Enterprise/Women Business Enterprise program oversight and management</li> <li>• Hired a program manager to oversee and monitor compliance.</li> <li>• Determined alternative program models that may be considered moving toward a Small Business Enterprise Program.</li> <li>• Complied with our bond covenant as it relates to the debt service ratio.</li> <li>• Continued to exceed revenue projections and remained below Operations and Maintenance projections</li> <li>• Maintained the excellent level of treatment in the plants and service to the customers.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize asset management contract to develop condition assessment strategies for CIP, and repair and renewal projects.</li> <li>• Complete a financial strategic plan associated with the long-term control plan and CIP.</li> <li>• Define and develop financial policies and performance indicators.</li> <li>• Refine operating and capital budgeting process with defined action plans and recommendations.</li> <li>• Develop a Request for Proposal for a rate study to be carried out in 2010.</li> <li>• Study and assess opportunities associated with operational automation and IT strategic planning.</li> <li>• Continue organizational and human resource development programs.</li> <li>• Align the new 5 year strategic plan with individual performance plans.</li> <li>• Develop a District culture that embraces sustainability and “green” initiatives.</li> <li>• Enter into contract with a consultant to proceed with a disparity study.</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**    District Administration -- 8000

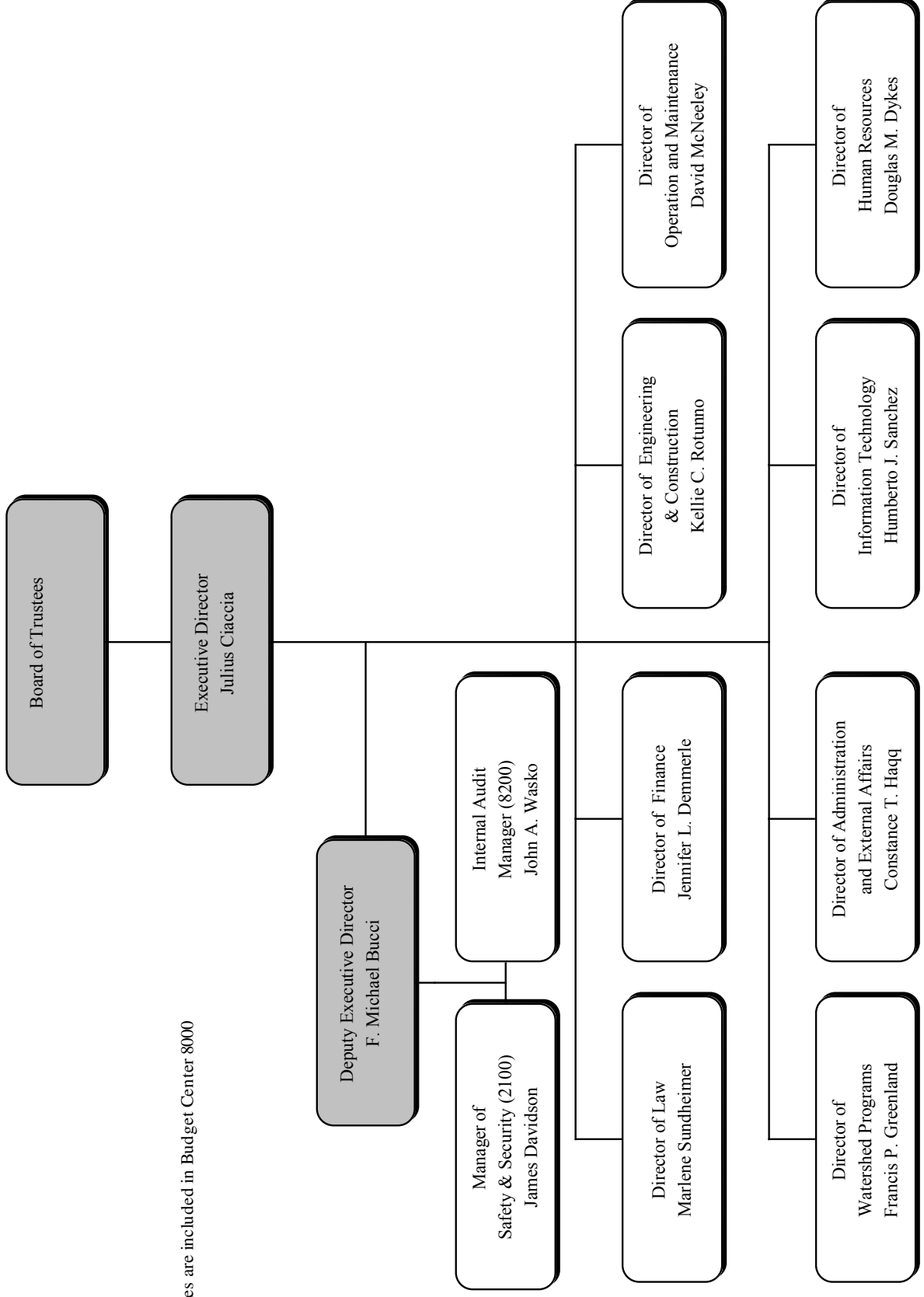
**MANAGED BY**            Julius Ciaccia / Michael Bucci  
Executive Director / Deputy Executive Director

Pg 4 of 4

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>• Communicated with and updated the Board Members on a regular basis.</li><li>• Provided information and gathered data for all Board Members in a timely fashion.</li><li>• Established monthly reporting mechanism that keeps the Board and the public well informed about capital expenditures and projections.</li><li>• Established a District wide Ethics Policy.</li></ul>	<ul style="list-style-type: none"><li>• Complete the transition from the current program to the Small Business Enterprise Program by June of 2009.</li><li>• Continue to develop multiple outreach programs to appropriately position the District within our region as well as the State and Nation.</li><li>• Set up initiatives toward informing and influencing local, State and Federal governments in assisting the District meeting its needs.</li><li>• Continue to work with various communities in assessing regional benefits of consolidation of services.</li><li>• Work with Board on issues to be addressed and accomplished with the opening of the Court Order.</li></ul>

Northeast Ohio Regional Sewer District  
 District Administration  
 Budget Center - 8000



Shaded Boxes are included in Budget Center 8000

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **DISTRICT ADMINISTRATION -- 8000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

<b>JOB TITLE</b>	<b>2007 ACTUAL</b>	<b>2008 ACTUAL BUDGET</b>	<b>2009 BUDGET</b>	<b>BUDGET CHANGE</b>
Board Member	7	7	7	0
Executive Director	1	1	1	0
Deputy Executive Director	1	1	1	0
Manage Internal Audit	0	1	1	(1)
Director of Capital Programs	1	0	0	0
Assistant to the Executive Director	1	0	0	0
Accountant	0	2	2	(2)
Executive Assistant	2	0	0	0
Department Secretary	1	0	0	0
General Office Clerk (Part Time)	1	0	0	0
<b>TOTAL POSITIONS</b>	<b>15</b>	<b>12</b>	<b>12</b>	<b>(3)</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=8000 (DISTRICT ADMINISTRATION)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	469,972.08	455,563	464,248.96	389,298
52030 PROFESSIONALS SALARIES	89,910.54	114,234	117,546.17	0
52031 ADMINISTRATIVE SUPPORT SALARIES	97,934.33	0	0.00	0
52034 TECHNICIANS SALARIES	0.00	0	0.00	0
52036 PARA-PROFESSIONAL SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	0.00	36,670	46,052.27	0
52071 LONGEVITY	1,825.00	650	650.00	475
52081 SICK BUY OUT	0.00	4,000	11,069.18	7,500
52231 ADMINISTRATIVE SUPPORT OVERTIME	4,186.72	0	0.00	0
52260 STUDENT OVERTIME	0.00	0	350.87	0
<b>Total Salary &amp; Wages</b>	<b>663,828.67</b>	<b>611,117</b>	<b>639,917.45</b>	<b>397,273</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	60,389.99	73,533	71,583.84	30,181
52311 HEALTH CARE OPT-OUT FULL	521.40	0	0.00	0
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	978.60	0	0.00	0
52320 OPERS	92,065.86	85,557	88,821.66	55,618
52340 LIFE INSURANCE	854.10	842	824.85	1,026
52360 MEDICARE	5,132.87	6,762	6,521.00	3,619
52370 UNIFORM ALLOWANCE	0.00	0	0.00	0
52380 AWARDS AND RECOGNITION	0.00	0	0.00	0
<b>Total Personnel Benefits</b>	<b>159,942.82</b>	<b>166,694</b>	<b>167,751.35</b>	<b>90,444</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	18,574.47	35,000	37,321.14	25,000
52430 EMPLOYEE EDUCATION	10,740.00	15,000	13,641.32	10,000
<b>Total Reimbursable Expenses</b>	<b>29,314.47</b>	<b>50,000</b>	<b>50,962.46</b>	<b>35,000</b>
<b>Total Utilities</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	781,160.74	186,000	251,500.80	0
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	0	0.00	0
<b>Total Professional Services</b>	<b>781,160.74</b>	<b>186,000</b>	<b>251,500.80</b>	<b>0</b>
<b>Contractual Services</b>				
52715 PRINTING	380.60	1,000	68.10	0
52730 DUES AND SUBSCRIPTIONS	360,773.14	360,000	260,425.88	298,000
52735 EQUIPMENT RENTAL	0.00	0	0.00	0
52750 ADVERTISING	3,892.21	0	10,057.50	0
52780 OTHER CONTRACTUAL SERVICES	0.00	0	0.00	0
52785 FACILITIES RENTAL	0.00	1,500	0.00	0
<b>Total Contractual Services</b>	<b>365,045.95</b>	<b>362,500</b>	<b>270,551.48</b>	<b>298,000</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=8000 (DISTRICT ADMINISTRATION)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
Materials & Supplies				
52805 OFFICE SUPPLIES	1,356.23	1,000	0.00	0
52810 FUEL AND OIL	2,318.93	1,000	865.53	0
52845 GENERAL HARDWARE SUPPLIES	0.00	0	5.92	0
52851 OTHER MINOR EQUIPMENT	1,516.77	0	9.86	0
52860 POSTAGE, UPS	0.00	0	0.00	0
52861 TRAINING SUPPLIES	50.86	0	0.00	0
52865 OTHER SUPPLIES	728.54	3,000	118.69	0
52870 FREIGHT	108.23	500	0.00	0
Total Materials & Supplies	6,079.56	5,500	1,000.00	0
Total Equipment Repair & Maintenance	0.00	0	0.00	0
Total Building & Road Repair	0.00	0	0.00	0
Total Judgments & Awards	0.00	0	0.00	0
BUDGET CENTER TOTAL	2,005,372.21	1,381,811	1,381,683.54	820,717

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Watershed Programs -- 8100
<b>MANAGED BY</b>	Francis P. Greenland Director of Watershed Programs
Pg 1 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>The Watershed Programs group is responsible for the coordination of watershed management-related work within the District. This group provides watershed management leadership and support in the following areas:</p> <ul style="list-style-type: none"><li>• Environmental Monitoring: Complying with all NPDES pretreatment requirements, review of pending regulatory issues and monitoring of water quality in area waterways through the efforts of the District's WQIS group.</li><li>• Analytical Services: Providing analytical results required by NPDES Permits and in support of watershed monitoring/sampling and pretreatment efforts through the work of the Analytical Services group.</li><li>• Stormwater/Watershed Programs: Coordinating the development and implementation of the District's regional stormwater management program. Providing watershed management-related technical expertise, education, coordination and support to area communities, watershed groups and service providers. Planning and coordinating stream restoration and stormwater management demonstration projects across the service area. Seeking opportunities for sustainable watershed solutions to water quality and quantity problems. Assisting communities in complying with regulatory initiatives and working with WQIS to anticipate the impact of future regulatory initiatives on both District and community watershed efforts.</li><li>• Sustainability: Coordinating District sustainability initiatives and seeking opportunities to partner with communities and local agencies on regional sustainability opportunities.</li></ul>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>▪ Implemented new structure for the Watershed Programs budget center.</li><li>▪ Led implementation efforts related to the District's proposed regional stormwater management program.</li></ul>	<ul style="list-style-type: none"><li>▪ Continue to enhance and implement strategies to expand the District's role and service to the community in the area of watershed management.</li></ul>



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Watershed Programs -- 8100

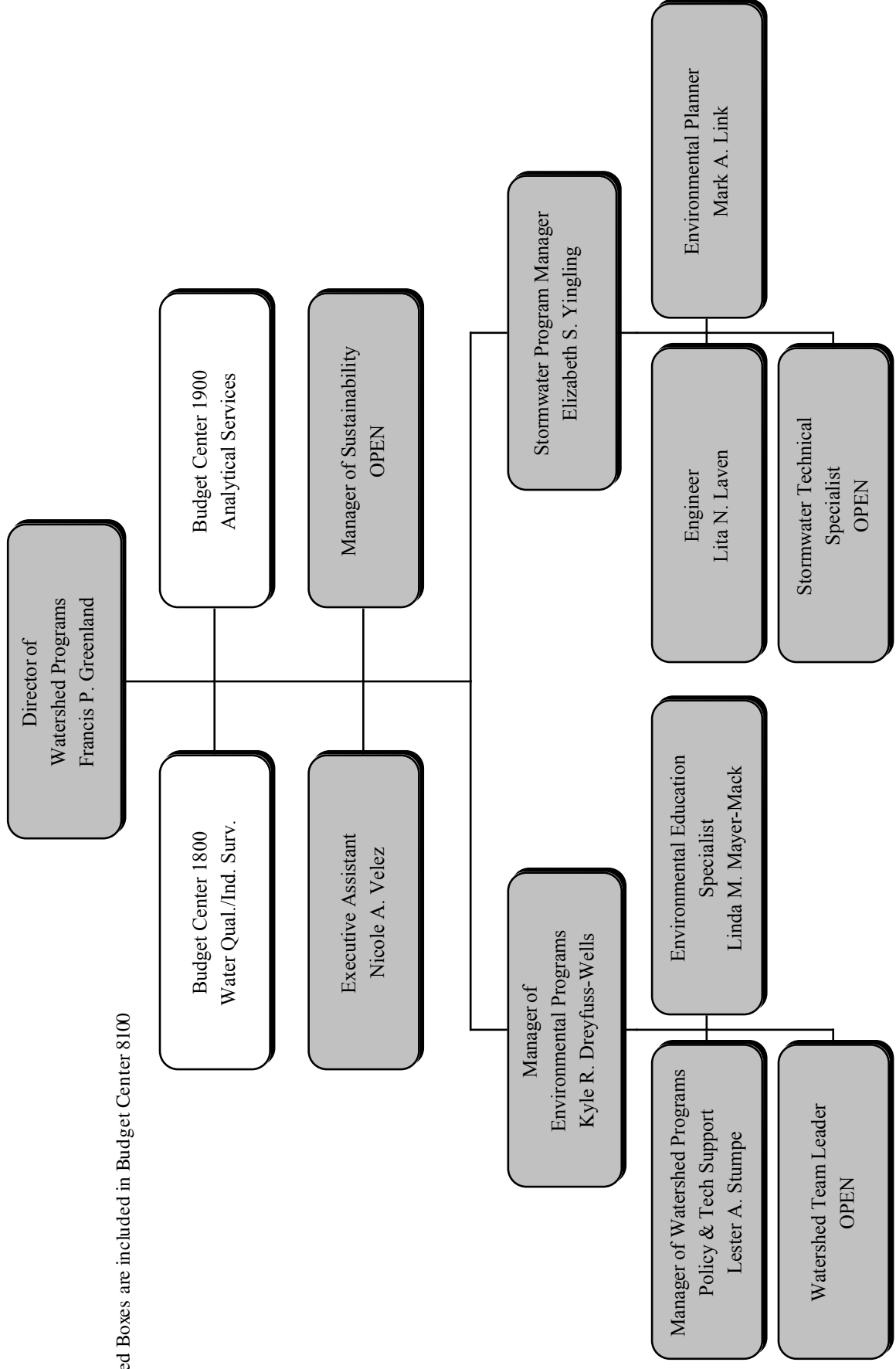
**MANAGED BY**              Francis P. Greenland  
Director of Watershed Programs

Pg 2 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>▪ Continued to assist with technical negotiations and provide needed assistance related to the ongoing EPA CSO Long-Term Control Plan approval.</li><li>▪ Developed and implemented strategies to expand the District's role and service to the community, watershed groups and watershed service providers in the area of watershed management.</li></ul>	<ul style="list-style-type: none"><li>▪ Continue to lead implementation efforts related to the District's proposed regional stormwater management program.</li><li>▪ Continue to assist in technical negotiations related to the ongoing EPA CSO Long-Term Control Plan approval.</li><li>▪ Begin the development of District sustainability practices and programs.</li><li>▪ Enhance the District's environmental monitoring, research and analysis efforts.</li></ul>

Northeast Ohio Regional Sewer District  
Watershed Programs  
Budget Center - 8100



Shaded Boxes are included in Budget Center 8100

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **WATERSHED PROGRAMS -- 8100**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007	2008		2009	BUDGET
	ACTUAL	ACTUAL	BUDGET	BUDGET	CHANGE
Director of Watershed Programs	0	1	1	1	0
Mngr.of Watershed Pgrms. Policy & Tech Supp.	0	1	1	1	0
Managre of Environmental Programs	0	1	1	1	0
Manager of Stormwater Program	0	1	1	1	0
Manager of Sustainability Programs	0	0	0	1	1
Engineer	0	1	1	1	0
Environmental Specialist	0	0	1	0	(1)
Environmental Planner	0	1	1	1	0
Environmental Education Specialist	0	1	1	1	0
Stormwater Technical Specialist	0	0	0	1	1
Watershed Team Leader	0	0	0	1	1
Executive Assistant	0	1	1	1	0
TOTAL POSITIONS	0	8	9	11	2

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=8100 (WATERSHED PROGRAMS)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	0.00	392,957	375,120.38	449,339
52030 PROFESSIONALS SALARIES	0.00	166,979	147,629.88	168,421
52031 ADMINISTRATIVE SUPPORT SALARIES	0.00	39,541	23,746.21	43,350
52060 STUDENT SALARIES	0.00	18,335	13,416.43	36,670
52071 LONGEVITY	0.00	1,825	2,100.00	2,375
52081 SICK BUY OUT	0.00	6,500	9,274.69	9,300
52260 STUDENT OVERTIME	0.00	0	674.35	0
<b>Total Salary &amp; Wages</b>	0.00	626,137	571,961.94	709,455
<b>Personnel Benefits</b>				
52310 HEALTH CARE	0.00	83,886	87,233.52	96,986
52311 HEALTH CARE OPT-OUT FULL	0.00	609	508.59	626
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	0.00	891	741.41	874
52320 OPERS	0.00	87,660	80,873.14	99,324
52340 LIFE INSURANCE	0.00	544	473.85	969
52360 MEDICARE	0.00	7,634	6,622.44	8,814
<b>Total Personnel Benefits</b>	0.00	181,224	176,452.95	207,593
<b>Reimbursable Expenses</b>				
52410 TRAVEL	0.00	22,500	17,175.16	15,900
52430 EMPLOYEE EDUCATION	0.00	9,000	7,918.00	11,000
<b>Total Reimbursable Expenses</b>	0.00	31,500	25,093.16	26,900
<b>Total Utilities</b>	0.00	0	0.00	0
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	0.00	280,000	2,556,216.65	1,313,000
52615 GENERAL PROFESSIONAL SERVICES-TRAINING	0.00	0	0.00	15,000
54100 CAPITAL CONTRIBUTIONS TO PROJECTS	0.00	2,463,717	1,204,204.45	0
<b>Total Professional Services</b>	0.00	2,743,717	3,760,421.10	1,328,000
<b>Contractual Services</b>				
52715 PRINTING	0.00	1,000	253.70	17,000
52730 DUES AND SUBSCRIPTIONS	0.00	10,800	16,992.00	26,250
52750 ADVERTISING	0.00	0	354.48	0
52780 OTHER CONTRACTUAL SERVICES	0.00	0	3,787.00	438,000
<b>Total Contractual Services</b>	0.00	11,800	21,387.18	481,250
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	0.00	2,000	0.00	2,000
52810 FUEL AND OIL	0.00	2,000	1,000.57	0
52845 GENERAL HARDWARE SUPPLIES	0.00	0	166.82	0
52851 OTHER MINOR EQUIPMENT	0.00	0	1,669.17	0
52865 OTHER SUPPLIES	0.00	500	0.00	5,400
52870 FREIGHT	0.00	200	0.00	200
<b>Total Materials &amp; Supplies</b>	0.00	4,700	2,836.56	7,600
<b>Total Equipment Repair &amp; Maintenance</b>	0.00	0	0.00	0
<b>Total Building &amp; Road Repair</b>	0.00	0	0.00	0
<b>Total Judgments &amp; Awards</b>	0.00	0	0.00	0
<b>BUDGET CENTER TOTAL</b>	0.00	3,599,078	4,558,152.89	2,760,798

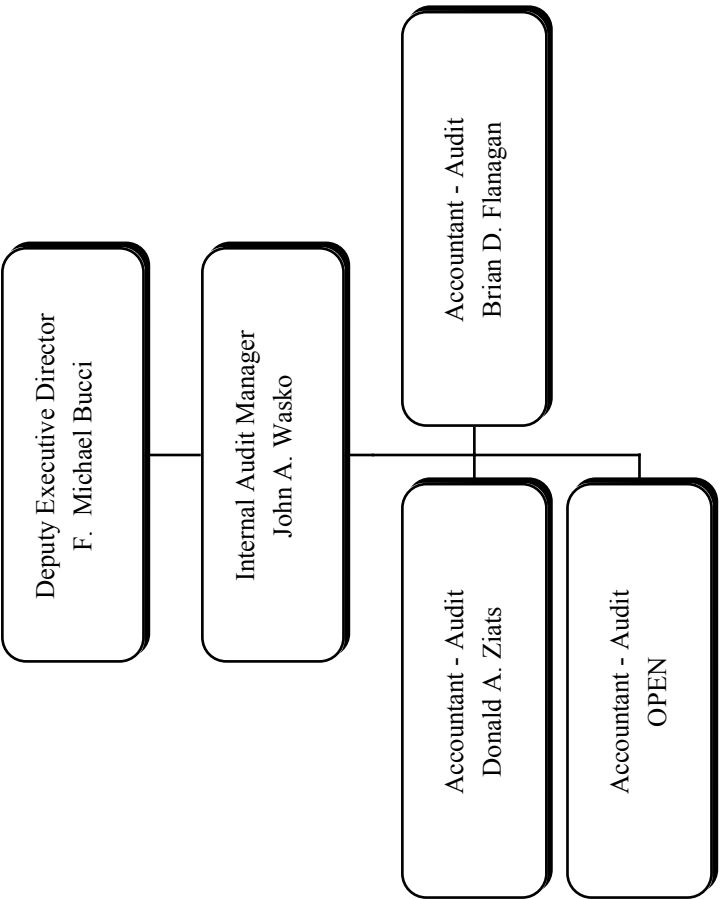
# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b>	Internal Audit -- 8200
<b>MANAGED BY</b>	John A. Wasko
	Internal Audit Manager
Pg 1 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<p>Internal Audit helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The services provided by Internal Audit in pursuit of these goals include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▪ Guiding the identification and analysis of relevant risk to achievement of organizational objectives</li> <li>▪ Examining and Testing internal controls to evaluate and assure their effectiveness and efficiency</li> <li>▪ Reviewing and assessing the policies and procedures of NEORSD to determine that they are consistent with organizational objectives and best business practices</li> <li>▪ Ensuring organizational assets are safeguarded, recorded, and reported properly</li> <li>▪ Indemnifying that NEORSD's resources are used efficiently and effectively</li> <li>▪ Executing continuous quality and systems improvement programs</li> <li>▪ Remaining armed with current information to keep management abreast of economic and technological changes that may effect the organization.</li> </ul>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"> <li>▪ Established Internal Audit Charter</li> <li>▪ Established Audit Committee Charter</li> <li>▪ Developed 2008 Audit Plan</li> <li>▪ Completed and issued 18 audit reviews and management reports</li> <li>▪ Awarded RFP for external audit consulting services</li> <li>▪ Communicated internal audit plans and goals to Senior Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communicate audit charter and mission statement to NEORSD</li> <li>▪ Schedule and attend regular Audit Committee meetings</li> <li>▪ Develop 2009-2011 specific audit plan</li> <li>▪ Propose 2009-2011 RFP for external audit services</li> <li>▪ Realign organizational structure for department</li> </ul>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Internal Audit -- 8200	
<b>MANAGED BY</b> John A. Wasko Internal Audit Manager	
Pg 2 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
<b>2008 Accomplishments</b>	<b>2009 Goals</b>
<ul style="list-style-type: none"><li>▪ Developed first internal audit only budget for newly created budget center</li><li>▪ Continued implementation of state of the art electronic work paper system</li><li>▪ Audit staff obtained new and maintained existing professional certifications</li></ul>	<ul style="list-style-type: none"><li>▪ Hire additional auditor to expand scopes of work</li><li>▪ Perform 18 ongoing audits, with a focus on construction activities</li><li>▪ Develop risk-based approach to audit plan and audit client selection</li><li>▪ Improve electronic work paper scheduling and audit activities</li><li>▪ Revise audit reporting format</li><li>▪ Maintain professional certifications</li></ul>

Northeast Ohio Regional Sewer District  
Internal Audit  
Budget Center - 8200



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **INTERNAL AUDIT -- 8200**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL    BUDGET	2009 BUDGET	BUDGET CHANGE
Manage Internal Audit	0	0      0	1	1
Accountant	0	0      0	3	3
TOTAL POSITIONS	0	0      0	4	4



# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=8200 (INTERNAL AUDIT)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	0.00	0	0.00	76,590
52030 PROFESSIONALS SALARIES	0.00	0	0.00	116,518
52031 ADMINISTRATIVE SUPPORT SALARIES	0.00	0	0.00	0
52060 STUDENT SALARIES	0.00	0	0.00	36,670
52071 LONGEVITY	0.00	0	0.00	175
52081 SICK BUY OUT	0.00	0	0.00	4,000
<b>Total Salary &amp; Wages</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>233,953</u>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	0.00	0	0.00	34,459
52320 OPERS	0.00	0	0.00	32,753
52340 LIFE INSURANCE	0.00	0	0.00	342
52360 MEDICARE	0.00	0	0.00	3,392
<b>Total Personnel Benefits</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>70,946</u>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	0.00	0	0.00	10,250
52430 EMPLOYEE EDUCATION	0.00	0	0.00	8,000
<b>Total Reimbursable Expenses</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>18,250</u>
<b>Total Utilities</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	0.00	0	0.00	210,500
<b>Total Professional Services</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>210,500</u>
<b>Contractual Services</b>				
52730 DUES AND SUBSCRIPTIONS	0.00	0	0.00	2,250
<b>Total Contractual Services</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>2,250</u>
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	0.00	0	0.00	2,000
52851 OTHER MINOR EQUIPMENT	0.00	0	0.00	1,400
<b>Total Materials &amp; Supplies</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>3,400</u>
<b>Total Equipment Repair &amp; Maintenance</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Total Building &amp; Road Repair</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>539,299</u>

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

**BUDGET CENTER**      Engineering and Construction -- 9000

**MANAGED BY**              Kellie C. Rotunno  
Director of Engineering & Construction

Pg 1 of 2

## **DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS**

Responsible for the planning, design and construction and management of the District's Capital Improvement Program. Provide project leadership and proper engineering resources for the planning, design and construction of efficient wastewater and wet weather conveyance, overflow control and treatment systems that best meet the District's current and future EPA requirements and the environmental needs of the community. Administer all aspects of all engineering and construction contracts including procurement, cost negotiations, contractual changes, invoice review and approval and deliverance/acceptance of final project. Responsible to interface with member communities in coordination of community capital improvement programs with the District's own capital improvement program. Work with Finance Department to nominate District project candidates and submit technically, financially and administratively complete applications for WPCLF awards pursuant to OEPA programmatic requirements.

The main objectives of the Engineering Department in this regard for 2009 are:

- Implement Program Management tools and resources as required to improve CIP delivery and execution.
- Implement project controls (schedule and budget) system to track and report on project/program performance.
- Manage the planning, design, bid, construction and closeout of all plant, collection system and storm water Capital Projects.
- Initiate Asset Management Implementation.
- Prepare for new Storm Water program and execution of resultant capital projects.
- Lead the negotiation of the District's CSO long-term control plan (LTCP).
- Administer the Community Discharge Permit Program. Track community compliance with Permit Program requirements.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

<b>BUDGET CENTER</b> Engineering and Construction -- 9000	
<b>MANAGED BY</b> Kellie C. Rotunno Director of Engineering & Construction	
Pg 2 of 2	
<b>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS &amp; GOALS</b>	
2008 Accomplishments	2009 Goals
<ul style="list-style-type: none"> <li>• Retained the services of CH2M Hill as the District's Program Manager to assist with the execution of the Capital Improvement Program.</li> <li>• Concluded residuals handling validation workshop which resulted in the inclusion of renewable energy in the Southerly Renewable Energy Project.</li> <li>• Procured three new Fluidized Bed Incinerators for the Southerly Renewable Energy Project.</li> <li>• Completed facility plans for Easterly and Southerly and initiated design work for improvements.</li> <li>• Completed the Mill Creek Interceptor Gravity Bypass Project.</li> <li>• Awarded the Miles Ave. Relief Sewer Project.</li> <li>• Awarded the Valley Belt Gravity Sewer Project.</li> <li>• Awarded the Westerly Interceptor Culvert Repair Project.</li> </ul>	<ul style="list-style-type: none"> <li>• Award 90% or more of the planned 2009 CIP Projects.</li> <li>• Deliver 85% of the completed construction contracts within 105% of the contract award.</li> <li>• Validate 90% of the 5-Year CIP cost estimates.</li> <li>• Develop and implement new Construction Contracting Procedures Manual.</li> <li>• Develop and implement new Design and AutoCAD standards.</li> <li>• Develop and implement new Construction Cost Estimate Guidelines.</li> <li>• Complete negotiations of the CSO LTCP.</li> <li>• Restart design of the Euclid Creek Tunnel.</li> <li>• Award design contract for the Tunnel Dewatering Pump Station.</li> <li>• Complete the Emergency Contracting Policy.</li> <li>• Refine prioritization and aggregation of the Easterly and Southerly facility planning recommendations.</li> </ul>

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graph TD
    Director["Director of Engineering & Construction  
Kellie C. Rotunno"]
    ExecAsst["Executive Assistant  
Nancy Costanzo"]
    DirSec1["Department Secretary  
Danielle M. Coppola"]
    DirSec2["Department Secretary  
Violet W. Penza"]
    EngInfoMgr["Engineering Information Tech. Manager  
Jeffrey E. Duke"]
    EngInfoMgr --- EngInfoAide["Engineering Aide  
Monica A. Day  
Joseph M. Iira  
Kamell L. Jones  
Alexander W. Render Jr.  
Laura M. Schuh"]
    EngInfoMgr --- EngInfoTech["Engr Info. Tech  
Dellilah Capdes"]
    DirSec1 --- PlanMgr["Planning Manager  
Devona A. Marshall"]
    DirSec1 --- ResMgr["Residuals & Air Emissions Manager  
Robert P. Dominak"]
    DirSec1 --- ProjEngr1["Project Engr.  
H. Bruce Buchanan"]
    DirSec1 --- ProjEngr2["Project Engr.  
William J. Donohue"]
    DirSec1 --- ProjEngr3["Project Engr. - Permits  
Spain N. James"]
    DirSec1 --- InstrEngr["Instrumentation Engr.  
Paul J. McGuire"]
    DirSec1 --- Engr1["Engineer  
Lawrence Gurgol"]
    DirSec1 --- ConstSup1["Construction Sup.  
G. Kenneth Burns"]
    DirSec1 --- ConstSup2["Construction Sup.  
Paul J. Svoboda"]
    DirSec1 --- EngrProg1["Engineering Prog.  
David L. Harton"]
    DirSec1 --- ProjEngr4["Project Engr.  
Patricia A. Martinek"]
    PlanMgr --- PermitMgr["Permit & Compliance Manager  
Robin L. Halperin"]
    PlanMgr --- ProjEngr5["Project Engineer  
Andrea L. Remias"]
    PlanMgr --- Engr2["Engineer  
Donis Zaharija"]
    PlanMgr --- Engr3["Engineer  
Joshua D. Markey"]
    PlanMgr --- EnvPlanner["Environmental Planner  
Mary E. Maciejowski"]
    ResMgr --- ConstSup2_1["Construction Sup.  
Edmundo M. Perez"]
    ResMgr --- ConstSup2_2["Construction Sup.  
David A. Terken"]
    ResMgr --- ProjEngr5_1["Project Engr.  
Harry L. Shaposka"]
    ResMgr --- ConstSup3_1["Construction Sup.  
Daniel A. Wiglusz"]
    ResMgr --- ConstSup3_2["Construction Sup.  
James E. Cannady"]
    ResMgr --- ConstSup3_3["Construction Sup.  
Lawrence E. Osborne"]
    ResMgr --- ConstClerk["Construction Clerk  
Carol J. Pla"]
    ResMgr --- EngrProg2["Engineering Prog.  
Scott D. Sander"]
    ResMgr --- Engr2_1["Engineer  
Joseph M. Kunzler"]
    ProjEngr1 --- ProjectEngr1["Project Engr.  
Stephan G. Jr. Janosko"]
    ProjEngr1 --- Engr4["Engineer  
Brian D. Page"]
    ProjEngr1 --- ConstSup4_1["Construction Sup.  
Geoffrey M. Hanson"]
    ProjEngr1 --- ConstSup4_2["Construction Sup.  
Eric J. Nycz"]
    ProjEngr1 --- ConstSup4_3["Construction Sup.  
Jacob A. Reitenbach"]
    ProjEngr1 --- ConstSup4_4["Construction Sup.  
Anthony S. Vitale"]
    ProjEngr1 --- ConstSup4_5["Construction Sup.  
Robert J. Auber"]
    ProjEngr2 --- ProjectEngr2["Project Engr.  
Alison J. Schreiber"]
    ProjEngr2 --- ProjectEngr3["Project Engr.  
George R. Ericsson"]
    ProjEngr2 --- ConstSup5_1["Construction Sup.  
Michael W. Cheetham"]
    ProjEngr2 --- ConstSup5_2["Construction Sup.  
Thomas A. Pavika"]
    ProjEngr2 --- ConstSup5_3["Construction Sup.  
Thomas L. Shively"]
    ProjEngr2 --- ConstSup5_4["Construction Sup.  
Russell Wahlay"]
    ProjEngr3 --- ConstMgr["Construction Mgr. - Collection Sys.  
Mare R. Kritzer"]
    ConstMgr --- ConstMgr1["Construction Mgr. - Plants  
Thomas C. Vasek"]
    ConstMgr --- ConstMgr2["Construction Mgr. - Collection Sys.  
Richard J. Switalski"]
    ConstMgr --- ConstMgr3["Construction Mgr. - Stormwater  
OPEN"]
  
```

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **ENGINEERING AND CONSTRUCTION -- 9000**

### **STAFFING**

#### **Two Year History and Budget Comparison**

JOB TITLE	2007 ACTUAL	2008 ACTUAL BUDGET	2009 BUDGET	BUDGET CHANGE
Director of Engineering & Construction	1	1	1	0
Program Manager - Plants	0	0	1	1
Program Manager - Collection Systems	0	0	1	1
Program Manager - Stormwater	0	0	1	1
Permitting Compliance Manager	0	0	1	1
Construction Manager - Plants	0	0	1	1
Construction Manager - Collection System	0	0	1	1
Planning Manager	1	1	1	0
Engineering Info. Technology Manager	1	1	1	0
Residuals & Air Emission Manager	1	1	1	0
Deputy Director of Engineering & Constr.	1	1	0	(1)
Plant Construction Manager	1	1	0	(1)
Plant Design Manager	1	1	0	(1)
Sewer Design Manager	1	1	0	(1)
Administrative Manager - Engineering	1	1	0	(1)
Manager-Watershed Program	1	0	0	0
Sewer Construction Manager	1	1	0	(1)
Construction Supervisor	19	16	16	(3)
Engineer Programmer	2	2	2	0
Project Engineer Permit	1	1	1	0
Project Engineer	9	8	8	(2)
Instrument Engineer	1	1	1	0
Engineer	7	5	5	(2)
Engineer Aide	2	3	3	(1)
Environmental Planner	2	1	1	0
Engineering Information Technician	1	1	1	0
Executive Assistant	1	1	1	0
Department Secretary	3	2	2	0
Construction Clerk	1	1	1	0
Engineer Aide	5	5	6	1
TOTAL POSITIONS	65	57	58	(7)

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=9000 (ENGINEERING AND CONSTRUCTION)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Salary &amp; Wages</b>				
52020 OFFICIALS AND MANAGERS SALARIES	1,059,783.50	955,453	986,040.79	932,658
52030 PROFESSIONALS SALARIES	2,935,288.42	2,806,585	2,675,800.81	2,686,742
52031 ADMINISTRATIVE SUPPORT SALARIES	151,840.06	116,480	126,342.55	118,810
52034 TECHNICIANS SALARIES	195,508.19	212,576	229,485.40	248,521
52036 PARA-PROFESSIONAL SALARIES	0.00	0	0.00	0
52050 MAINTENANCE HOURLY	0.00	0	0.00	0
52060 STUDENT SALARIES	34,901.68	126,589	24,714.53	22,485
52071 LONGEVITY	14,925.00	13,625	11,825.00	13,400
52081 SICK BUY OUT	0.00	70,000	54,159.49	54,200
52230 PROFESSIONAL OVERTIME	67.26	0	69.30	0
52231 ADMINISTRATIVE SUPPORT OVERTIME	152.22	0	156.83	0
52234 TECHNICIAN OVERTIME	0.00	0	0.00	0
52260 STUDENT OVERTIME	245.12	0	105.78	0
<b>Total Salary &amp; Wages</b>	<b>4,392,711.45</b>	<b>4,301,308</b>	<b>4,108,700.48</b>	<b>4,076,816</b>
<b>Personnel Benefits</b>				
52310 HEALTH CARE	641,291.57	608,438	564,931.17	537,442
52311 HEALTH CARE OPT-OUT FULL	1,958.41	3,043	4,990.88	5,011
52312 HEALTH CARE OPT-OUT SUPPLEMENTAL	2,437.99	3,566	4,227.08	5,242
52320 OPERS	625,305.71	602,183	568,490.28	570,754
52340 LIFE INSURANCE	4,510.35	4,107	3,977.30	6,526
52360 MEDICARE	47,683.87	49,961	47,691.43	50,121
52370 UNIFORM ALLOWANCE	0.00	0	0.00	0
<b>Total Personnel Benefits</b>	<b>1,323,187.90</b>	<b>1,271,298</b>	<b>1,194,308.14</b>	<b>1,175,096</b>
<b>Reimbursable Expenses</b>				
52410 TRAVEL	36,304.58	40,000	40,024.26	38,000
52430 EMPLOYEE EDUCATION	18,101.00	25,000	25,538.30	23,400
<b>Total Reimbursable Expenses</b>	<b>54,405.58</b>	<b>65,000</b>	<b>65,562.56</b>	<b>61,400</b>
<b>Utilities</b>				
52550 COMMUNICATIONS	0.00	0	0.00	0
<b>Total Utilities</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>
<b>Professional Services</b>				
52610 GENERAL PROFESSIONAL SERVICES	985,164.22	275,000	1,217,731.97	2,269,077
52670 WATERSHED GRANTS	0.00	0	0.00	0
<b>Total Professional Services</b>	<b>985,164.22</b>	<b>275,000</b>	<b>1,217,731.97</b>	<b>2,269,077</b>
<b>Contractual Services</b>				
52715 PRINTING	13,394.50	12,000	21,752.80	18,000
52730 DUES AND SUBSCRIPTIONS	14,025.45	15,300	8,275.56	15,300
52750 ADVERTISING	0.00	0	1,300.00	0
52770 UNIFORMS	0.00	5,000	5,352.00	5,000
52780 OTHER CONTRACTUAL SERVICES	0.00	0	0.00	1,340,943
<b>Total Contractual Services</b>	<b>27,419.95</b>	<b>32,300</b>	<b>36,680.36</b>	<b>1,379,243</b>

# OPERATING EXPENSE BUDGET REPORT

NEORS D SET OF BOOKS

As of 24-MAR-09

BUDGET CENTER=9000 (ENGINEERING AND CONSTRUCTION)

	2007 ACTUALS	2008 ADOPTED BUDGET	2008 ACTUALS	2009 ADOPTED BUDGET
<b>Materials &amp; Supplies</b>				
52805 OFFICE SUPPLIES	6,445.24	11,000	1,163.67	5,000
52806 SOFTWARE	0.00	0	0.00	0
52810 FUEL AND OIL	10,520.84	11,000	9,610.52	11,000
52840 LABORATORY SUPPLIES	0.00	0	0.00	0
52845 GENERAL HARDWARE SUPPLIES	426.12	2,000	757.03	2,000
52846 EQUIPMENT AND INSTRUMENTATION PARTS	0.00	300	2,796.49	3,000
52851 OTHER MINOR EQUIPMENT	8,366.12	7,900	6,996.11	7,900
52860 POSTAGE, UPS	0.00	0	0.00	0
52865 OTHER SUPPLIES	2,019.58	2,400	7,856.52	3,000
52870 FREIGHT	634.02	800	2,056.90	800
<b>Total Materials &amp; Supplies</b>	<u>28,411.92</u>	<u>35,400</u>	<u>31,237.24</u>	<u>32,700</u>
<b>Total Equipment Repair &amp; Maintenance</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Building &amp; Road Repair</b>				
53020 ROAD REPAIR AND MAINTENANCE	0.00	0	0.00	0
53040 MISCELLANEOUS REPAIR AND MAINTENANCE	0.00	0	0.00	0
<b>Total Building &amp; Road Repair</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>Total Judgments &amp; Awards</b>	<u>0.00</u>	<u>0</u>	<u>0.00</u>	<u>0</u>
<b>BUDGET CENTER TOTAL</b>	<u><u>6,811,301.02</u></u>	<u><u>5,980,306</u></u>	<u><u>6,654,220.75</u></u>	<u><u>8,994,332</u></u>



Northeast Ohio Regional  
**Sewer District**

*Protecting Your Health and Environment*



# GLOSSARY

Sunset from Edgewater Park. By Brett Bottles.





# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS**

**ACCRUAL BASIS OF ACCOUNTING** – The accounting method in which revenues are recognized on the income statement when they are earned as opposed to when cash is received and expenses are recorded when they are incurred as opposed to when cash is paid.

**ACTUAL** – On many of the financial statements included in this document, the word “actual” appears at the top of a column of figures. When this occurs, the word “actual” means actual revenue, actual expenditure, or actual balances. It means actual happenings or the true results of the year’s operations.

**APPROPRIATION** – An authorization by a Board of Trustee Resolution to incur encumbrances and make payments from District funds for specified purposes.

**ASSETS** – All the entries recorded on a balance sheet showing the entire resources of the District, tangible and intangible, including accounts and notes receivable, cash, inventory, equipment, real estate, etc.

**AUTHORIZED POSITION SCHEDULE** – An approval by the District’s Board of Trustees that authorizes staff positions.

**AVAILABLE FUND BALANCE** – The fund balance that is not encumbered and is available for future expenditures.

**BALANCED BUDGET** – A budget in which total revenue is equal to total expenditures.

**BALANCE SHEET** – A financial statement summarizing the assets, liabilities, and fund balance (net worth) of the District at a given date; so called because the assets equal the sum of the liabilities and the fund balance.

**BOARD OF TRUSTEES** – A group of seven (7) people (trustees), each of whom serves a five-year term and who are appointed as follows: (i) two by the Mayor of Cleveland; (ii) two by a council of governments comprised of representatives of all the suburban communities served by the System; (iii) one by the Board of County Commissioners of Cuyahoga County; (iv) one by the appointing authority of the sub-district with the greatest sewage flow; and (v) one by the appointing authority of the sub-district with the greatest population.

**BOND** – A formal written promise to pay interest every six months and the principal at maturity.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS-continued**

**BOND ISSUE** – A bond issue, when approved by the voters, authorizes the Board of Trustees to issue bonds for site purchases, building construction, and equipment purchases within a maximum dollar amount.

**BUDGET** – A financial program for future operations.

**BUDGET ADMINISTRATOR** – A person designated with the responsibility to develop, justify, and administer all or part of a budget.

**BUDGETING ON ACCRUAL BASIS** – Revenue and expenses are recorded when the goods or services are received, not when they are earned or related invoice is paid.

**BUDGET CENTER** – An administratively designed entity representing a functional portion of an organization.

Example: Southerly Waste Water Treatment Plant

**BUDGET TRANSFER** – A transfer of funds increasing and decreasing two or more appropriation accounts, within the same fund, without changing the overall appropriation amount. This is sometimes referred to as an Appropriation Amendment.

**BUDGET YEAR** – The year for which a budget is being prepared. The regular general operating and capital budgets for the District are prepared for a calendar year – January 1 through December 31. Federal and State programs typically operate on a fiscal year basis, i.e. July 1 through June 30 or October 1 through September 30.

**CAPITAL** – A term used to describe an asset purchased by an entity with a useful life of more than one year and cost above the predetermined dollar amount. These assets are then depreciated over the useful life and recorded as an expense to the entity.

**CAPITAL PROJECTS FUND** – A governmental fund type that funds and accounts for the purchase or construction of major capital land, building, or equipment.

**CATEGORY** – Identifies the general nature of the revenue or expenditure. A major category of revenue or expenditures. Example: Earnings on Investments, Salaries and Benefits, Supplies, and Capital Outlay.

**CONTINGENCY** – For the District this means a Board of Trustees established an appropriation for monies set aside for emergency purposes.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS-continued**

**DEPRECIATION** – The systematic allocation of the cost of an asset from the balance sheet to Depreciation Expense on the income statement over the useful life of the asset. The purpose is to allocate the cost to expense in order to comply with the matching principle.

**ENCUMBRANCE** – A valid commitment by the District to pay out money in the future. The issue of a purchase order creates an encumbrance. Synonym – obligation.

**ENTERPRISE FUND** – Funds that provide goods and services to the public for a fee that makes the entity self-supporting.

**EXPENDITURE** – The payment of money by check or cash for goods and/or services rendered.

**EXPENDITURE CATEGORY** – This means the same as Category or Character as previously described.

**FINAL BUDGET** – According to Ohio Law, the Final Budget (sometimes referred to as the Permanent Budget or Permanent Appropriation) must be adopted by June 1<sup>st</sup> each year.

**FINANCIAL REPORTS** – A report of the status of an organization's financial position. Usually a report of expenditures and encumbrances compared to a budget amount and the remaining budget balance.

**FISCAL YEAR** – Any year designated for accounting purposes, not necessarily a calendar year.

**FUND** – A fiscal and accounting entity consisting of a set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures (expenses).

**FUND BALANCE** – See “Unreserved Fund Balance”.

**GAAP** – “General Accepted Accounting Principles” – rules and procedures that define the fair and accurate presentation of financial statements.

**GENERAL FUND** – A governmental fund type that serves as the primary operating fund of a government.

# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS-continued**

**GOVERNMENTAL FUNDS** – Funds for the bulk of accounting for revenues and expenditures of the organization; primarily, general operations, capital and any other funds not required to be accounted for separately.

**NET ASSETS** – The balance remaining after subtracting Total Liabilities from Total Assets.

**OBJECT** – The classification of a cost by the nature of the cost (i.e. books, electricity, salaries, insurance, etc.).

**OPERATIONAL EXPENDITURE** – Expenditures of the General Fund, except for Capital Expenditures and Fund Transfers.

**OTHER REVENUE** – This term means revenues received or estimated which are in addition to tax revenue.

**OUTSTANDING OBLIGATIONS** – This term means outstanding encumbrances, contracts, and reserves from Fund Balance.

**PROJECT** – A project is accounted for on an inception-to-date basis (which may be different from the District's fiscal year). Revenues and expenditures are budgeted for the life of the project rather than on an annual basis.

**PURCHASE ORDER** – An official document sent to vendors requesting that they provide goods and/or services to the District. A legal instrument, under Ohio law, which officially encumbers money against an appropriation and certifies that the money is available to pay the invoice once the goods and/or services are received or performed.

**PURCHASE SERVICE** – Any service purchased or contracted with a third party to perform for or on the behalf of the District, including 1) training & travel; 2) printing; 3) communications; 4) maintenance & repair; 5) insurance, legal fees & other professional services; 6) rents & leases; and 7) utilities.

**REVENUE** – Since the District operates on an accrual basis, revenues are accrued.

**SPECIAL REVENUE FUND** – A governmental fund type that accounts for the proceeds of specific revenues that are legally restricted for specific expenditures.



# **NORTHEAST OHIO REGIONAL SEWER DISTRICT**

## **GLOSSARY OF TERMS-continued**

**SUPPLIES** – Any article or material which 1) is consumed in use; 2) loses its original shape or appearance with use; 3) is expendable; and/or 4) is an inexpensive item whose small unit cost makes it inadvisable to capitalize.

**TAX BUDGET REQUEST** – The financial plan for the operation of the District, adopted by the Board of Trustees in May for the ensuing year beginning January 1. The Budget Request must be submitted to the Taxing Authority and to the County Budget Commission (the County Auditor specifically) by July 20<sup>th</sup>. The tax budget establishes the need for funds and justifies the appointment of levying of taxes within approved limits.

**UNRESERVED FUND BALANCE** – This term in a cash basis document means the following: The cash balance remaining in a fund after subtracting all outstanding encumbrances and legal reserves. The remaining money is available for budgeting future expenditures. The short definition for a non-cash basis budget would be assets less liabilities.