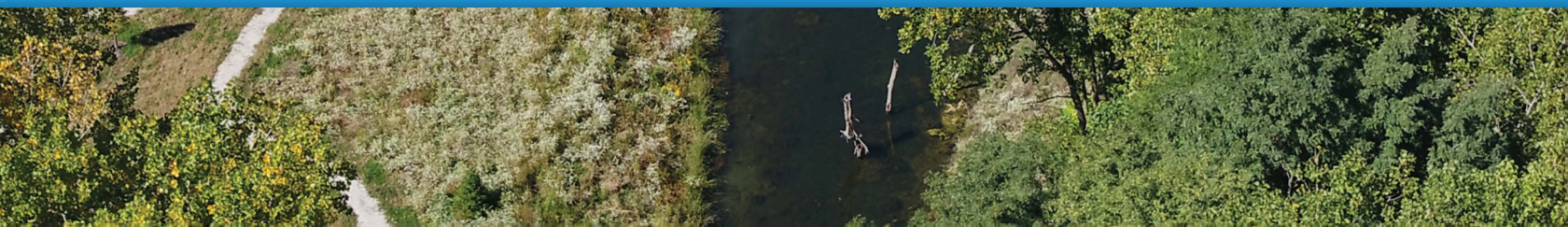


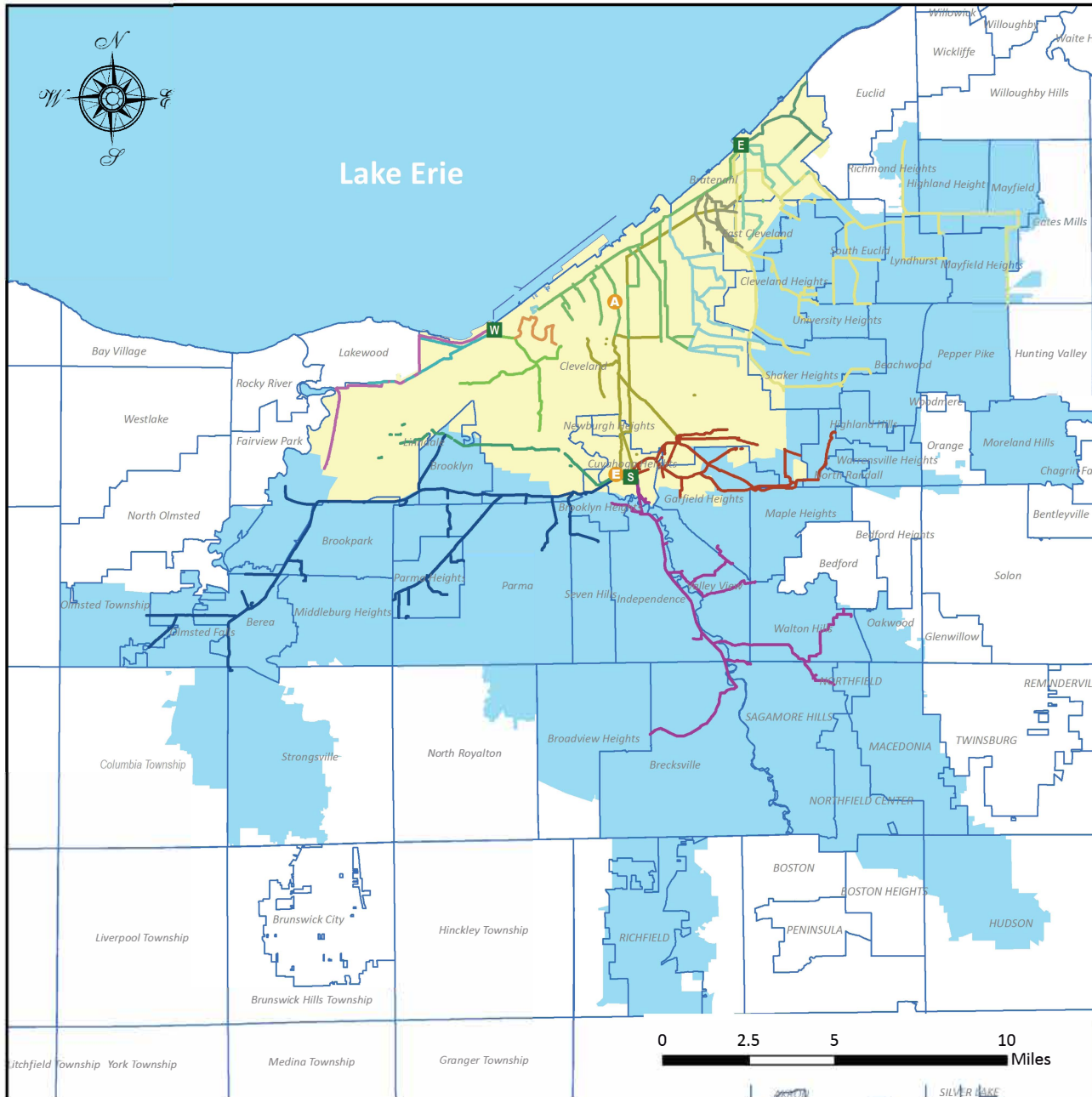


**Northeast Ohio
Regional Sewer District**

Keeping our Great Lake great.

2021 Budget Report





Northeast Ohio Regional Sewer District

- 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
- Combined Sewer Area
- Separate Sewer Area

EASTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

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

SOUTHERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

- Big Creek Interceptor
- Cuyahoga Valley Interceptor
- Mill Creek Interceptor
- Southerly Interceptor
- Southwest, West Leg Interceptors & ICRS

WESTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

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About the Northeast Ohio Regional Sewer District

VISION

Be the environmental leader in enhancing quality of life in the region and protecting its water resources.

MISSION

Provide progressive management of sewage and stormwater through fiscal responsibility, innovation, and community partnerships.

VALUES

Environmental Stewardship: Initiating and maintaining effective practices of environmental sustainability through commitment to a better tomorrow, a healthy environment, and strong communities.

Ethics, Honesty, and Transparency: Maintain the highest standards with our customers, our business partners, and each other.

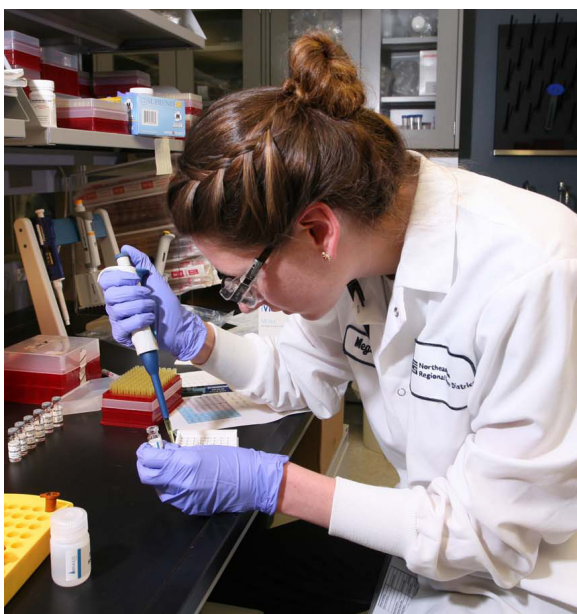
Balanced and Informed Decision Making: Quality decisions based on objective metrics, analysis of our systems, customer needs, and organizational goals that include diverse opinions, ideas, and perspectives.

Customer Focus: Keep our internal and external customers in mind in all of our decisions, policies, and programs. Collaborate effectively in partnership with others both internal and external to the District.

Progressive Culture: Initiating and facilitating positive changes. Embracing and promoting innovation that benefits the District, our industry and the region. Promoting safety in all that we do.

Accountability: A consistent willingness to accept responsibility, account for one's action, and deliver on individual and collective commitments.

Respect: Demonstrating high regard, value and consideration for self, others, community and environment.



NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 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
Ronald D. Sulik.....	Vice President
Mayor Timothy DeGeeter.....	Secretary
Mayor Samuel J. Alai	Member
Mayor Jack Bacci.....	Member
Sharon A. Dumas	Member
Terry Joyce.....	Member

EXECUTIVE STAFF

Kyle Dreyfuss-Wells.....	Chief Executive Officer
Kenneth J. Duplay.....	Chief Financial Officer
James Bunsey.....	Chief Operating Officer
Eric Luckage	Chief Legal Officer
Constance T. Haqq.....	Chief Administrative Officer

SENIOR STAFF

Devona Marshall.....	Director of Engineering & Construction
Elizabeth Brooks.....	Director of Human Resources
Francis P. Greenland.....	Director of Watershed Programs
Mohan Kurup.....	Director of Information Technology
Francis G. Foley.....	Director of Operation and Maintenance



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Northeast Ohio Regional Sewer District
Ohio**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER'S MESSAGE

March 18, 2021

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

Subject: Chief Executive Officer's Summary

Dear President Brown, Members of the Board and Customers:

At the Northeast Ohio Regional Sewer District our mission is to provide progressive management of sewage and stormwater through fiscal responsibility, innovation, and community partnerships. With the dedication of our trustees, in addition to the experience and perseverance of our chiefs, directors, managers and employees, we demonstrate the District's core values: Ethics, Honesty and Transparency; Environmental Stewardship; Customer Focus; Balanced and Informed Decision Making; Progressive Culture; Accountability; and Respect. It is through our commitment to these values that we have served the residents and businesses of Northeast Ohio and protected the environment since 1972.

To meet our commitments, I am pleased to present the Sewer District's 2021 Operating and Capital Budgets, which were approved and adopted by the Board of Trustees on March, 18, 2021. Consistent with past practices, the 2021 Adopted Operating and Capital Budgets reflect the Sewer District's on-going commitment to fiscal accountability. In addition to myself, the adopted budgets have undergone intense scrutiny by our Chief Financial Officer, Chief Operating Officer, the directors and managers of each Budget Center, and the District's Finance Committee made up of trustees and management.

As CEO, I strive to demonstrate the core values and competencies of the Sewer District as detailed on the following pages. I will work with Senior Staff to ensure these areas of focus cascade throughout the organization and support the work of all District employees.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER'S MESSAGE

2020 Accomplishments

Response to COVID-19

The coronavirus pandemic created many unknowns throughout 2020, but one thing remains clear: the Sewer District's commitment to public health and the environment is more important than ever, and our employees have shown flexibility, creativity and dedication to our mission.

Within our Incident Command structure, we have served without interruption and protected employee health and safety.

Of note in our COVID-19 response:

- Flexed staffing to ensure continuity of operations
- Enacted policies quickly to adapt to new information and changing conditions
- Incident Management Team meetings held multiple times per week since March to ensure coordination
- Managing and monitoring financial impact
- Proactive and responsive communication to all District employees
- Developed in-house health app to help employees self-monitor

Racial justice, diversity, equity, and inclusion

In a year of adversity and opportunity, we elevated the causes of Diversity, Equity & Inclusion by confronting racism and justice openly and honestly.

Trustees formally committed the Sewer District to equity and justice against the ongoing impacts of racism, leading to a series of internal dialogues confronting racism in real life involving hundreds of employees.

A formal development of Diversity, Equity and Inclusion (DEI) goals, metrics and key performance indicators across all departments will allow us to track advancements and obstacles over the next two years. Under the guidance of Chief Administrative Officer Constance T. Haqq, each department director took responsibility to develop goals and tactics focused on four objectives to guide their efforts internally and externally through 2021:

- Be a workforce that reflects the communities we serve.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER'S MESSAGE

- Engage in strategic business and community partnership relationships designed to eliminate barriers.
- Be a work environment that fosters creativity, innovation and promotes employee engagement.
- Provide comprehensive communication of the goals, objectives, challenges and successes of the program.

Affordability, customer service, and advocacy

Our commitment to customer service includes awareness of the challenges our customers face. We delayed two rounds of certifications and reached out to affected customers with a personalized “Help is Here” campaign communicating our affordability programs and related COVID-19 resources.

We worked closely with state, local, and non-profit partners to secure additional utility assistance funding for low-income customers and all customers impacted by COVID-19. We were not eligible for any CARES money and we worked hard on two separate paths to secure that funding for our customers.

Human Resources refocused, enhanced

Human Resources supports people. The department’s reorganization and leadership structure better support that purpose through a commitment to Services (what HR provides) and Relationships (how HR interacts). Some 2020 advancements in this area include:

- Appointed Constance T. Haqq to Chief Administrative Officer in March. Constance oversees HR and Administration & External Affairs.
- Named Elizabeth Brooks Director of HR.
- Developing front-line manager training program with Tri-C for full implementation in 2021.

Project and program highlights:

- Performance Awards: Easterly and Southerly received Gold Peak Performance Awards and Westerly earned a Silver Peak Performance Award.
- Project Clean Lake: Dugway Storage Tunnel completed \$4.6 million under budget, contributing to a tunnel system that reduces CSO by 997 million gallons annually. We also reached key agreements on 3 of 4 items in our Consent Decree negotiations at the Federal level.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER'S MESSAGE

- Top 2020 projects:
 - Dugway Regulators and Relief Sewer completed
 - Dugway Storage Tunnel completed
 - Woodland Central Green Infrastructure completed
 - E.140th Consolidation and Relief Sewer by end of the year (245 MG annual CSO control)
 - London Road Relief Sewer by end of the year (35 MG annual CSO control)
 - Doan Valley Relief & Consolidation Sewer
- Stormwater: Since the Regional Stormwater Management Program began, we have spent \$27 million on Stormwater Master Planning and \$46 million on projects on the regional stormwater system.
- Stormwater Master Plans: Cuyahoga River North and South Master Plans are complete. Rocky River Master Plan is expected to be complete by the end of this year. Chagrin River/Lake Erie Tributaries Master Plan (66%) should be complete 2021.
- Local Sewer System Evaluation Studies (LSSSES): Heights-Hilltop LSSSES complete, MCI/Combined is expected to be complete early 2021.
- 2017-2021 Total Funds Awarded = \$32,192,996.87
- 2017-2021 Total Projects Funded = 54 Projects
- Technology: Advanced our development of an Information Security Program, and improved productivity through enhancements to Sharepoint, document management, telework capabilities, and more.
- Special Projects: Special Projects Team, reporting to Chief Operating Officer James Bunsey, formed in April to consolidate resources to lead and support key District-wide initiatives including the Sustainability and Innovation Programs.

Finances and our future

The pandemic affected the financial health of our customers and our region. It has not, however, impacted our ability to complete projects and deliver quality uninterrupted service. Building on the Board's strong and sustained commitment to sound financial management, we managed the financial affects through conservative forecasting while demonstrating continued fiscal responsibility to benefit our customers. Related accomplishments include:

- Launched 2022-2026 rate study with critical focus on equity and affordability.
- Invested \$39 million in Business Opportunity Program firms January-September 2020.
- Internal Health Care Task Force reduced forecasted claims costs for 2021 by 3.6 percent, we anticipate saving \$85,000 on specialty medications, and adjusted our insurance to avoid a \$105,000 premium increase.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER’S MESSAGE

- Refinanced portion of 2014 bonds with taxable bonds, realizing \$28.5 million NPV savings. Escrow Substitution transaction reduced debt service payment by \$850,000.

2021 Priorities

We are now in the final year of our 2019-2021 Strategic Plan, and like our commitment to public health, water quality, and customers, our strategic areas of focus and objectives remain the same.

CUSTOMER AND COMMUNITY CONNECTIONS

- A. Assist member communities to address their Clean Water Act issues.
- B. Optimize NEORS D ability to advance community objectives.

ENVIRONMENTAL PROTECTION AND SUSTAINABILITY

- A. Expand water quality focus to increase benefits to the region’s waterways.
- B. Increase opportunities to improve resource management through sustainability practices.

FINANCIAL VIABILITY

- A. Explore new ways to enhance long-term financial planning that optimize ability to provide sewer and stormwater services with minimal impact on rates.
- B. Develop future business opportunities to optimize operations and better serve member communities.

OPERATIONAL EXCELLENCE

- A. Implement Operational Readiness Plan to support evolving operations and maintenance.
- B. Implement technologies and processes that improve business efficiency and effectiveness.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER'S MESSAGE

- C.** Fully implement management process to support successful delivery of the Regional Stormwater Management Program.

WORKFORCE PLANNING AND INVESTMENT

- A.** Expand workforce planning strategies to meet current and future business needs.
- B.** Strengthen diversity and inclusion to increase understanding and confirm continued commitment across the organization.

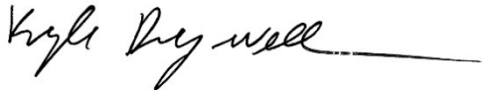
NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 CHIEF EXECUTIVE OFFICER'S MESSAGE

The 2020 year began with challenges unlike anything our staff has ever known. COVID-19 has required us to prepare, adapt, and react. We understand that clean-water work is critical to the region and we must ensure our service endures the pandemic without interruption. Our employees have made that possible.

As we address public health, environmental, and regulatory challenges ahead, we will continue to depend on, and celebrate, our committed workforce and our partner agencies and organizations with the goal of protecting Northeast Ohio's most valuable water resources.

Sincerely,

A handwritten signature in black ink, reading "Kyle Dreyfuss-Wells", followed by a horizontal line.

Kyle Dreyfuss-Wells
Chief Executive Officer

GENERAL INFORMATION

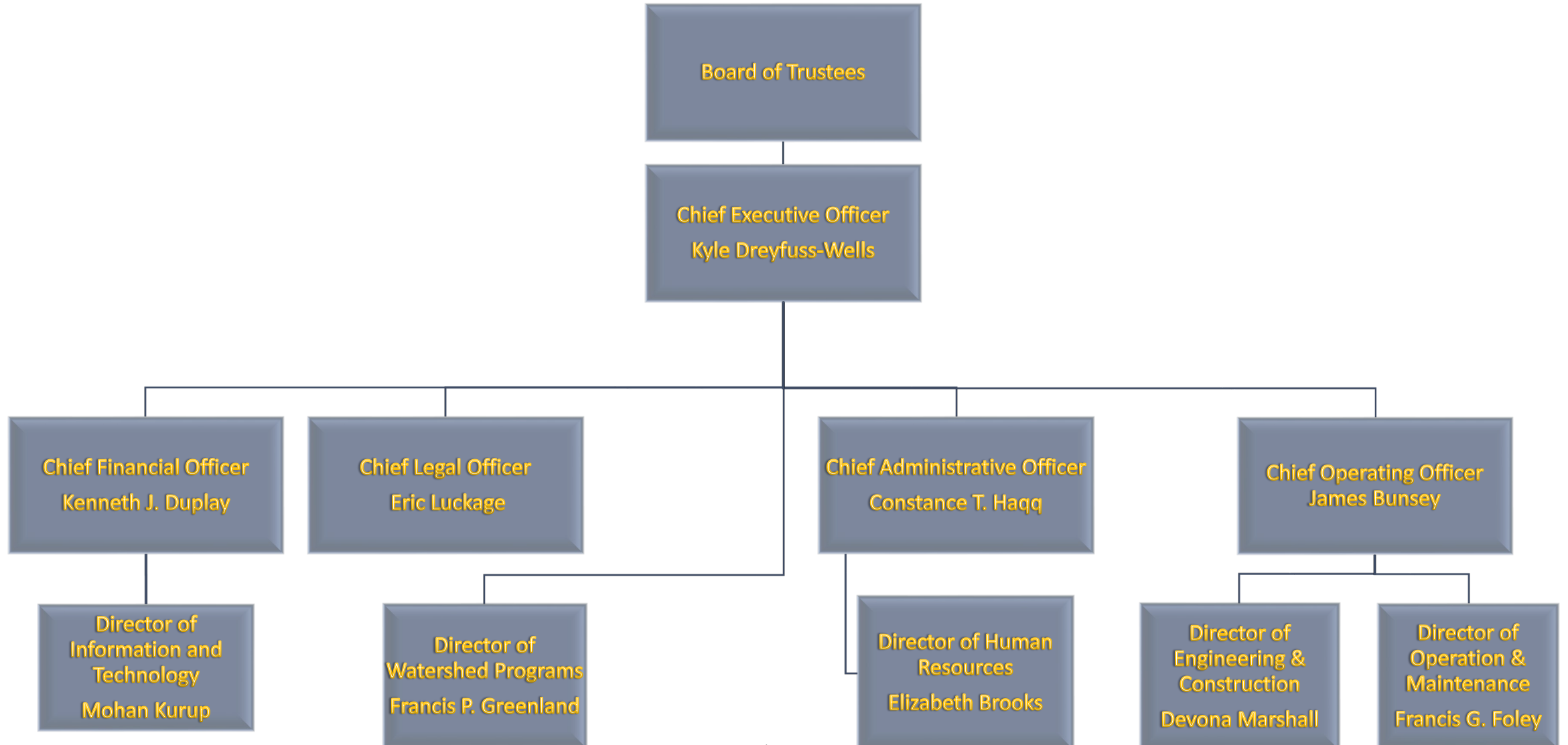


**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 OFFICIALS TABLE OF ORGANIZATION

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



NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BOARD OF TRUSTEES



Darnell Brown,
Board President



Ronald D. Sulik,
Vice President



Mayor Timothy DeGeeter,
Secretary



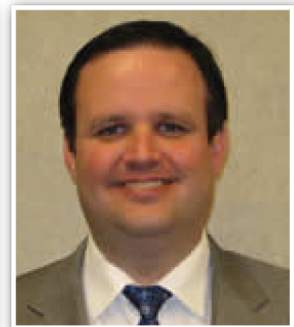
Mayor Samuel J. Alai



Mayor Jack Bacci



Sharon A. Dumas



Terry Joyce

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 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 Cuyahoga County Council;
- 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
Ronald D. Sulik.	Vice President
Mayor Timothy DeGeeter	Secretary
Mayor Samuel J. Alai	Member
Mayor Jack Bacci	Member
Sharon A. Dumas	Member
Terry Joyce	Member

Darnell Brown, President

Darnell Brown was appointed to the 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. Mr. Brown's current term expires March 1, 2025.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BOARD OF TRUSTEES - continued

Ronald D. Sulik, Vice President

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. Mr. Sulik's current term expires March 1, 2022.

Mayor Timothy DeGeeter, Secretary

Timothy DeGeeter was appointed to the Board in March 2012 by the Cuyahoga County Council. Prior to taking office as the Mayor of the City of Parma in 2012, he represented the 15th District of the Ohio House of Representatives, where he was the longest consecutive member of the Ohio House. Before that he was a Parma City Councilman. Mr. DeGeeter has also served as Assistant Law Director in Avon Lake and Assistant Prosecutor in Berea. Mayor DeGeeter is a graduate of John Carroll University and the Cleveland Marshall College of Law. Mr. DeGeeter's current term expires March 1, 2022.

Mayor Samuel J. Alai, Member

Mayor Samuel J. Alai was elected to our Board by the Suburban Council of Governments in 2019 and began his term in 2020. He has served as Mayor of Broadview Heights since 2007. Mayor Alai serves on the Executive Board of the Cuyahoga County Mayors and City Managers Association and the Board of Directors of the Broadview Heights Chamber of Commerce. He is also a Trustee and Founding Member of the Broadview Heights Community Foundation and sits on the NOACA Board of Directors. Mr. Alai's current terms expires March 1, 2024.

Mayor Jack Bacci, Member

Jack Bacci was appointed to the Board by the Suburban Council of Governments in 2010. He was born and raised in the Village of Cuyahoga Heights where he has resided for over 40 years. Prior to becoming Mayor of Cuyahoga Heights, he worked as a patrolman for the Cuyahoga Heights Police Department and eventually became a detective, serving the department for almost 15 years. Mayor Bacci has been involved with politics his whole life; he is the son of former Mayor of Cuyahoga Heights, the late Louis J. Bacci. Mr. Bacci's current term expires March 1, 2025.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BOARD OF TRUSTEES - continued

Sharon A. Dumas, Member

Sharon A. Dumas was appointed to the Board by the Mayor of the City of Cleveland in March of 2014. Ms. Dumas is the Director of Finance for the City of Cleveland and has worked for more than 25 years in the private and public fiscal management sector. Ms. Dumas holds a Masters of Accounting and Financial Information Systems from Cleveland State University. She additionally serves as a board member of several civic and religious organizations. Ms. Dumas' current term expires March 1, 2024.

Terry Joyce, Member

Terry Joyce was appointed by the Mayor of Cleveland in November 2019. Mr. Joyce has been the Business Manager of the Building Laborers Union Local 310, based in Cleveland, since 2011 and has been a member of Local 310 since 1987. He is also a member of the Greater Cleveland Regional Transit Authority (RTA) Board of Trustees. Mr. Joyce's current term expires March 1, 2022.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 DIRECTORS



Kyle Dreyfuss-Wells,
Chief Executive Officer



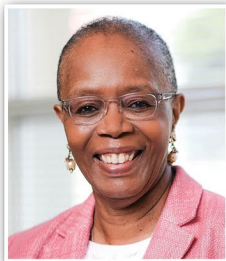
Eric Luckage,
Chief Legal Officer



Kenneth J. Duplay,
Chief Financial Officer



James Bunsey,
Chief Operating Officer



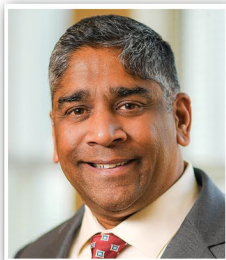
Constance T. Haqq,
Chief Administrative
Officer



Devona Marshall,
Director of Engineering
& Construction



Francis P. Greenland,
Director of
Watershed Programs



Mohan Kurup,
Director of
Information Technology



Francis G. Foley,
Director of
Operation & Maintenance



Elizabeth Brooks,
Director of
Human Resources

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 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 Chief Executive Officer and senior staff. The following individuals currently comprise the District's senior staff:

Kyle Dreyfuss-Wells	Chief Executive Officer
Kenneth J. Duplay	Chief Financial Officer
James Bunsey.....	Chief Operating Officer
Eric Luckage.....	Chief Legal Officer
Constance T. Haqq.....	Chief Administrative Officer
Devona Marshall	Director of Engineering & Construction
Francis P. Greenland.....	Director of Watershed Programs
Mohan Kurup.....	Director of Information Technology
Francis G. Foley.....	Director of Operation & Maintenance
Elizabeth Brooks.....	Director of Human Resources

Kyle Dreyfuss-Wells, Chief Executive Officer

As CEO, Ms. Dreyfuss-Wells oversees the operation of one of the largest clean-water agencies in Ohio, a district that treats 90 billion gallons of water every year thanks to the work of more than 750 employees. She works closely with seven Trustees and nine Directors to ensure efficient management of hundreds of miles of sewer and stream networks, a multi-billion-dollar 25-year Project Clean Lake program, and a regional wet-weather strategy for the health of Lake Erie and more than one million residents. Before becoming CEO, Ms. Dreyfuss-Wells coordinated the District's watershed management, including the Regional Stormwater Management Program and the application of stormwater control measures to reduce combined sewer overflows under the District's Green Infrastructure Policy. She is past chair of the National Association of Clean Water Agencies (NACWA) Stormwater Management Committee and the One Water Council of the US Water Alliance. She serves on the NACWA Board and chairs the District 1 Natural Resources Assistance Council for the Ohio Public Works Commission's Clean Ohio Conservation Program. In 2012, Ms. Dreyfuss-Wells received the Stormwater Professional of the Year award from the Ohio Stormwater Association and the NACWA President's Award. Ms. Dreyfuss-Wells graduated summa cum laude from The Ohio State University with a Bachelor of Science degree in Biology. She earned master's degrees with honors in both Public Affairs and Environmental Science at Indiana University's School of Public and Environmental Affairs, and served as a Peace Corps Volunteer in Samoa. Before joining the District, she was Director of the Chagrin River Watershed Partners, Inc.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 DIRECTORS – continued

Kenneth J. Duplay, Chief Financial Officer

Mr. Duplay joined the District in June 2003 as a co-op and progressed through the Finance Department, being promoted to Controller in January 2014. He was appointed Chief Financial Officer in May 2017. In his tenure, he has been involved in projects including financial systems implementations, debt issuances and utility rate studies. As Chief Financial Officer he is responsible for the overall financial management of the District and oversees the departments of Information Technology, Purchasing, Inventory Control, Contract Compliance and Accounting and Finance. Mr. Duplay holds a Bachelor of Business Administration and a Master of Science in Accounting from Kent State University in Kent, Ohio. He is also a Certified Public Accountant (CPA) licensed in the state of Ohio, as well as a Certified Management Accountant (CMA). Mr. Duplay is a member of the Ohio Society of CPAs, Institute of Management Accountants, Government Finance Officers Association and several other state and national organizations.

James Bunsey, Chief Operating Officer

Mr. Bunsey joined the District in May 2010 after working 25 years as a consulting engineer for a large national water resources engineering firm where he managed several large capital improvement programs with responsibility for five offices as the Midwest Regional Manager. He has a Bachelor of Science Degree in Civil Engineering from Ohio University and is a registered Professional Engineer in Ohio. Upon joining the District as the Deputy Director of Engineering and then Director of Engineering, Mr. Bunsey was directly responsible for the planning, design, and construction of approximately \$220 Million of projects yearly delivered by the Districts 65-person Engineering and Construction Department as well as implementation of the 25 year, \$3 billion Combined Sewer Overflow Program known as Project Clean Lake. As Chief Operating Officer (COO) he oversees the Operations and Maintenance department which operates the three wastewater treatment plants, numerous pump stations and the 330 miles of large diameter collection sewers.

Eric Luckage, Chief Legal Officer

Mr. Luckage joined the District in April of 2016 as the Chief Legal Officer. His responsibilities include managing the District's in-house legal team and the engagement of outside special counsel. Mr. Luckage has over 25 years of federal, state, and local government experience. Prior to joining the District, Mr. Luckage worked over 16 years with a private firm representing local governments with water, sewer, and stormwater legal issues. He was involved in the representation of dozens of regional districts in Ohio and also assisted municipalities, counties, and townships.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 DIRECTORS - continued

Eric Luckage, Chief Legal Officer-continued

Mr. Luckage is on the Board of the Coalition of Ohio Regional Districts and frequently provides testimony on legislation affecting regional districts. He has a bachelor's degree from Ohio State University and received his law degree from Capital University Law School in Columbus, Ohio. While attending law school in the evenings, Mr. Luckage worked as a Legislative Aide in the Ohio Senate. He also worked for five years at the U.S. Department of Agriculture's Rural Development office, one of the major funding agencies for rural water and sewer projects.

Constance T. Haqq, Chief Administrative Officer

Ms. Haqq joined the District in 2005 and is responsible for overseeing the organization's internal and external communications, public outreach and education, media relations, customer service and government affairs functions. Ms. Haqq has held several leadership positions in her career including as Executive Director of both INROADS/Northeast Ohio, Inc. and the Nordson Corporation Foundation. A native Clevelander, she holds a Bachelor's degree from Tufts University and a Masters in Social Science Administration from Case Western Reserve University's Mandel School of Applied Social Science. She has served on numerous philanthropic boards including: Ohio Boys Town, Inc., Karamu House, Inc., Rainbow Babies and Children's Hospital and Business Volunteers Unlimited. Ms. Haqq currently represents the Northeast Ohio Regional Sewer District on the Commission for Economic Inclusion's leadership committee.

Devona Marshall, Director of Engineering & Construction

Ms. Marshall joined the Sewer District nearly 20 years ago as an entry-level Engineer and during her tenure served as Planning Manager and Deputy Director of Engineering and Construction prior to her promotion to Director in 2017. Ms. Marshall received her Bachelor of Science Degree in Civil Engineering from the University of Akron in 1997 and her Master of Science in Civil Engineering from Cleveland State University in 2001 and is a registered Professional Engineer in the State of Ohio. She was part of the District's technical team during Combined Sewer Overflow (CSO) Consent Decree negotiations with U.S. and Ohio EPA and Department of Justice. As Director, Ms. Marshall is responsible for the delivery of the District's Capital Improvement Program (CIP) including those projects associated with the \$3 billion CSO Long-term Control Plan known as Project Clean Lake.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 DIRECTORS – continued

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 Combined Sewer Overflow Long-Term Control Program and the Regional Stormwater Management 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.

Mohan Kurup, Director of Information Technology

Mr. Kurup joined the District in November of 2018. He is a native Ohioan, born and raised in the suburbs of Cleveland. Mr. Kurup graduated from Case Western Reserve University with a bachelor's degree in biology. After college, Mr. Kurup served in the US Army as a combat medic, and a respiratory specialist stationed at Ft. Sam Houston, San Antonio. Mr. Kurup has been in the IT field for 25 years and has worked for several multi-national chemical companies, as well as the Cleveland Museum of Natural History.

Francis G. Foley, Director of Operation and Maintenance

Mr. Foley began his career with the District as an operator at the Southerly Wastewater Treatment Center in 1988. In his current role, he oversees the operation and maintenance of the District's three wastewater treatment plants, the collection system and affiliated budget centers. Prior to his appointment as Director of Operation and Maintenance, Mr. Foley held various positions in both the Operation and Maintenance and Watershed Programs Departments, including Shift Manager at the Easterly Wastewater Treatment Plant, Superintendent of Environmental Services, Superintendent at the Westerly Wastewater Treatment Center, and Deputy Director of Operation and Maintenance. Mr. Foley holds a Bachelor's degree in chemistry from the University of Dayton and a Master of Business Administration from Cleveland State University. He is certified by the Ohio EPA as a Class IV Wastewater Operator.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 DIRECTORS - continued

Elizabeth Brooks, Director of Human Resources

Ms. Brooks joined the Sewer District in 2020 as Director of Human Resources. Prior to joining the Sewer District, Ms. Brooks founded and led an HR consulting firm and held a variety of roles in HR, Talent Management, and IT with global manufacturing companies. She holds an MBA from the University of Florida. As Director, Ms. Brooks ensures our Human Resources department responds quickly and intelligently to the needs of our workforce and our organization while keeping pace with regulations at the state and federal levels.

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 61 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 slightly under 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.

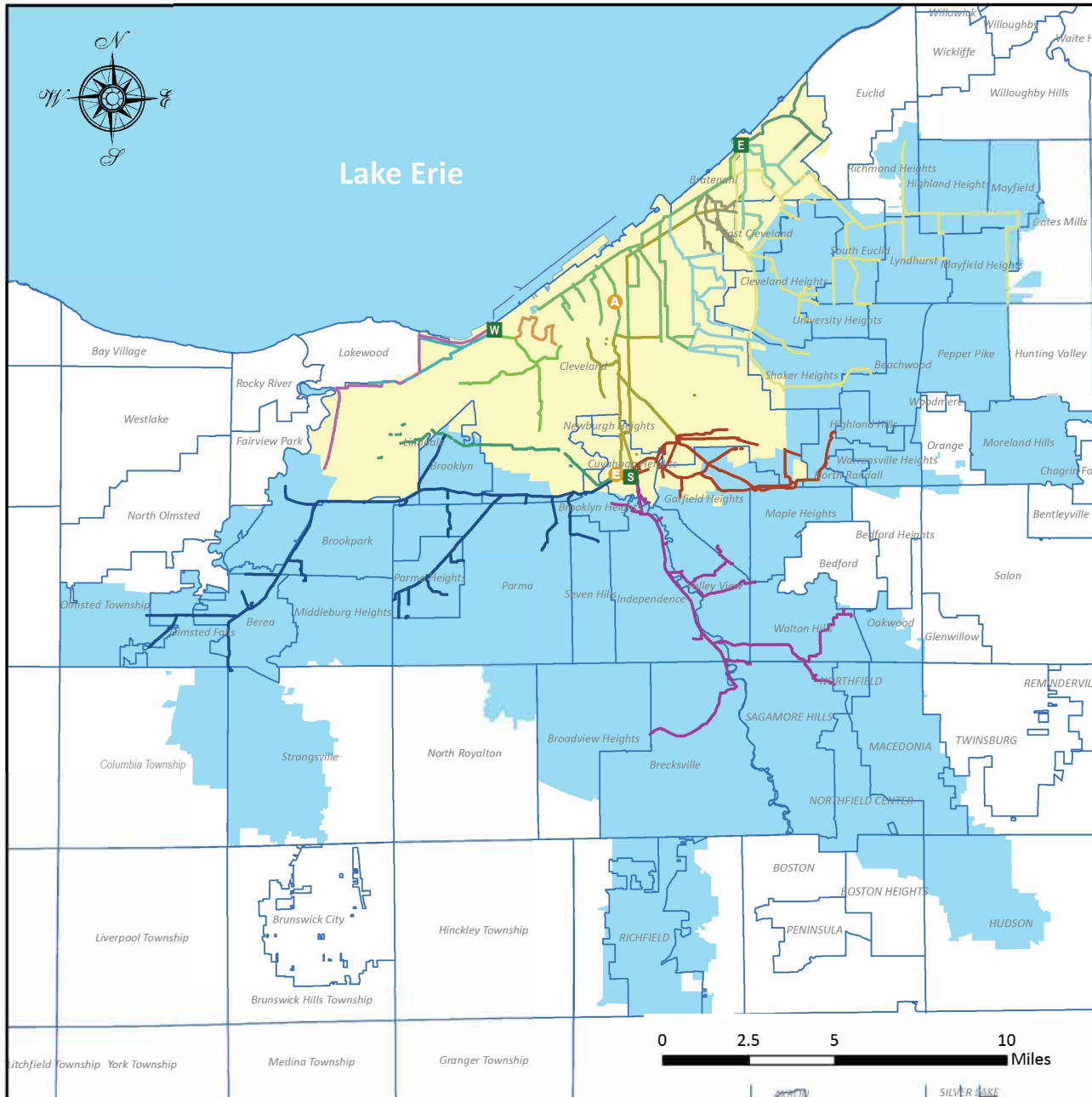
The initial Court Order provided that the District would acquire the treatment plants and intercepting sewers from Cleveland and that in return the District would make an equitable equalization payment to Cleveland to provide ownership participation for suburban users.

For rate-making 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 Subdistrict 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 Cuyahoga County Council; (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.



Northeast Ohio Regional Sewer District

- 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
- Combined Sewer Area
- Separate Sewer Area

EASTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

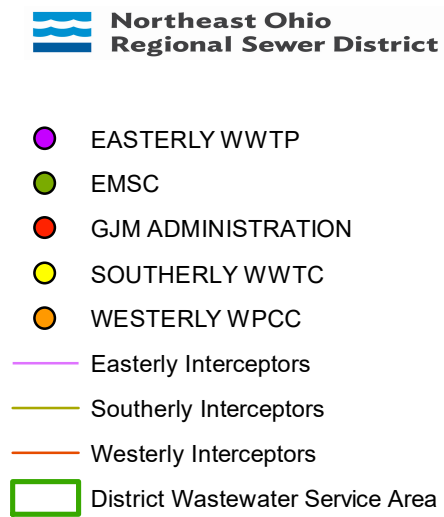
- E. 140th/E. 152nd-Ivanhoe Interceptors
- Easterly Interceptor
- Doan Valley Interceptor
- Dugway Interceptor
- Heights-Hilltop Interceptors & ICRS
- Lakeshore-Nottingham interceptors

SOUTHERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM

- Big Creek Interceptor
- Cuyahoga Valley Interceptor
- Mill Creek Interceptor
- Southerly Interceptor
- Southwest, West Leg Interceptors & ICRS

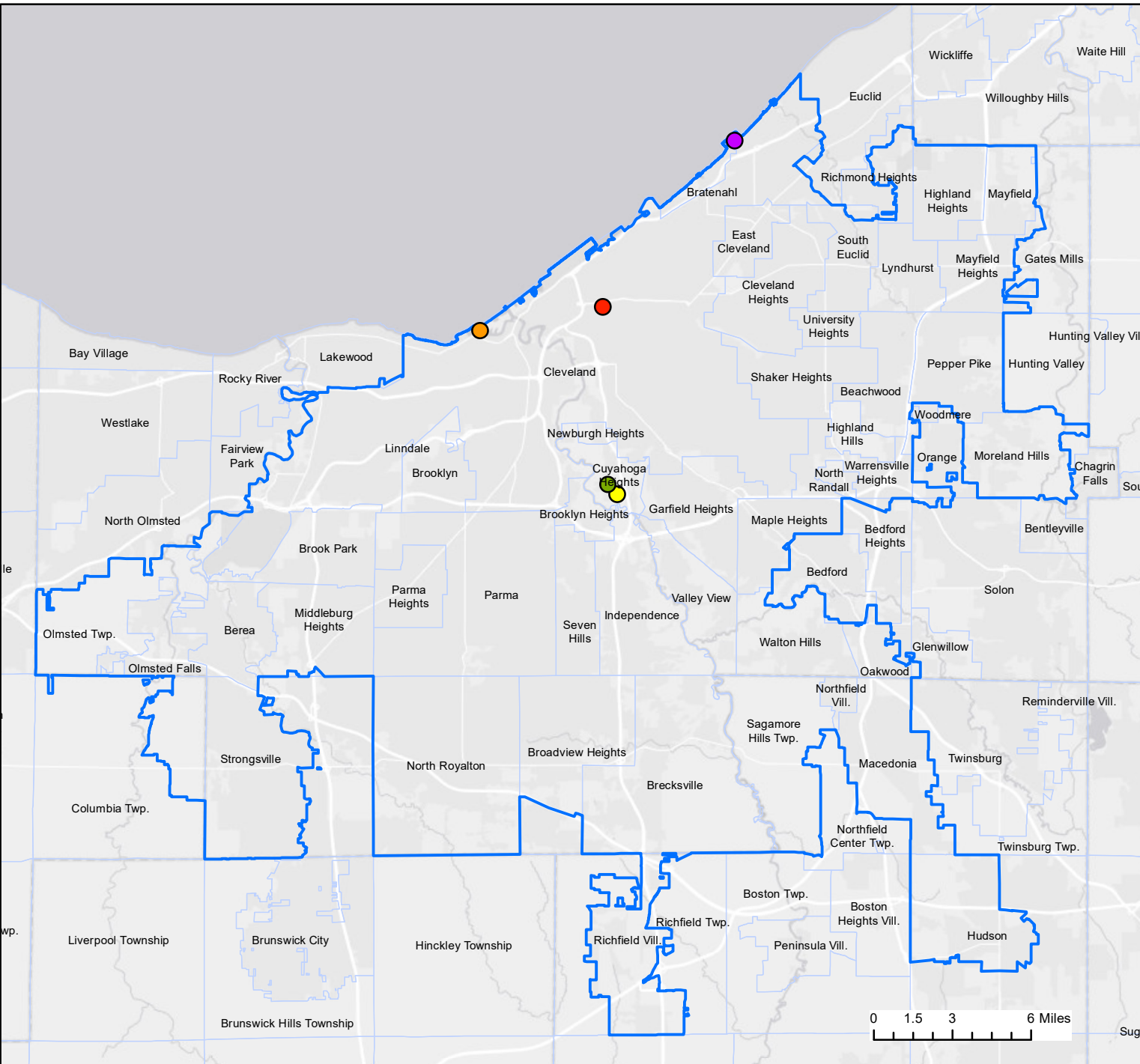
WESTERLY WASTEWATER TREATMENT PLANT INTERCEPTOR SYSTEM


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








NEORSD Stormwater Service Area Map





 **Northeast Ohio
Regional Sewer District**


 EASTERLY WWTP

 EMSC

 GJM ADMINISTRATION

 SOUTHERLY WWTC

 WESTERLY WPCC

 District Stormwater Service Area

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2020 MUNICIPALITIES SERVED BY THE DISTRICT

<u>Municipality</u>	Estimated Service Population(1)		<u>Municipality</u>	Estimated Service Population(1)
SUBDISTRICT 1				
Cleveland City	376,498		Total Subdistrict 1	376,498
SUBDISTRICT 2			SUBDISTRICT 2	
Bath Township	60		Middleburg Heights City	15,559
Beachwood City	13,134		Moreland Hills Village	3,270
Bedford City	-	(3)	Newburgh Heights Village	2,018
Bedford Heights City	18	(3)	North Randall Village	1,047
Berea City	18,763		North Royalton City	4,054 (2)
Boston Heights Village	784	(2)	Northfield Center Township	5,597
Bratenahl Village	1,274		Northfield Village	3,529
Brecksville City	13,326	(2)	Oakwood Village	1,639 (2)
Broadview Heights City	14,847	(2)	Olmsted Falls City	8,924 (2)
Brook Park City	18,534		Olmsted Township	8,186 (2)
Brooklyn City	10,796		Orange Village	974 (2)
Brooklyn Heights Village	1,570		Parma City	78,945
Cleveland Heights City	45,845		Parma Heights City	20,273
Columbia Township	2,429	(2)	Pepper Pike City	6,222 (2)
Cuyahoga Heights Village	706		Richfield Township	959 (2)
East Cleveland City	16,155		Richfield Village	3,782 (2)
Euclid City	366	(2)	Richmond Heights City	4,332 (2)
Garfield Heights City	28,093		Sagamore Hills Township	10,953
Gates Mills Village	438	(2)	Seven Hills City	11,584
Glenwillow Village	3	(2)	Shaker Heights City	28,079
Highland Heights City	8,115		Solon City	139 (2)
Highland Hills Village	1,123		South Euclid City	21,199
Hudson City	8,902	(2)	Strongsville City	25,615 (2)
Independence City	7,231		Twinsburg City	- (2)
Lakewood City	88	(3)	Twinsburg Township	545 (2)
Linndale Village	164		University Heights City	13,776
Lyndhurst City	13,513		Valley View Village	2,011
Macedonia City	11,652		Walton Hills Village	2,156
Maple Heights City	22,336		Warrensville Heights City	13,109
Mayfield Heights City	18,589		Willoughby Hills City	- (3)
Mayfield Village	3,259			
			Total Subdistrict 2	580,589
Total estimated service population				957,087

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2020 MUNICIPALITIES SERVED BY THE DISTRICT

- (1) Based on 2011 U.S. Census Block Data as presented in the Northeast Ohio Areawide Coordinating Agency (NOACA) using the NEORSD 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.

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, 2000, and 2010 U.S. Censuses.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Principal Employers of Cuyahoga County, Ohio

As of December 31, 2020 and 2011

Employer Name (1)	2020			2011		
	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)
Cleveland Clinic Health System	36,398	1	5.44%	34,000	1	5.14%
University Hospitals	17,481	2	2.61%	13,726	3	2.07%
Minute Men Cos.	12,856	3	1.92%	- (3)	-	-
U.S. Office of Personnel Management	12,335	4	1.84%	15,095	2	2.28%
Progressive Corp.	9,876	5	1.48%	8,612	5	1.30%
Group Management Services Inc.	9,202	6	1.37%	7,242	10	1.09%
Cuyahoga County	7,586	7	1.13%	7,859	7	1.19%
City of Cleveland	7,006	8	1.05%	- (3)	-	-
The MetroHealth System	6,974	9	1.04%	- (3)	-	-
Cleveland Municipal School District	6,100	10	0.91%	- (3)	-	-
Giant Eagle Inc.	-	-	-	10,311	4	1.56%
Summa Health	-	-	-	8,000	6	1.21%
State of Ohio	-	-	-	7,792	8	1.18%
United States Postal Service	-	-	-	7,362	9	1.11%
Total	125,814		18.79%	119,999		18.13%
Total Cuyahoga County Employment (2)			669,407			662,000

* Full-Time Equivalent.

(1) Sources are Crain's Cleveland Business, December 2019 and December 2010.

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, and U.S.

Department of Labor, Bureau of Labor Statistics.

(3) Employment outside of top ten in reporting year.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

EASTERLY WASTEWATER TREATMENT PLANT



Location: 14021 Lakeshore Boulevard, Cleveland, OH 44110

Plant Design Capacity: 400 million gallons per day (mgd)

Average Daily Flow: 85 million gallons per day (mgd)

Effluent Discharge Point: Lake Erie

Community Served: Easterly serves approximately 333,000 people in Beachwood, Bratenahl, Cleveland, Cleveland Heights, East Cleveland, Euclid, Gates Mills, Highland Heights, Lyndhurst, Mayfield Heights, Mayfield Village, Pepper Pike, Richmond Heights, Shaker Heights, South Euclid, University Heights, and Willoughby Hills.

Wastewater from homes and businesses flow to the plant through three major sewer pipelines: the Collinwood Interceptor, the Easterly Interceptor, and the Heights Hilltop Interceptor.

Type of Plant: Easterly provides treatment at an advanced level using primary and secondary treatment (activated sludge, step aeration) to clean water. Each day, the plant pumps 3.5 million gallons of sludge through the Southerly Force Main to the Southerly Wastewater Treatment Plant.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SOUTHERLY WASTEWATER TREATMENT PLANT



Location: 6000 Canal Road, Cuyahoga Heights, OH 44125

Plant Design Capacity: 735 million gallons per day (mgd)

Average Daily Flow: 120 million gallons per day (mgd)

Effluent Discharge Point: Cuyahoga River

Community Served: Southerly serves approximately 530,000 people in Beachwood, Berea, Boston Heights Village, Brecksville, Broadview Heights, Brook Park, Brooklyn, Brooklyn Heights, southern Cleveland, Columbia Township, Cuyahoga Heights, Garfield Heights, Highland Hills, Hudson, Independence, Linndale, Macedonia, Maple Heights, Middleburg Heights, Newburg Heights, North Randall, North Royalton, Northfield Center Township, Northfield, Oakwood, Olmsted Falls, Olmsted Township, Orange, Parma, Parma Heights, Richfield, Sagamore Hills, Seven Hills, Shaker Heights, Solon, Strongsville, Twinsburg, Valley View, Walton Hills, and Warrensville Heights.

Wastewater from homes and businesses flows to the plant through the Southwest – West Leg Interceptor, Cuyahoga Valley Interceptor and the Mill Creek Interceptor.

Type of Plant: The largest of the District's three wastewater treatment plants, Southerly provides treatment at an advanced level by utilizing a two-stage biological treatment process.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

WESTERLY WASTEWATER TREATMENT PLANT



Location: 5800 Cleveland Memorial Shoreway, Cleveland, OH 44102

Plant Design Capacity: 100 million gallons per day (mgd)

Average Daily Flow: 33 million gallons per day (mgd)

Effluent Discharge Point: Lake Erie

Community Served: Westerly serves approximately 107,000 people in Brooklyn and the City of Cleveland.

Wastewater from homes and businesses flows to the plant through the Westerly Interceptor, Walworth Run Interceptor, Low Level Interceptor, and the Northwest Interceptor.

Type of Plant: Westerly uses primary and secondary treatment (a biological process using trickling filters and solids contact) to clean water in the region. Biosolids generated from the wastewater are processed through gravity thickeners, dewatering centrifuges, and incineration. Westerly is the only plant with a Combined Sewer Overflow Treatment Facility (CSOTF). This facility provides screening and primary settling for combined sewer overflows and has storage capacity for up to six million gallons.

The Northeast Ohio Regional Sewer

District is a forward-thinking and dynamic organization, and our employees play an active part in developing and fulfilling our Strategic Plan. What follows in these pages is our direction for the next three years. Our hope is that each employee will see their connection to these goals and be inspired to perform their best and most creative work.

Doing great work for a **Great Lake**

STRATEGIC PLAN 2019-2021



 **Northeast Ohio
Regional Sewer District**

Great work. Great people. Great future.



Welcome to the Northeast Ohio Regional Sewer District's 2019 to 2021 Strategic Plan. I am proud of this plan and, even more, proud of the thoughtfulness, insight, and collaboration that it represents and supports. Our Great Lake depends on great work, great people, and a clear vision of a great future. Our strategy depends on the same.

This strategic plan, *Doing great work for a Great Lake*, charts a course forward for efficiency, productivity, and sustainability over the next three years. It builds on our success and the strength of our core business, and is crafted with insight from employees and leadership.

Five strategic areas of focus—one on each of the following pages—and their corresponding objectives will guide our future while ensuring employees have clarity and flexibility to define their teams' goals and make this vision personal.

The outstanding conveyance and treatment of sewage, stormwater management, and all the support services that make it happen provide a strong foundation for our future work. Whether you are securing that foundation or building for the future, the great work of our great people is critical and appreciated.

The first year of this plan comes on the fiftieth anniversary year of the 1969 Cuyahoga River fire, an event that sparked environmental awareness, policy, and advocacy around the country, including the Clean Water Act, which guides our work today. Our regional progress over the last half century is a testament to what great work, great people, and a shared vision for a great future can do.

Thank you for what you do every day. I look forward to working with all of you to implement our 2019 to 2021 Strategic Plan.

A handwritten signature in black ink, reading "Kyle Dreyfuss-Wells". The signature is fluid and cursive, with a long horizontal line extending from the end.

Kyle Dreyfuss-Wells



Customer and Community Connections

Internal and External Engagement and Service

Assist member communities to address their Clean Water Act issues

- Provide communities with data and project recommendations through completion of the local sewer system evaluation studies (SSES).
- Build on local SSES findings to focus project selection under the Member Community Infrastructure Program (MCIP).

Optimize our ability to advance community objectives

- Enhance the culture of sustainability within NEORSD.
- Use green infrastructure to strategically address resiliency including workforce opportunities, improving tree canopy, and access to green space across the NEORSD service area.
- Establish a visual brand that will be consistently applied throughout NEORSD.
- Develop an ongoing customer feedback mechanism to gauge satisfaction.
- Enhance existing and initiate new programmatic opportunities to promote healthy communities.
- Leverage technology to provide better services and accessibility to resources for NEORSD customers, member communities, partners, suppliers, and vendors.

Celebrating 50 years of progress

The first year of this strategic plan, 2019, marks the fiftieth year of progress since the 1969 Cuyahoga River fire. We are proud of our role in the river's rebirth and remain committed to its improvement and protection.





Environmental Protection and Sustainability

Water Quality and Resource Management

Expand water quality focus to increase benefits to the region's waterways

- Identify opportunities to enhance water quality and continue to solve intercommunity sewer and stormwater infrastructure problems.
- Identify opportunities to drive water quality protection and enhancement, in addition to flooding and erosion control, under the Regional Stormwater Management Program.
- Conduct ongoing campaigns to engage the public in clean water issues.

Increase opportunities to improve resource management through sustainability practices

- Manage NEORSD efforts to modify the Consent Decree for combined sewer overflow (CSO) control to provide better overall environmental and public health benefits in the most cost-effective manner.
- Improve resource management to reduce the costs and environmental footprint of NEORSD operations, including waste, purchased supplies, and utilities.
- Implement solutions and technologies to support NEORSD sustainability initiatives.

Progress is achieved through people.

Our team of experts, professionals, innovators and leaders see opportunities to grow. How will we develop talent and encourage the best in the region to consider a clean-water future? How will we create partnerships that benefit our work and improve the region's quality of life? How will we appreciate what each employee uniquely offers in ways that make our work and relationships stronger?

Our plan identifies strategies to empower our employees and better serve our many customers, community partners, and our environment.



Financial Viability

Cost and Value of Clean Water

Explore new ways to enhance long-term financial planning that optimize ability to provide sewer and stormwater services with minimal impact on rates

- Integrate health care plan design with the long-term financial plan.
- Identify design optimizations for cost savings.
- Implement performance-based contracts for HVAC and electrical upgrades.
- Pursue funding sources that result in the lowest possible cost of borrowing for ratepayers.
- Manage finances and meet metrics to maintain current bond ratings.
- Improve the understanding of risk in shaping decision-making and results across NEORSD programs.
- Increase participation of eligible customers in affordability programs.

Develop future business opportunities to optimize operations and better serve member communities

- Evaluate cost-effective opportunities to provide increased level of service to the local collection system as NEORSD advances capital improvement projects.
- Evaluate opportunities for handling and processing solids from external sources
- Explore opportunities to use land protection to minimize costs and maximize benefits under the Regional Stormwater Management Program.
- Improve reporting capabilities through business intelligence initiatives focused on customer revenue and spending.

“Our Great Lake depends on great work, great people, and a clear vision of a great future. Our strategy depends on the same.”

— Kyle Dreyfuss-Wells, Chief Executive Officer



Sewage and Stormwater Management

Implement Operational Readiness Plan to support evolving operations and maintenance

- Improve standardization of operations and maintenance procedures.
- Reduce utility and chemical consumption.
- Improve maintenance efficiency and effectiveness across facilities.
- Instill culture of continuous improvement across facilities.
- Establish information security program to provide assurance that critical operations and information technology assets are protected.

Implement technologies and processes that improve business efficiency and effectiveness

- Implement improvements to Engineering and Construction's project management systems in support of the Capital Improvement Program, the Stormwater Construction Plan, and Operations & Maintenance.
- Apply sustainable practices to increase efficiencies and control costs associated with largest expenditures, including utilities and solids handling.
- Enhance use of the Legal Department as a strategic partner in accomplishing NEORSD-wide and department-specific goals.
- Standardize NEORSD policy-making procedures and codify policies in a manner that maximizes functionality and is considerate of customer and community needs.
- Activate general and targeted communication methods to better reach and inform NEORSD employees.
- Evaluate improved Operations & Maintenance information technology and control system applications and migrate to such systems as appropriate.
- Improve business operations by reducing process complexities, expanding digital workflows, and maximizing use of tools and systems.

Fully implement management process to support successful delivery of the Regional Stormwater Management Program

- Use Stormwater Master Plan findings to drive design and construction prioritization for both NEORSD and community cost-share projects.
- Optimize operations and maintenance delivery.



Workforce Planning and Investment

Employee and Leadership Development

Expand workforce planning strategies to meet current and future business needs

- Determine optimal workforce capability and capacity.
- Enhance staff development and career path development for all departments.
- Consolidate technical support services across Operations & Maintenance and Engineering & Construction.
- Enhance Operations & Maintenance staffing plan.

Strengthen diversity and inclusion to increase understanding and confirm continued commitment across the organization

- Become active champions committed to the principles and practices of diversity and inclusion.
- Attract, develop, and retain high-performing, talented employees with diverse backgrounds and perspectives.
- Implement an integrated communication plan that informs all employees and customers and promotes diversity and inclusion efforts.

Progress is built on a firm foundation.

Our previous strategic plan included a significant investment in resources. From assets and operational readiness, to regional stormwater management studies and community partnerships, we were committed to the work it takes to protect our Great Lake and prepare for future challenges.

Our employees do amazing work. Our work of treating wastewater and managing stormwater is the foundation for all our efforts; whether that work is a commitment to daily efficiency, or strategic and future-oriented, our collective efforts will ensure our future success.

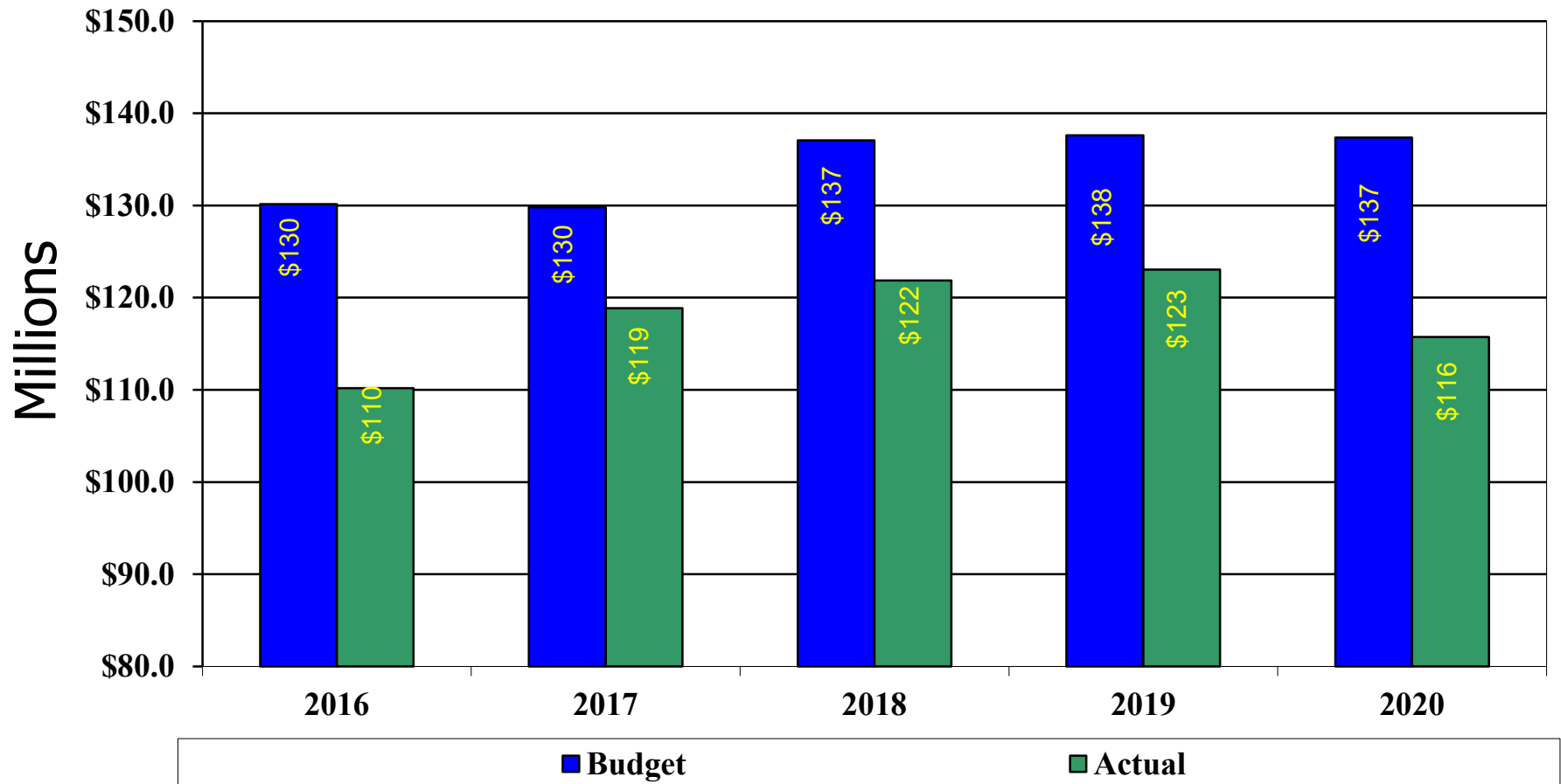
PERFORMANCE MEASURES&TARGETS



NORTHEAST OHIO REGIONAL SEWER DISTRICT

Sewer Operating Expense Budget vs. Actual

2016-2020

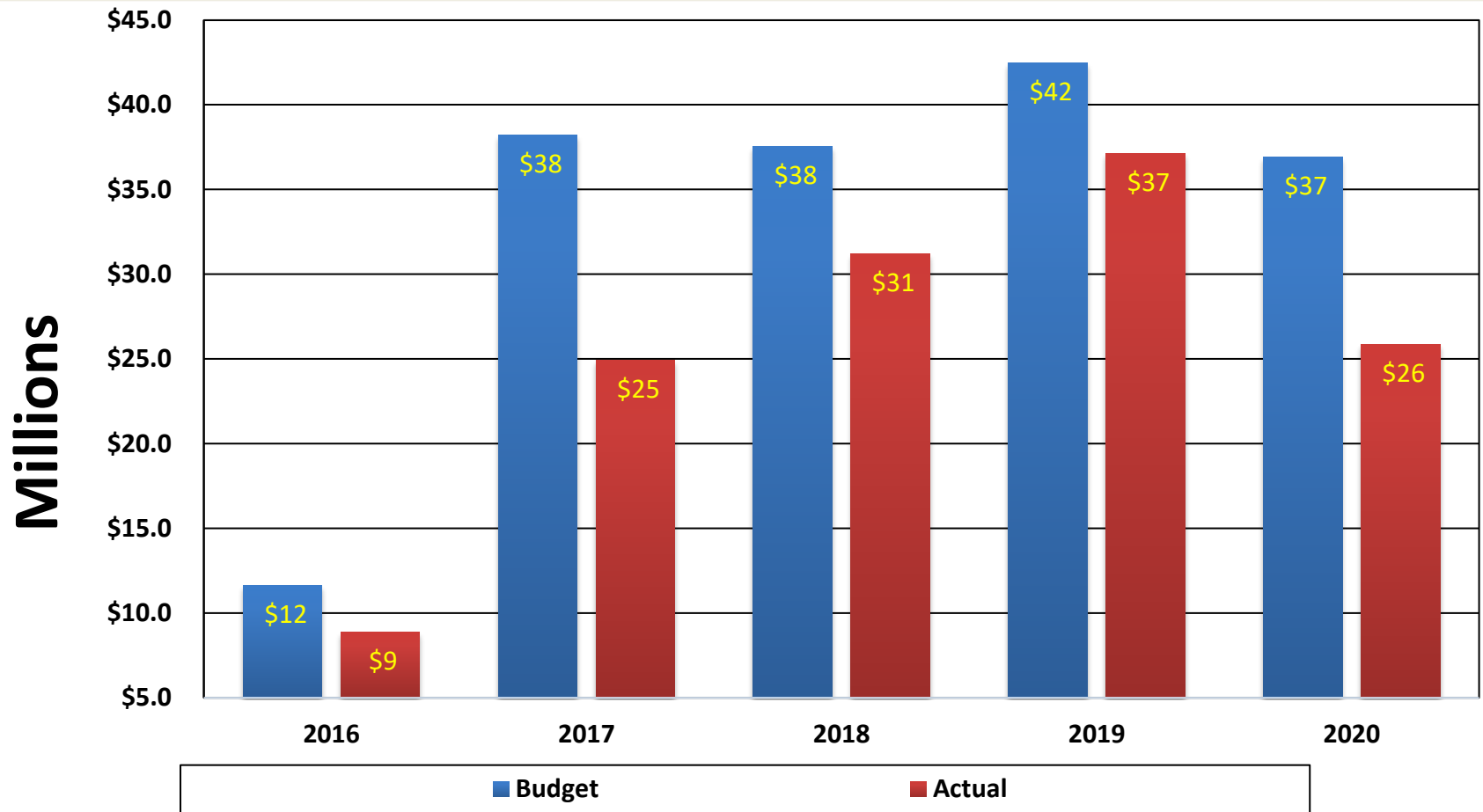


Net of Capital Internal Labor and starting in 2016, Indirect Cost Allocation to Stormwater

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Stormwater Operating Expense Budget vs. Actuals

2016-2020



Net of Indirect Cost Allocation

Northeast Ohio Regional Sewer District

2020 Results: Debt Service Coverage

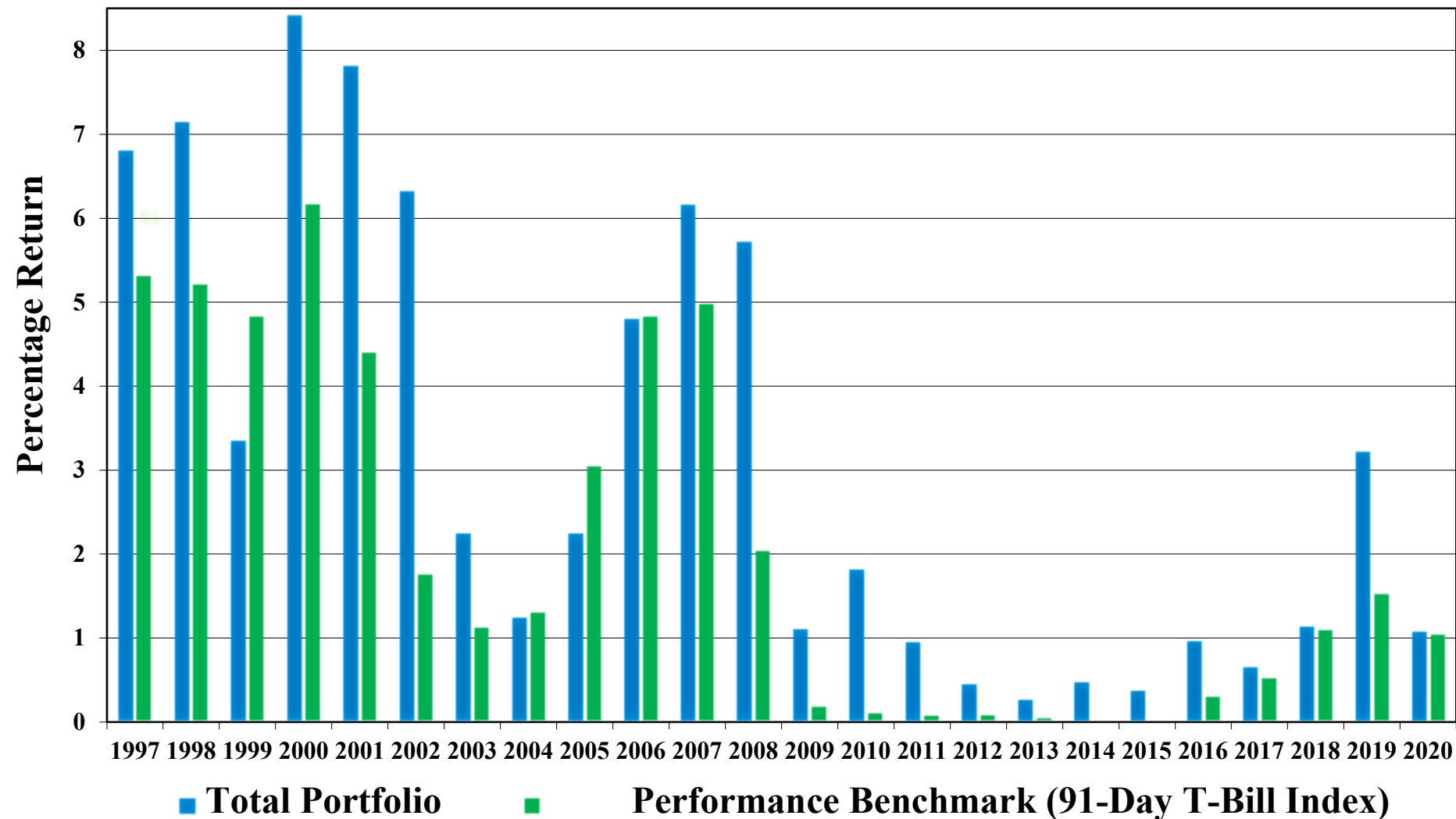
Total Revenue Available for Debt Service	\$349.9 million
Less: Net Operating Expenses	(\$115.7 million)
Net Revenue Available for Debt Service	<u>\$234.2 million</u>
Debt Service on Bonds	\$47.5 million
Debt Service Coverage (1.25x Goal)	4.93
Debt Service on All Debt	\$96.9 million
Debt Service Coverage (1.05x Goal)	2.42

Note: Revenue and Operating Expenses are unaudited

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Investment Portfolio Performance Report

Percent Return 1997 – 2020



NORTHEAST OHIO REGIONAL SEWER DISTRICT

2020 Wastewater Treatment Plant Performance

Actual vs NPDES Limits

The Wastewater Treatment Plants have National Pollutant Discharge Elimination System (NPDES) limits that indicate the acceptable criteria for clean water to re-enter the environment. The table below shows the NPDES performance for the three Treatment Plants in 2018.

EASTERLY WWTP

	Actual 2020 Performance	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	5.13	15
TSS (mg/l)	7.78	20
TPO ₄ (mg/l)	0.28	1.0

SOUTHERLY WWTP

	Actual 2020 Performance	Monthly NPDES permit limit (mg/l)	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	2.34	(winter) 16	(summer) 10
TSS (mg/l)	2.86	16	
TPO ₄ (mg/l)	0.38	0.7	

WESTERLY WWTP

	Actual 2020 Performance	Monthly NPDES permit limit (mg/l)
CBOD (mg/l)	6.05	15
TSS (mg/l)	6.07	20
TPO ₄ (mg/l)	0.47	1.0

Key:

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

10 YEAR LONGTERM FINANCIAL PLAN



**Northeast Ohio
Regional Sewer District**

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

The 10 Year Long-Term Financial Plan (LTFP) was developed to project revenue and revenue requirements over a ten year planning period. The financial plan forecasts “across-the-board” adjustments to rates in order to meet the District’s cash needs. An accurate, reliable financial plan includes critical financial indicators such as reserve levels and debt service coverage and allows for the phase-in of rate increases and capital financing to mitigate rate shock and enhance revenue stability.

This LTFP will discuss the anticipated Operation & Maintenance (O&M) expenses and capital expenses and then address the revenue requirements to pay for the O&M expenses and project the long-term financing for the capital expenditures.

BUDGET AND FINANCIAL POLICIES

The Northeast Ohio Regional Sewer District (NEORSO) budget and financial policies set forth the basic framework for the District’s overall management of operations. The policies assist in the decision-making process of the Board and provide guidelines for evaluating both current and future initiatives.

- **Operating Budget Policy**

Historical levels of funding and expenses shall be included in the budget to provide comparisons. Financial forecasting of future requirements shall be included to provide estimates of future financial and operating conditions. The Chief Financial Officer is authorized to approve operating expense and capital budget line item transfers except for transfers between personnel cost and other operating cost categories, which require additional approval by the Chief Executive Officer. The District also will provide the Chair of the Board of Trustees Finance Committee with a report of any transfer more than \$100,000 for review on a quarterly basis. The District will maintain a budgetary control system to ensure adherence to the budget and will prepare regular reports comparing actual revenues and expenses to budgeted amounts.

- **Rate Revenue Policy**

The major revenue sources of the District are currently wastewater user fees, Water Pollution Control Loan Fund loans (WPCLF), investment income, and revenue bonds. The District will seek to establish rates that provide revenue stability, rate stability, affordability to disadvantaged customers, and support the cost of service. The District reviews wastewater rates every five years to determine if the revenues support the revenue requirements. Rate increases to generate needed revenues are required to be submitted to the Board of Trustees for review and approval.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

- **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. The Chief Financial Officer has elected to tighten the coverage requirements by setting goals of 200% of debt service required for the 2010, 2013, 2014, 2016, 2017, 2019 and 2020 Bonds and 150% of all District debt service. 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**

The Operating Reserve (i.e. Working Capital Reserve) is a minimum unrestricted net asset needed to accommodate the short-term cycles of revenues and expenses. Operating reserves provide a cushion that can be used to cover 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. The District will target the operating reserve to be equal to three months (90 days) of budgeted operating expenses.

- **DEBT SERVICE RESERVE**

As required by the Trust Agreement for the benefit of the District’s bondholders for our 2005 and 2007 Bonds, the District had maintained a Debt Service Reserve to provide additional security for the District’s long-term debt repayment obligations for those

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

Bonds. The purpose of the Debt Service Reserve is to cause additional 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. Since the 2005 and 2007 Bonds have been retired, the District will no longer have a need to fund this reserve.

The District will continue to include all principal and interest payments due under the various debt obligations in the annual budget. Accordingly, it is not expected that any annual contribution to the Debt Service Reserve fund will be made or needed.

- **CAPITAL EQUIPMENT and INFRASTRUCTURE
REPAIR and REPLACEMENT RESERVE**

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 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. The reserve is analyzed by the District to determine the appropriate level of reserve versus offsetting it with a higher premium and insuring assets of the District.

- **RATE STABILIZATION RESERVE**

This account was 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 funded to meet a specific risk such as 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.

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 purpose 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 accumulate funds annually up to 5% of rate revenues, after all payments are made for operating expenses and debt service, and all required deposits to the debt service reserve

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

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 used to meet reserve policies and any excess will then be used for cash payments for the Capital Improvement Plan (CIP). Using cash to purchase capital items that would otherwise be purchased with proceeds from 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 District's Board of Trustees amended its investment policy on July 6, 2017. This Policy defines the District's investment objectives and types of instruments in which investments can be made. Eligible investments are governed, per policy, by the District's most current Bond Resolution. The District currently invests in ten major types of instruments: United States Treasury obligations; United States Agency obligations; municipal debt; bank or savings and loan non-negotiable certificates of deposit; repurchase agreements; bank money market accounts; commercial paper notes; STAR Ohio Fund; banker's acceptances insured by the FDIC; and no-load money market mutual funds. The District's investment portfolio is comprised of securities with maturity terms structured to match the time when the funds will be utilized to take advantage of higher interest rates.

Government securities are purchased directly from the U.S. Treasury or from approved broker 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 PNC National Association Trust Department Branch. 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. 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 maintained by the State Treasurer via the Ohio Pooled Collateral System.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

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 District's Board of Trustees adopted a Debt Management Policy ("Debt Policy") on March 1, 2007, which established the District's 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 District's Board of Trustees finds that it is in the best interest to do so.

- **Interest Rate Swap Policy**

The District's Board of Trustees 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. 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. This Swap Policy is applied in conjunction with and shall not supersede the District's Debt Policy.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

- **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 Position. All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. The District's Board of Trustees amended its capital asset policy on December 20, 2018. The District now maintains a capitalization threshold of \$10,000. 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 expensed. All reported capital assets except for land, permanent easements 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

10 Year Long-Term Financial Plan 2021-2030

OPERATION AND MAINTENANCE EXPENSES

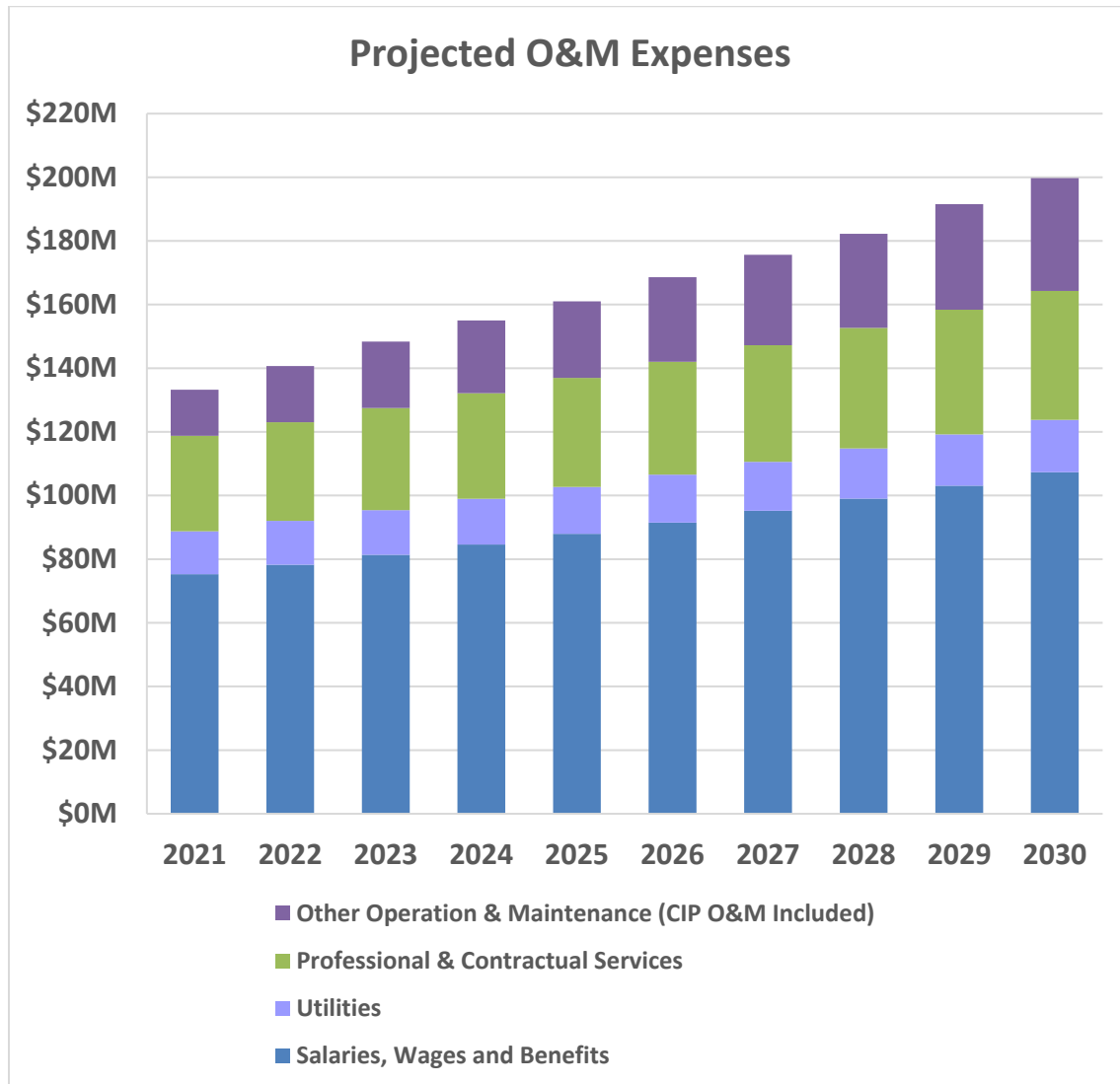
Over the past several years the District has identified opportunities to maximize operational efficiencies and minimize costs while continuing to provide safe and reliable services. Specific strategies employed include contractual purchase agreements with electricity and natural gas providers to limit cost increases; restructuring benefits programs to reduce costs; and, when possible, deferring scheduled asset maintenance. Although these strategies have generated operational savings and/or mitigated cost increases due to aging infrastructure, intensive energy requirements, capital investment needs and broader inflationary pressures outside of the District's control, it is anticipated that O&M costs will increase over the forecast period.

It is the District's practice to revise annually its financial plan for projecting a ten year period. Rate recommendations are presented to the District's Board of Directors in five year increments. As such, the forecast of O&M costs considers projected operational needs for the periods 2021 through 2030. Over the past decade, the District's O&M costs have increased annually by a compounded rate of 3.7% due in large part to substantial cost pressures from certain categorical costs, particularly energy, chemicals, and health care. It is likely the level of increases for these types of costs, which have been higher than general inflation, will continue over the planning period. District staff has carefully reviewed other operating costs and identified reasonable escalation factors that considered historical levels of inflation as measured by the consumer price index, potential risk associated with future inflation, and the length of the financial planning period. The length of the financial planning period is particularly important as consideration must be given for the potential inflationary pressures over the next ten years which, based on levels of liquidity in the economy, may present a significant risk.

The regulatory components of the capital program will also affect the District's operating costs through additional staffing needs and other fixed and variable costs to operate and maintain the assets appropriately. However, certain projects, such as the Southerly Plant Renewable Energy Facility ("REF"), have created operational efficiencies through green technology designed to reduce energy use. The District has also identified opportunities to increase automation at some of its facilities to limit staffing requirements and further reduce costs. Both the incremental costs and estimated savings associated with the Combined Sewer Overflow Long-Term Control Plan were developed by District staff and incorporated into the forecast of O&M costs over the planning period. Over the ten year planning period, the projected O&M expenses are assumed to have a compounded rate of growth of 4.6%.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030



CAPITAL IMPROVEMENTS AND FINANCING PLAN

A major focus is to integrate capital planning needs into the process of developing appropriate utility rates and charges and to assess the impact of these capital needs over the ten year planning period. The District developed a ten year Capital Improvement Program (CIP) (2021 – 2030) based on its anticipated capital needs with projects separated by improvements to the core system assets (“Non-CSO Projects”) and improvements identified in the District’s Combined Sewer Overflow Long-Term Control Plan (CSO LTCP). The total capital needs for 2021 – 2030 are approximately \$2.6 billion.

Northeast Ohio Regional Sewer District

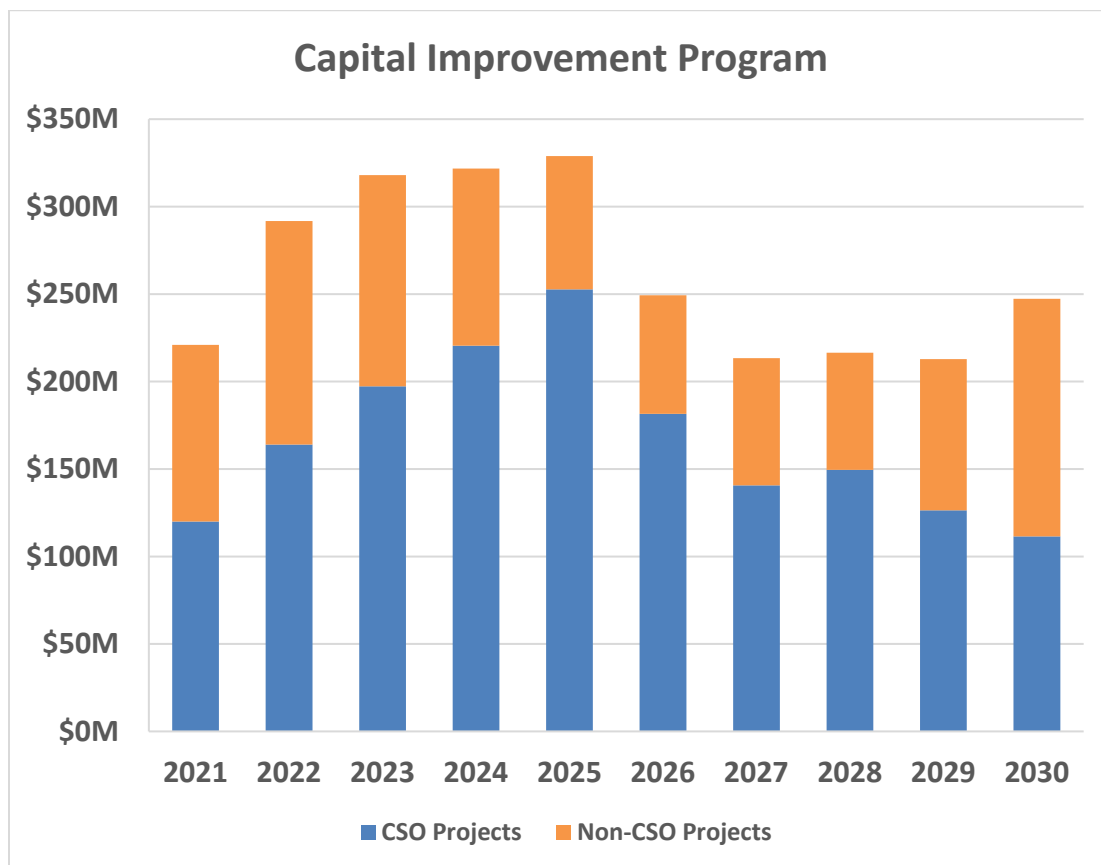
10 Year Long-Term Financial Plan 2021-2030

- **Non-CSO Projects**

The District has identified approximately \$956.6 million in Non-CSO capital improvements in 2021 and over the ten year planning period. Primarily, these anticipated projects are related to various system improvements at the three wastewater treatment facilities, as well as specific costs associated with sewer interceptor repair and replacement. Of specific interest is the \$251.6 million in improvements at the Southerly Waste Water Treatment Plant in the ten year planning period.

- **CSO LTCP Projects**

In 2010, the District finalized a 25 year plan to design and construct over \$3.0 billion in CSO improvements called Project Clean Lake. Although the specific timing and implementation of these identified projects is related directly to the Consent Decree with the EPA, the District has incorporated these anticipated costs into its annual capital planning initiatives. As such, the District has identified approximately \$1.7 billion in CSO LTCP improvements to be completed over the ten year planning period.



Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS

❖ Westerly Main CSO Storage Tunnel (WST1-1390)

➤ Est. Construction Cost: \$146M, Start Date: 1st Quarter 2020

- This project includes the installation of a 21-foot diameter storage tunnel extending approximately 14,000 feet in length from its connection to the Westerly Tunnel Dewatering Pump Station (WTDPS) near the Westerly Waste Water Treatment Plant (WWWTP).
- The Westerly Storage Tunnel (WST) will be constructed with a tunnel boring machine (TBM) in rock at depths between 170 and 220 feet below ground level.
- The WST will also connect various sewers and include diversion structures and drop shafts to capture and store CSO from the Dugway Storage Tunnel (DST) service area.
- The diversion systems feeding the drop structures will be equipped with the inflow control gates to manage the flow within the WST tunnel system and the WTDPS.

❖ Shoreline Storage Tunnel (SST-1536)

➤ Est. Construction Cost: \$214M, Start Date: 2nd Quarter 2021

- This project includes the installation of a 21-foot diameter storage tunnel extending approximately 15,500 feet in length from its gated connection to the Dugway Storage Tunnel (DST). Once the ETDPS has completely drained the Euclid Creek Tunnel (ECT)/DST system, the SST gate will open and the ETDPS will also drain the Shoreline Storage Tunnel (SST) at the Nine Mile Site and send flow to the Easterly Waste Water Treatment Plant (EWWTP).
- The SST will be constructed with a tunnel boring machine (TBM) in soft ground at depths approaching 85-140 feet below ground level.
- The SST will connect various sewers along Lake Erie from Downtown to near Eddy Rd. and include diversion structures and drop shafts to capture and store CSO from the SST service area.
- The diversion systems feeding the drop structures will be equipped with the inflow control gates to allow the inflows to SST to be controlled when the tunnel is full.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

❖ Pearl & Jennings Road Storage Tanks & Pump Station Upgrades

➤ Est. Construction Cost: \$25M, Start Date: 4th Quarter 2021

- This project is for Control Measure #23 in the Consent Decree provides for CSO reduction at Outfalls 045 and 088, on the Big Creek and the Cuyahoga River, respectively.
- The means to reduce CSOs at these outfalls includes the construction of CSO storage tanks, the modification of regulators, the increase of pumping capacity at the Jennings Road Pump Station, and other system modifications.
- Upgrade of the Jennings Road Pump Station's pumping capacity from 3.2 to 5.5 million-gallons per day (MGD) and other miscellaneous pump station improvements.
- Installation of an estimated 0.25 million-gallon (MG) CSO storage tank that can be Gravity-filled via Regulator BC-05-AJB or Gravity-drained to the Jennings Road Pump Station wet well.

❖ Westerly Chemically Enhanced High-Rate Treatment (WCEHRT-1486) Facility

➤ Est. Construction Cost: \$78M, Start Date: 1st Quarter 2022

- The Westerly Chemically Enhanced High-Rate Treatment (WCEHRT) includes the construction of a new high-rate treatment facility with a peak treatment capacity of 411 MGD wet weather capacity.
- The facility includes retention treatment tanks and high-rate chemical mixing equipment to enhance and optimize solids removal.
- The project also includes screening and disinfection facilities.
- Flow will be diverted to this facility from CSO-002 during wet weather for treatment and/or equalization.

❖ Shoreline Consolidation Sewer (SCS-1574)

➤ Est. Construction Cost: \$39M, Start Date: 3rd Quarter 2022

- This project consists of approximately 11,700 linear feet (LF) of 114-inch-diameter sewer.
- The Shoreline Consolidation Sewer (SCS) will be constructed along South Marginal Road from East 12th Street to its downstream connection to the Shoreline Storage Tunnel (SST) at Shaft SST-7 near Marquette Road.
- This project will have significant engineering costs during the end the ten year planning period ending in 2030.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

❖ **Easterly CSO-001 400 MGD Chemically Enhanced High Rate Treatment (ECEHRT-1399) Facility**

➤ Est. Construction Cost: \$125M, Start Date: 3rd Quarter 2022

- This project includes the construction of a new high-rate treatment facility with a peak treatment capacity of 400 million gallons per daily (MGD).
- The facility includes retention treatment tanks and high-rate chemical mixing equipment to enhance and optimize solids removal.
- The project also includes screening and disinfection facilities.
- Flow will be diverted to this facility from CSO-001 during wet weather for treatment and/or equalization.

❖ **Southerly Tunnel (SOT-9090)**

➤ Est. Construction Cost: \$326M, Start Date: 1st Quarter 2024

- The Southerly Tunnel (SOT) project includes the construction of a 23-foot diameter storage tunnel extending approximately 18,000 feet in length.
- The SOT will be controlled by the Southerly Tunnel Dewatering Pump Station (STDPS) to send wet weather flows to the Southerly Waste Water Treatment Plant (SWWTP).
- This project will have significant engineering costs during 2021-2023.

❖ **Kingsbury Run Consolidation Sewer (KRCS-9094)**

➤ Est. Construction Cost: \$70M, Start Date: 2nd Quarter 2025

- The Kingsbury Run Consolidation Sewer System (KRCS) includes two sections of 10-foot diameter sewer with a total length of 5,400 feet.
- The KRCS includes various regulator modifications, diversion structures, and gate controls to send CSO flows to the Southerly Storage Tunnel.
- The KRCS sewers will commence from the SOT-4 TBM retrieval shaft and coordination between these two projects will be critical.
- The project will include significant engineering costs during 2023 and 2025.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

❖ **Southerly Dewatering Pump Station (SDPS-9091)**

➤ Est. Construction Cost: \$31M, Start Date: 4th Quarter 2026

- This project includes the construction of a deep tunnel pump station that will dewater the majority of the proposed combined sewer overflow (CSO) tunnel storage network within the Southerly District.
- The pump station will be rated at approximately 56 million gallons per day (MGD) to facilitate dewatering of the storage tunnel network after the conclusion of a storm event into Southwest interceptor after the storms to get stored flow treatment at Southerly Waste Water Treatment Plant (SWWTP).
- The pump station would lift flows from the deep storage tunnels to be conveyed by gravity to the SWWTP.
- The pump station will be roughly 180 feet deep with a screening facility to protect the pumps from solids.
- This project has an expected completion date in 1st quarter 2030.

❖ **Big Creek Tunnel (BCT-9099)**

➤ Est. Construction Cost: \$225M, Start Date: 4th Quarter 2027

- The Big Creek Tunnel (BCT) project includes the construction of a 20-foot diameter storage tunnel extending approximately 22,500 feet in length.
- The BCT will drain into the Big Creek interceptor to the SWWTP.
- This project will have significant costs during the end the ten year planning period ending in 2030.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

FINANCING PLAN

The District's financing plan to support the CIP was designed to accomplish the following objectives:

- Conform with credit criteria established by rating agencies;
- Minimize debt service and related charges;
- Provide funds in the most cost-effective manner; and
- Lessen the impact on rates.

The financing plan includes funding sources used traditionally by the District including cash reserves, internally generated capital, the Ohio Water Pollution Control Loan Fund ("WPCLF"), and revenue bonds. The plan also takes advantage of federal programs available, such as Build America Bonds (BAB), to minimize funding costs. It should be noted that the BAB program expired on December 31, 2010 and was not renewed by Congress. Should the BAB or a similar program be reenacted, the District may consider utilizing the program again if appropriate.

- **Internally Generated Capital**

The projection of revenue requirements over the planning period assumes the District will generate sufficient revenues internally to fund a portion (about \$930 million) of the capital plan through 2030. By incorporating these costs into the financial plan and including them as a revenue requirement, the District will achieve two primary objectives: (1) ensuring an annual source of cash to fund a portion of the CIP; and (2) providing a sufficient basis of revenue generation to meet debt service coverage targets. The District assumed an annual level of internally generated capital sufficient to exceed the District's management debt service coverage target of 150% of total annual debt service. The District also has a financial policy that targets annually internally generating capital funding of 25% of the capital program. It is projected the District will meet and exceed its goal of 25% with an average 28.4% over the period through the end of projections in 2030.

- **Capital Equipment and Infrastructure Repair and Replacement Reserve**

The District has established a Capital Equipment and Infrastructure Repair and Replacement Reserve ("Capital R&R Reserve"), which is a subset of the main Capital Account, to be used for non-recurring expenses for the replacement of aging infrastructure. The purpose of the reserve is to ensure sufficient funds are available to enable the replacement of aging infrastructure over an adequate replacement cycle. The estimated balance in the Capital R&R Reserve in 2021 is approximately \$59.7 million and grows to approximately \$62.3 million in 2030 due to interest earnings.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

- **WPCLF Loans**

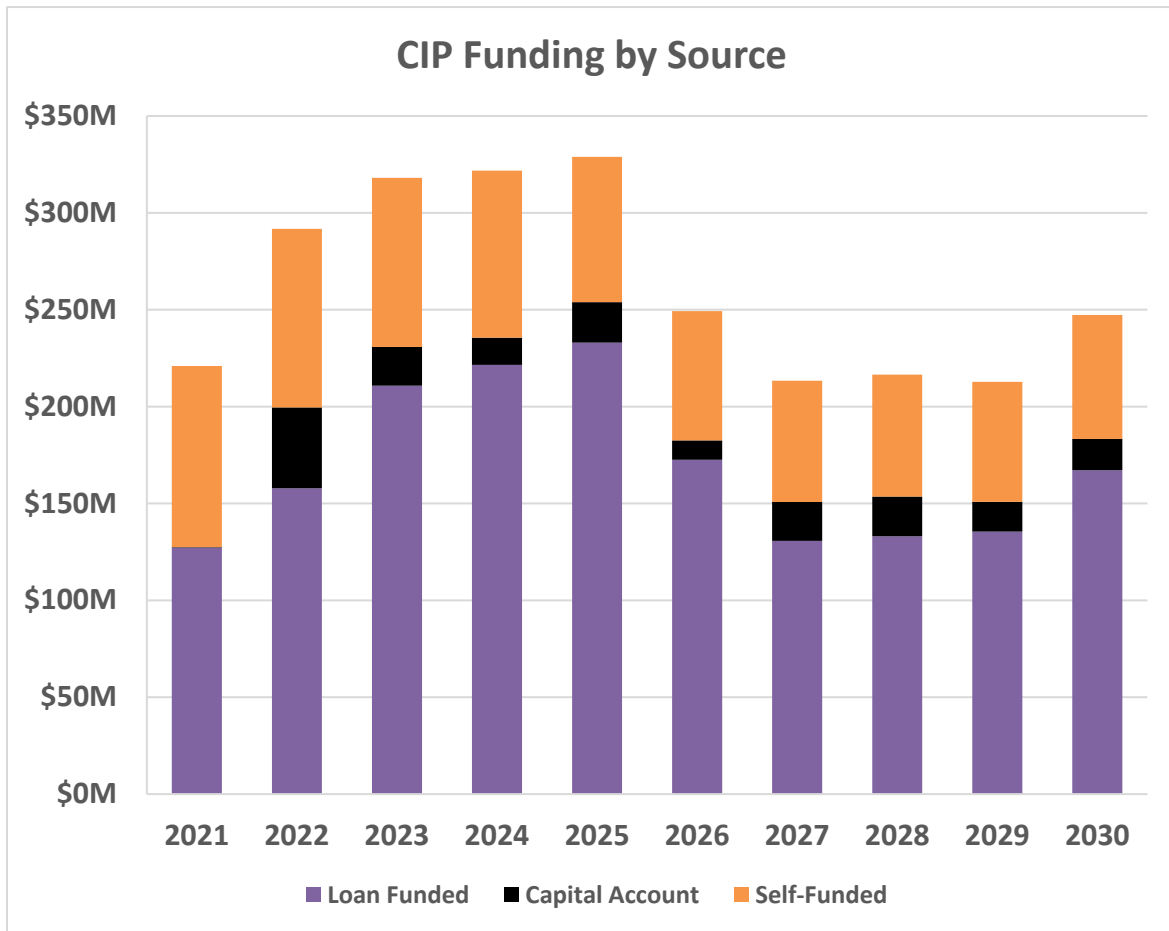
The District has consistently utilized the State of Ohio's revolving fund loan program as a low-cost financing source for capital improvement projects. For modeling purposes, the District anticipates funding the majority of its capital funding requirements through WPCLF funds. The utilization of WPCLF loan program is due to historically low interest rates, more flexibility, such as the option to borrow over a term of 30 years versus 20 years depending on the type of project and there currently being no cap on annual funds available. It was determined that it would be more advantageous for the District to leverage the WPCLF loans to meet the majority of its funding needs. The financial forecast assumes that WPCLF loans will be repaid over a 20 to 30-year period at an average rate no greater than 2.6%, with level principal and interest repayment. Additionally, an assumption is made that the full repayment of these funds will not begin until 90% of the loan proceeds have been drawn down, which is anticipated to occur within two years of project initiation. Currently, the 10 year plan projects approximately \$1.7 billion in loan fund projects over the planning period.

- **Revenue Bonds**

Historically low interest rates in the public debt markets, as well as incentives provided through the ARRA Build America Bond program, which were issued for the Series 2010 bonds and provide federally subsidized interest payments, had made revenue bonds an attractive source of capital financing. Although the BAB program expired in December of 2010 and future bond issuances assume a traditional tax-exempt framework, revenue bonds had much greater flexibility in how the debt repayment was structured creating additional opportunities to construct a favorable financing plan that balances funding needs, cost, funding for projects that are not eligible for SRF loans and rate impacts before the recent improvements to the WPCLF funding program. In the latest Rate Study, the District had determined a need to fund a portion of its capital funding requirements through revenue bonds, which had been the District's primary funding capital funding source from 2007 to 2016. Currently, the ten year plan projects no new revenue bonds over the planning period.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030

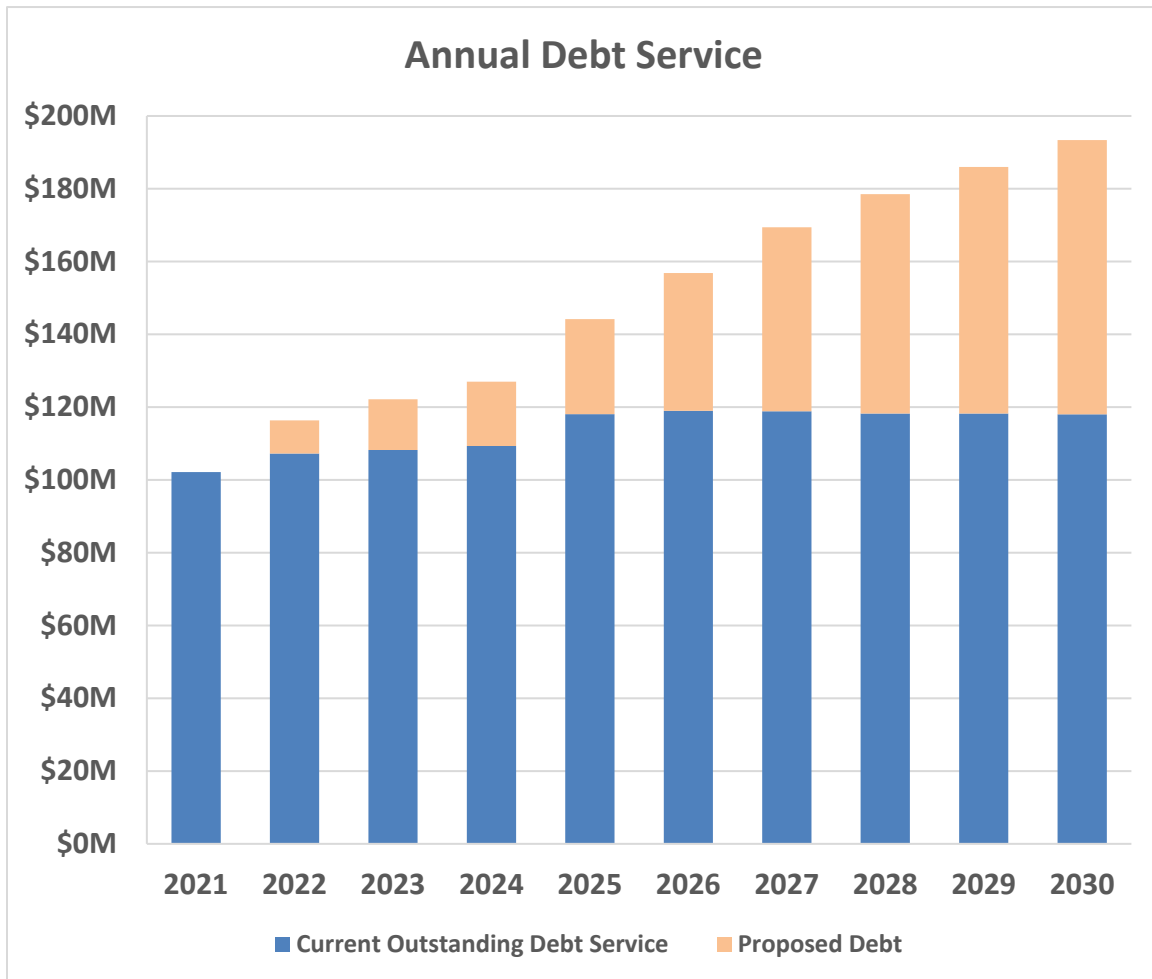


- **Debt Service Requirements**

The financial plan indicates the District will need to secure WPCLF loans to fund a large portion its CIP. As such, the debt service costs associated with these projected borrowings must be incorporated as an additional revenue requirement to provide an accurate representation of all forecasted capital costs. In the current year the District is obligated to pay approximately \$102.2 million in debt service associated with the Series 2010, Series 2013, Series 2014, Series 2016, Series 2017, Series 2019 and Series 2020 Wastewater Improvement Revenue and Revenue Refunding Bonds and various WPCLF loans. As outlined above, the CIP financing plan assumes that over the next 10 years, the District will secure most of the CIP funding in WPCLF funds and issue approximately \$1.7 billion in WPCLF loans in total for the ten year period.

Northeast Ohio Regional Sewer District

10 Year Long-Term Financial Plan 2021-2030



As shown, a significant driver in the projection of revenue requirements is the incremental debt service obligations to fund the CIP. Based on our assumptions, the District's debt service repayment requirements will increase from \$102.2 million in 2021 to \$193.4 million in 2030. Although this represents a significant increase, the financing plan's emphasis on utilizing WPCLF loans lowered the District's annual debt service materially when compared to alternative financing approaches.

- **Revenue Requirements**

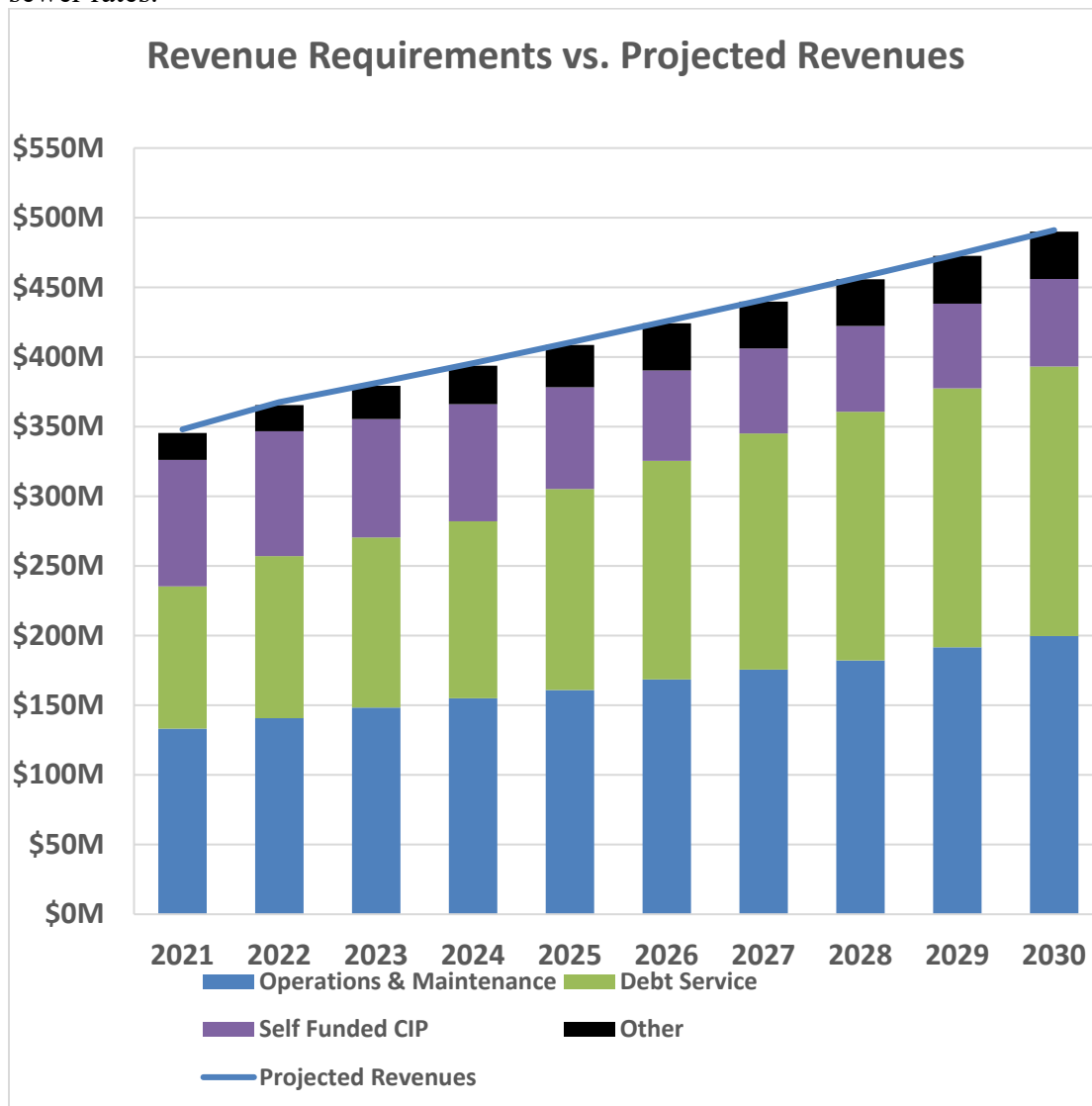
Recovering an appropriate level of revenue requirements through rates and charges ensures a utility's financial sufficiency and ability to provide safe and reliable services. For a governmental utility, it is typical to establish revenue requirements on a cash basis. Annual cash needs to cover both operating and capital costs are reviewed and projected over the forecast period. Consideration is also given to debt service coverage and reserve fund targets to produce a consolidated financial plan.

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To address concerns related to revenue sufficiency and anticipated rate adjustments, a forecast of revenue requirements was developed based on the 2021 budget and capital financing plan. As discussed previously, this forecast incorporates assumptions to account for the effects of inflation, decreased demand, increased operating costs, and anticipated capital costs. Due to COVID-19, the District has decreased its revenue collection rate to 94% from 96% for 2021 budget based on 2020 actual collection rates. The District will project the annual collection rate at 96% for 2022-2030. In addition, the annual decrease in consumption will be 5% for 2021 and 2% for 2022-2030.

Once revenue requirements are developed, other non-rate revenues such as interest earnings and other miscellaneous revenues, such as septic fees, are used to offset total revenue requirements and determine net revenue requirements to be recovered from sewer rates.



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- **Revenue and Coverage Requirements**

One of the primary objectives of the financial plan has been to determine utility rates that will be sufficient to recover the projected revenue requirements and comply with the debt service coverage requirements set forth in the District's revenue bond Trust Agreement over the ten year planning period. The District's total revenue requirements include O&M expenses, debt service on existing and proposed bonds and WPCLF loans, internally generated funds used for capital improvements and transfers to reserves. As described below, the debt service coverage requirements establish the minimum level of net revenues that must exceed annual debt service payments. This section provides an overview of the District's projected revenue requirements and debt service coverage targets.

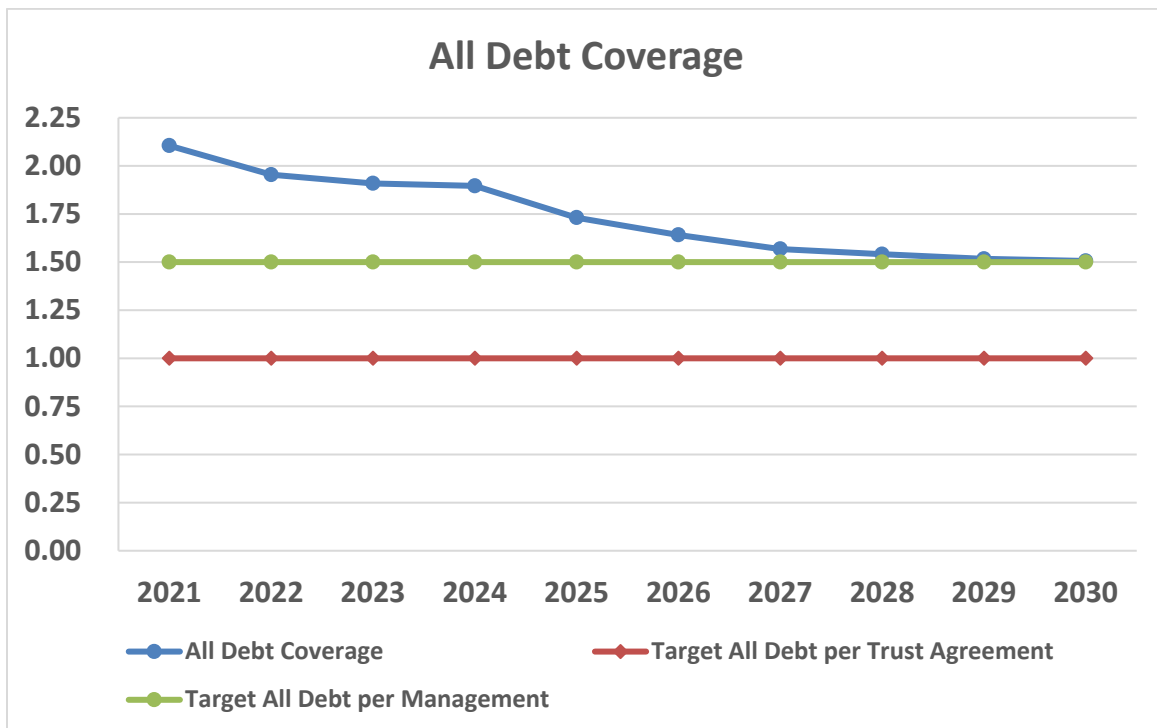
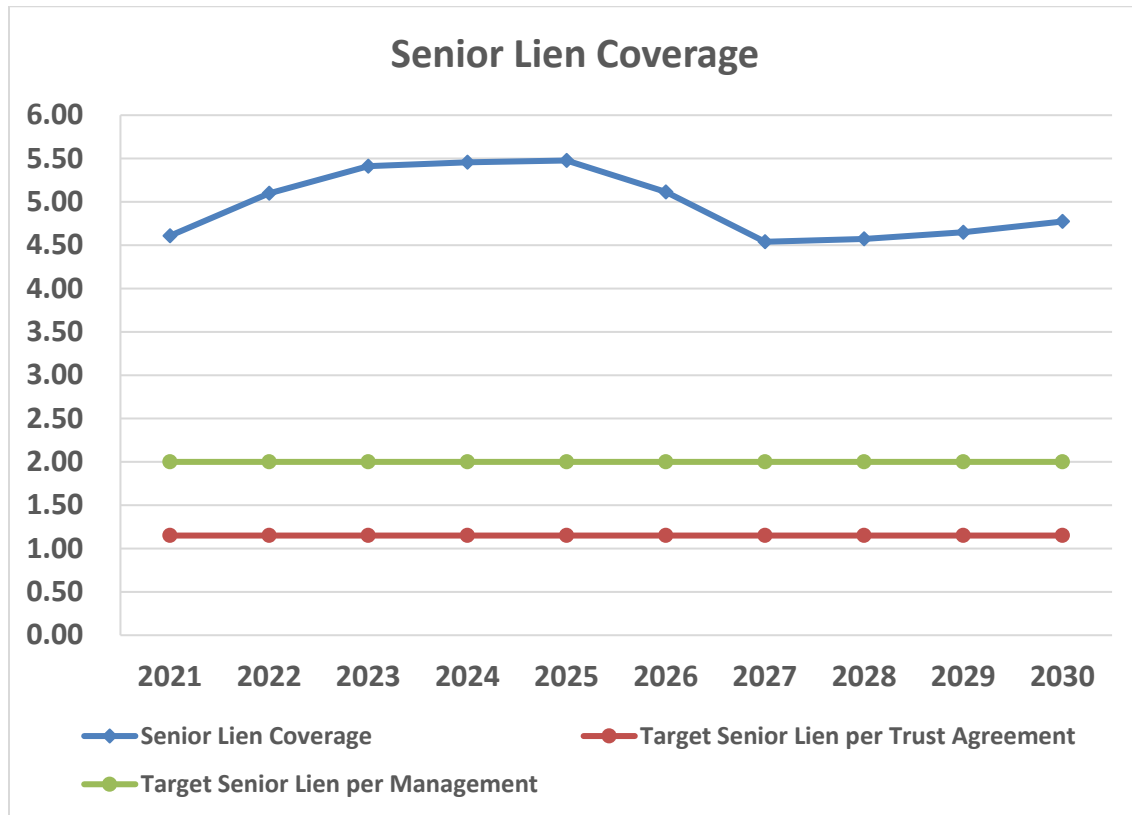
- **Debt Service Coverage**

As a result of the District's anticipated borrowing needs, an important component of this financial plan is to ensure that sufficient revenues would be available to meet debt service coverage targets. The District currently has seven outstanding bond issues (Series 2010, 2013, 2014, 2016, 2017, 2019 and 2020 Bonds) which are senior to all other subordinate debt obligations. As outlined in the District's revenue bond Trust Agreement, the District must maintain net revenues available for debt service of no less than 115% of all bonds payable during that fiscal year. Additionally, the District must maintain net revenues available for debt service of no less than 100% of all outstanding debt service, which includes all subordinate (including all outstanding and proposed WPCLF loans) and senior debt obligations during that fiscal year.

To maintain credit ratings and liquidity targets, and in an effort to promote bond marketability, the District has targeted a level of revenue generation sufficient to exceed the minimum coverage requirements. Additionally, due to the size of the capital program and the need to demonstrate financial strength to the investment community, the District ensured debt service coverage levels, particularly senior debt service coverage, were consistent with expectations required to maintain or increase the District's credit rating. In 2010, the District received a ratings upgrade from Standard and Poor's to AA+ and was reaffirmed in February of 2021, which will have a positive impact on the District's cost of borrowing. The financial plan builds in a level of internally generated funds to finance specific capital improvement projects on an annual basis. Throughout the ten year period, the projections exceed coverage goals. Over the forecasted period, senior debt service coverage never falls below 454% and total debt service coverage never falls below 150%. The District satisfies coverage requirements for all forecasted years.

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- **Rate Structure**

Starting in 2017, the District implemented a monthly billing cycle based on metered water consumption for the Cleveland Water Department (CWD) billed customers. The remaining customers will continue to be billed based on quarterly meter consumption. For 2021, customers residing within the City of Cleveland, otherwise known as Sub-district 1, will be assessed a rate of \$106.50 per Mcf of billed water consumption. Customers residing outside the city limits (Sub-district 2) will be assessed a rate of \$106.80 per Mcf of billed water consumption. The District's Homestead Program provides a rate discount in both Sub-districts for senior citizens and disabled customers. The District offers an Affordability rate to customers meeting certain income requirements. Also, since 2012, all customers are assessed a Fixed Cost Recovery Fee, which is \$9.70 per month in 2021.

Inflationary pressures and the need to fund \$2.6 billion capital improvement program over the next ten years, increased costs coupled with a decline in billable flow dictate rates must be increased to ensure revenue is sufficient to cover costs. The financial plan provides a schedule of the anticipated rate increases that focus on generating sufficient revenue to meet these needs over the next ten years. The table below shows the projected schedule of rate increases for the next ten years.

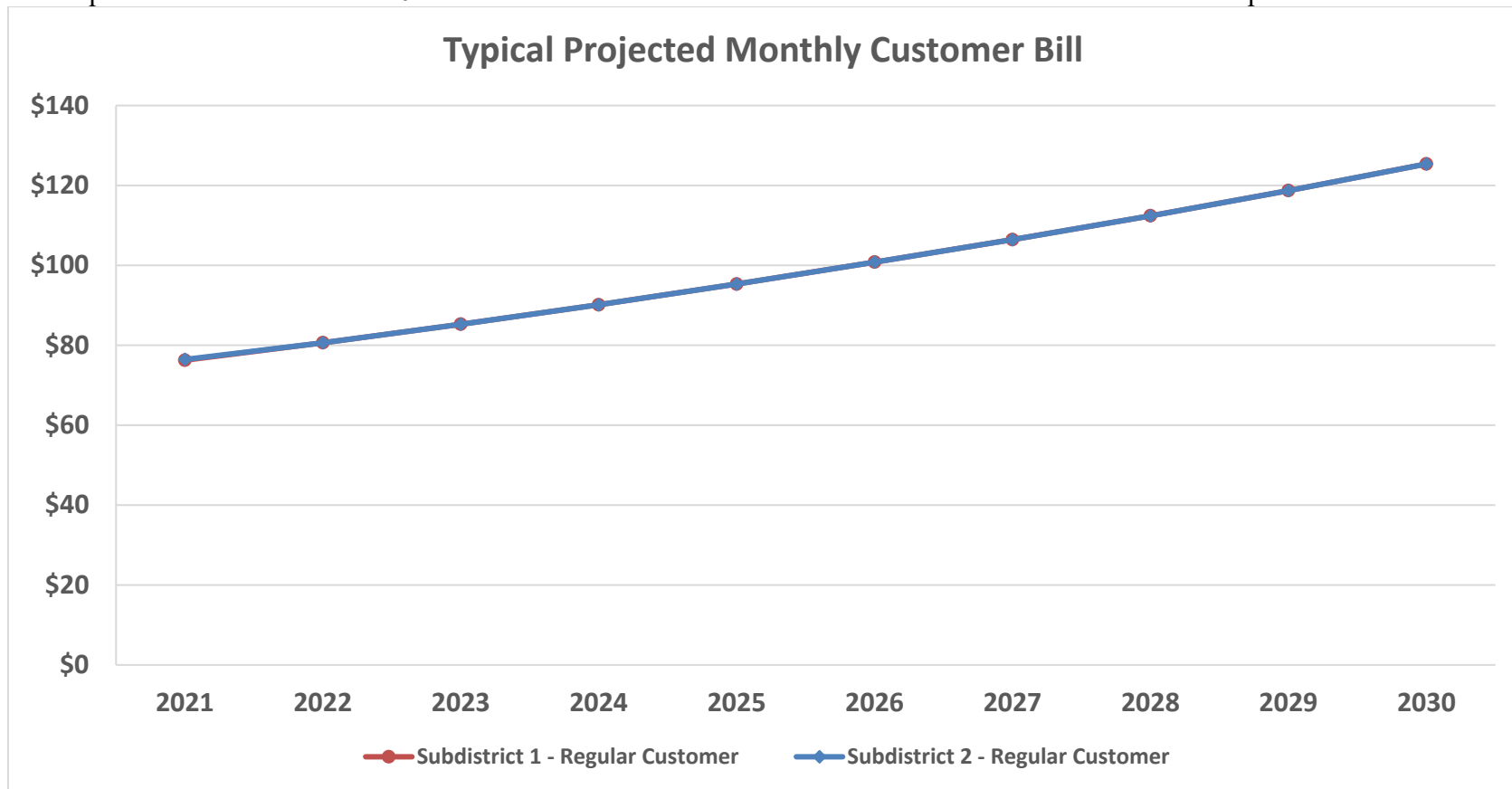
	Approved	Projected								
Projected Rates	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Fixed Cost Recovery Fee per Month	\$9.70	\$10.25	\$10.85	\$11.45	\$12.10	\$12.80	\$13.50	\$14.25	\$15.05	\$15.90
Affordability Fixed Cost Recovery Fee per Month	\$5.80	\$6.15	\$6.50	\$6.85	\$7.25	\$7.70	\$8.10	\$8.55	\$9.05	\$9.55
<i>Rate Per Mcf</i>										
Subdist.1, Regular	\$106.50	\$112.60	\$119.05	\$125.90	\$133.15	\$140.80	\$148.70	\$157.05	\$165.85	\$175.15
Subdist.1, Homestead / Affordability	\$63.90	\$67.55	\$71.45	\$75.55	\$79.90	\$84.50	\$89.20	\$94.25	\$99.50	\$105.10
Subdist.2, Regular	\$106.80	\$112.60	\$119.05	\$125.90	\$133.15	\$140.80	\$148.70	\$157.05	\$165.85	\$175.15
Subdist.2, Homestead / Affordability	\$64.10	\$67.55	\$71.45	\$75.55	\$79.90	\$84.50	\$89.20	\$94.25	\$99.50	\$105.10

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- **Rates and Customer Impact**

The impacts of the recommended increases over this period on a typical residential customer are shown below. Data shown reflects the projected bill for a residential customer in Sub-district 1 and Sub-district 2 with typical water consumption (.625 Mcf per month). Rate equalization is achieved in 2022 and henceforth the rates in Sub-district 1 and Sub-district 2 will be equal.

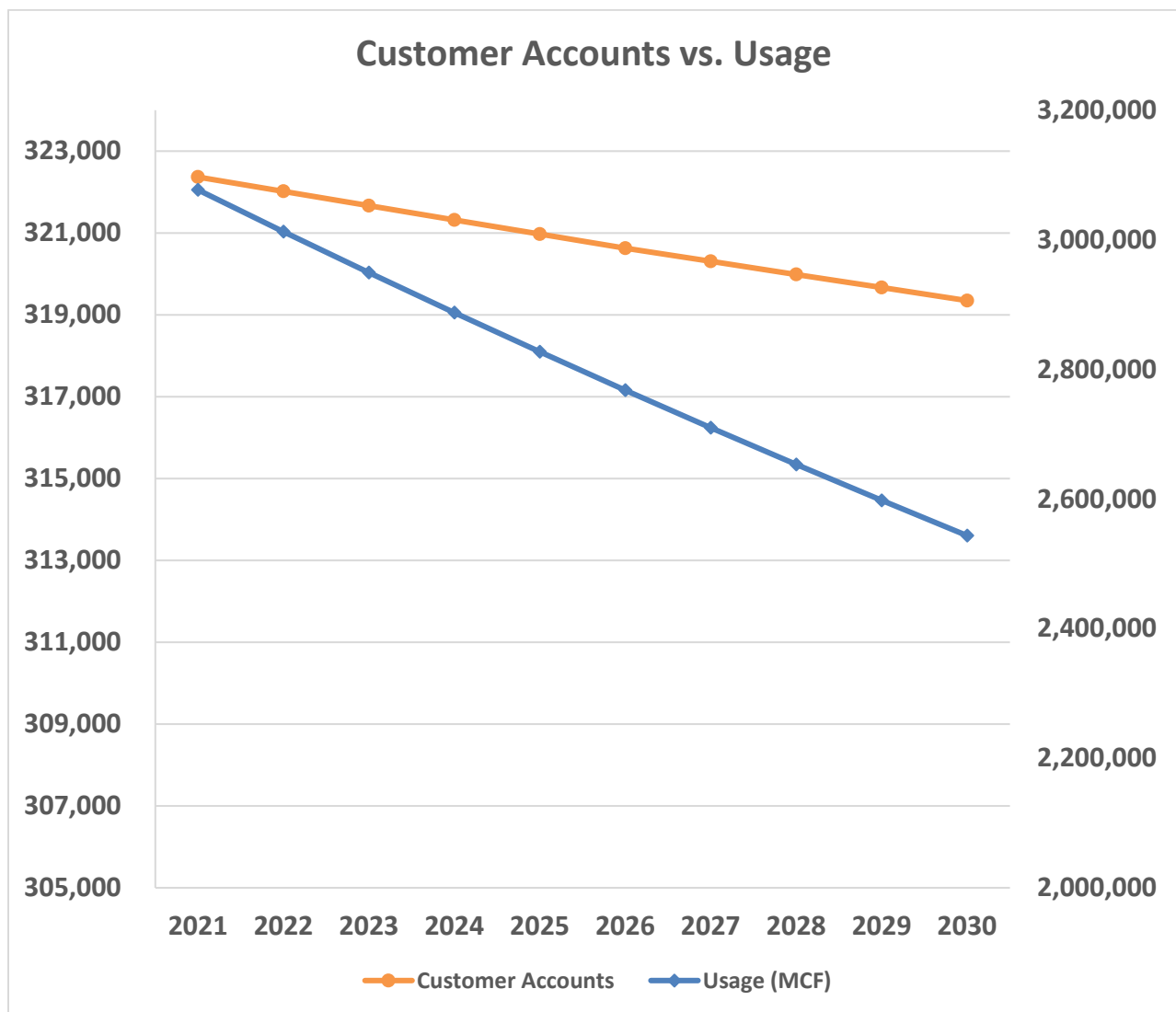


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- **Customer Accounts and Consumption**

The decline in historical customers and households has been less severe than the decline in consumption. From 2021 thru 2030, an annual average rate of decline of 0.1% for customer accounts has been assumed for ten years to be fiscally conservative. Consumption has been forecasted to decrease at an rate of 5% for 2021 due to COVID-19 and 2.1% from 2022 through 2030 based on consumption history and forecasted decline in usage.



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Reserves and Targets

The District has established the following reserves to sustain the operating and fiscal health of the utility.

- **General Operating Reserve**

The General Operating Reserve is a fund of unrestricted assets needed to accommodate the short-term cycles of revenues and expenses. Any surplus realized at the end of the fiscal year will be transferred to the General Operating Reserve. The minimum target for this fund is 90 days of the annual operating budget. For 2021, the General Operating Reserve is forecasted to have a balance equal to 90 days of the annual operating budget. Again, due to the size of the District's borrowing requirements and the need to demonstrate liquidity to maintain favorable credit ratings, the financial plan assumes transfers to this reserve at a level sufficient to maintain a balance above the minimum target over the forecasted ten year period with an average projected balance of 90 days of annual operating budget and a balance of \$49.9 million by 2030.

- **Capital Equipment and Infrastructure Repair and Replacement Reserve**

The District established the Capital Equipment and Infrastructure Repair and Replacement Reserve to cover non-recurring expenses for the replacement of aging infrastructure. Currently there is no target level for this reserve, and the estimated funds at the end of 2021 total approximately \$59.7 million. The District continues to accrue interest throughout our ten year period and projecting a balance of \$62.3 million by 2030.

- **Insurance Reserve**

Approximately \$18.4 million is currently being held in the District's Insurance Reserve. This reserve is for self-insurance related expenses such as workers' compensation and to address any catastrophic or emergency events that would not be included in the District's annual budget. It has been determined that the current level of funds is sufficient for the forecast at this time. Transfers to the Insurance Reserve to reestablish the existing level of funds would only be necessary if the District experienced significant payouts for a covered event. The District continues to accrue interest throughout our ten year period and is projecting a balance of \$20.1 million by 2030.

- **Rate Stabilization Reserve**

The Rate Stabilization Reserve exists to mitigate large, one-time rate increases. Rate stabilization reserves can smooth out rate increases by supplementing the increase in expenses with transfers from the fund. The benchmark for the Rate Stabilization Reserve is up to 5.0% of the annual rate revenue. The balance was \$18.0 million in the rate stabilization reserve at the

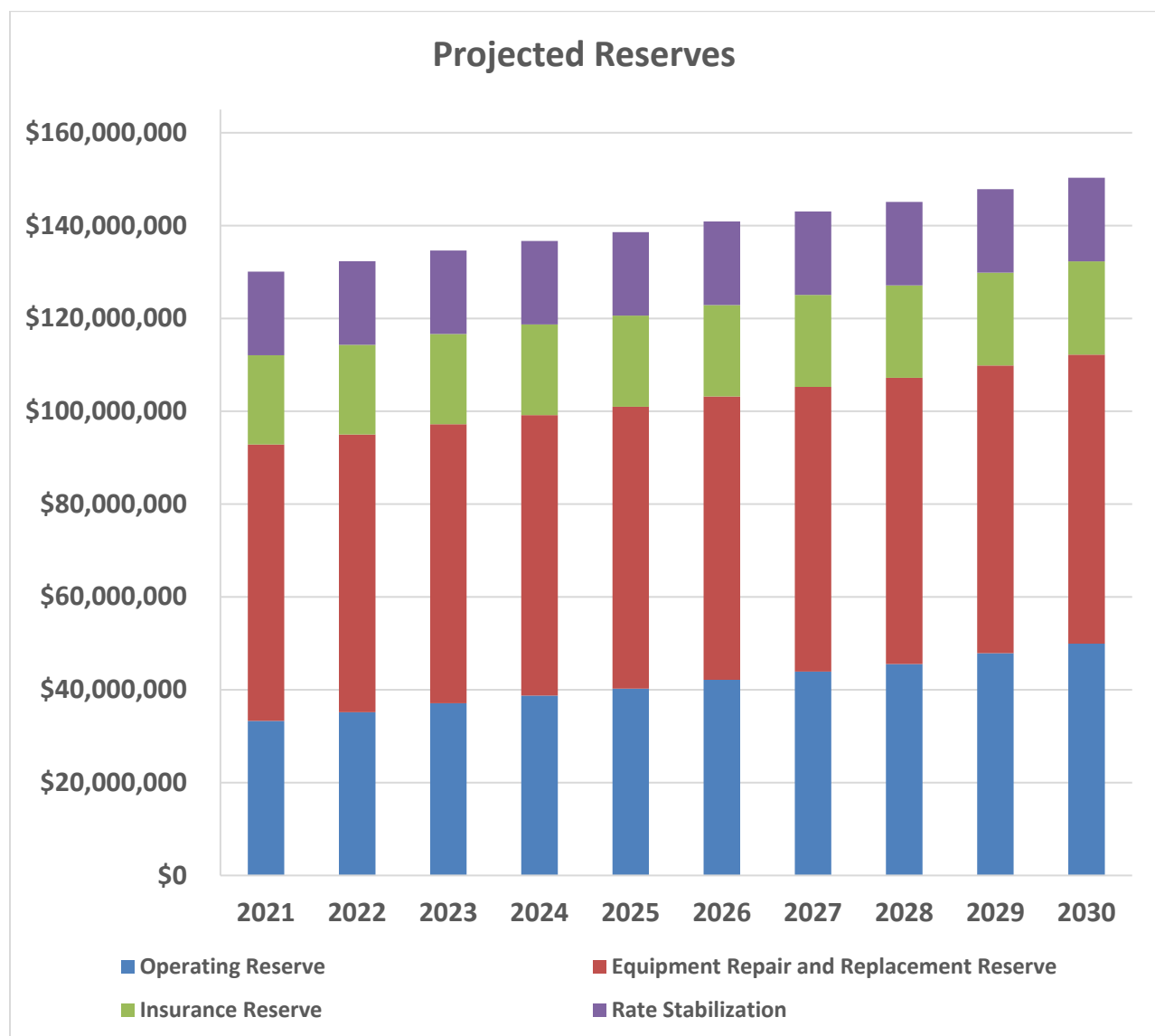
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beginning of 2021. Currently, the financial plan assumes no further contributions through the end of the forecasted period with an estimated balance of \$18.0 million in 2030.

- **Capital/Bond Project Accounts**

The District's Capital/Bond Account tracks funding sources and capital project costs identified in the CIP. For modeling purposes, proceeds from revenue bonds and other capital funding sources will be held temporarily in the Capital/Bond Account until the projects' expenditures come due.



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- **Projected Reserve Balances**

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
General Operating Reserve	\$33,427,549	\$35,170,498	\$37,089,115	\$38,752,709	\$40,250,342	\$42,152,164	\$43,909,677	\$45,556,649	\$47,893,758	\$49,934,472
Capital Equipment and Infrastructure R&R Reserve	\$59,730,702	\$59,824,491	\$60,123,613	\$60,424,231	\$60,726,352	\$61,029,984	\$61,335,134	\$61,641,810	\$61,950,019	\$62,259,769
Insurance Reserve	\$18,434,787	\$19,326,613	\$19,423,246	\$19,520,363	\$19,617,964	\$19,716,054	\$19,814,634	\$19,913,708	\$20,013,276	\$20,113,343
Rate Stabilization Reserve	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000

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- **Ratio Analysis**

The District utilizes key financial ratios to assess the results of operations and to assess future year projections. A main goal of this analysis is to ensure that future financial performance will allow the District to maintain or improve upon the bond ratings assigned by various rating agencies. This will allow the District to minimize the cost of future borrowings for customers.

The ratios outlined below represent a sample of key ratios used by the District to assess financial performance. Many of these ratios are utilized by rating agencies to assess credit worthiness. Where applicable, the District has set target goals that represent management's desired level of performance.

	<u>Preliminary</u>	<u>Projected</u>									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Operating Margin %	51.3%	61.4%	61.5%	60.9%	60.6%	60.6%	60.3%	60.1%	60.0%	59.5%	59.2%
Percentage by which operating revenues exceed operating expenses; indicates financial margin <i>Target >34%</i>											
Operating Ratio	48.7%	38.6%	38.5%	39.1%	39.4%	39.4%	39.7%	39.9%	40.0%	40.5%	40.8%
Operating expenses (less Depreciation) as a percentage of operating revenues; indicates the percentage of operating revenues used to cover operating expenses											
Total Debt to Net PPE	53.7%	52.4%	49.0%	48.2%	49.0%	49.2%	49.2%	48.4%	47.7%	47.1%	46.7%
Ratio of debt principal to net property, plant, and equipment <i>Target <60%</i>											
Long-Term Debt Principle per Customer	\$5,612	\$5,718	\$5,671	\$5,929	\$6,387	\$6,797	\$7,039	\$7,121	\$7,208	\$7,291	\$7,474
<i>Dollars of long-term debt principle per customer</i>											
Senior Debt Service Coverage	4.93	4.53	5.10	5.41	5.46	5.48	5.11	4.54	4.57	4.65	4.76
Net operating income excluding depreciation over outstanding senior (revenue bond) debt service <i>Target >2.0</i>											
Total Debt Service Coverage	2.42	2.07	1.95	1.91	1.90	1.73	1.64	1.57	1.54	1.52	1.50
Net operating income excluding depreciation over outstanding total debt service <i>Target >1.5</i>											
Percent CIP Cash Funded	65.2%	41.1%	30.7%	26.7%	26.1%	22.2%	26.1%	28.6%	28.4%	28.6%	25.1%
Percentage of Capital Improvement Plan costs funded by revenues generated the same year <i>Target 25%</i>											

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Summary of Sewer Revenue and Revenue Requirements (in thousands)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Total Revenue	\$348,049	\$367,669	\$381,407	\$395,619	\$410,434	\$425,800	\$441,167	\$457,223	\$473,797	\$491,059
Revenue Requirements										
Salaries, Wages and Benefits	81,795	84,981	88,308	91,781	95,408	99,196	103,154	107,290	111,613	116,132
Utilities	13,454	13,759	14,071	14,392	14,720	15,056	15,402	15,755	16,118	16,490
Professional & Contractual Services	30,013	31,028	32,077	33,162	34,285	35,445	36,646	37,887	39,171	40,499
Other Operations & Maintenance	7,978	10,914	13,900	15,676	16,589	18,911	20,437	21,294	24,673	26,617
Total Operating Costs	133,240	140,682	148,356	155,011	161,002	168,608	175,639	182,226	191,575	199,738
Capital Costs										
Debt Service	102,161	116,335	122,140	127,007	144,192	156,847	169,433	178,502	185,983	193,402
Internally Generated Capital	90,731	89,653	85,019	84,138	73,094	64,941	61,036	61,544	60,775	62,905
Subtotal	192,892	205,988	207,159	211,145	217,286	221,788	230,469	240,046	246,758	256,307
Other (1)	19,365	18,754	23,814	27,561	30,397	33,804	33,661	33,553	34,245	33,951
Total Revenue Requirements	\$345,497	\$365,424	\$379,329	\$393,717	\$408,685	\$424,200	\$439,769	\$455,825	\$472,578	\$489,996
Net Annual Balance	\$2,552	\$2,245	\$2,078	\$1,902	\$1,749	\$1,600	\$1,398	\$1,398	\$1,219	\$1,063

(1) Includes transfers, annual change in fund balance and estimated costs for affordability program.

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REGIONAL STORMWATER MANAGEMENT PROGRAM

The District's founding Court Order required the District to "develop a detailed integrated capital improvement plan for regional management of wastewater collection and storm drainage to identify a capital improvement program for the solution of all intercommunity drainage problems (both storm and sanitary) in the District." The District initially focused on the sanitary sewage portion of this mandate, investing over \$3 billion since its inception on sanitary sewage-related projects. To address the regional stormwater portion of this mandate, the District procured services in 2007 to assist with the development and implementation of a Regional Stormwater Management Program (the "Stormwater Program"). Tasks related to defining stormwater program roles and responsibilities, funding approaches, resource needs, legal issues, customer service requirements and data/billing issues were addressed, leading to the development of the District's Stormwater Code of Regulations (Title V), which the District's Board of Trustees approved in January 2010.

From 2010-2012, the Stormwater Program was in litigation in the Cuyahoga County Common Pleas Court over issues related to the District's "authority" to implement the program as an Ohio Revised Code 6119 entity and issues related to the District's stormwater fee. The District prevailed in the litigation and began the Stormwater Program in January 2013.

In July 2012, parties opposed to the District's Regional Stormwater Management Program filed an appeal to the 8th Appellate District to seek a halt to the Regional Stormwater Management Program. On September 26, 2013, the Appellate Court halted the District's Regional Stormwater Management Program by a 2 to 1 decision with a strong dissent. The District immediately suspended its program and placed all fees collected into an interest-bearing escrow account pending an appeal to the Supreme Court of Ohio. The District filed its notice of appeal in November 2013, and the Supreme Court accepted the case in February 2014. Oral arguments before the Supreme Court took place on September 9, 2014. In December 2015, the Ohio Supreme Court issued its final opinion that the District has the authority to implement the Regional Stormwater Management Program and collect the impervious surface fee. The District has restarted the Stormwater Program and resumed billing in July of 2016. The anticipated yearly estimated revenue from the Stormwater Program is around \$44 million.

The Stormwater Program is designed to address long-standing regional stormwater water quality, flooding and erosion issues resulting from the incremental increases in stormwater runoff from hard surfaces that make their way into storm sewers and streams. The fees collected from the Stormwater Program will be used to fund construction projects to solve regional water quality, stream flooding and erosion problems, for operation and maintenance activities to minimize the potential for flooding and erosion and for master planning studies to outline a long-term construction and maintenance program along regional streams. Twenty-five percent (25.0%) of cash collected from each municipality within the service area will be

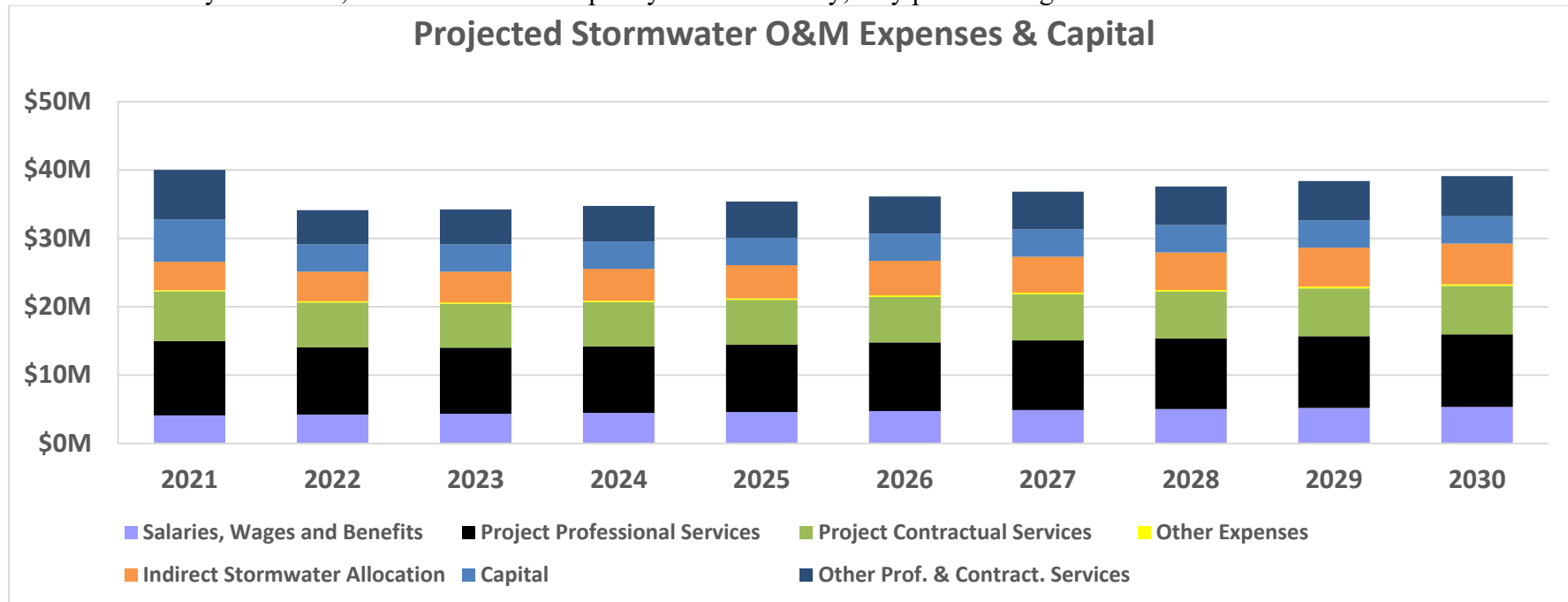
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returned to the respective member community for funding of local stormwater management projects through the Community Cost Share program (CCS).

PROJECTED STORMWATER OPERATION AND MAINTENANCE EXPENSES

It is the District's practice to revise annually its financial plan for projecting a ten year period. Stormwater rate recommendations are presented to the District's Board of Directors in five year increments. As such, the forecast of O&M costs considers projected operational needs for the periods 2021 through 2030. It is likely the level of increases for these types of costs, which have been higher than general inflation, will continue over the planning period. District staff has carefully reviewed other operating costs and identified reasonable escalation factors that considered historical levels of inflation as measured by the consumer price index, potential risk associated with future inflation, and the length of the financial planning period. The length of the financial planning period is particularly important as consideration must be given for the potential inflationary pressures over the next ten years which, based on levels of liquidity in the economy, may present a significant risk.

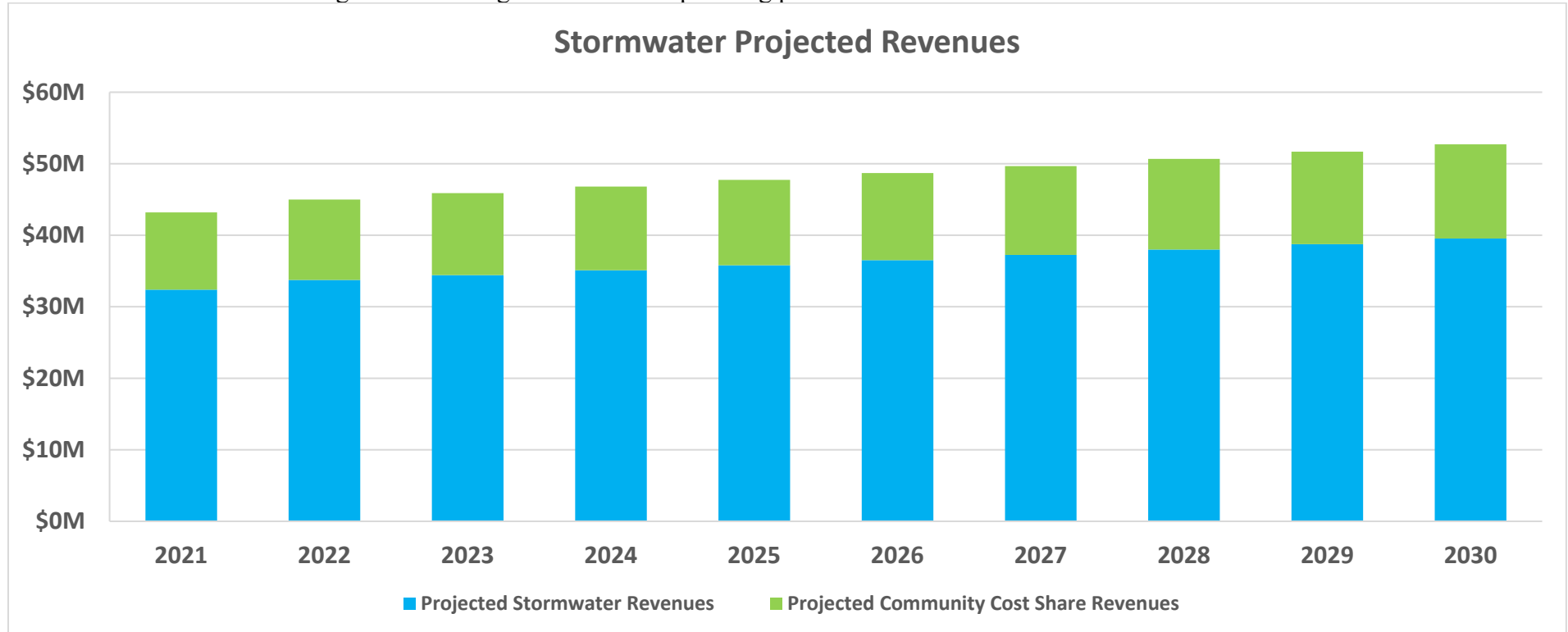


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PROJECTED STORMWATER REVENUES

The District's total stormwater revenue for 2021 is projected to be \$43.2 million. The projection includes the Community Cost Share (CCS) Program, where the District will allocate twenty-five percent of the Stormwater cash collections to member communities. Member communities can apply for these funds from the District and use the monies for approved local stormwater-related projects including construction; operations and maintenance of their local stormwater systems; projects that assist communities with EPA requirements; equipment purchases; and projects necessary to mitigate separate sewer overflow problems. Due to COVID-19, the District has decreased its revenue collection rate to 94% from 96% for 2021 budget based on 2020 actual collection rates. The District will project the annual collection rate at 96% for 2022-2030. Currently, we project 2% annual increases in rates starting in 2022 through the end of the planning period.



Northeast Ohio Regional Sewer District **10 Year Long-Term Financial Plan 2021-2030**

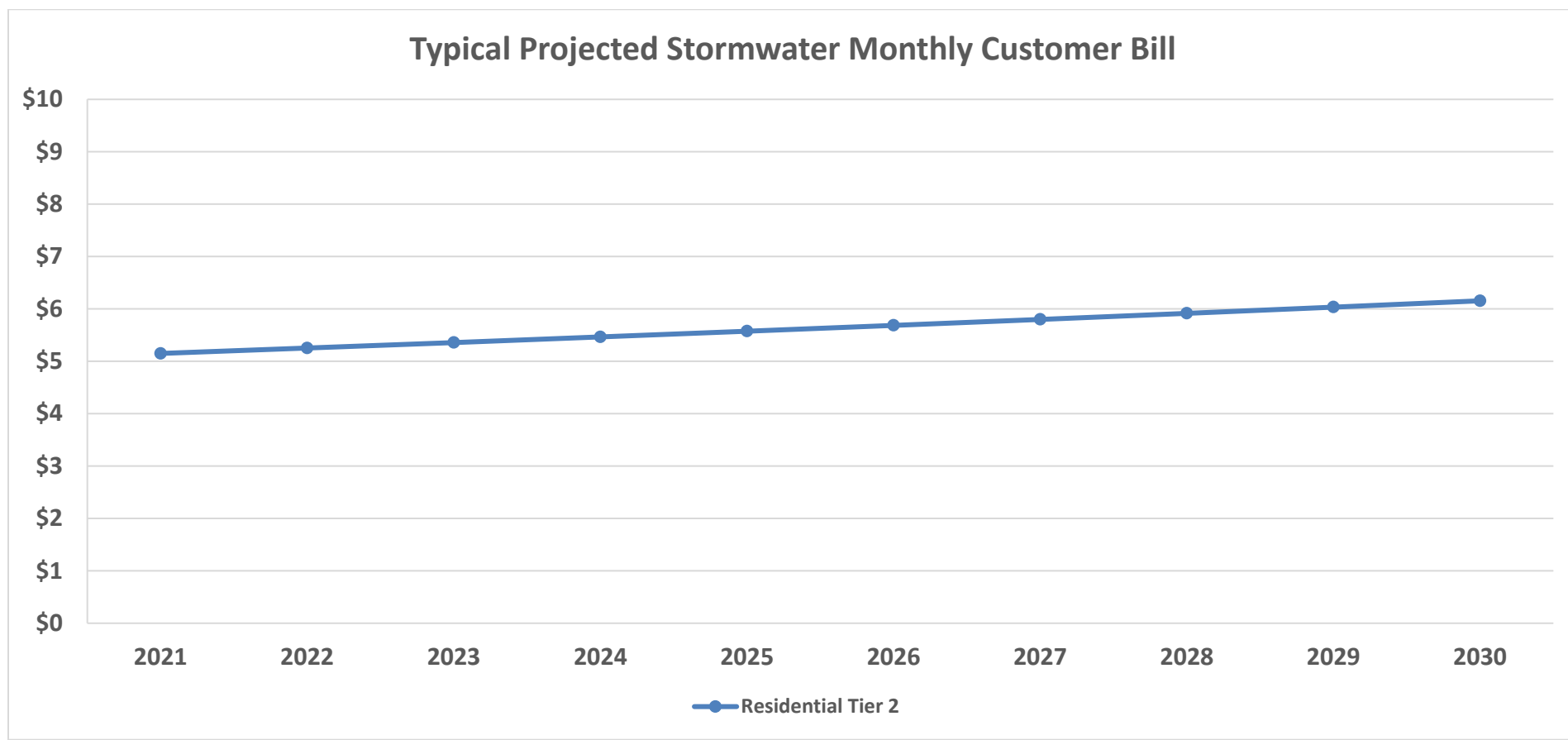
- **Stormwater Rate Structure**

Our customers' stormwater bill will be based on an Equivalent Residential Unit (ERU) equal to 3,000 sq. ft. of impervious surface, such as roof and driveway. The approved rate for one ERU is \$5.15 per month. Residences are placed in one of three categories: Tier 1-(less than 2,000 square feet); Tier 2 (2,000 to 4,000 square feet); and Tier 3 (more than 4,000 square feet). According to the 2016-2021 Stormwater Financial Plan, a Tier 1 house pays \$3.09 per month, a Tier 2 house pays \$5.15 per month, and a Tier 3 house pays \$9.27 per month. A typical non-residential property is billed based on the actual number of ERU of its impervious surface. Rates are approved through 2021 and currently we project 2% annual increases in rates starting in 2022 through the end of the planning period.

The Educational Economically Disadvantaged Stormwater Fee may be available to all public and private primary, elementary, and secondary schools, school districts, or school systems under the control of a common entity that are recognized in the State of Ohio and can demonstrate that at least twenty-five (25) percent of their current students are eligible to participate in the Free Lunch Program under the Richard B. Russell National School Lunch Act (42 U.S.C. § 1751, et seq.).

	Approved	Projected								
<u>Rates Per ERU</u>	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Residential Tier 1	\$3.09	\$3.15	\$3.21	\$3.28	\$3.34	\$3.41	\$3.48	\$3.55	\$3.62	\$3.69
Residential Tier 2	\$5.15	\$5.25	\$5.36	\$5.47	\$5.57	\$5.69	\$5.80	\$5.92	\$6.03	\$6.15
Residential Tier 3	\$9.27	\$9.46	\$9.64	\$9.84	\$10.03	\$10.23	\$10.44	\$10.65	\$10.86	\$11.08
Residential Homestead/Affordability	\$2.07	\$2.11	\$2.15	\$2.20	\$2.24	\$2.29	\$2.33	\$2.38	\$2.43	\$2.47
Non-residential All	\$5.15	\$5.25	\$5.36	\$5.47	\$5.57	\$5.69	\$5.80	\$5.92	\$6.03	\$6.15
Educational Economically Disadvantaged	\$2.07	\$2.11	\$2.15	\$2.20	\$2.24	\$2.29	\$2.33	\$2.38	\$2.43	\$2.47

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- **General Stormwater Operating Reserve**

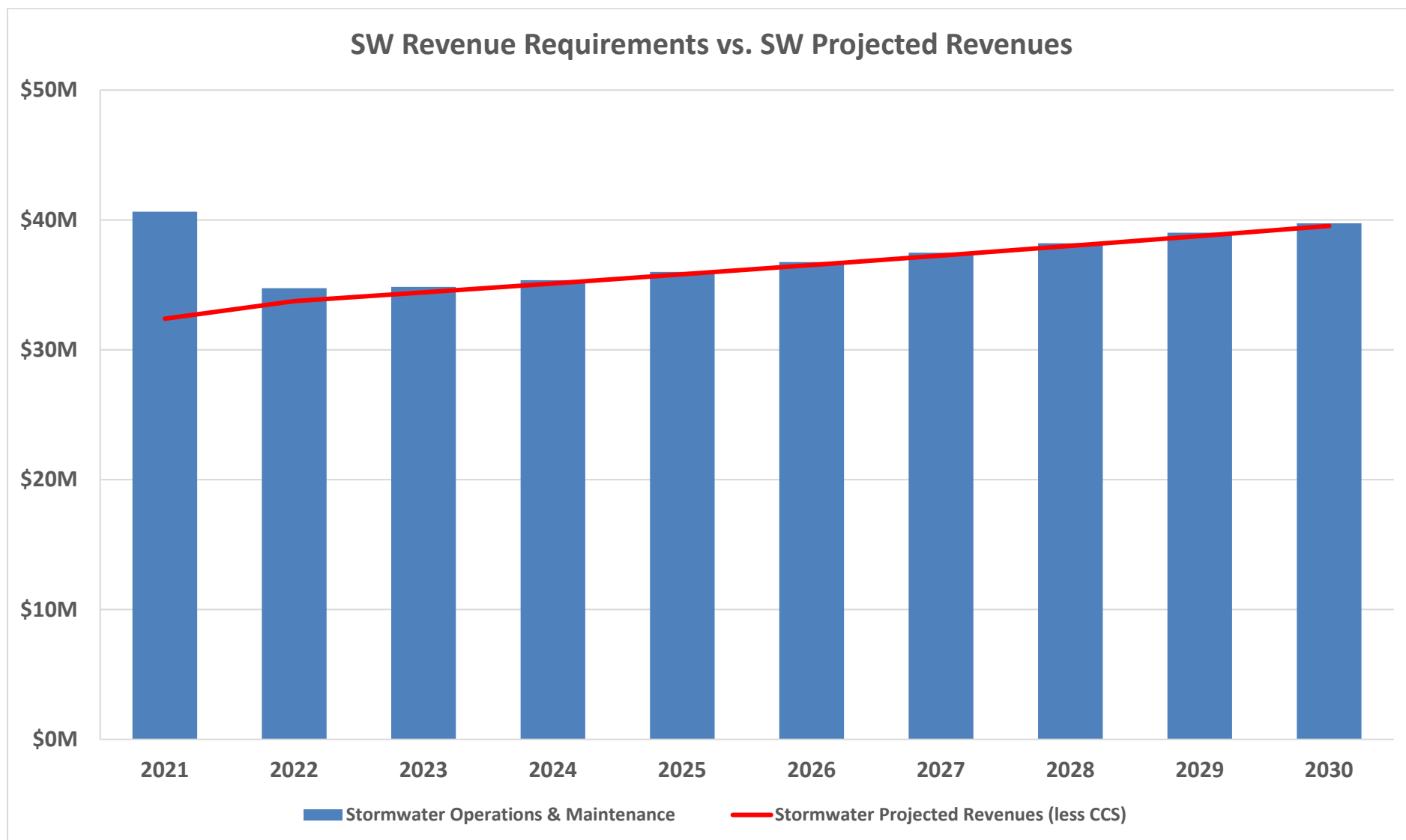
The Stormwater Operating Reserve is a fund of unrestricted assets needed to accommodate the short-term cycles of revenues and expenses. Any surplus realized at the end of the fiscal year will be transferred to the Stormwater Operating Reserve. The minimum target for this fund is 90 days of the annual operating budget. For 2021, the Stormwater Operating Reserve is forecasted to have a balance equal to 90 days of the annual stormwater operating budget. The financial plan assumes transfers to this reserve at a level sufficient to maintain a balance above the minimum target over the forecasted ten year period with an average projected balance of 90 days of annual operating budget and a balance of \$7.3 million by 2030.

- **Projected Reserve Balance**

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
General Stormwater Operating Reserve	\$7,418,466	\$6,453,803	\$6,436,917	\$6,521,524	\$6,632,665	\$6,770,380	\$6,897,211	\$7,025,701	\$7,168,395	\$7,287,839

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Summary of Stormwater Revenue and Revenue Requirements (in thousands)

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>
Net Revenue (less CCS)	\$32,724	\$34,078	\$34,757	\$35,448	\$36,154	\$36,874	\$37,608	\$38,356	\$39,120	\$39,899
Revenue Requirements										
Salaries, Wages and Benefits	4,104	4,227	4,354	4,484	4,619	4,758	4,900	5,047	5,199	5,355
Other Prof. & Contr. Services (Non-Project)	7,244	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858
Project Professional Services	10,886	9,840	9,660	9,720	9,840	10,020	10,170	10,320	10,500	10,620
Project Contractual Services	7,257	6,560	6,440	6,480	6,560	6,680	6,780	6,880	7,000	7,080
Other Allocations	607	610	613	616	619	622	625	628	632	635
Indirect Stormwater Allocation	4,154	4,316	4,485	4,664	4,852	5,050	5,258	5,478	5,710	5,955
Other Operations & Maintenance	183	188	194	200	206	212	218	225	231	238
Total Operating Costs	34,435	30,741	30,846	31,366	32,002	32,754	33,471	34,209	35,015	35,741
Capital Costs	6,200	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Total Revenue Requirements	\$40,635	\$34,741	\$34,846	\$35,366	\$36,002	\$36,754	\$37,471	\$38,209	\$39,015	\$39,741
Net Annual Balance	(\$7,911)	(\$663)	(\$89)	\$82	\$152	\$120	\$137	\$147	\$105	\$158

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10 Year Long-Term Financial Plan 2021-2030

CONCLUSION AND SUMMARY

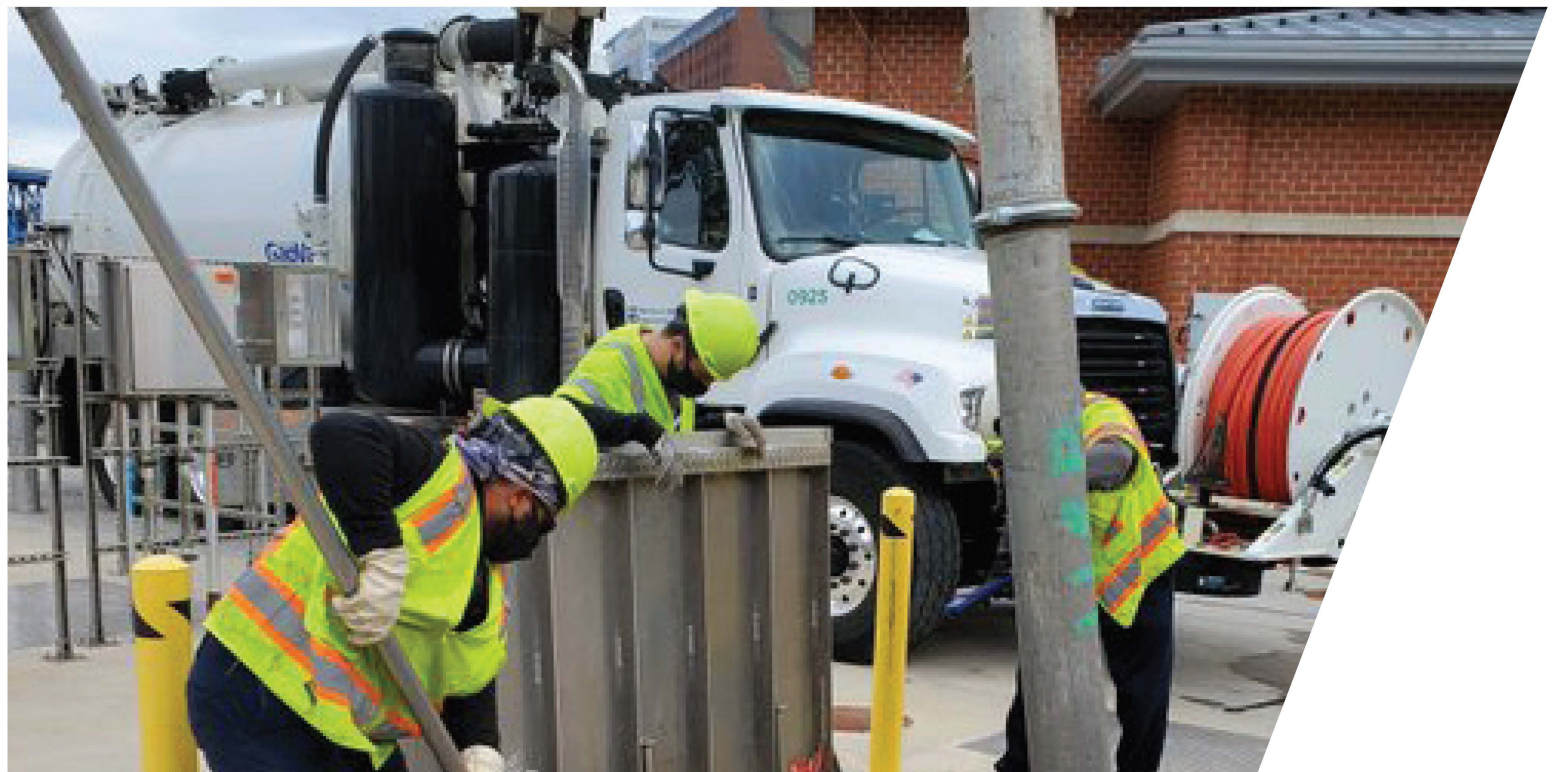
The District is faced with the challenge of being required to invest approximately \$2.6 billion in its wastewater system over the next ten years. The District is facing this challenge during a time of tremendous economic uncertainty. This 10 Year Long-Term Financial Plan incorporates the District's costs, both capital and O&M, and its revenue sources, and presents a plan that should provide the revenue to cover the expenses and provide adequate reserves to address unforeseen circumstances as they arise, thereby placing the District on sound financial footing such that it can continue to provide high quality, reliable service to its customers.

The Financial Plan anticipates the cost of providing service will increase over time as a result of inflationary pressures: one driver behind the rates is the District's responsibility for Combined Sewer Overflows (CSO) within its service area under the Federal Clean Water Act and U.S. Environmental Protection Agency CSO Control Policy. The District is required to develop a Long-Term Control Plan to reduce or eliminate the number of overflows from its CSO outfalls. The estimated cost of the plan is approximately \$3 billion over 25 years. These costs are in addition to approximately \$956.6 million in non-CSO capital improvements over the ten year planning period. In order to fund these mandated projects and sustain the existing system the District will need to issue over \$1.7 billion in debt financing in the next ten years. This significant increase in the debt will require implementation of rate increases to support the debt service payments and the related debt service coverage requirements. To support these required improvements, this 10 Year Long-Term Financial Plan projects annual sewer rate increases of 5.75% from 2022-2026 and 5.60% from 2027-2031.

The District's Stormwater Management Program is in its fourth full year of operation in 2021. Design and construction activities continue to ramp up on projects that will address known areas of concern related to water quality, erosion, flooding, and other related issues. In the coming years, the results of master planning will further define the region's stormwater needs. Currently, the District has projected 2% annual rate increases beginning in 2022 and the established rates are supporting projected Operation and Maintenance expenses and capital needs of \$372.8 million.

This financial this plan will be evaluated on an annual basis in conjunction with the budget and may require changes.

RATES & REVENUE



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER 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 355 square miles within and around the City of Cleveland. Specifically, the District serves 97% of the City of Cleveland and all or portions of 61 communities in Cuyahoga, Lorain, Lake and Summit Counties. The District's service area contains a residential service population of approximately 957,000.

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 presently 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 monthly 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 Berea and North Royalton which act as billing and collection agents for the District in their respective areas. All District customers' bills are based on metered water consumption and are charged a Fixed Cost Recovery Fee per month.

For 2021, customers who reside within the City of Cleveland, otherwise known as Subdistrict 1, are assessed a rate of \$106.50 per 1,000 cubic feet (MCF) of billed water consumption. Customers who reside outside the city limits (Subdistrict 2) are assessed a rate of \$106.80 per MCF of billed water consumption. All customers are charged a fixed cost recovery fee of \$9.70 per month. In addition, the following cost saving programs benefit eligible District customers: Homestead, Affordability, and Crisis Assistance. The Homestead program offers low income customers age 65+ or those who are totally disabled a 40% rate reduction. The Affordability program offers a rate reduction of 40% for customers whose income is at or below 200% of the poverty level. The Crisis Assistance program provides financial assistance to customers experiencing financial hardships.

The District continues its internal billing process with the Rural Lorain County Water Authority (RLCWA). The RLCWA internal billing process commenced late in 2012 and includes approximately 1,208 wastewater and 451 stormwater only customers. The District continues to internally bill approximately 160 large commercial customers, as well as approximately 50 well water customers for their usage of the system.

The balance of the District's customers are billed based on use of the system. Customers with greater than 50,000 cubic feet of annual water consumption may request that their billing for sewage service be based upon wastewater discharged into the sewer system. If their request is

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

granted, one or more extra meters are installed and maintained at the customer's expense to determine the quantity 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 offered 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. 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, which bills individual customers on a monthly basis. The City's meter reading department prepares an annual master schedule of meter reads per route. The master schedule comprises 12 monthly read cycles approximately every 30 days. Meter read information is downloaded into the billing application from which bills are produced. All charges are due within 23 days of the date bills are created. The other District billing agents follow a similar process.

Clear Reads is Cleveland Water Department's (CWD) automated meter reading (AMR) technology in homes and businesses throughout the service area. AMR is the technology of remote collection of consumption and other data by the central office location for billing, troubleshooting, and further analysis. CWD continues to enhance their automation processes to better manage customers' accounts and overall improved efficiency.

Collection of Delinquent Accounts

Under Cleveland's collection process, customers with a past due balance of more than \$50 are sent a reminder notice. Customers with past due balances in excess of \$300 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 that fail to enter into a payment plan or pay the account in full are then issued a 5-day Final Notice. 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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

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 appropriate County Fiscal Officer, 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, semi-annually exercised its authority to certify to the appropriate County Fiscal Officer delinquent sewage charges for properties which it serves.

Rate Setting Process

In 2016, the District along with the Hawksley Consulting firm conducted a five-year rate study. The District utilizes a systematic approach for rate setting designed around a five-step process tailored specifically to its goals and objectives. The first step in rate setting process is the identification of pricing objectives. The District's pricing objectives include revenue sufficiency, affordability to disadvantaged customers, rate stability and cost of service based allocations.

The next step in the rate setting process is the identification of revenue requirements. Revenue requirements include all operations and maintenance, capital financing, debt service and reserve funding costs incurred by the District to operate the wastewater and stormwater utility. Once the revenue requirements have been identified, the next step is to allocate costs in a manner consistent with industry standards and practices, including the principles described in the Water Environment Federation's (WEF) Manual of Practice #27-Financing and Charges for Wastewater Systems.

Once pricing objectives are prioritized and after data related to cost and usage characteristics is reviewed, the District develops conceptual rate designs that address their pricing objectives.

The final step in the rate setting process is to compare the results of each alternative rate structure relative to the pricing objective identified in the first step. The resulting rates and customer impacts for each alternative are compared to each of the pricing objectives in order to determine the effectiveness of each rate structure. This step assists in identifying the rate structure that best addresses the pricing objectives and policies of the utility. Once the rates are established, they are presented to the Board of Trustees to evaluate and adopt a five year rate schedule. The Rate schedule for 2017-2021 was adopted by the Board August 4, 2016. The District is currently working with Stantec Consulting on the 2022-2026 Rate Study.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

2021 PROJECTED SEWER REVENUE

For 2021 the District's total sewer service revenue is projected to be \$345.2 million, of which 99.9% is composed of user fees. The other 0.1% is made up of other income, interest income and non-operating grant revenue. The City of Cleveland Division of Water bills for approximately 90.0% of the user fees while the suburbs of Berea, North Royalton and our customers billed directly by the District make up the other 10%. The revenue generated is based upon consumption, the number of customer accounts, and rate increases in effect for 2021. The historical trend of the District's billed consumption continues to decrease annually at an overall average rate of 2.0%. However, the District anticipates a 4.5% decrease in billed consumption in 2021 based on 2020 COVID-19 consumption trends for residential and commercial customers.

As part of the District's Rate Study, a demand analysis was performed to forecast the usage based on patterns of growth/decline. In this study, the District used recent trends in demands, population, change in households, employment projects, impact on conservations and price elasticity. The result of the analysis showed that demand forecasts indicate continued decline in billable flows of about 2.0%.

The rate of decline in flows the District has experienced since 2008 is at a higher level than historical trends and will be above household decline of approximately 0.1% per year. The decline in households is consistent with the decline in customer accounts. Therefore, for budgetary purposes, the District estimated a 4.5% decrease in consumption for City of Cleveland in 2021 and a 4.5% decrease in consumption for the suburbs. In addition to the consumption, the District annually projected a 4.0% uncollectable rate, due to COVID-19 the District is projecting the uncollectable rate at 6.0% using 2020 trend analysis and using the average of 8.3% rate increase.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

SEWER SERVICE RATES, BILLING AND COLLECTION PROCEDURES

continued

The following charts and graphs illustrate the principal source of sewer service fee revenue, historical summaries, billed consumption, and other demographic information.

The District's Total Operating Revenue by Source indicates:

- 99.8 % of our 2021 Total Operating Revenue is composed of Sewer Service Fees.

The District's Historical Summary of Sewer Service Fee Revenue indicates:

- The District has increased wastewater rates on an average 8.8% since 2011. However due to the economy and reduction in demand, revenue has increased an average of 8.5% per year since 2011.

The District's Annual Metered Billing Quantities indicates:

- The District charges sewer service fees based upon water consumption.
- Varied fluctuations due to economic downturn of the majority of the District's service area.

The District's Billed Consumption since 1993 indicates:

- The District has experienced an average decrease in consumption of about 2.0% since 1993.

The District's Average Monthly Residential Bill indicates:

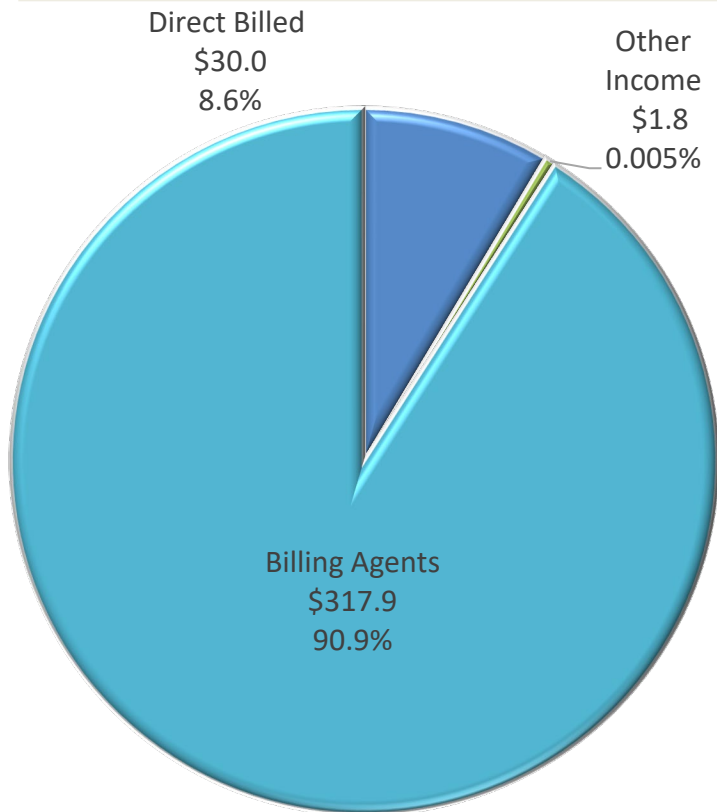
- An average monthly residential bill is 0.625 MCF.
- An average increase of an 8.1% fee for Sub District 1 and an 7.8% fee for Sub District 2 on 2021 monthly bills.

The District's Principal Employers in the Cuyahoga County area indicates:

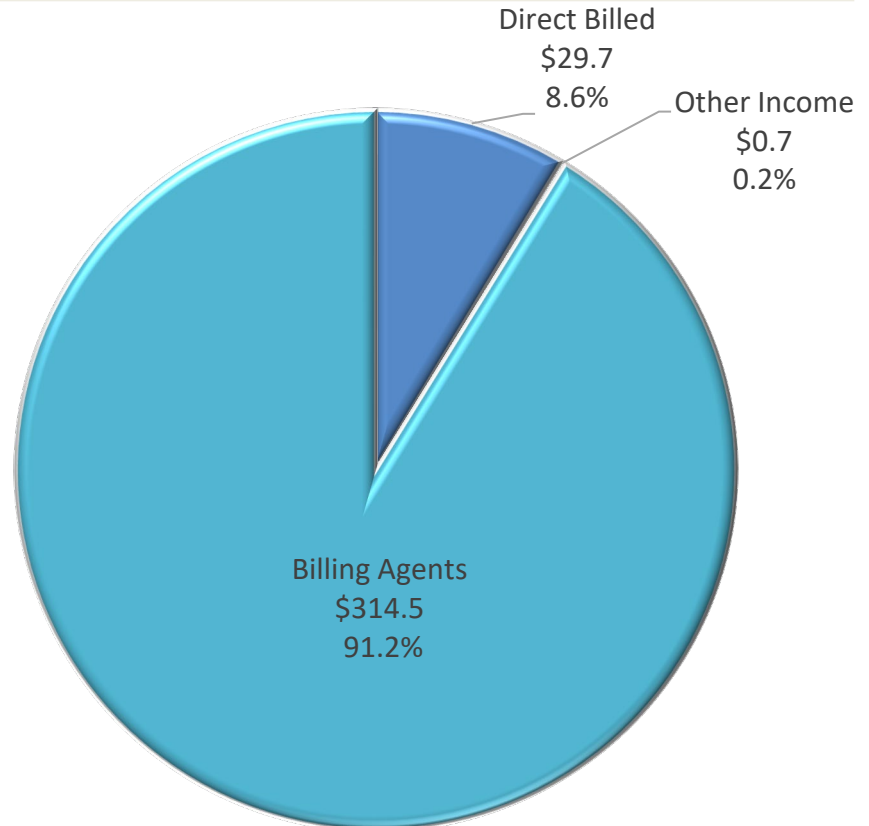
- An overall decrease of approximately 1.0% in the number of employees of our principal employers over a 10 year comparison period.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Total Sewer Service Operating Revenue by Source



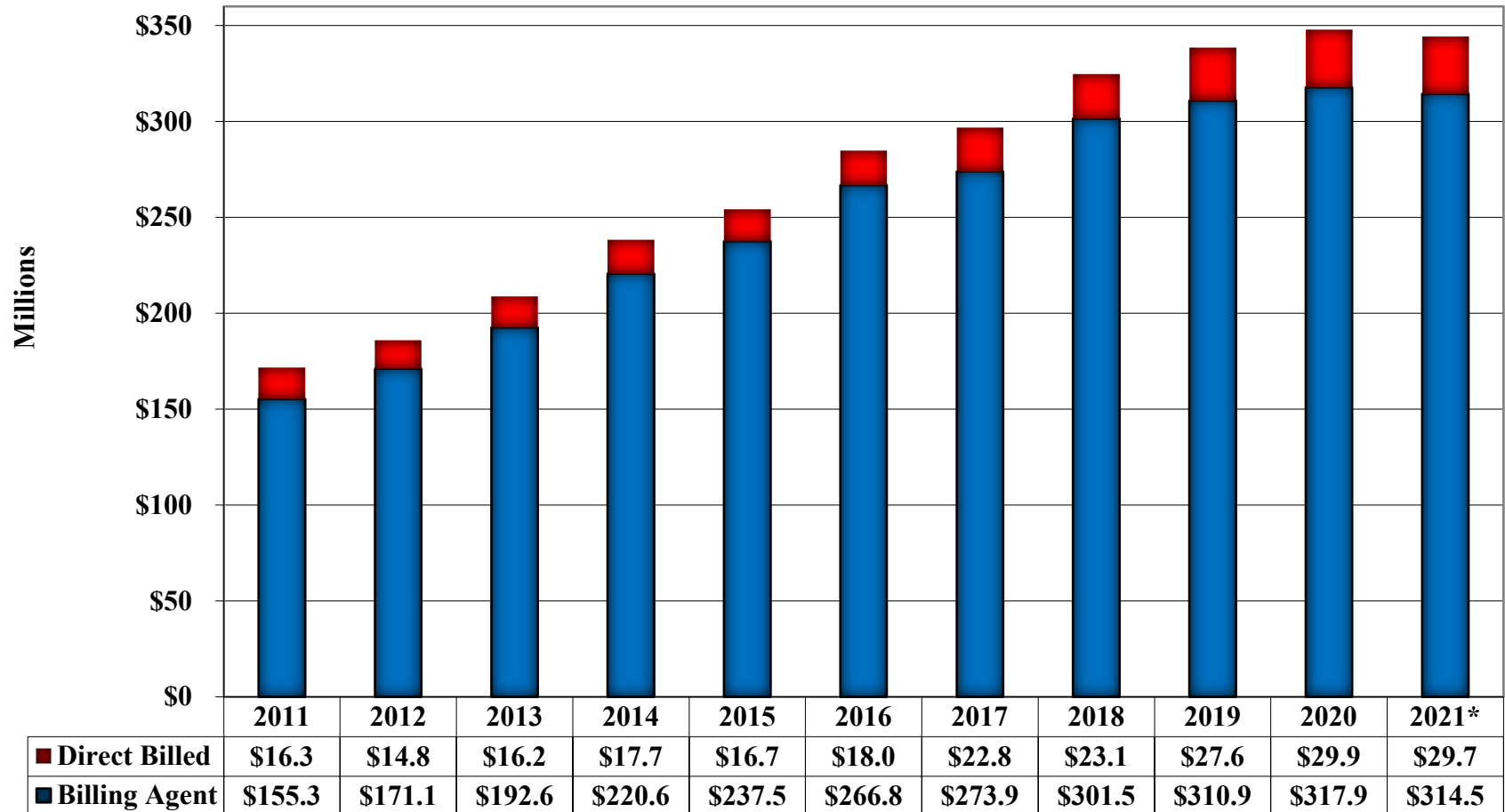
2020 Sewer Revenue
Preliminary Actual
\$349.7 million



2021 Sewer Revenue
Budget
\$344.9 Million

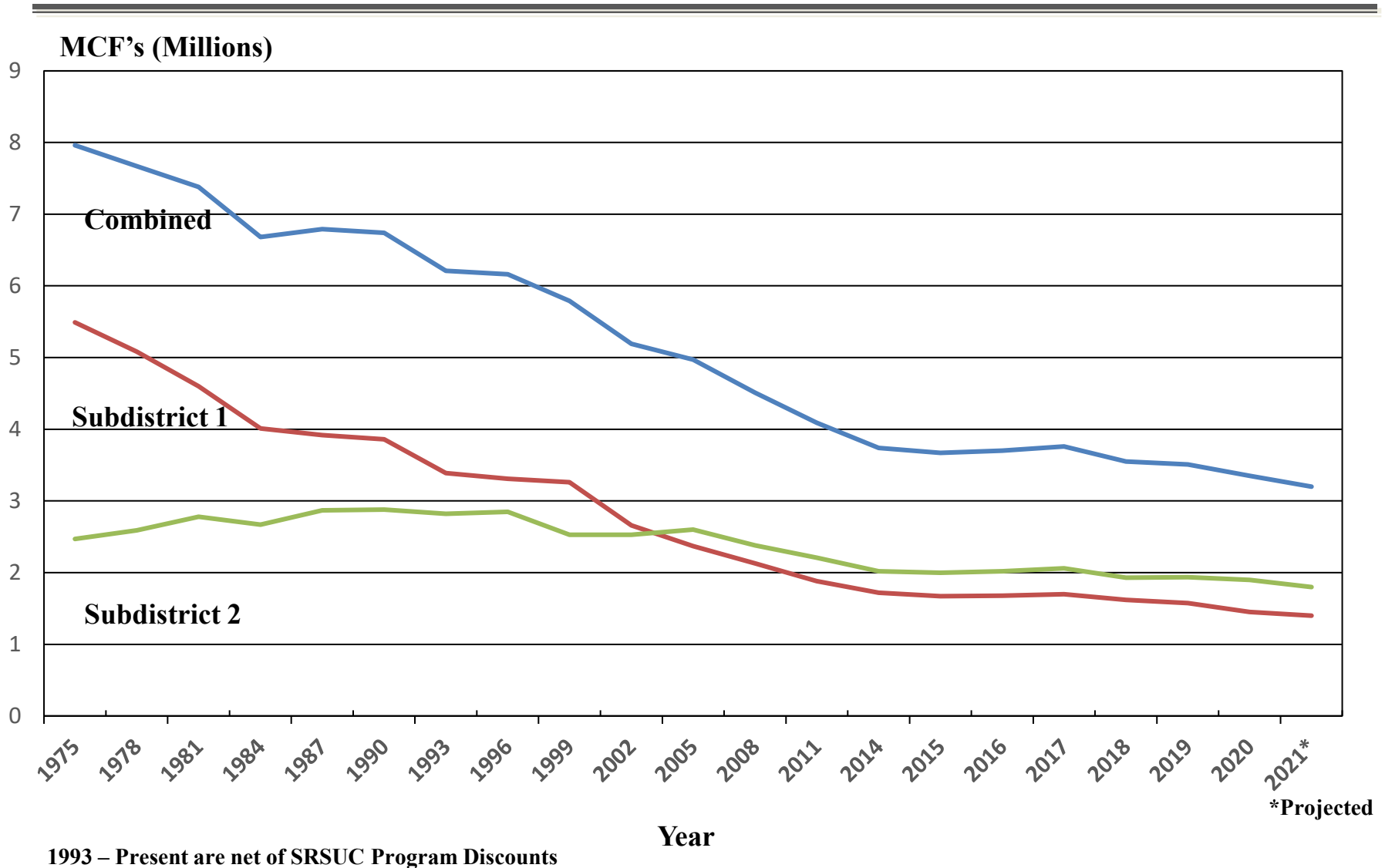
NORTHEAST OHIO REGIONAL SEWER DISTRICT

Historical Summary of Sewer Service Fee Revenue



NORTHEAST OHIO REGIONAL SEWER DISTRICT

Billed Consumption



NORTHEAST OHIO REGIONAL SEWER DISTRICT
ANNUAL METERED BILLING QUANTITIES
2015-2021
(IN THOUSANDS OF CUBIC FEET)

	<u>2015</u>	<u>2016</u>	<u>2017(1)</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>Projected 2021</u>
<u>Subdistrict 1</u>							
City of Cleveland	1,606,410	1,613,081	1,628,557	1,531,107	1,499,699	1,387,748	1,372,939
Direct Billed	<u>62,095</u>	<u>71,852</u>	<u>73,147</u>	<u>91,299</u>	<u>75,785</u>	<u>63,565</u>	<u>62,886</u>
Total Subdistrict 1	<u>1,668,505</u>	<u>1,684,932</u>	<u>1,701,704</u>	<u>1,622,406</u>	<u>1,575,484</u>	<u>1,451,312</u>	<u>1,435,825</u>
<u>Subdistrict 2</u>							
City of Cleveland	1,620,866	1,658,081	1,809,268	1,711,845	1,684,339	1,641,212	1,631,796
Berea	58,315	60,582	57,855	55,896	55,677	56,900	56,574
Cleveland Heights	146,297	140,147	0	0	0	0	0
North Royalton	12,306	12,670	12,033	11,814	11,340	11,931	11,863
Direct Billed	<u>46,722</u>	<u>49,686</u>	<u>167,552</u>	<u>157,196</u>	<u>174,957</u>	<u>178,891</u>	<u>177,865</u>
Subtotal Subdistrict 2	<u>1,884,506</u>	<u>1,921,167</u>	<u>2,046,707</u>	<u>1,936,751</u>	<u>1,926,313</u>	<u>1,888,935</u>	<u>1,878,098</u>
Master Meters	<u>112,489</u>	<u>97,367</u>	<u>8,812</u>	<u>9,822</u>	<u>9,240</u>	<u>9,420</u>	<u>8,997</u>
Total Subdistrict 2	<u>1,996,995</u>	<u>2,018,534</u>	<u>2,055,519</u>	<u>1,946,573</u>	<u>1,935,553</u>	<u>1,898,355</u>	<u>1,887,094</u>
Total Service Area	<u><u>3,665,500</u></u>	<u><u>3,703,466</u></u>	<u><u>3,757,223</u></u>	<u><u>3,568,979</u></u>	<u><u>3,511,037</u></u>	<u><u>3,349,667</u></u>	<u><u>3,322,920</u></u>

(1) In 2017, a one-time increase in total MCFs was due to the conversion for quarterly to monthly billing cycle.

(2) For years 2008-2011, Consumption of Master Meter Suburbs is presented at 80% of their total consumption, which is the billing basis.

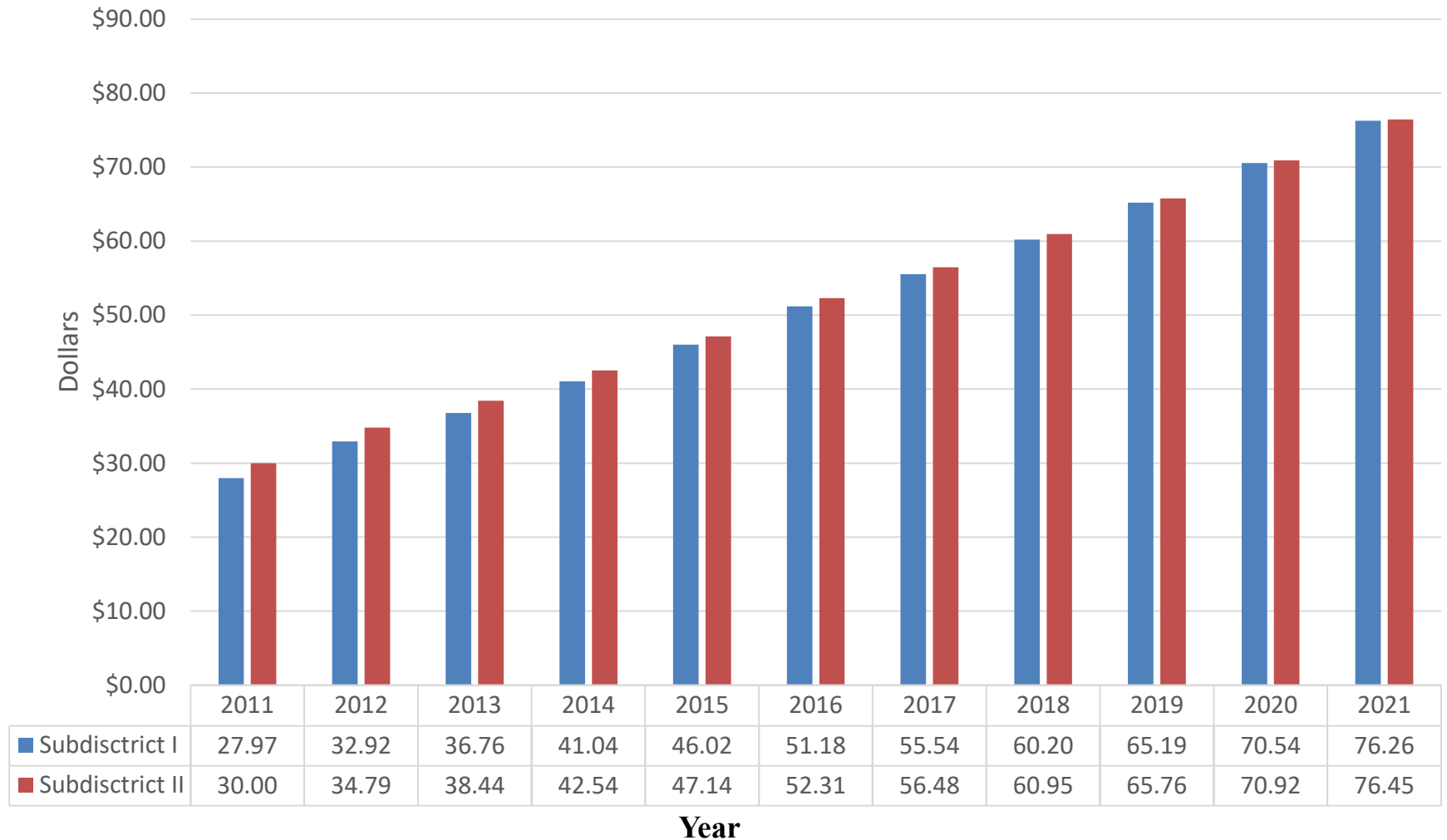
For years 2012-2015, Consumption of Master Meter Suburbs is presented at 70%, 65%, 60% and 55%; respectively, of their total consumption, which is the billing basis.

Starting in 2017, Summit County is no longer billed as a Master Meter community, billing is based on actual consumption by property.

Village of Richfield is still a Master Meter community.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Average Monthly Sewer Service Bill – Residential Customers (0.625 MCF)



NORTHEAST OHIO REGIONAL SEWER DISTRICT

STORMWATER RATES, BILLING AND COLLECTION PROCEDURES-

2021 PROJECTED STORMWATER REVENUE

In 2015 the Ohio Supreme Court's favorable ruling on our Stormwater Management Program allowed the District to proceed with work that addresses large-scale, regional problems. The detailed planning for stormwater projects is ongoing. The Stormwater Program will address flooding, streambank erosion and water quality issues throughout much of Northeast Ohio. The Stormwater fee appears on our customer's monthly bill.

The District's stormwater service fee revenue for 2021 is projected to be \$43.2 million. The projection includes the Community Cost Share Program, where the District will allocate twenty-five percent of the Stormwater cash collections to member communities. Member communities can apply for these funds from the District and use the monies for approved local stormwater-related projects including construction; operations and maintenance of their local stormwater systems; projects that assist communities with EPA requirements; equipment purchases; and projects necessary to mitigate separate storm sewer overflow problems.

Our customers' stormwater bill will be based on an Equivalent Residential Unit (ERU) equal to 3,000 sq. ft. of impervious surface, such as roof and driveway. The approved rate for one ERU is \$5.15 per month. Residences are placed in one of three categories: Tier 1 (less than 2,000 square feet); Tier 2 (2,000 to 4,000 square feet); and Tier 3 (more than 4,000 square feet). According to the 2016-2021 Stormwater Financial Plan, a Tier 1 house pays \$3.09 per month, a Tier 2 house pays \$5.15 per month, and a Tier 3 house pays \$9.27 per month. Residential customers that qualify for the District's Homestead or Affordability program are charged a reduced monthly Stormwater fee of \$2.07 per month regardless of tier. A typical non-residential property is billed based on the actual number of ERU of its impervious surface. The District is currently near the end of the five-year stormwater rate study that will establish stormwater rates for the period of 2022-2026.

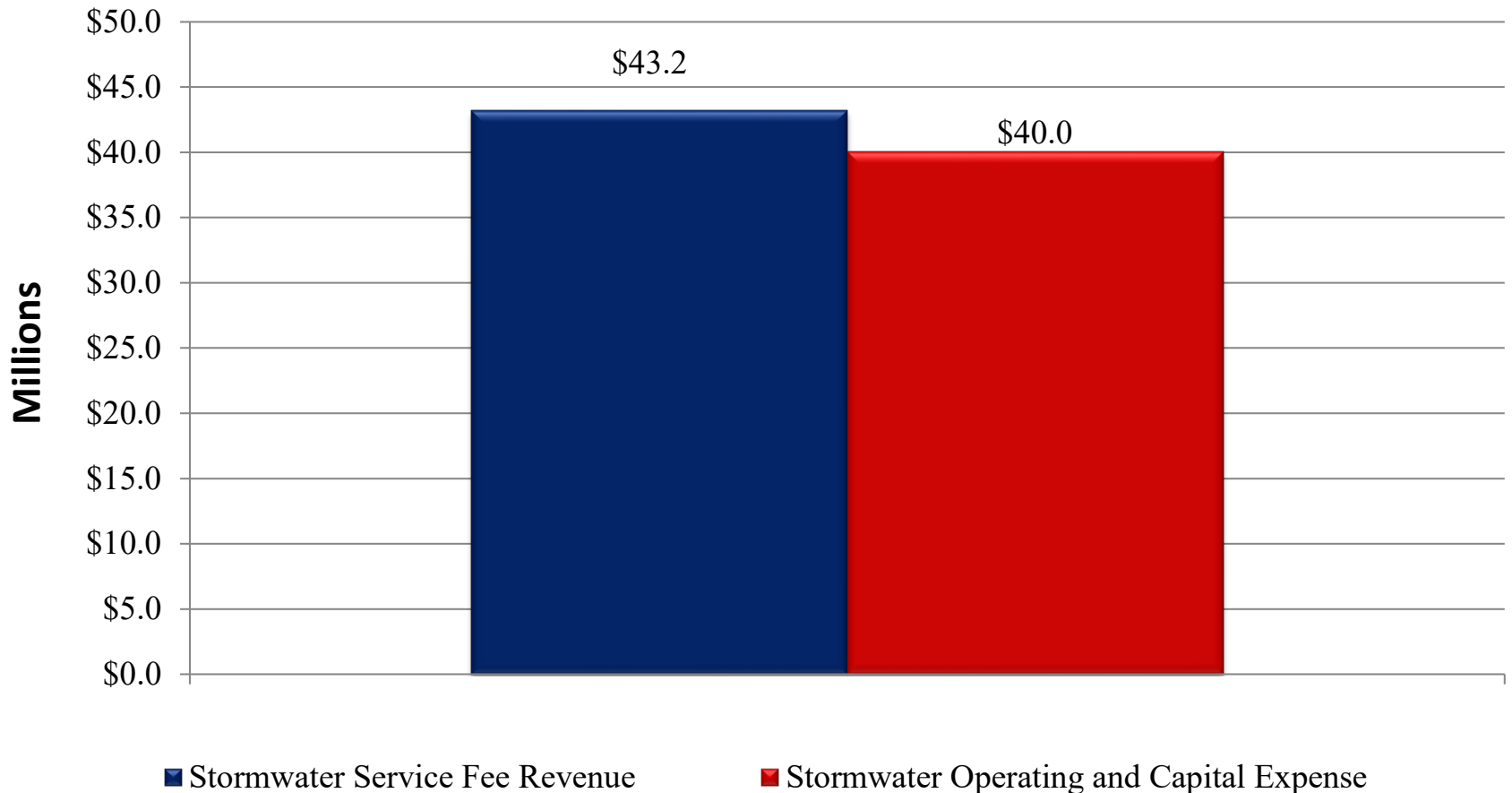
Customers can receive reductions in fees if they take measures to reduce the stormwater volume or minimize the pollutants flowing from their properties. These can include on-site practices that keep stormwater at its source, including: Rain Gardens- landscaped areas built in a depression that capture and filter stormwater runoff from a roof or other surface; On-Site Stormwater Storage-including rain barrels, cisterns, rain bladders, or other devices approved by the District; Vegetated Filter Strips-strips of dense turf, meadow grasses, trees, or other vegetation with a minimum slope that can treat the water quality of runoff from paved surfaces. Credit also can be obtained if an applicant removes and replaces 500 sq. ft. or more of paved surface with a vegetated surface.

NORTHEAST OHIO REGIONAL SEWER DISTRICT
STORMWATER RATES, BILLING AND COLLECTION PROCEDURES -
2021 PROJECTED STORMWATER REVENUE – continued

Also included into our Regional Stormwater Management Program is a Stormwater Education Credit available to area school districts and independent schools. The program is designed to promote the importance of healthy drainage systems. The provided curricula will adhere to Ohio State Standards and be available for grades 3, 5, 7, and 10. These programs will offer an in-depth understanding of the environmental sciences and how they affect regional waterways.

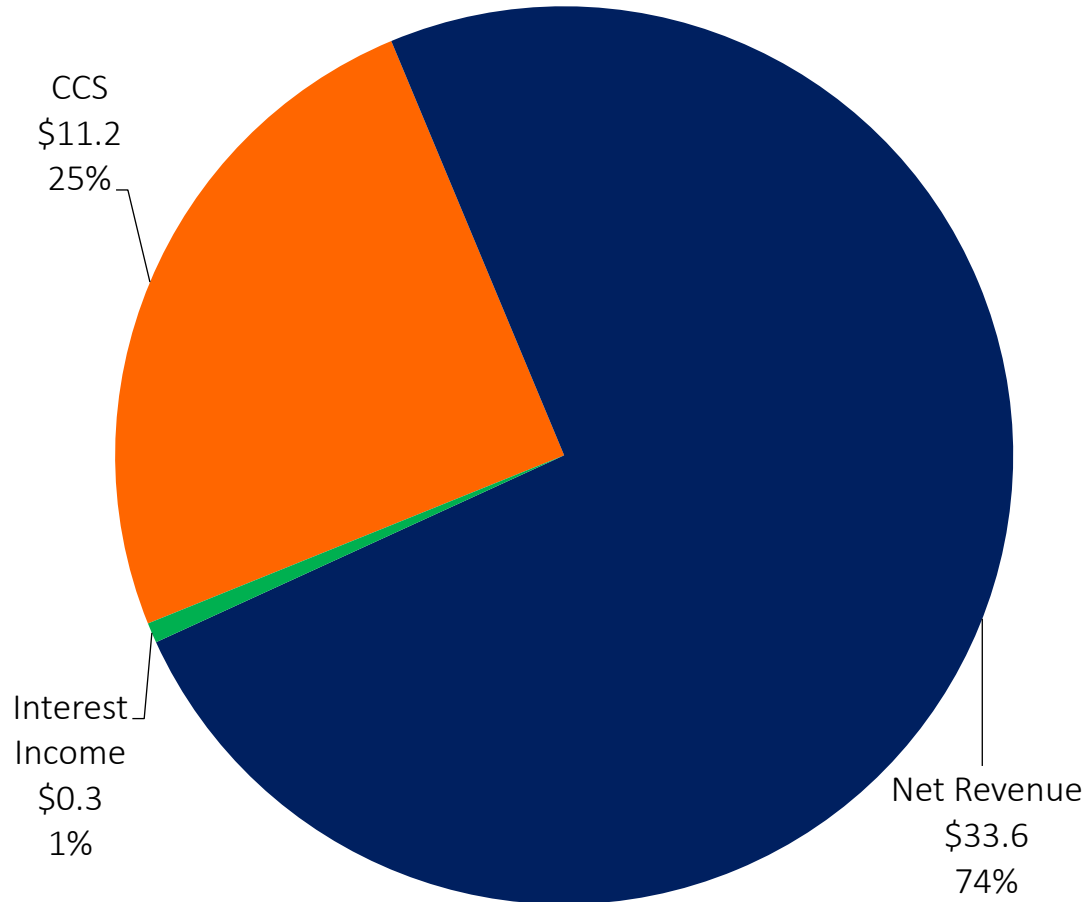
NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 Stormwater Budgeted Revenue & Expense

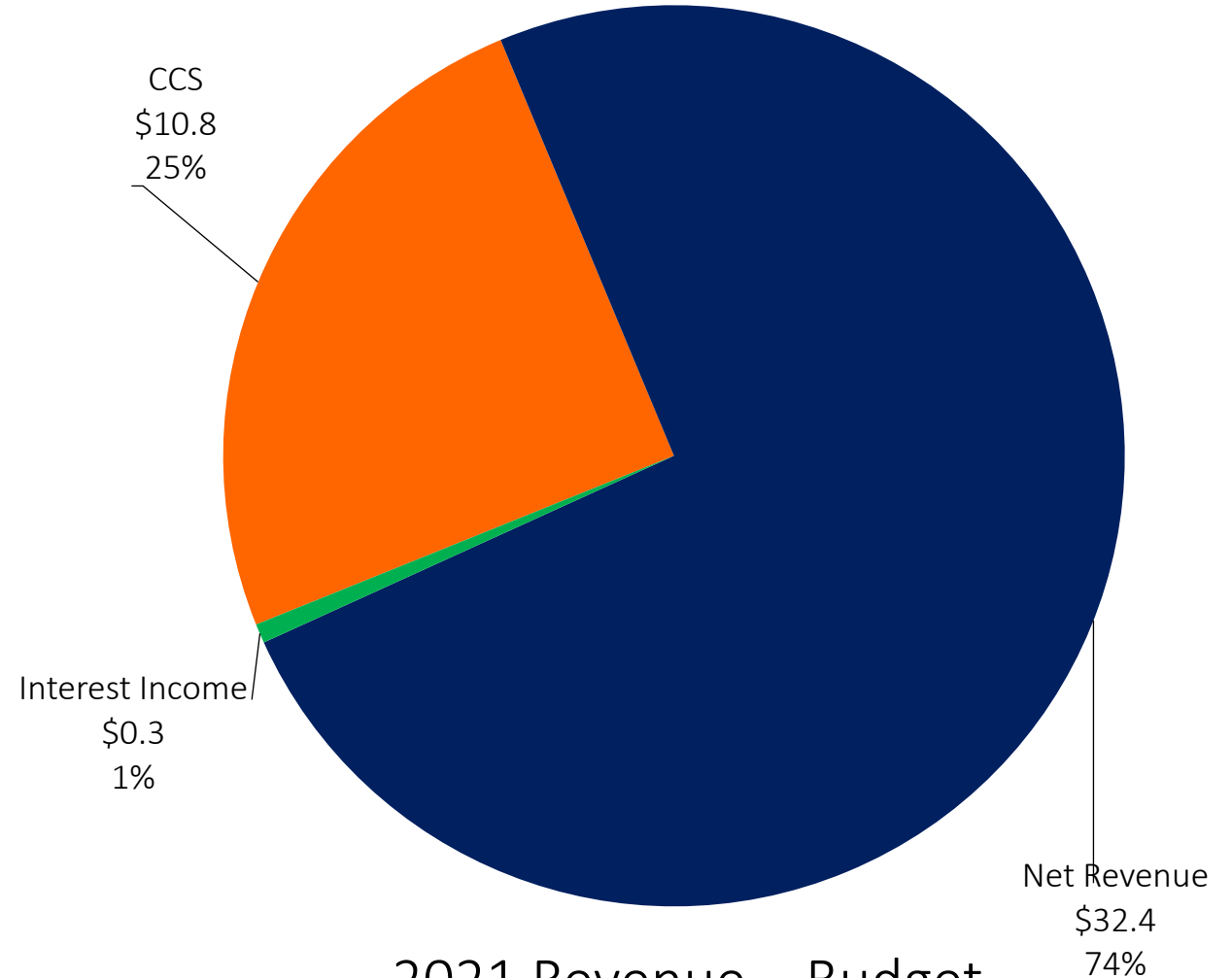


NORTHEAST OHIO REGIONAL SEWER DISTRICT

Total Stormwater Operating Revenue by Source



2020 Revenue – Unaudited Actual
\$45.1 Million



2021 Revenue – Budget
\$43.5 Million

ACCOUNTING & BUDGET PROCESS



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 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. On September 30, 2009, the District adopted authoritative guidance issued by the FASB which established the FASB Accounting Standards Codifications (ASC) as the single source of authoritative accounting principles generally accepted in the United States of America. 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 recognized 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 operating income, changes in net assets, financial position and cash flows. The proprietary fund category is used for governmental entities with ongoing activities that operate similar to the private sector. 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 exceeds 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 finance all Capital Projects and control its level of debt.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET INTRODUCTION - continued

Annual Budget Process-continued

The District's revenue budget is prepared on the accrual basis which means that budgeted revenue estimates reflect revenue from completed transactions, not cash collections. Estimates for services provided between the ends of various cycles and the end of the year are recorded as unbilled revenue. Operating expenses are budgeted to reflect when the District incurs a liability for the goods or services it procures and not when it 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 or gains and losses on equipment disposals. The District must adopt a budget that is within the parameters of the 2017-2021 adopted rate study and ensures compliance with the covenants under the Trust Agreement for the Wastewater Improvement Revenue Bonds Series 2010, 2013, 2014, 2016, 2017, 2019, and 2020. 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 shall be 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 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. In order for the District to comply with this covenant the budget needs to exceed a Balanced Budget, a budget in which total revenues are equal to total expenditures, by a level that will generate Net Revenues that are in compliance per the Wastewater Improvement Revenue Bonds Series 2010, 2013, 2014, 2016, 2017, 2019, and 2020 Trust Agreements.

Budgetary Control

General provisions regulating the District's budget and appropriation procedures are set forth in the Ohio Revised Code. The Chief Executive Officer 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 has been modified for the 2020 budget. Budget reports will be compiled at the directors' level. Funds are allocated to the individual departments based upon the percentage allocation of the rate study to total District budget. Each department will be required to budget within their allocated amount. Staffing plans have been developed for all departments with the exception of Operations, Engineering and IT. The staffing plans are used during the budget process to justify any new positions requested. The preliminary requests are evaluated and revised as necessary by the Budget Committee, consisting of the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, and Director of Human Resources. The revised version is then presented to the Finance Committee of the Board of Trustees for their

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET INTRODUCTION - continued

Budgetary Control-continued

review. Any adjustments requested by the Finance Committee panel are then incorporated into the budgets and submitted to the Board for their adoption. The revised adopted budgets reflect the amendments made to the 2021 budgets presented to the Board on June 18, 2020. This process will be completed by March 31 of the current budget year.

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 Chief Financial Officer. Any transfers involving Salary & Wages or Personnel Benefits accounts must also be approved by the Chief Executive Officer.

Any budget transfers that have been approved by the Chief Financial Officer and/or the Chief Executive Officer 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 an annual basis.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET PROCESS

The 2021 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 2021 plus the change in unbilled revenues between the beginning and end of 2021. Unbilled revenue is for estimated services provided to 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.

Every year the Finance team with the help of IT does a review of the budget software system, Oracle's Planning and Budgeting Cloud Service (PBCS), and implements incremental changes to improve budget end users experience. This year, the implementation was to have all the District Capital Improvement Plan captured in the PBCS, with five year projected capital expenditures and detailed description for capital request.

I. Operating Budget Procedures

- A. Per the Ohio Revised Code (O.R.C.), the District adopts 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 prepared specifically to meet the regulatory requirements of the O. R. C.
- B. The budget process continues, beginning in October 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 Chief Financial Officer.
- C. Contents of the Instruction Package include:
 - 1. Table of Contents
 - 2. Budget year memo from the Chief Financial Officer
 - 3. Budget Preparation Instructions
 - 4. Timetable for important dates relating to deadlines for the steps in the budget process
 - 5. Summary of the Budget Request Data that is to be returned to the Finance Department

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET PROCESS

6. Organizational Coding Structure-2020 Budget Centers
7. Chart and Definitions of 2020 Operating Expense Accounts
8. Chart and Definitions of 2020 Capital Accounts
9. 2020 Description of Services Provided Document
10. 2020 Budget Center Organizational Chart
11. PBCS – Manage Positions and Employees
12. Review Positions
13. Add New Positions and Vacancies
14. Push Data to Line Item
15. Manage Line Item Expenses
16. Plan Expenses
17. Review Expenses
18. Manage All Programs
19. Capital Budget Worksheet – Exhibit E
20. Prior Years Adopted Description of Services Provided
21. Budget Performance Report with Y-T-D actuals and variances

D. Budget Center Head Responsibilities:

1. The Employee Budget Detail Report – Budget Center Heads will enter new positions and vacancies into PBCS to be reviewed by Finance. New positions and vacancies must comply with the proposed staffing plans to justify any new positions request.
2. The Estimate of Personnel Requirements – Add New Positions and Vacancies in PBCS depicts various personnel information relating to each budget center's Table of Organization. The Budget Center Head is required to complete the New Position and Vacancy task on PBCS.
3. If a Budget Center Head has been approved for any new positions or increases in staffing based on their Staffing Plan for current positions within the budget year, he/she must submit a Proposed Increase in Personnel. Add New Positions and Vacancies 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. New Positions and New Vacancies will be reviewed and approved by Finance in PBCS.
4. All operating expenses will be compiled at the department level. Funds are allocated to the individual departments based upon a percentage allocation of previous budgets to the total District budget. Each department is required to budget within their allocated amount. These requests from a budget center must be documented in PBCS. The amount for each expense line item must be recorded in PBCS.
5. Each budget center head must also complete a five-year Capital Budget Improvement plan in PBCS for expenditures that qualify as capital items per the "Fixed Asset Policy." All requested capital expenditures are aggregated into the

NORTHEAST OHIO REGIONAL SEWER DISTRICT

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Capital Improvement Plan.

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 Timetable 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. Estimate of Personnel Requirements - PBCS
 - c. Proposed Increase in Personnel – PBCS
 - d. Expense Budget Detail Justification Report - PBCS
 - e. Expense Budget Detail Report Worksheet - PBCS
 - f. Five-year Capital Budget Worksheet - Exhibit E
2. Budget Center Heads will log into PBCS and enter each budget center's total personnel request which will automatically generate a salary for each position. The Budget Analyst enters each budget center's longevity pay, sick buy-out, and prior year's total actual salary expense. The Budget Analyst also reviews the Proposed Increase in Personnel. Any necessary adjustments to the 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 by the Finance Department. The booklets are specifically organized to categorize the areas of discussion.
 - b. The Budget Committee consists of the Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Administrative officer, and Chief Legal Officer. The Preliminary Budget Requests are presented by Finance to the committee members.
4. Review of the Preliminary Budget Request
 - a. The budget committee reviews all budget centers request, and a meeting is scheduled with each budget center heads during the month of January. The 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 Budget Committee Review of the Budget Request are recorded and used to prepare a Budget Committee Review version of the budget. All changes made during the Budget Committee Review will be

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET PROCESS

incorporated in the revised budget by members of the Finance staff. A revised Budget Committee Review Budget Request document is compiled to create the second iteration of the annual budget – The Finance Committee Review Budget.

F. Finance Committee Review Budget Request

1. Contents of the Finance Committee Review Budget include:

a. Finance Committee Review Budget Summary Section

- 1) Budget Memo from the Chief Financial Officer to the Chief Executive Officer
- 2) Appropriation Resolution prepared by the Chief Financial Officer
- 3) Various schedules and reports as dictated by the Chief Financial Officer and prepared by the Finance staff
- 4) Cash Reserve Summary
- 5) Summary Budget for each Budget Center
- 6) Charts & Graphs of pertinent financial information

b. Finance Committee Review Detail Section

- 1) Wastewater Operating Expense and Revenue Report
- 2) Wastewater Director level operating performance report
- 3) Stormwater Operating Expense Revenue Report
- 4) Stormwater Director level operating performance report
- 5) District's Five-Year Capital Improvement Plan
- 6) Public Purpose Policy
- 7) 10 Year long Term Financial Plan Update
- 8) Budget Transfers

2. Distribution of the Finance Committee Review Budget

- a. The Finance staff compiles the Finance Committee Review Budget Summary section and the Finance Committee Review Budget Detail section.
- b. Finance Committee Review Budget files are distributed to the Board of Trustees, Senior Staff and Budget Center Heads. The Finance Committee Review Budget document will be the version of the budget that is reviewed by the Board of Trustees' Finance Committee.

3. Board Review of the Finance Committee Review Budget

NORTHEAST OHIO REGIONAL SEWER DISTRICT

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- a. The Finance Committee 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. The meeting is conducted in a public forum to allow for citizen input. A meeting agenda is prepared by the Chief Financial Officer and includes a presentation. The five-year capital plan as well as the operating expense budget is discussed during the finance committee review meeting.
- b. Any changes made during the Finance Committee Review are recorded by the Budget Analyst.
- c. After the Finance Committee Review, the Chief Financial Officer 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

1. The budget is presented to the Board Members, usually on the second board meeting in March. The Board also receives the Finance Committee packet that includes:
 - a. All budget documents, charts and graphs, schedules and budget center reports that reflects all adopted budget data and prior year actual data.
 - b. Once the Board passes the resolution, The Finance staff prepares a the Budget Book that incorporates the Adopted Budget Summary and Detail documents into one Adopted Budget Book.
2. Distribution of the Adopted Budget Book
 - a. The Finance staff will distributes the completed Adopted Budget books to Senior Staff and other staff as required.
 - b. The Budget Book is also submitted to the GFOA annually to apply for the Distinguished Budget Award.

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

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET PROCESS

year-to-date amount, the budget remaining and percentage remaining for each line item.

2. The Budget Center Heads 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.
3. The Finance team starts in April, to do a monthly projection analysis for each budget center. This analysis focuses on the appropriated budget, the current monthly actuals and those data are used to forecast end of the year actuals. The forecasted numbers are compared against the budget to discover major variances. Major variances forecasted are presented to the budget center heads for further discussion and deliberation.
4. In August, the Finance Team does a mid-year review with all budget center heads that is presented to the Budget Committee. This review focuses on projected end of the year actuals compared against the appropriated adopted budget. Major variances are discussed for further explanation and justification. This review also allows to discuss strategic operational plan with personnel, operational and capital needs.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 BUDGET CALENDAR

TIMETABLE FOR PREPARATION OF THE 2021 ANNUAL BUDGET

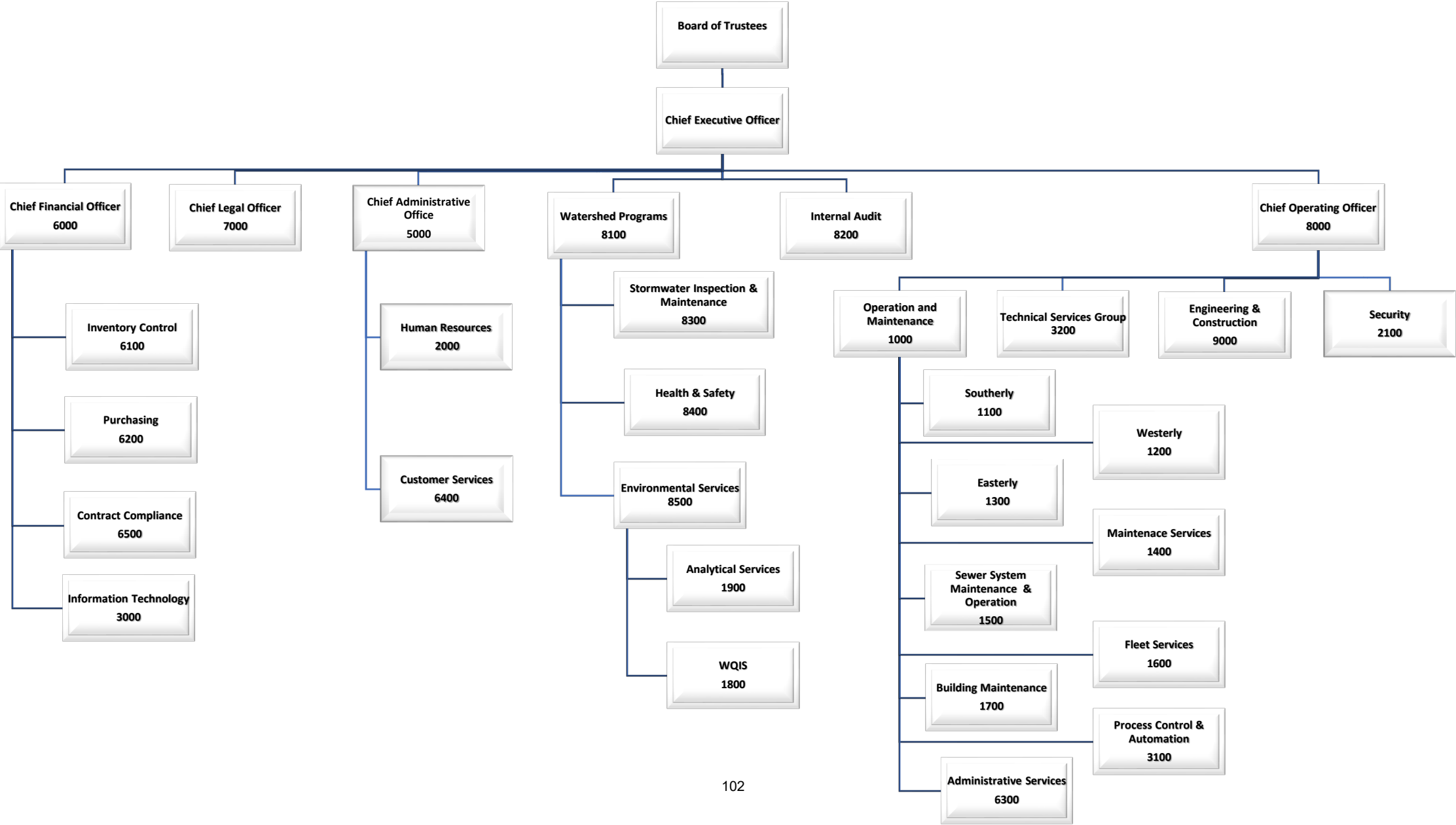
Monday	10/05/20	Chief Financial Officer - Budget Kick-off Memo.
Tuesday	10/21/20	PBCS Training.
Wednesday	10/21/20	Working 2020 Budget (PBCS) will be open for users.
Friday	11/06/20	2021 IT Budget Request to IT Department.
Friday	11/06/20	EMSC and GJM Administration Building budget centers' equipment repair and maintenance and meeting requests to Administrative Services.
Friday	11/06/20	2021 Anticipated Temporary Staffing requirements to Human Resources via email. These requests must be approved by the Director/Chief of the department <u>before</u> submitting to Human Resources.
Friday	11/06/20	2021 District-wide Training Budget Form to Human Resources: via email. These requests must be approved by the Director/Chief of the department <u>before</u> submitting to Human Resources.
Friday	11/06/20	Anticipated bid/proposal information that will be advertised or require legal notices to Purchasing.
Friday	12/11/20	Working 2021 Budget (PBCS) due to Finance including all Operating and Five-Year Capital Plan appropriation request. Access will be terminated to make any edits to your 2021 PBCS.
Wednesday	12/16/20	SST workshop on overall budget. Discussion of priorities, if needed.
Monday	1/04/21- 1/15/21	Budget Centers' Budget Committee Review with Budget Center Heads.
Friday	1/29/21	Description of Services Provided to Finance
Thursday	3/11/21	Presentation of Finance Committee Review Budget.
Thursday	3/18/21	Anticipated Adoption of the Amended Budget by Board of Trustees

2021 ADOPTED BUDGET DATA



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT
TABLE OF ORGANIZATION – DEPARTMENTAL VIEW



NORTHEAST OHIO REGIONAL SEWER DISTRICT
RESOLUTION NO. 95-21

AUTHORIZATION TO AMEND RESOLUTION NO. 183-20 FOR THE ADOPTION OF THE OPERATING AND CAPITAL
BUDGETS FOR THE FISCAL YEAR ENDING DECEMBER 31, 2021, AS PRESENTED

WHEREAS, the District is required by law to adopt operating and capital budgets for the succeeding fiscal year by July 15th of the prior year; and

WHEREAS, on June 18, 2020, the Board of Trustees adopted Resolution No. 183-20, which adopted the operating and capital budgets of the Northeast Ohio Regional Sewer District for fiscal year 2021; and

WHEREAS, the proposed amended budget for 2021 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 amends Resolution No. 183-20 and adopts the Northeast Ohio Regional Sewer District amended operating and capital budgets for fiscal year 2021 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 2021, the following sums be and they are hereby appropriated:

Sewer Direct Operating Accounts

Operating Expenses, Before Depreciation	\$ 143,860,019
Capitalized Labor & Fringe Benefits	(6,500,000)
Accrued Vacation	485,370
Indirect Cost Allocation to Stormwater	<u>(4,136,192)</u>
Total	<u>\$133,710,197</u>

Non-Operating Accounts

Green Infrastructure Grants	\$ 1,459,440
Member Community Infrastructure Program	11,700,000
WRRSP Project Grants	<u>100,000</u>
Total	<u>\$ 13,259,440</u>

Sewer Capital Accounts

Major Capital Projects:	
Capital Projects Accounts	\$ 204,585,084
Capitalized Labor & Fringe Benefits	<u>6,500,000</u>
Total	<u>\$ 211,085,084</u>

Debt Service

Debt Service Payments	\$ <u>102,161,428</u>
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Depreciation


Depreciation	\$ <u>83,719,249</u>
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Stormwater Direct Operating and Capital Accounts

Operating Expenses	\$ 29,673,863
Capital Expenditure	6,200,000
Indirect Cost Allocation to Stormwater	<u>4,136,192</u>
Total	\$ <u>40,010,055</u>

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 deliberations 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 Ms. Dumas, seconded by Mayor Bacci, the foregoing resolution was unanimously adopted on March 18, 2021.

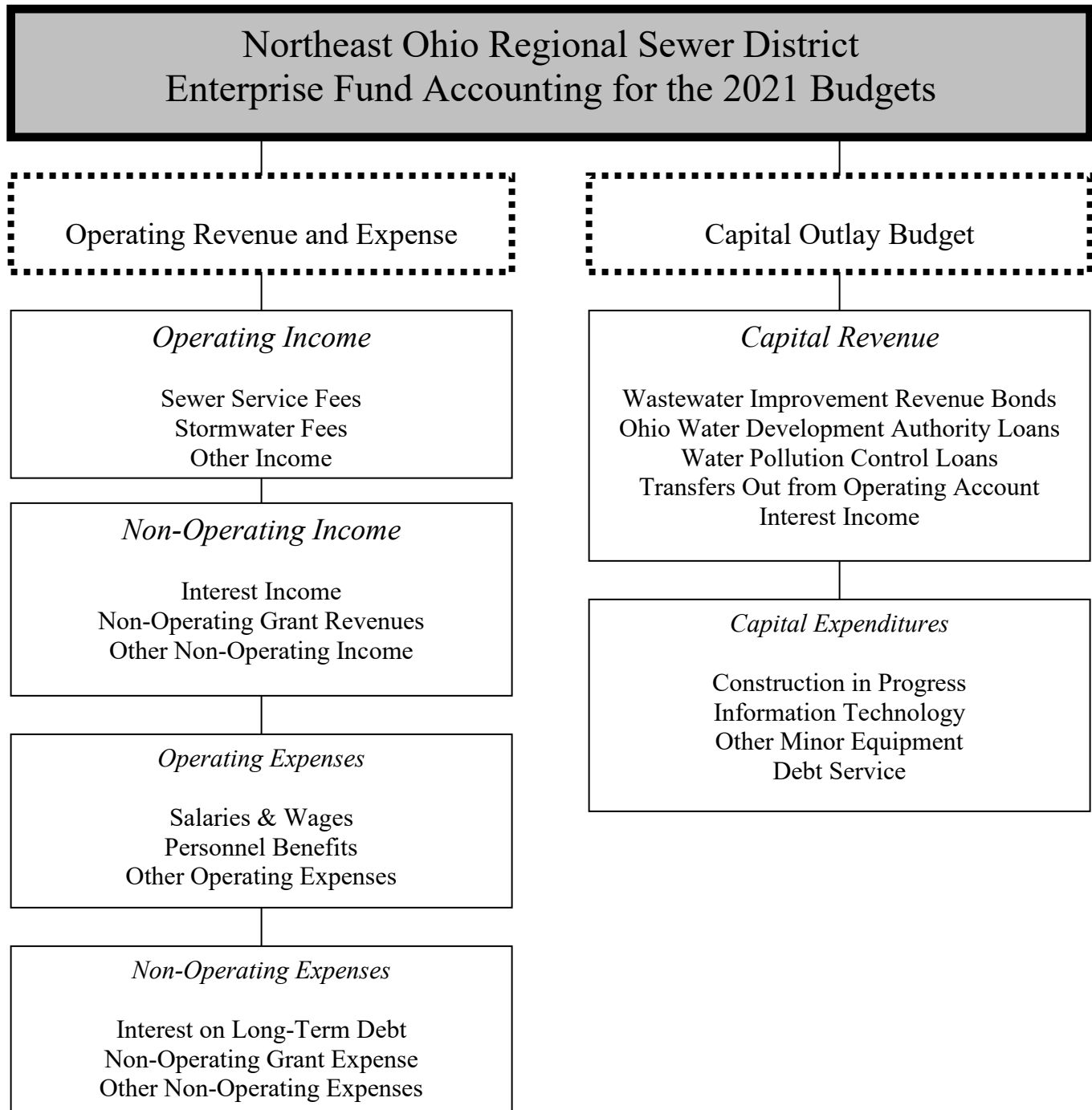


Timothy J. DeGeeter, Secretary
Board of Trustees
Northeast Ohio Regional Sewer District

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Fund Structure of 2021 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				
2021 ADOPTED SEWER SERVICE BUDGET SUMMARY				
PRESENTED ON AN ACCRUAL BASIS				
	2019 AUDITED ACTUAL	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUAL	2021 PRELIMINARY BUDGET
OPERATING BUDGET				
OPERATING REVENUE:				
Sewer Service Fees	\$ 338,597,331	\$ 349,539,032	\$ 347,933,654	\$ 344,121,884
Other Income	1,615,509	733,602	1,768,261	733,602
Total Operating Revenue	\$ 340,212,840	\$ 350,272,634	\$ 349,701,915	\$ 344,855,486
Non Operating Revenue:				
Interest Income	\$ 301,673	\$ 200,000	\$ 177,914	\$ 200,000
Operating Grant Revenues (WRRSP Projects, etc..)	-	100,000	-	100,000
Total Non-Operating Revenue	\$ 301,673	\$ 300,000	\$ 177,914	\$ 300,000
Total Revenue	\$ 340,514,513	\$ 350,572,634	\$ 349,879,829	\$ 345,155,486
EXPENSES:				
OPERATING EXPENSES:				
Salaries & Wages	\$ 53,823,645	\$ 58,687,703	\$ 53,936,888	\$ 57,066,165
Personnel Benefits	19,841,108	24,368,925	19,010,821	24,728,394
Utilities	12,248,936	14,403,055	12,234,202	13,454,099
Professional Services	14,719,299	12,938,030	9,215,831	9,225,100
Contractual Services	16,405,657	19,187,643	15,551,878	20,787,926
Other Expenses	15,585,505	18,724,502	15,341,864	18,598,334
Total Operation & Maintenance Expenses	\$ 132,624,150	\$ 148,309,858	\$ 125,291,484	\$ 143,860,018
Adjustment to Operating Expenses:				
Indirect Cost Allocation to Stormwater	\$ (4,186,298)	\$ (4,918,534)	\$ (4,096,133)	\$ (4,136,192)
Personnel Services charged to Capital Projects	(5,778,398)	(6,500,000)	(6,251,883)	(6,500,000)
Accrued Vacation Expense	386,133	475,000	803,581	486,370
Total Net Operating Expense (Before Depreciation)	\$ 123,045,587	\$ 137,366,324	\$ 115,747,049	\$ 133,710,196
Non Operating Expenses				
Green Infrastructure Grant	\$ 2,102,179	\$ 2,115,000	\$ 808,258	\$ 1,459,440
Member Community Infrastructure Program	2,331,313	12,200,000	3,090,387	11,700,000
Non-Operating Grant Expense (WRRSP Projects, etc..)	177,781	100,000	-	100,000
Debt Service (Principal & Interest Included)	97,467,193	98,156,647	96,920,749	102,161,428
Total Non-Operating Expense	\$ 102,078,466	\$ 112,571,647	\$ 100,819,394	\$ 115,420,868
Transfer to Other Funds				
Transfer to Rate Stabilization Account	\$ -	\$ -	\$ -	\$ -
Transfer to/from Equipment Repair & Replacement Reserve	-	-	-	-
Transfer to/from Insurance Reserve	(1,266,314)	-	(1,275,096)	-
Total Net Transfer	\$ (1,266,314)	\$ -	\$ (1,275,096)	\$ -
EXCESS REVENUES OVER EXPENSES				
	\$ 116,656,774	\$ 100,634,663	\$ 134,588,481	\$ 96,024,422
CAPITAL BUDGET				
Sources of Capital Funds	\$ 410,947,682	\$ 445,123,829	\$ 447,500,788	\$ 500,102,890
Uses of Capital Funds	224,016,341	262,718,868	169,943,844	211,085,084
BALANCE REMAINING	\$ 186,931,341	\$ 182,404,961	\$ 277,556,944	\$ 289,017,806

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
2021 WASTEWATER CASH RESERVE SUMMARY				
PRESENTED ON CASH BASIS				
	2019 AUDITED ACTUAL	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUAL	2021 PRELIMINARY BUDGET
Beginning O&M Reserve Balance (Net of Rate Stabilization Fund)	\$ 34,311,096	\$ 34,399,656	\$ 34,399,656	\$ 30,837,182
Operating Surplus	116,656,774	100,634,663	134,588,481	96,024,422
Transfers to/from Capital Account	(38,102,912)	5,644,512	(242,258)	(942,054)
Transfer to/from Insurance Reserve	1,266,314	1,000,000	1,275,096	1,000,000
Transfer to/from Equipment Replacement Reserve	-	-	-	-
Transfer to/from Rate Stabilization Account	-	-	-	-
Transfer from Debt Service Reserve	-	-	-	-
Pay-As-You-Go Capital Financing	(79,731,615)	(107,456,000)	(139,183,793)	(93,492,000)
Ending O&M Reserve Balance (Net of Rate Stabilization Fund)	<u>\$ 34,399,656</u>	<u>\$ 34,222,831</u>	<u>\$ 30,837,182</u>	<u>\$ 33,427,550</u>
RATE STABILIZATION ACCOUNT				
Beginning Balance - Rate Stabilization Account	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000	\$ 18,000,000
Transfer in/from Operating Account	-	-	-	-
RATE STABILIZATION BALANCE	<u>\$ 18,000,000</u>	<u>\$ 18,000,000</u>	<u>\$ 18,000,000</u>	<u>\$ 18,000,000</u>
EQUIPMENT RESERVE				
Beginning Balance - Equipment Replacement Reserve	\$ 57,600,105	\$ 58,625,793	\$ 58,625,793	\$ 59,230,702
Interest Income	1,025,688	500,000	604,909	500,000
Transfers to/from Operating Account	-	-	-	-
EQUIPMENT RESERVE BALANCE	<u>\$ 58,625,793</u>	<u>\$ 59,125,793</u>	<u>\$ 59,230,702</u>	<u>\$ 59,730,702</u>
INSURANCE RESERVE				
Beginning Balance - Insurance Reserve	\$ 21,004,774	\$ 20,160,802	\$ 20,160,802	\$ 19,134,787
Claim Proceeds	-	-	-	-
Claim Disbursements	(1,266,314)	(1,000,000)	(1,275,096)	(1,000,000)
Interest Income	422,342	300,000	249,080	300,000
INSURANCE RESERVE BALANCE	<u>\$ 20,160,802</u>	<u>\$ 19,460,802</u>	<u>\$ 19,134,787</u>	<u>\$ 18,434,787</u>
TOTAL CASH RESERVES	<u>\$ 131,186,251</u>	<u>\$ 130,809,426</u>	<u>\$ 127,202,670</u>	<u>\$ 129,593,039</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
2021 ADOPTED STORMWATER SERVICE BUDGET SUMMARY				
PRESENTED ON ACCRUAL BASIS				
	2019 AUDITED ACTUALS	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUALS	2021 ADOPTED BUDGET
STORMWATER OPERATING BUDGET				
OPERATING REVENUE:				
Billing Agents	\$ 43,907,185	\$ 43,415,104	\$ 44,231,278	\$ 42,298,104
Direct Bill	927,462	695,443	590,765	893,473
Total Operating Revenue	\$ 44,834,647	\$ 44,110,547	\$ 44,822,043	\$ 43,191,577
SW Revenue Allocation:				
Stormwater Operating Revenue	\$ 33,625,985	\$ 33,082,910	\$ 33,616,532	\$ 32,393,683
Non-Operating Revenue Interest Income	1,141,685	943,386	327,188	330,765
SW Net Revenue	\$ 34,767,670	\$ 34,026,296	\$ 33,943,721	\$ 32,724,448
OPERATING EXPENSES				
Salaries & Wages	\$ 3,257,406	\$ 3,613,985	\$ 3,529,044	\$ 3,548,685
Personnel Benefits	509,074	563,817	548,892	555,228
Reimbursable Expenses	37,714	64,885	9,534	53,400
Professional Services	12,928,798	10,413,018	10,407,574	9,398,669
Contractual Services	16,122,983	17,230,515	6,516,010	15,988,581
Material and Supplies	70,326	116,450	91,097	119,300
Judgements and Awards	-	10,000	-	10,000
Total Operation & Maintenance Expenses	\$ 32,926,301	\$ 32,012,670	\$ 21,102,151	\$ 29,673,863
Adjustment to Operating Expense				
Stormwater Indirect Cost Allocation	\$ 3,974,441	\$ 4,918,534	\$ 4,096,133	\$ 4,136,192
Total SW Operating Expenses	\$ 36,900,742	\$ 36,931,204	\$ 25,198,284	\$ 33,810,055
EXCESS REVENUES OVER EXPENSES	\$ (2,133,072)	\$ (2,904,908)	\$ 8,745,436	\$ (1,085,607)
CAPITAL BUDGET				
Sources of Capital Funds	\$ 5,186,902	\$ 5,047,086	\$ 3,657,065	\$ 6,200,000
Uses of Capital Funds	(5,186,902)	(5,047,086)	(3,657,065)	(6,200,000)
BALANCE REMAINING	\$ -	\$ -	\$ -	\$ -

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
2021 STORMWATER CASH RESERVE SUMMARY				
PRESENTED ON CASH BASIS				
	2019 AUDITED ACTUALS	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUALS	2021 ADOPTED BUDGET
Beginning Stormwater Balance	\$ 25,820,540	\$ 17,910,947	\$ 10,634,303	\$ 15,191,990
Operating Surplus	(2,133,072)	(2,904,908)	8,745,436	(1,085,607)
Capital Expenditures	(5,186,902)	(5,047,086)	(3,657,065)	(6,200,000)
Accrual to Cash Adjustment	(7,866,263)	-	(530,684)	(625,020)
Ending Stormwater Balance	\$ 10,634,303	\$ 9,958,953	\$ 15,191,990	\$ 7,281,363
Beginning Community Cost Share Account Balance	\$ 24,045,802	\$ 25,911,002	\$ 25,911,002	\$ 29,795,920
Current Year Allocations	11,208,662	10,476,255	11,205,511	10,797,894
Community Cost Share Disbursements	(8,511,830)	(6,000,000)	(7,320,593)	(10,000,000)
Accrual to Cash Adjustment	(831,632)	-	-	-
Ending Community Cost Share Account Balance	\$ 25,911,002	\$ 30,387,257	\$ 29,795,920	\$ 30,593,814
Total Stormwater Cash Reserves	\$ 36,545,305	\$ 40,346,210	\$ 44,987,910	\$ 37,875,177

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
SEWER SERVICE FEE REVENUE SUMMARY						
PRESENTED ON ACCRUAL BASIS						
	2019 AUDITED ACTUALS		2020 UNAUDITED ACTUALS		2021 ADOPTED BUDGET	
	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (1)</u>	<u>Revenue</u>	<u>Rate (2)</u>	<u>Revenue</u>
<u>Sewer Service Fees - Cleveland</u>						
Subdistrict 1 - Regular	\$94.15	\$ 137,309,068	\$100.15	\$ 138,701,094	\$106.50	\$ 137,181,560
- Homestead	56.50	4,246,672	60.10	4,289,725	63.90	4,242,729
- Fixed Regular	6.35		7.95		9.70	
-Fixed Homestead	3.80		4.75		5.80	
Subdistrict 2 - Regular	95.05	162,973,855	100.75	174,907,772	106.80	172,991,578
- Homestead	57.10	5,040,429	60.50	5,409,519	54.10	5,350,255
- Fixed Regular	6.35		7.95		9.70	
-Fixed Homestead	3.80		4.75		5.80	
Gross Billings Cleveland		\$ 309,570,023		\$ 323,308,110		\$ 319,766,122
Bad Debt Expense		(5,401,822)		(14,286,292)		(12,899,854)
Change in Unbilled Sewer Revenue Fees		284,782		1,243,549		-
Net Revenue - Cleveland		\$ 304,452,984		\$ 310,265,366		\$ 306,866,268
<u>Sewer Service Fees - Other Billing Agents</u>						
Berea		\$ 5,240,537		\$ 5,596,391		\$ 5,908,873
Unbilled Revenue Berea		87,619		377,933		-
Total Berea, Billed & Unbilled		\$ 5,328,156		\$ 5,974,324		\$ 5,908,873
Cleveland Heights		\$ -		\$ -		\$ -
Unbilled Cleve Hts.		-		-		-
Total Cleve Hts., Billed & Unbilled		\$ -		\$ -		\$ -
North Royalton		\$ 1,205,786		\$ 1,363,814		\$ 1,690,093
Unbilled Revenue N. Royalton		-		345,000		-
Total N. Royalton Billed & Unbilled		\$ 1,205,786		\$ 1,708,814		\$ 1,690,093
Gross Total Other Billing Agents		\$ 6,533,942		\$ 7,683,138		\$ 7,598,966
<u>Other Sewer Service Fees</u>						
Direct Billings		\$ 27,733,645		\$ 29,136,995		\$ 29,656,650
Unbilled Revenue Direct Billed		(123,238)		848,156		-
Gross Direct Billed Sewer Service Fees		\$ 27,610,406		\$ 29,985,151		\$ 29,656,650
Net Billed & Unbilled Sewer Service Fee		\$ 338,597,332		\$ 347,933,656		\$ 344,121,884

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
MAJOR COST RECAPITULATION - WASTEWATER					
PRESENTED ON ACCRUAL BASIS					
	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUAL	2020 ACTUAL OVER (UNDER) 2020 BUDGET	2021 ADOPTED BUDGET	2021 OVER (UNDER) 2020 ACTUALS
OPERATING EXPENSES:					
Salaries & Wages	\$ 58,687,703	\$ 53,936,888	\$ (4,750,815)	\$ 57,066,165	\$ 3,129,277
Benefits	24,368,925	19,010,821	(5,358,104)	24,728,394	5,717,573
Power	10,485,100	9,432,548	(1,052,552)	9,956,776	524,228
Gas	1,794,795	1,147,356	(647,439)	1,382,608	235,252
Water	1,177,550	884,816	(292,734)	1,072,865	188,049
Professional Services	12,938,030	9,215,831	(3,722,199)	9,225,100	9,269
Collection Fees	8,967,900	8,603,544	(364,356)	9,366,000	762,456
Insurance and Bonds	1,350,000	995,875	(354,125)	1,660,000	664,125
Solids Handling	1,652,640	1,341,267	(311,373)	2,363,770	1,022,503
Other Contractual Services	4,377,910	2,665,801	(1,712,109)	4,681,053	2,015,252
Chemicals	3,508,311	3,015,800	(492,511)	3,554,732	538,932
Other Materials & Supplies	8,827,738	8,633,347	(194,391)	9,488,434	855,087
Repairs & Maintenance	5,314,976	2,987,743	(2,327,233)	4,547,476	1,559,733
Judgments / Awards	190,000	374,808	184,808	200,000	(174,808)
All Other Expenses	4,668,280	3,045,041	(1,623,239)	4,566,645	1,521,604
TOTAL	\$ 148,309,858	\$ 125,291,486	\$ (23,018,372)	\$ 143,860,018	\$ 18,568,532

NORTHEAST OHIO REGIONAL SEWER DISTRICT
MAJOR COST RECAPITULATION - STORMWATER
PRESENTED ON ACCRUAL BASIS

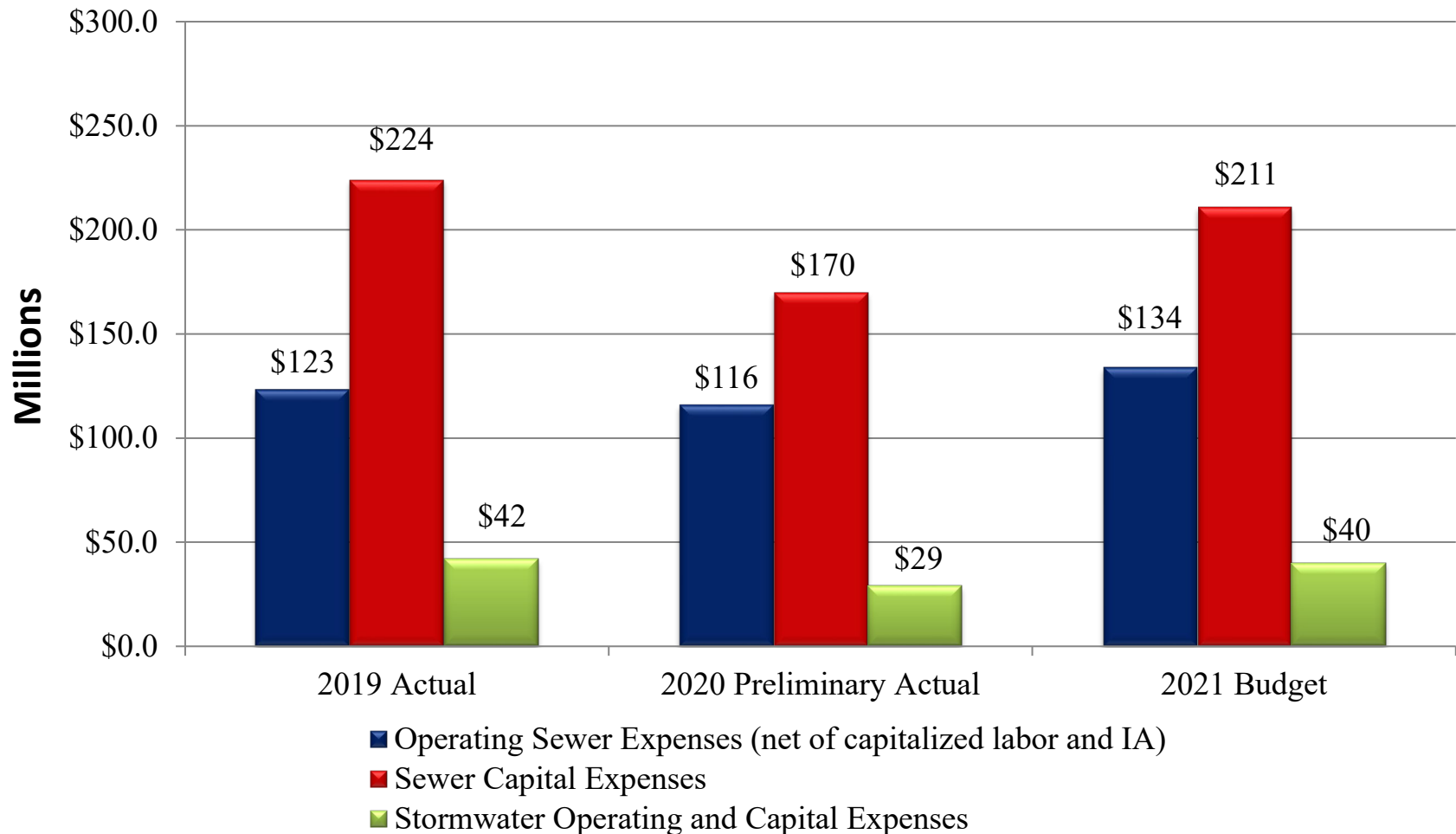
	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUAL	2020 ACTUAL OVER (UNDER) 2020 BUDGET	2021 ADOPTED BUDGET	2021 OVER (UNDER) 2020 ACTUALS
OPERATING EXPENSES:					
Salaries & Wages	\$ 3,613,985	\$ 3,529,044	\$ (84,941)	\$ 3,548,685	\$ 19,641
Personnel Benefits	563,817	548,892	(14,925)	555,228	6,336
Reimbursable Expenses	64,885	9,534	(55,351)	53,400	43,866
Professional Services	10,413,018	10,407,574	(5,444)	9,398,669	(1,008,905)
Contractual Services	17,230,515	6,516,010	(10,714,505)	15,988,581	9,472,571
Material and Supplies	116,450	91,097	(25,353)	119,300	28,203
Judgements and Awards	10,000	-	(10,000)	10,000	10,000
TOTAL	\$ 32,012,670	\$ 21,102,151	\$ (10,910,519)	\$ 29,673,863	\$ 8,571,712

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Operating and Capital Expense

2019 – 2020 Actual

2021 Budget



CAPITAL IMPROVEMENT PROGRAM



NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM

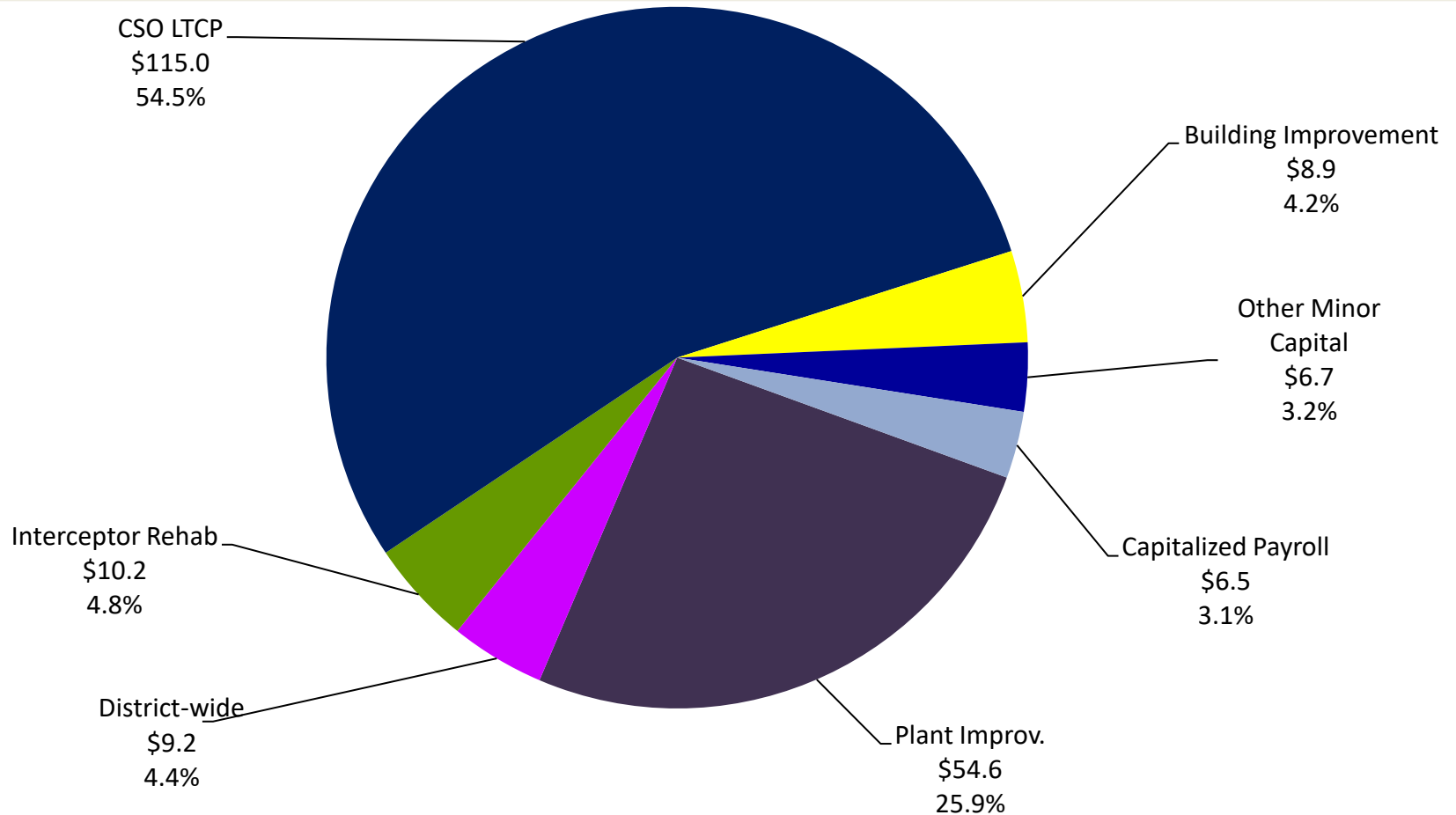
Annually the District staff prepares a five year Capital Improvement Program (“CIP”) which lists capital projects by major category and indicates the year in which each project is estimated to be under contract. In the 1970s and 1980s, the District was very successful in obtaining federal EPA grants 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 2021-2025 lists expenditures totaling \$1,335,452,875 including \$23,231,000 of stormwater property acquisitions. 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 expected to be established for effluent, biosolids, and other residual products and the disposal thereof. The capital improvement plan includes green infrastructure 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 2021, the District’s in-house Process Control group manages the aggressive CIP. The table on page 118 depicts the summary of the system capital improvements proposed by the District during fiscal years 2021 through 2025.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 Sewer Capital Project Disbursements

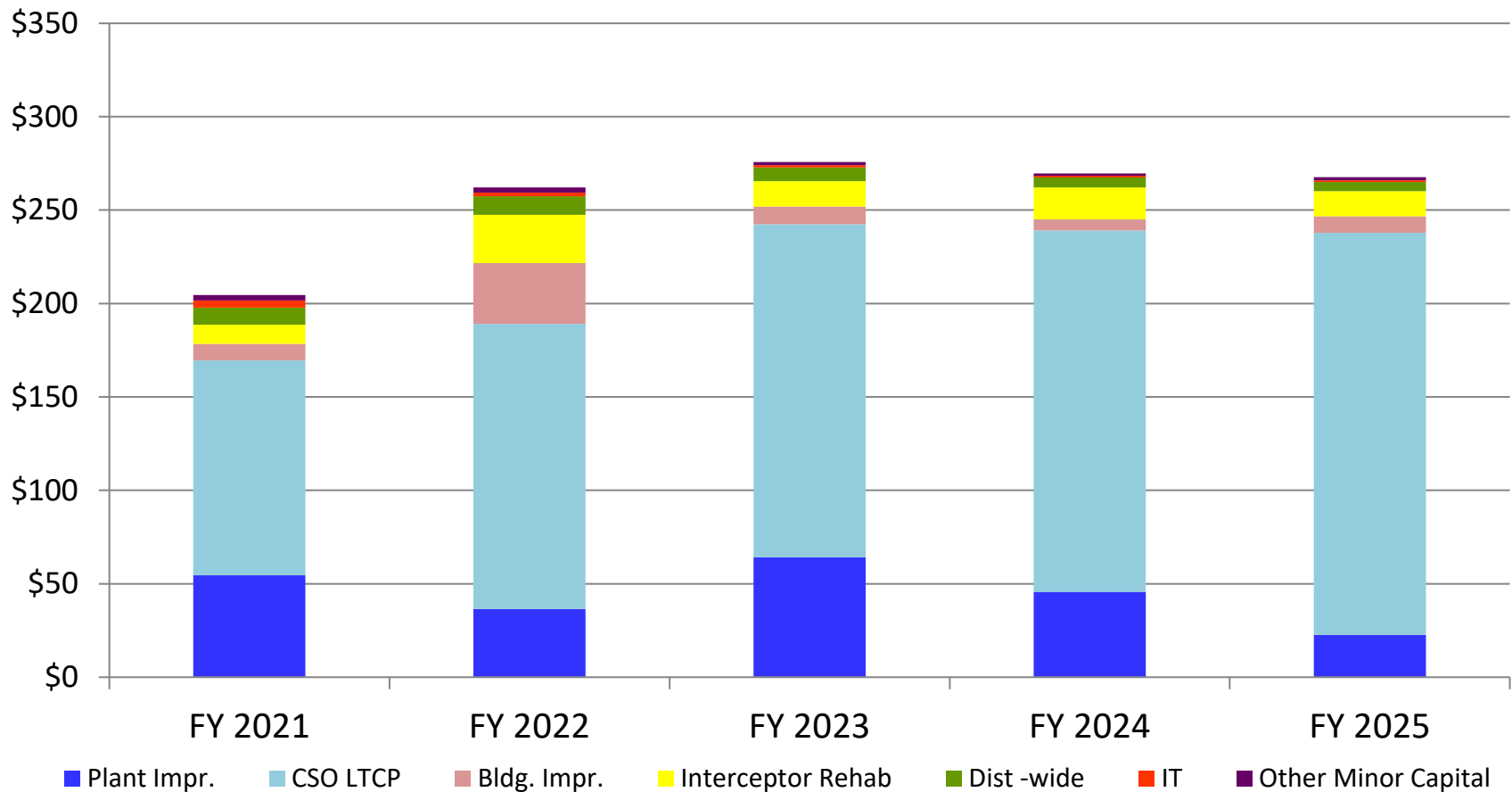


Cash Disbursement Summary
\$211.1 Million

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Sewer Capital Improvement Plan

2021 – 2025



NORTHEAST OHIO REGIONAL SEWER DISTRICT						
FIVE YEAR CAPITAL IMPROVEMENT PLAN REPORT SUMMARY 2021-2025						
DISTRICT-WIDE						
WASTERWATER DESCRIPTION	2021	2022	2023	2024	2025	Total Cost
Major Capital:						
Plant Improvements	\$ 54,566,299	\$ 36,488,965	\$ 64,227,749	\$ 45,664,245	\$ 22,623,347	\$ 223,570,605
Interceptor Rehab	10,187,050	25,716,639	13,609,036	17,182,478	13,428,798	80,124,001
CSO LTCP	114,999,286	152,579,546	178,202,805	193,447,623	215,160,272	854,389,532
District-Wide Activities	9,198,049	9,972,372	7,393,544	5,325,764	5,041,348	36,931,077
Building Improvements	8,942,588	32,599,236	9,507,640	5,962,734	8,898,924	65,911,122
Total Major Capital	\$ 197,893,272	\$ 257,356,758	\$ 272,940,774	\$ 267,582,844	\$ 265,152,689	\$ 1,260,926,337
Minor Capital:						
Building	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Minor Building Improvements	475,050	820,480	597,935	223,828	140,482	2,257,775
Machinery & Equipment	2,183,100	700,000	620,000	497,000	707,000	4,707,100
Vehicles	89,800	1,031,000	577,000	359,000	813,000	2,869,800
Grounds	-	-	-	-	-	-
Computer Hardware	2,046,863	1,250,000	600,000	630,000	825,000	5,351,863
Computer Software	1,750,000	757,000	486,000	351,000	35,000	3,379,000
Furniture	47,000	83,000	-	-	-	130,000
Total Minor Capital	\$ 6,691,813	\$ 4,641,480	\$ 2,880,935	\$ 2,060,828	\$ 2,520,482	\$ 18,795,538
Total WW Major and Minor Capital	\$ 204,585,085	\$ 261,998,238	\$ 275,821,709	\$ 269,643,672	\$ 267,673,171	\$ 1,279,721,875
WW -Capitalized Labor	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
Total WW Capital	\$ 211,085,085	\$ 268,498,238	\$ 282,321,709	\$ 276,143,672	\$ 274,173,171	\$ 1,312,221,875
STORMWATER Capital Summary						
District-Wide Activities	\$ 1,600,000	\$ 200,000	\$ 810,000	\$ 21,000	\$ -	\$ 2,631,000
Capital Land	4,600,000	4,000,000	4,000,000	4,000,000	4,000,000	20,600,000
Total SW Capital	\$ 6,200,000	\$ 4,200,000	\$ 4,810,000	\$ 4,021,000	\$ 4,000,000	\$ 23,231,000
Total District Capital	\$ 217,285,085	\$ 272,698,238	\$ 287,131,709	\$ 280,164,672	\$ 278,173,171	\$ 1,335,452,875

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2021-2025							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2021	2022	2023	2024	2025
CIP TOTAL		1,260,926,337	197,893,271	257,356,758	272,940,775	267,582,845	265,152,688
TOTAL CIP BUILDING IMPROVEMENTS		65,911,121	8,942,588	32,599,236	9,507,640	5,962,734	8,898,924
EMSC Building Interior Renovation	CIP Building Improvements	125,204	125,204				
Building Maintenance Repair and Renewal (2022-2029)	CIP Building Improvements	15,672,704		3,875,119	3,928,940	3,939,705	3,928,940
Building Maintenance Repair and Renewal (2030-2039)	CIP Building Improvements	-					
GJM 2nd Floor Remodel - HR Area	CIP Building Improvements	700,000	67,429	632,571			
Easterly/Westerly Control Room Upgrades	CIP Building Improvements	1,280,000	167,060	1,068,448	44,492		
Southerly and Westerly Roof Safety	CIP Building Improvements	1,275,073			65,205	142,001	1,067,868
Districtwide HVAC Upgrade Phase 3	CIP Building Improvements	4,556,272			898,892	885,177	2,772,203
Districtwide HVAC Upgrade Phase 4	CIP Building Improvements	-					
FM200 Improvements for UPS Rooms	CIP Building Improvements	150,000		150,000			
District Wide HVAC Equipment and Systems Upgrades Phase 2	CIP Building Improvements	6,000,000	70,476	5,447,407	482,116		
District-Wide Energy Conservation and Management Project	CIP Building Improvements	99,147	99,147				
District-Wide Roof Improvements	CIP Building Improvements	1,815,664	1,310,186	505,478			
Districtwide HVAC Improvements Phase 1	CIP Building Improvements	3,934,100	3,575,650	358,450			
GJM 2nd Floor Renovation for TSG	CIP Building Improvements	-					
Districtwide HVAC Building Automation Systems Upgrades	CIP Building Improvements	2,194,272	586,864	1,576,863	30,545		
Easterly Resident Engineer and Headworks Decommissioning	CIP Building Improvements	-					
Easterly Stockroom Relocation	CIP Building Improvements	900,000			878,740	21,260	
Easterly New Maintenance Building	CIP Building Improvements	-					
Easterly Aeration Galleries Energy Efficiency Project	CIP Building Improvements	1,000,000		990,051	9,949		
Southerly Building Heat Boiler System Upgrades	CIP Building Improvements	-					
Southerly Fire Alarm and Fire Protection Upgrades	CIP Building Improvements	2,500,000	9,341	2,420,330	70,330		
Southerly WWTC Fire Safety and Code	CIP Building Improvements	-					
Southerly Building Demolition	CIP Building Improvements	20,631,215	2,931,231	15,531,401	1,946,086	222,497	
Westerly CSOTF Boiler Replacement	CIP Building Improvements	-					
Westerly Code and Structural Improvements	CIP Building Improvements	1,500,000		43,118	1,152,345	304,538	
Westerly Building Rehabilitation	CIP Building Improvements	1,577,469				447,556	1,129,913
TOTAL COLLECTION SYSTEMS		80,124,001	10,187,050	25,716,639	13,609,036	17,182,478	13,428,798
SSMO R&R (2022-2029)	Collection Systems	2,706,191		669,113	678,406	680,265	678,406
SSMO R&R (2030-2039)	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 1	Collection Systems	12,462,287		1,837,766	735,227	5,346,715	4,542,579
Odor Control Facility Upgrades	Collection Systems	246,962					246,962
Collection System Asset Renewal-2	Collection Systems	5,316,667			882,696	405,399	4,028,571
CSO Culvert/Outfall Inspection and Repair 2	Collection Systems	2,500,000				681,093	1,818,907
CSO Culvert/Outfall Inspection and Repair 4	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 3	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 7	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 6	Collection Systems	-					
CSO Culvert/Outfall Inspection and Repair 5	Collection Systems	-					
Collection System Asset Renewal-3	Collection Systems	326,779					326,779
Collection System Asset Renewal-4	Collection Systems	-					
Collection System Asset Renewal-5	Collection Systems	-					
Collection System Asset Renewal-6	Collection Systems	-					
CSO Outfall Repairs and Improvements	Collection Systems	687,298	687,298				
Collections PLC Replacement	Collection Systems	25,513,062	3,672,903	2,132,933	7,851,628	10,069,006	1,786,593

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2021-2025							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2021	2022	2023	2024	2025
Dille Avenue/Barberton Creek Pump Stations Upgrades	Collection Systems	3,200,087	3,200,087				
CSO Outfall Protection	Collection Systems	499,521	499,521				
Brookside Culvert Repair	Collection Systems	16,065,147	1,597,753	14,196,791	270,603		
Edgewater CSO 069 Outfall Relocation	Collection Systems	3,600,000		2,442,857	1,157,143		
Irishtown Bend Stabilization and Rehabilitation	Collection Systems	7,000,000	529,487	4,437,179	2,033,333		
TOTAL COMBINED SEWER OVERFLOW		854,389,533	114,999,286	152,579,546	178,202,805	193,447,623	215,160,272
Easterly Chemically Enhanced High Rate Treatment Facility	Combined Sewer Overflow	113,823,943	328,380	8,054,808	26,769,557	41,663,577	37,007,622
CEHRT-Preliminary Design Development	Combined Sewer Overflow	59,719	59,719				
Westerly Chemically Enhanced High Rate Treatment Facility	Combined Sewer Overflow	82,738,444	3,794,695	6,110,319	25,003,060	29,900,529	17,929,842
Southerly Enhanced Series Treatment Improvements	Combined Sewer Overflow	15,567,394	1,353,265	847,521	6,630,305	6,360,635	375,668
Southerly Optimized Parallel Treatment	Combined Sewer Overflow	-					
CSO Consent Decree and NPDES Performance Compliance Project Phases 3	Combined Sewer Overflow	-					
CSO Consent Decree and NPDES Performance Compliance Project Phases 4	Combined Sewer Overflow	-					
CSO Consent Decree and NPDES Performance Compliance Project Phases 2	Combined Sewer Overflow	8,500,357	451,082	2,405,834	2,296,851	1,785,751	1,560,838
Testing & Construction Inspection Services -HR Gray Tunnel	Combined Sewer Overflow	3,633,483	964,525	964,525	964,525	739,909	
CSO CD and NPDES Performance Compliance	Combined Sewer Overflow	1,007,366	1,007,366				
Right of Way Services -1	Combined Sewer Overflow	36,750	36,750				
Right of Way Services - 2	Combined Sewer Overflow	84,410	84,410				
CIP Right of Way Services -3	Combined Sewer Overflow	689,480	229,827	229,827	229,827		
CIP Right of Way Services -4	Combined Sewer Overflow	511,058	170,353	170,353	170,353		
Dugway Regulators and Relief Sewers	Combined Sewer Overflow	81,867	81,867				
Easterly Flood Control/Relief Sewer Project	Combined Sewer Overflow	50,655					50,655
Nine Mile Construction - Management Core Services	Combined Sewer Overflow	616,431	616,431				
Dugway Storage Tunnel	Combined Sewer Overflow	1,319,641	1,319,641				
Doan Valley Storage Tunnel	Combined Sewer Overflow	14,389,528	12,697,580	1,681,717	10,231		
East 140th Consolidation and Relief Sewer	Combined Sewer Overflow	270,625	269,528	1,097			
London Road Relief Sewer	Combined Sewer Overflow	2,448,489	2,448,489				
Doan Valley Regulators & Relief Sewers	Combined Sewer Overflow	2,844,267	2,765,074	79,193			
Doan Valley Relief and Consolidation Sewer	Combined Sewer Overflow	592,193	592,193				
Site Restoration Services	Combined Sewer Overflow	-					
Site Restoration Services II	Combined Sewer Overflow	-					
Shoreline Storage Tunnel	Combined Sewer Overflow	215,256,066	23,032,703	66,508,068	73,831,372	33,372,266	18,511,656
Shoreline Consolidation Sewer	Combined Sewer Overflow	41,368,750	2,344,054	21,479,220	17,168,147	377,330	
Easterly Tunnel System Improvements	Combined Sewer Overflow	506,600	499,334	7,266			
Nine Mile Creek Site Wetland Mitigation	Combined Sewer Overflow	96,871	57,219	39,652			
Woodland Central Green Infrastructure Project	Combined Sewer Overflow	213,600	213,600				
Union/Buckeye Green Infrastructure	Combined Sewer Overflow	58,614	58,614				
Green Infrastructure Program Implementation Support	Combined Sewer Overflow	310,845		133,333	177,512		
Burke Brook Open Channel Improvements (BOCI)	Combined Sewer Overflow	4,300,296	4,300,296				
Southerly Tunnel Dewatering Pump Station	Combined Sewer Overflow	2,638,515		418,261	1,151,032	960,864	108,358
SCSO-2 Kingsbury Run Consolidation Sewer	Combined Sewer Overflow	5,873,992			1,442,516	2,441,135	1,990,341
Southerly Miscellaneous CSO Control and Relief Sewers	Combined Sewer Overflow	1,430,073				295,488	1,134,584

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2021-2025							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2021	2022	2023	2024	2025
BCSO-1 Ridge Road Consolidation	Combined Sewer Overflow	-					
Big Creek Tunnel (BCT)	Combined Sewer Overflow	2,242,869					2,242,869
BBCSO-2 Bellaire Road/ Peelor Ave. Consolidation Sewer	Combined Sewer Overflow	-					
Big Creek CSO-059 Storage Tank	Combined Sewer Overflow	1,555,382				515,145	1,040,237
BCSO-3 W143th St. Consolidation Sewer	Combined Sewer Overflow	-					
Big Creek Tunnel Regulators	Combined Sewer Overflow	-					
BCSO-2a W129th St. Consolidation Sewer	Combined Sewer Overflow	-					
Southerly Tunnel and Consolidation	Combined Sewer Overflow	221,451,700	2,616,136	6,936,326	4,319,317	74,372,318	133,207,602
Morgana & Burke System Improvements (MBSI)	Combined Sewer Overflow	7,976,797	3,947,707	3,734,107	294,984		
Stickney Creek at Ridge Road - Stream Relocation and Utility Repair Project	Combined Sewer Overflow	-					
Miscellaneous CSO Improvements (MCSO)	Combined Sewer Overflow	2,306,082	2,306,082				
Pearl & Jennings Road Storage Tanks & Pump Station Upgrades	Combined Sewer Overflow	26,644,413	686,924	14,973,310	10,664,522	319,658	
Westerly Storage Tunnel	Combined Sewer Overflow	30,818,500	26,373,535	4,362,618	82,347		
Westerly Tunnel Dewatering Pump Station (C)	Combined Sewer Overflow	30,336,004	9,656,161	13,340,474	6,996,350	343,019	
Westerly Low Level Relief Sewer	Combined Sewer Overflow	92,579	92,579				
West 3rd Quigley / Westerly Miscellaneous CSO Control	Combined Sewer Overflow	9,644,886	9,543,169	101,717			
TOTAL DISTRICT WIDE		36,931,077	9,198,049	9,972,372	7,393,544	5,325,764	5,041,348
GES Construction	District Wide	4,300,000	610,427	2,252,579	1,436,994		
Districtwide Misc. Electrical Improvements	District Wide	1,250,000		1,238,202	11,798		
Environmental, Health, & Safety Consulting Services	District Wide	1,000,000	286,943	431,756	280,573	728	
GES-10	District Wide	6,000,000			1,673,786	2,616,682	1,709,533
Environmental, Health, & Safety Consulting Services	District Wide	337,181				120,712	216,469
CIP Environmental Contract	District Wide	505,771				181,068	324,703
Districtwide Future Limit Feasibililty Analysis	District Wide	390,643					390,643
Districtwide Future Limit Process Upgrades	District Wide	-					
Project Lifecyle Management System	District Wide	551,615	334,281	217,334			
Testing & Construction Inspection Services	District Wide	3,228,143	2,792,114	436,029			
Testing & Construction Inspection Services 2022-2026	District Wide	9,600,000		2,393,425	2,400,000	2,406,575	2,400,000
CIP Environmental Services	District Wide	17,306	17,306				
GES-4 General (Mechanical, Process, Collection System)	District Wide	267,263	267,263				
GES-5 MEP (Mechanical/Electrical/Plumbing)	District Wide	83,933	83,933				
GES-6 Architectural / Civil / Structural	District Wide	70,871	70,871				
Automation Program Management Phase-1	District Wide	1,717,514	1,717,514				
CIP Environmental Assessment Services C, D & E	District Wide	25,327	25,327				
CIP Environmental Contract	District Wide	1,356,146	508,874	508,294	338,979		
CIP Environmental Assessment Services F	District Wide	48,594	48,594				
GES-7 - Treatment & Collections	District Wide	2,058,800	436,069	1,162,615	460,116		
GES-8 - Mechanical / Electrical / Plumbing	District Wide	1,449,341	387,860	718,174	343,308		
GES-9 - Civil / Structural / Architectural	District Wide	1,264,388	202,433	613,965	447,990		
WAM Upgrade Project	District Wide	1,408,240	1,408,240				

NORTHEAST OHIO REGIONAL SEWER DISTRICT							
FIVE YEAR MAJOR CAPITAL IMPROVEMENT PLAN - WASTEWATER COLLECTION SYSTEM 2021-2025							
DISTRICT WIDE							
PROJECT DESCRIPTION	PROJECT LOCATION	PERIOD TOTAL	2021	2022	2023	2024	2025
TOTAL TREAMENT PLANT		223,570,605	54,566,299	36,488,965	64,227,749	45,664,245	22,623,347
EWWTTP R&R (2022-2029)	Treatment Plant	5,753,929		1,422,675	1,442,434	1,446,386	1,442,434
EWWTTP R&R (2030-2039)	Treatment Plant	-					
Easterly Final Settling Tanks Gate Replacement	Treatment Plant	1,920,000	266,031	353,485	1,300,485		
Easterly Southerly Sludge Pump System (2011-0017)	Treatment Plant	-					
Easterly Electrical Service Improvements	Treatment Plant	4,882,512	220,705	170,965	701,773	2,409,843	1,379,226
Easterly Bar Screen Conveyor Belt Rehabilitation	Treatment Plant	1,307,187	1,307,187				
Easterly Aeration Tank Rehabilitation Improvements	Treatment Plant	5,715,348	5,370,477	344,871			
Easterly PLC Replacement (APM 2)	Treatment Plant	16,420,161	2,791,459	4,022,200	7,681,801	1,898,356	26,345
Easterly Outfall Sewer Repairs	Treatment Plant	313,750	313,750				
Southerly REF Improvements	Treatment Plant	-					
SWWTC R&R (2022-2029)	Treatment Plant	16,732,995		4,137,279	4,194,741	4,206,234	4,194,741
SWWTC R&R (2030-2039)	Treatment Plant	-					
Southerly WWTC Tunnel Process and Mechanical Piping Improvements	Treatment Plant	2,500,000		2,475,765	24,235		
Gravity Belt Thickening Decomissioning	Treatment Plant	-					
Southerly Effluent Filtration and Disinfection Improvements	Treatment Plant	-					
Southerly 2nd Stage Aeration Improvements	Treatment Plant	27,690,716		1,628,019	4,086,607	16,592,960	5,383,130
REF Automation Replacement (APM3)	Treatment Plant	17,576,163		914,436	6,453,877	7,634,019	2,573,831
Southerly WWTC Tunnel Structural Repairs	Treatment Plant	2,113,000	1,515,215	597,785			
2nd Lift Station Improvements	Treatment Plant	6,016	6,016				
Southerly Second Stage Settling Improvements	Treatment Plant	27,259,204	17,509,218	9,632,499	117,487		
Southerly Electrical Infrastructure Improvements	Treatment Plant	2,631,196	2,370,156	261,040			
Southerly Miscellaneous Disinfection and Solids Handling Improvements	Treatment Plant	4,162,378	4,162,378				
Easterly/Southerly Fiber Replacement	Treatment Plant	2,616,190	2,391,276	224,914			
Southerly PLC Replacement (APM 2)	Treatment Plant	32,629,186	5,680,928	3,999,651	17,174,962	4,239,518	1,534,127
Southerly WWTC PSTs 1-10 Flush Valves Improvements	Treatment Plant	2,600,000	1,925,343	674,657			
Westerly Settling Tank Rehabilitation	Treatment Plant	3,815,194	2,339,671	1,387,850	87,674		
Westerly 2018 CEMS Upgrade	Treatment Plant	-					
Westerly PST 1 Drive Replacement Project	Treatment Plant	-					
WWWTC R&R (2022-2029)	Treatment Plant	9,698,792		2,398,053	2,431,359	2,438,021	2,431,359
WWWTC R&R (2030-2039)	Treatment Plant	-					
Westerly Screen, Grit and Blower Improvements	Treatment Plant	446,061					446,061
Primary Settling Replacement and Rehabilitation	Treatment Plant	358,788					358,788
Westerly Disinfection Improvements	Treatment Plant	-					
Final Settling Replacement and Rehabilitation	Treatment Plant	-					
Trickling Filter and Solids Contact Tank Aeration Improvements	Treatment Plant	2,685,865				504,242	2,181,623
PEPS Pump Capacity Improvements	Treatment Plant	-					
Skimmings Concentration Rehabiliiation	Treatment Plant	-					
Westerly Sludge Pump Station and Force Main	Treatment Plant	27,167,832	1,872,474	1,798,695	18,530,314	4,294,668	671,681
Easterly & Westerly Low Voltage Equipment Replacement	Treatment Plant	2,716,715	2,716,715				
Westerly PLC Replacement	Treatment Plant	363,232	363,232				
Westerly Grating and CSOTF Washdown Replacement	Treatment Plant	711,720	711,720				
Westerly Facilities Plan	Treatment Plant	79,128	79,128				
Westerly Steam Grease Handling Boilers Replacement Project	Treatment Plant	697,346	653,219	44,127			

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
2021-2025 MINOR CAPITAL IMPROVEMENT PLAN								
ALL BUDGET CENTERS								
BUDGET CENTER	DESCRIPTION	Project Description	2021	2022	2023	2024	2025	Total
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Application/Database Server Replacements (4)	\$ 100,000	\$ 150,000	\$ 50,000	\$ 50,000	\$ 150,000	\$ 500,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Annual Refresh - Desktops/Laptops	250,000	260,000	260,000	260,000	260,000	1,290,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	General Computer Hardware	75,000	50,000	50,000	50,000	50,000	275,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Analytical Services UPS	100,000	-	-	-	-	100,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	LTO Tape Changer Replacement (Qty:3)	60,000	-	-	-	45,000	105,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Plant Paging System Upgrades (UPS, amplifier)	25,000	-	-	-	-	25,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Digital (2-way) Radio Upgrade (Year 3 of 3)	25,000	-	-	-	-	25,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	P25 Radios (10@\$2900=\$29000)	29,000	-	-	-	-	29,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Small Conference Room AV Upgrades	-	75,000	-	-	-	75,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Network Cabling (CAT / Fiber) & IDF cabinet rehabilitation	-	20,000	20,000	-	-	40,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Network Infrastructure Upgrade (NIU)	510,000	50,000	50,000	50,000	50,000	710,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Enterprise Wireless Implementation for the Plants (EWIP)	350,000	-	-	-	-	350,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: SAN Controller Upgrade (SCU)	150,000	150,000	50,000	150,000	50,000	550,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Westerly Security Camera Implementation (WSCI)	135,000	-	-	-	100,000	235,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Easterly Security Systems Upgrade	-	200,000	-	-	50,000	250,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Cisco Hardware Upgrades	-	50,000	50,000	50,000	50,000	200,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: Computer Room UPS Upgrades (Easterly / Westerly)	-	50,000	50,000	-	-	100,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Project: SAN Live Volume Upgrade	-	175,000	-	-	-	175,000
3000 - INFORMATION TECHNOLOGY	Computer Hardware	Miscellaneous Capital Hardware request from IT Equipment form	107,863	-	-	-	-	107,863
3100 - PC&A	Computer Hardware	General Hardware	20,000	20,000	20,000	20,000	20,000	100,000
3100 - PC&A	Computer Hardware	Network Switch	20,000	-	-	-	-	20,000
3100 - PC&A	Computer Hardware	Network Routers	20,000	-	-	-	-	20,000
3100 - PC&A	Computer Hardware	Server- PIN Backup	30,000	-	-	-	-	30,000
3100 - PC&A	Computer Hardware	W20_SH Cabinet Replacement	15,000	-	-	-	-	15,000
3200 - TSG	Computer Hardware	Hardware for IAS Replacement Project	25,000	-	-	-	-	25,000
Computer Hardware Total			\$ 2,046,863	\$ 1,250,000	\$ 600,000	\$ 630,000	\$ 825,000	\$ 5,351,863
1100 - SWTP	Computer Software	Beamex License and Service Agreement	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Customer Information Management System -Salesforce CRM	30,000	25,000	-	-	-	55,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: EHS Management Software	10,000	5,000	-	-	-	15,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Customer Billing and Revenue Data Warehouse III	50,000	25,000	-	-	-	75,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: LIMS Implementation	10,000	10,000	-	-	-	20,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: PIMS Implementation	10,000	5,000	-	-	-	15,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Innovyze InfoWorks ICM Single User License for Stormwater	45,000	-	-	-	-	45,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Idea Management Assessment Project (ID446)	25,000	-	-	-	-	25,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Greenhouse Gas Inventory Application	-	1,000	1,000	1,000	-	3,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Enterprise Content Management Implementation (Legal & Finance)	125,000	150,000	150,000	150,000	-	575,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: SEIM Implementation	250,000	-	-	50,000	-	300,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Plant Wireless Temperature Monitoring	12,000	2,000	1,000	-	-	15,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: GARR Data Management	8,000	9,000	9,000	-	-	26,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Oracle Governance, Risk and Compliance Implementation	175,000	25,000	25,000	-	-	225,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Media Monitoring SaaS Implementation (AEA)	25,000	-	-	-	-	25,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project:EBS Interface with New WAM Application (CMMS Interface)-carried from 2020 and additional change request.	200,000	-	-	-	-	200,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project:Oracle EBS GL, Payables, Purchasing, and Major Upgrades- Assessment and implementation.	50,000	300,000	150,000	150,000	-	650,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Single sign-on Implementation for EBS	-	50,000	50,000	-	-	100,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project :HR Software Solutions - Case management, Discipline and Grievance Tracking	200,000	-	-	-	-	200,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project :Electronic Bidding solution	200,000	-	-	-	-	200,000
3000 - INFORMATION TECHNOLOGY	Computer Software	2-Factor Authentication	50,000	150,000	100,000	-	-	300,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
2021-2025 MINOR CAPITAL IMPROVEMENT PLAN								
ALL BUDGET CENTERS								
BUDGET CENTER	DESCRIPTION	Project Description	2021	2022	2023	2024	2025	Total
3000 - INFORMATION TECHNOLOGY	Computer Software	Rubrik On-premise Data Backup	35,000	-	-	-	35,000	70,000
3000 - INFORMATION TECHNOLOGY	Computer Software	Project: Implement software solution to transfer 1099 from EBS and file electronically.	25,000	-	-	-	-	25,000
3100 - PC&A	Computer Software	Acronis- Offline Backup Ransomware	90,000	-	-	-	-	90,000
3200 - TSG	Computer Software	Computer Software for Shift Log - IAS Replacement	100,000	-	-	-	-	100,000
Computer Software Total			\$ 1,750,000	\$ 757,000	\$ 486,000	\$ 351,000	\$ 35,000	\$ 3,379,000
1200 - WWTP	Furniture	Foyer Cloth Furniture Replacement (No Cloth)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
1200 - WWTP	Furniture	Maintenance Shop Chairs (No Cloth)	12,000	-	-	-	-	12,000
1500 - SSMO	Furniture	SUMPs Workstation Modifications	-	20,000	-	-	-	20,000
1800 - WQIS	Furniture	Large Investigator Office Furniture Remodel/Expansion	-	63,000	-	-	-	63,000
3000 - INFORMATION TECHNOLOGY	Furniture	FireProof LTO Tape Cabinets	15,000	-	-	-	-	15,000
Furniture Total			\$ 47,000	\$ 83,000	\$ -	\$ -	\$ -	\$ 130,000
1100 - SWTP	Machinery & Equipment	CVI Lift Station (Bldg. #58)- Rebuild One (1) Pump	\$ -	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 50,000
1100 - SWTP	Machinery & Equipment	CVI Lift Station (Bldg. #58)- Rehabilitate One (1) 250 HP Motor	-	15,000	15,000	-	-	30,000
1100 - SWTP	Machinery & Equipment	Sludge Storage Tank- Centrifuge Sludge Grinder	30,000	-	-	-	-	30,000
1100 - SWTP	Machinery & Equipment	Lift Station- Rebuild One (1) Pump- SSLS	-	-	30,000	-	30,000	60,000
1100 - SWTP	Machinery & Equipment	Lift Station- Rehabilitate One (1) 800 HP Motor- SSLS	-	-	17,000	-	17,000	34,000
1100 - SWTP	Machinery & Equipment	Primary Treatment- REF- Centrifuge Rebuild Contract- Biosolids	180,000	180,000	180,000	180,000	180,000	900,000
1100 - SWTP	Machinery & Equipment	Primary Treatment- REF- Replace 32 Steam Traps **Started 2020	194,000	-	-	-	-	194,000
1100 - SWTP	Machinery & Equipment	Secondary Treatment- Rebuild One (1) SSRS Screw Pump Gear Box (\$25k/each)	25,000	25,000	25,000	25,000	25,000	125,000
1200 - WWTP	Machinery & Equipment	Disinfection Building Sump Pump Reconstruction	20,000	-	-	-	-	20,000
1200 - WWTP	Machinery & Equipment	Misc. Repairs for Atlas Copco's	15,000	-	-	-	-	15,000
1200 - WWTP	Machinery & Equipment	BMax Calibration Equipment and Care Plan	25,100	-	-	-	-	25,100
1200 - WWTP	Machinery & Equipment	Primary Effluent Pump #1 Repair	210,000	-	-	-	-	210,000
1300 - EWTP	Machinery & Equipment	Spare Effluent Screw Pump Motor	40,000	-	-	-	-	40,000
1300 - EWTP	Machinery & Equipment	Aerated Grit Hopper Trailer Conveyors (Carryover)	70,000	-	-	-	-	70,000
1300 - EWTP	Machinery & Equipment	Beamex Calibration Instrument	20,000	-	-	-	-	20,000
1500 - SSMO	Machinery & Equipment	CSO Permit Monitoring Sites Upgrades	10,000	20,000	20,000	-	-	50,000
1500 - SSMO	Machinery & Equipment	Automated Regulator Vent Stacks Modifications (Carry-Over)	120,000	-	-	-	-	120,000
1500 - SSMO	Machinery & Equipment	Flats East Bank Pumps Replacement	-	65,000	-	-	-	65,000
1600 - FLEET SERVICES	Machinery & Equipment	Portable Lift	-	60,000	-	-	-	60,000
1800 - WQIS	Machinery & Equipment	Drone M300 RTK, D_RTK GNSS Mobile Station, Battery Set	20,500	-	-	-	-	20,500
1800 - WQIS	Machinery & Equipment	Thermal Camera H20T	11,500	-	-	-	-	11,500
1800 - WQIS	Machinery & Equipment	Mercury Analyzer	30,000	-	-	-	-	30,000
1800 - WQIS	Machinery & Equipment		-	18,000	-	-	-	18,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Ion Chromatograph for Anions & Speciation	-	35,000	-	-	-	35,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Ion Chromatograph for Anions & Disinfection Byproducts	-	-	-	35,000	-	35,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Discrete Analyzer for Nutrients (NPDES permits)	50,000	-	-	-	-	50,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Autotitrator for Bulk Chemicals	12,000	-	-	-	-	12,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Oil & Grease Extractor (4-place; NPDES permits)	52,000	-	-	-	-	52,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement COD Analyzer	-	-	-	32,000	-	32,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement ICP-MS (metals NPDES permits)	-	180,000	-	-	-	180,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement ICP (metals NPDES permits)	85,000	-	-	-	-	85,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Mercury Analyzer	-	25,000	-	-	-	25,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement FIA Analyzer (nutrients & CN NPDES permits)	-	-	50,000	50,000	-	100,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement GC/MS Semi-Volatile Analysis	-	-	130,000	-	-	130,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement GC/MS Volatile Analysis	-	-	100,000	-	-	100,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement LC/MS/MS (HABs, MST, PFAS)	-	-	-	-	400,000	400,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement TOC/TN Analyzer	-	-	-	85,000	-	85,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
2021-2025 MINOR CAPITAL IMPROVEMENT PLAN								
ALL BUDGET CENTERS								
BUDGET CENTER	DESCRIPTION	Project Description	2021	2022	2023	2024	2025	Total
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement TKN Digester (NPDES permits)	-	-	-	22,000	-	22,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Microwave Digestion System	-	-	-	36,000	-	36,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement BOD Incubator (NPDES permits)	-	12,000	-	-	12,000	24,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement WET Incubator (NPDES permits)	-	-	-	22,000	-	22,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Muffle Furnace	-	-	-	-	15,000	15,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Replacement Ovens	-	20,000	-	-	-	20,000
1900 - ANALYTICAL SERVICES	Machinery & Equipment	Miele Laboratory Equipment Washer	18,000	-	18,000	-	18,000	54,000
8400 - HEALTH AND SAFETY	Machinery & Equipment	AEDs (Unit, Pad and/or Battery Replacements)	10,000	10,000	10,000	10,000	10,000	50,000
8400 - HEALTH AND SAFETY	Machinery & Equipment	Portable Gas Meter Replacement	650,000	-	-	-	-	650,000
8400 - HEALTH AND SAFETY	Machinery & Equipment	Southerly Grit Crane Fall Protection	35,000	-	-	-	-	35,000
8400 - HEALTH AND SAFETY	Machinery & Equipment	Portable Gas Meters - Operations	250,000	10,000	-	-	-	260,000
Machinery & Equipment Total			\$ 2,183,100	\$ 700,000	\$ 620,000	\$ 497,000	\$ 707,000	\$ 4,707,100
1100 - SWTP	Minor Building Improvements	Electrical Storage Building Roof	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ 13,000
1100 - SWTP	Minor Building Improvements	Replacement of Doors to Special Lite Fiberglass (unit cost \$11,700)	46,800	51,480	56,628	62,291	68,520	285,719
1100 - SWTP	Minor Building Improvements	Overhead Door Replacements	15,000	16,500	18,150	19,965	21,962	91,577
1100 - SWTP	Minor Building Improvements	Resident Engineering (Bldg. #97) Flooring	-	-	50,000	-	-	50,000
1100 - SWTP	Minor Building Improvements	Employee Parking Lot and Road B Resurfacing	150,000	-	-	-	-	150,000
1200 - WWTP	Minor Building Improvements	Replacement of Doors to Special Lite Fiberglass (unit cost \$11,700)	25,000	27,500	14,157	15,572	-	82,229
1200 - WWTP	Minor Building Improvements	Asphalt Repair	20,000	22,000	24,000	26,000	-	92,000
1200 - WWTP	Minor Building Improvements	Administration Building Flooring	-	-	100,000	-	-	100,000
1200 - WWTP	Minor Building Improvements	Maintenance Managers Offices and Kitchenette Update	-	-	-	50,000	-	50,000
1200 - WWTP	Minor Building Improvements	Operations Control Room Renovations	50,000	-	-	-	-	50,000
1200 - WWTP	Minor Building Improvements	Administration Building Shower/Locker Room	-	100,000	-	-	-	100,000
1200 - WWTP	Minor Building Improvements	Maintenance Building Office	30,000	-	-	-	-	30,000
1200 - WWTP	Minor Building Improvements	Development/Maintenance Shop Remodeling	-	-	-	-	50,000	50,000
1300 - EWTP	Minor Building Improvements	Paint and Label All Plant Potable/Non-Potable Water Lines	-	-	50,000	-	-	50,000
1300 - EWTP	Minor Building Improvements	Aerated Grit Trailer Area Odor Control	10,000	-	-	-	-	10,000
1300 - EWTP	Minor Building Improvements	Remodel Operations Hub	-	50,000	-	-	-	50,000
2100 - SECURITY	Minor Building Improvements	Estimated 100k for Gate Improvements at GJM. George J. McMonagle Building- Parking Lot	100,000	-	-	-	-	100,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Refinishing & Striping	-	230,000	-	-	-	230,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Clean and Seal Exterior Brick	-	-	30,000	-	-	30,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Main Entrance Concrete Steps- Repair	-	-	30,000	-	-	30,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Carpet Replacement Second Floor	-	100,000	-	-	-	100,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT								
2021-2025 MINOR CAPITAL IMPROVEMENT PLAN								
ALL BUDGET CENTERS								
BUDGET CENTER	DESCRIPTION	Project Description	2021	2022	2023	2024	2025	Total
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Carpet Replacement First Floor	-	-	75,000	-	-	75,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Carpet Replacement Fourth Floor	-	-	-	50,000	-	50,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Carpet Replacement Third Floor	-	-	50,000	-	-	50,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	George J. McMonagle Building- Rain Garden-Pavers- Replacement	-	20,000	-	-	-	20,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Stormwater Office Sound Proofing- Modification	-	40,000	-	-	-	40,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Garage Exit Concrete- Replacement	78,250	-	-	-	-	78,250
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-First Floor Hallway (Wallpaper)- Replacement	-	40,000	-	-	-	40,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Elevator Repair	-	-	40,000	-	-	40,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Emergency Lighting Upgrades- Replacement	-	80,000	-	-	-	80,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Fleet Services Badge Access- Security	-	20,000	-	-	-	20,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Parking Striping	-	10,000	-	-	-	10,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Masonry Sealing of Buildings	-	-	30,000	-	-	30,000
6300 - ADMINISTRATIVE SERVICES	Minor Building Improvements	Environmental Maintenance & Service Center-Lobby Area & Lunchroom Hallway (Wallpaper)- Replacement	-	-	30,000	-	-	30,000
8400 - HEALTH AND SAFETY	Minor Building Improvements	Roof Fall Protection Project	50,000	-	-	-	-	50,000
Minor Building Improvements Total			\$ 575,050	\$ 820,480	\$ 597,935	\$ 223,828	\$ 140,482	\$ 2,357,775
1100 - SWTP	Vehicles	Replace Three (3) Utility Carts (\$18k/each)	\$ -	\$ -	\$ 54,000	\$ -	\$ 54,000	\$ 108,000
1100 - SWTP	Vehicles	Replace One (1) Gravely Movers (\$12k/each)	-	12,000	-	12,000	-	24,000
1100 - SWTP	Vehicles	Replace 2004 Stake Truck (V12-69544)	-	-	-	65,000	-	65,000
1100 - SWTP	Vehicles	Purchase Two (2) Stanley Hydraulic Pumps (\$12,500/each)	-	-	25,000	-	-	25,000
1200 - WWTP	Vehicles	Fork Lift (Jarrod Lewis)	52,300	-	-	-	-	52,300
1200 - WWTP	Vehicles	Skid Steer with Attachments	-	-	35,000	-	-	35,000
1300 - EWTP	Vehicles	Replacement Plant Utility Vehicles (3 per year @ \$18,000 each)	-	54,000	54,000	54,000	54,000	216,000
1300 - EWTP	Vehicles	Replacement Riding Lawn Mower (\$13,000 each)	-	13,000	-	13,000	-	26,000
1500 - SSMO	Vehicles	One Ton Utility Truck Enclosed Service Body	-	-	-	75,000	-	75,000
1500 - SSMO	Vehicles	One Ton Utility Open Body Truck	-	-	-	60,000	-	60,000
1500 - SSMO	Vehicles	Sport Utility Vehicle- Replacement	-	-	40,000	40,000	40,000	120,000
1500 - SSMO	Vehicles	Boom Truck/Crane Truck- Replacement	-	-	-	-	350,000	350,000
1500 - SSMO	Vehicles	Jet/Vac- 80 GPM- Replacement	-	450,000	-	-	-	450,000
1500 - SSMO	Vehicles	Water Truck (Straight Jet)- Replacement	-	-	250,000	-	-	250,000
1500 - SSMO	Vehicles	Mini Excavator- New	-	80,000	-	-	-	80,000
1500 - SSMO	Vehicles	New Video Truck	-	-	-	-	275,000	275,000
1500 - SSMO	Vehicles	Video Truck Rehab	-	50,000	-	-	-	50,000
1600 - FLEET SERVICES	Vehicles	Replacement Two and Half Ton Service Body Truck (2019)	-	100,000	-	-	-	100,000
1600 - FLEET SERVICES	Vehicles	Equipment Trailer (GNA Deferred in 2020)	-	15,000	-	-	-	15,000
1600 - FLEET SERVICES	Vehicles	Replacement Utility Cart Loaner or Alternative	-	17,000	34,000	-	-	51,000
1600 - FLEET SERVICES	Vehicles	Tire Changer for Medium Duty Vehicle	-	-	20,000	-	-	20,000
1700 - BUILDING MAINTENANCE	Vehicles	Portable Compressor	17,500	-	-	-	-	17,500
1700 - BUILDING MAINTENANCE	Vehicles	2000 Service Utility Truck- Replacement	-	85,000	-	-	-	85,000
1800 - WQIS	Vehicles	4WD Pick Up Truck w/Tool Cap F-150	-	40,000	40,000	40,000	40,000	160,000
1800 - WQIS	Vehicles	4WD Pick Up Truck w/Tool Cap F-150	-	40,000	-	-	-	40,000
1800 - WQIS	Vehicles	4WD Pick Up Truck Extended (4 door cab) w/Tool Cap	-	50,000	-	-	-	50,000
5000 - AEA	Vehicles	GNA TRAILER	20,000	-	-	-	-	20,000
6300 - ADMINISTRATIVE SERVICES	Vehicles	Loaner Vehicle- Replacement for GJM (7595)	-	25,000	-	-	-	25,000
6300 - ADMINISTRATIVE SERVICES	Vehicles	Loaner Vehicle- Replacement for GJM (7595)	-	-	25,000	-	-	25,000
Vehicles Total			\$ 89,800	\$ 1,031,000	\$ 577,000	\$ 359,000	\$ 813,000	\$ 2,869,800
Grand Total			\$ 6,691,813	\$ 4,641,480	\$ 2,880,935	\$ 2,060,828	\$ 2,520,482	\$18,795,538

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Impact of Capital Investments on Operating Budget

As of December 31, 2020

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %	2021	2022	2023	2024	2025
1540	Easterly Aeration Tank Rehabilitation Improvements	\$ 13,013,632.63	2022	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.400%	2.0%	\$ -	\$ 52,055	\$ 53,096	\$ 54,158	\$ 55,241
				Labor	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
1579	Easterly PLC Replacement (APM 2) .25% hard savings + 1 Instr Tech year 6 of APM	\$ 15,552,201.00	2025	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	-0.25%	2.0%	\$ -	\$ -	\$ -	\$ -	\$ (38,881)
				Labor	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
1607	Westerly Sludge Pump Station and Force Main (includes shutdown of MHI's & transfer to Southerly net cost savings) -2 C2s Year 1, -1 year 3, -1 year 5; -1 PUMP year 3, -1 year 5	\$ 27,472,951.00	2024	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ (329,000)	\$ (335,580)
				Consumables& Maintenance	Estimate	2.0%	\$ -	\$ -	\$ -	\$ (325,978)	\$ (332,498)
					-0.67%	2.0%	\$ -	\$ -	\$ -	\$ (184,069)	\$ (187,750)
				Labor	Estimate	2.0%	\$ -	\$ -	\$ -	\$ (200,000)	\$ (204,000)
1570	Southerly PLC Replacement (APM 2) .25% hard savings	\$ 31,829,775.00	2025	Power	Estimate	2.0%					\$ -
				Chemicals	Estimate	2.0%					\$ -
				Materials	-0.25%	2.0%					\$ (79,574)
				Labor	Estimate	2.0%					\$ -
9047-2018	Gravity Belt Thickening Improvements (Shutdown Assumed Eliminate project) Add in CIP for Demo! -1 WPO in years 2,3,4&5; -2 PUMPS & -1 Maint Worker in 2021	\$ 10,053,836.38	2032	Power	Estimate	2.0%	\$ (40,000)	\$ (40,800)	\$ (41,616)	\$ (42,448)	\$ (43,297)
				Chemicals	Estimate	2.0%	\$ (50,000)	\$ (51,000)	\$ (52,020)	\$ (53,060)	\$ (54,122)
		\$ 3,000,000.00		Maintenance	-2.0%	2.0%	\$ (201,077)	\$ (205,098)	\$ (209,200)	\$ (213,384)	\$ (217,652)
				Labor	Estimate	2.0%	\$ (300,000)	\$ (408,000)	\$ (520,200)	\$ (636,725)	\$ (757,703)
2018-261	REF Automation Replacement (APM3) .25% hard savings, 1 Instr Tech year 9 of APM	\$ 17,870,312.88	2027	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Maintenance	-0.25%	2.0%					
				Labor	Estimate	2.0%					
1613	Southerly WWTC PSTs 1-10 Flush Valves Improvements	\$ 1,100,000.00	2022	Power	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Maintenance	2.5%	2.0%		\$ 27,500	\$ 28,050	\$ 28,611	\$ 29,183
				Labor	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
1399	Easterly Chemically Enhanced High Rate Treatment Facility Negotiating with USEPA to Modify Project Add 2 WPOs 2027	\$ 142,400,000.00	2027	Power	Estimate	2.0%					
				Chemicals	Estimate	2.0%					
				Maintenance	0.3%	2.0%					
				Labor	Estimate	2.0%					
1486	Westerly Chemically Enhanced High Rate Treatment Facility	\$ 78,961,173.00	2024	Power	Estimate	2.0%				\$ 75,000	\$ 76,500
				Chemicals	Estimate	2.0%				\$ 100,000	\$ 102,000
				Maintenance	0.3%	2.0%				\$ 236,884	\$ 241,621
				Labor	Estimate	2.0%				\$ -	\$ -
1401B	Enhance Series Upgrade - SOPT Alternative CIP Costs likely HIGH; Small incremental O&M 480 MGD peak SSAS cap. & minor addt'l CEHRT	\$ 12,500,000.00	2025	Power	Estimate	2.0%					\$ 30,000
				Chemicals	Estimate	2.0%					\$ 30,000
				Maintenance	0.5%	2.0%					\$ 62,500
				Labor	Estimate	2.0%					\$ -
Plants							\$ (591,077)	\$ (625,344)	\$ (741,891)	\$ (1,490,012)	\$ (1,624,011)
1580	Collections PLC Replacement .25% hard savings	\$ 26,487,860.00	2025	Power	Estimate	2.0%					\$ -
				Chemicals	Estimate	2.0%					\$ -
				Materials	-0.25%	2.0%					\$ (66,220)
				Labor	Estimate	2.0%					\$ -
Collection Systems							\$ -	\$ -	\$ -	\$ -	\$ (66,220)
1294	Dugway Storage Tunnel	\$ 164,001,229.37	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Maintenance	0.075%	2.0%	\$ 123,001	\$ 125,461	\$ 127,970	\$ 130,530	\$ 133,140

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Impact of Capital Investments on Operating Budget

As of December 31, 2020

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %	2021	2022	2023	2024	2025
	Add 2CS FTE 2021 (for cumulative projects on line 2021)	\$ -	0	Labor	Estimate	2.0%	\$ 123,001	\$ 125,461	\$ 127,970	\$ 130,530	\$ 133,140
1293	Doan Valley Storage Tunnel	\$ 157,938,375.48	2023	Power	Estimate	2.0%			\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%			\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%			\$ 118,454	\$ 120,823	\$ 123,239
	Add 1CS FTE 2023	\$ -	0	Labor	Estimate	2.0%			\$ 118,454	\$ 120,823	\$ 123,239
1283	East 140th Consolidation and Relief Sewer	\$ 82,852,365.10	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%	\$ 62,139	\$ 63,382	\$ 64,650	\$ 65,943	\$ 67,262
		\$ -	0	Labor	Estimate	2.0%	\$ 62,139	\$ 63,382	\$ 64,650	\$ 65,943	\$ 67,262
1422	London Road Relief Sewer	\$ 46,843,513.81	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%	\$ 35,133	\$ 35,835	\$ 36,552	\$ 37,283	\$ 38,029
		\$ -	0	Labor	Estimate	2.0%	\$ 35,133	\$ 35,835	\$ 36,552	\$ 37,283	\$ 38,029
1421	Dugway Regulators and Relief Sewers	\$ 6,023,015.71	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%	\$ 4,517	\$ 4,608	\$ 4,700	\$ 4,794	\$ 4,890
		\$ -	0	Labor	Estimate	2.0%	\$ 4,517	\$ 4,608	\$ 4,700	\$ 4,794	\$ 4,890
1489	Doan Valley Miscellaneous Regulators / Relief	\$ 5,218,632.99	2022	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%	\$ 3,914	\$ 3,992	\$ 4,072	\$ 4,154	\$ 4,237
		\$ -	0	Labor	Estimate	2.0%	\$ 3,914	\$ 3,992	\$ 4,072	\$ 4,154	\$ 4,237
1408	Doan Valley Relief and Consolidation Sewer	\$ 17,590,665.95	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%	\$ 13,193	\$ 13,457	\$ 13,726	\$ 14,001	\$ 14,281
		\$ -	0	Labor	Estimate	2.0%	\$ 13,193	\$ 13,457	\$ 13,726	\$ 14,001	\$ 14,281
1536	Shoreline Storage Tunnel	\$ 222,421,315.58	2026	Power	Estimate	2.0%					
	Adds pump 45 MGD to 9 Mile Pumping = 2800 Hp	\$ -	0	Chemicals	Estimate	2.0%					
	(add 40% to current power costs)	\$ -	0	Maintenance	0.075%	2.0%					
		\$ -	0	Labor	Estimate	2.0%					
1574	Shoreline Consolidation Sewer	\$ 39,833,925.00	2024	Power	Estimate	2.0%					
	Complete but not active until Shoreline Tunnel completed	\$ -	0	Chemicals	Estimate	2.0%					
		\$ -	0	Materials	0.075%	2.0%					
		\$ -	0	Labor	Estimate	2.0%					
9076-2018	Easterly Flood Control/Relief Sewer Project	\$ 15,433,949.99	2030	Power	Estimate	2.0%					
		\$ -	0	Chemicals	Estimate	2.0%					
		\$ -	0	Materials	0.075%	2.0%					
		\$ -	0	Labor	Estimate	2.0%					
1390	Westerly Storage Tunnel	\$ 147,059,213.55	2023	Power	Estimate	2.0%			\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%			\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%			\$ 110,294	\$ 112,500	\$ 114,750
	Add 1CS FTE 2023	\$ -	0	Labor	Estimate	2.0%			\$ 110,294	\$ 112,500	\$ 114,750
1598	Westerly Tunnel Dewatering Pump Station (C)	\$ 35,877,375.85	2024	Power	Estimate	2.0%				\$ 200,000	\$ 204,000
	Hp = 2100 firm pumping + 200 Misc = 2300 tot	\$ -	0	Chemicals	Estimate	2.0%				\$ -	\$ -
		\$ -	0	Maintenance	0.5%	2.0%				\$ 179,387	\$ 182,975
	Add 2 CS FTE 2024	\$ -	0	Labor	Estimate	2.0%				\$ 179,387	\$ 182,975
1510	West 3rd Quigley / Westerly Miscellaneous CSO Control	\$ 12,077,713.00	2022	Power	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%		\$ 9,058	\$ 9,239	\$ 9,424	\$ 9,613
		\$ -	0	Labor	Estimate	2.0%		\$ 9,058	\$ 9,239	\$ 9,424	\$ 9,613

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Impact of Capital Investments on Operating Budget

As of December 31, 2020

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %	2021	2022	2023	2024	2025
1398B	Morgana & Burke System Improvements (MBSI)	\$ 15,905,000.00	2023	Power	Estimate	2.0%			\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%			\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%			\$ 11,929	\$ 12,167	\$ 12,411
		\$ -	0	Labor	Estimate	2.0%			\$ 11,929	\$ 12,167	\$ 12,411
1398C	Burke Brook Open Channel Improvements (BOCI)	\$ 5,900,000.00	2022	Power	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
		\$ -	0	Chemicals	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
		\$ -	0	Materials	0.075%	2.0%		\$ 4,425	\$ 4,514	\$ 4,604	\$ 4,696
		\$ -	0	Labor	Estimate	2.0%		\$ 4,425	\$ 4,514	\$ 4,604	\$ 4,696
1548	Pearl & Jennings Road Storage Tanks & Pump Station Upgrades	\$ 17,617,527.00	2024	Power	Estimate	2.0%				\$ 30,000	\$ 30,600
	Expanded Capacity 4 MGD to 11.5 MGD. 8.5 @100 ft + 3 @35 ft	\$ -	0	Chemicals	Estimate	2.0%				\$ -	\$ -
	Pumps = 180 Hp	\$ -	0	Maintenance	0.58%	2.0%				\$ 101,301	\$ 103,327
		\$ -	0	Labor	Estimate	2.0%				\$ 101,301	\$ 103,327
9091-2018	Southerly Tunnel Dewatering Pump Station	\$ 36,318,377.44	2029	Power	Estimate	2.0%					
	Hp = 2050 firm pumping + 1065 Misc = 3115 tot	\$ -	0	Chemicals	Estimate	2.0%					
	BOD "3% of Project Cost" TOO HIGH	\$ -	0	Maintenance	0.5%	2.0%					
		\$ -	0	Labor	Estimate	2.0%					
9094-2018	SCSO-2 Kingsbury Run Consolidation Sewer	\$ 78,700,943.24	2029	Power	Estimate	2.0%					
		\$ -	0	Chemicals	Estimate	2.0%					
		\$ -	0	Materials	0.075%	2.0%					
		\$ -	0	Labor	Estimate	2.0%					
9108-2018	Southerly Miscellaneous CSO Control and Relief Sewers	\$ 21,423,226.26	2029	Power	Estimate	2.0%					
		\$ -	0	Chemicals	Estimate	2.0%					
		\$ -	0	Materials	0.075%	2.0%					
		\$ -	0	Labor	Estimate	2.0%					
1622	Southerly Tunnel and Consolidation	\$ 348,644,752.46	2028	Power	Estimate	2.0%					
		\$ -	0	Chemicals	Estimate	2.0%					
		\$ -	0	Materials	0.075%	2.0%					
	Add 2 CS FTE 2028	\$ -	0	Labor	Estimate	2.0%					
9098-2018	Big Creek CSO-059 Storage Tank	\$ 17,232,920.07	2028	Power	Estimate	2.0%					
	8 MGD @ 25 ft pump out = 50 Hp pumping shaft	\$ -	0	Chemicals	Estimate	2.0%					
		\$ -	0	Maintenance	0.5%	2.0%					
	Add 1 CS FTE 2028	\$ -	0	Labor	Estimate	2.0%					
	Supplemental Environmental: Cuyahoga water to canal	\$ -	2021	Power	Estimate	2.0%	\$ 25,664	\$ 26,177	\$ 26,701	\$ 27,235	\$ 27,780
	50 hHp pump runs continuously "spring to fall"			Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.0%	2.0%	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297
				Labor	Estimate	2.0%	\$ 40,000	\$ 40,800	\$ 41,616	\$ 42,448	\$ 43,297
Combined Sewer Overflow							\$ 589,458	\$ 628,214	\$ 1,122,132	\$ 1,935,950	\$ 1,974,669
1381	Automation Program Management Phase-1	\$ 19,900,000.00	2021	Power	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
	.25% hard savings, 1 Inst tech year 3 of APM			Chemicals	Estimate	2.0%					\$ -
				Materials	-0.25%	2.0%	\$ (49,750)	\$ (50,745)	\$ (51,760)	\$ (52,795)	\$ (53,851)
				Labor	Estimate	2.0%			\$ (100,000)	\$ (102,000)	\$ (104,040)
1531	District-Wide Energy Conservation and Management Project	\$ 3,439,625.20	2021	Power	Estimate	2.0%	\$ (200,000)	\$ (204,000)	\$ (208,080)	\$ (212,242)	\$ (216,486)
				Chemicals	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Materials	0.0%	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
				Labor	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
1582	Southerly Building Demolition	\$ 20,162,219.00	2023	Power	Estimate	2.0%			\$ (190,000)	\$ (193,800)	\$ (197,676)
				Chemicals	Estimate	2.0%			\$ -	\$ -	\$ -
				Materials	0.0%	2.0%			\$ -	\$ -	\$ -
				Labor	Estimate	2.0%			\$ -	\$ -	\$ -

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Impact of Capital Investments on Operating Budget

As of December 31, 2020

Project No.	Project	CAPX	Turnover Date	OPX	OPX as % of CAPX (or estimate)	Yearly Inflation Increase %	2021	2022	2023	2024	2025
District Wide							\$ (49,750)	\$ (50,745)	\$ (151,760)	\$ (154,795)	\$ (157,891)
1357	Woodland Central Green Infrastructure Project	\$12,682,546.28	2022	Power	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Chemicals	Estimate	2.0%		\$ -	\$ -	\$ -	\$ -
				Maintenance	0.55%	2.0%		\$ 69,754	\$ 71,149	\$ 72,572	\$ 74,024
				Labor	Estimate	2.0%	\$ -	\$ -	\$ -	\$ -	\$ -
Green Infrastructure							\$ -	\$ 69,754	\$ 71,149	\$ 72,572	\$ 74,024
Grand Total							\$ (51,369)	\$ 21,879	\$ 299,631	\$ 363,715	\$ 200,571

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM - continued

Project Summaries

The following project summaries are presented to describe the major projects that will begin design or construction in the 2021 Capital Budget. For additional Capital Improvements Projects, please refer to the 10 Year Long-Term Financial Plan section.

Project:	Easterly Chemically Enhanced High Rate Treatment Facility		
Design Start:	3 rd Quarter 2015		
Construction Start:	3 rd Quarter 2022	Construction Est. (\$M):	\$125.0
Project Description:			
The Easterly Chemically Enhanced High Rate Treatment (CEHRT) Facility is Consent Decree Control Measure 2. This facility must start design within 6 months of approval of the Pilot Testing Report. The Easterly CEHRT project includes preliminary design and then design of the new high rate treatment facility to treat CSO-001 based upon the findings documented in the Pilot Testing Report.			

Project:	Shoreline Consolidation Sewer		
Design Start:	4 th Quarter 2019		
Construction Start:	3 rd Quarter 2021	Construction Est. (\$M):	\$38.5
Project Description:			
The Shoreline Consolidation Sewer project consists of approximately 11,700 linear feet (LF) of 114-inch-diameter sewer to be constructed along South Marginal Road from East 12th Street to its downstream connection to the Shoreline Storage Tunnel (SST) at Shaft SST-7 near Marquette Road. The SCS project will reduce the number of combined sewer overflows (CSOs) to Lake Erie by capturing and conveying CSO from seven CSO outfalls that currently discharge to Lake Erie.			

Project:	Shoreline Storage Tunnel		
Design Start:	4 th Quarter 2018		
Construction Start:	2 nd Quarter 2021	Construction Est. (\$M):	\$213.5
Project Description:			
This project includes the installation of a 21-foot diameter storage tunnel extending approximately 15,500 feet in length from its gated connection to the Dugway Storage Tunnel (DST). Once the ETDPS has completely drained the Euclid Creek Tunnel (ECT)/DST system, the SST gate will open and the ETDPS will also drain the Shoreline Storage Tunnel (SST) at the Nine Mile Site and send flow to the Easterly Waste Water Treatment Plant (EWWTP). The SST will connect various sewers along Lake Erie from Downtown to near Eddy Rd. and include diversion structures and drop shafts to capture and store CSO from the SST service area. The diversion systems feeding the drop structures will be equipped with the inflow control gates to allow the inflows to SST to be controlled when the tunnel is full.			

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM - continued

Project:	Pearl & Jennings Road Storage Tanks & Pump Station Upgrades		
Design Start:	1 st Quarter 2019		
Construction Start:	1 st Quarter 2022	Construction Est. (\$M):	\$25.0
Project Description:			
<p>This projects' purpose is to address Control Measure #23 of the Consent Decree, which requires improved CSO control for Outfalls CSO-045 and CSO-088. To limit Regulator WR-34 and BC-05-AJB activations to 4 or less in a typical year, several improvements are planned. These include the construction of CSO Storage Tanks at Regulators WR-34 and BC-05-AJB, the modification of Regulator WR-52, the upgrade of the pumping capacity of the Jennings Road Pump Station from 3.2 MGD to 5.5 MGD, and the separation of Old Treadway Creek from the Jennings Road combined sewer (and its rerouting to the Cuyahoga River). The scope of the Jennings Road Pump Station will likely include a more extensive electrical system upgrade.</p>			

Project:	Easterly PLC Replacement (APM 2)		
Design Start:	1 st Quarter 2020		
Construction Start:	1 st Quarter 2022	Construction Est. (\$M):	\$9.0
Project Description:			
<p>The primary objective of this project is to replace the obsolete programmable logic controllers (PLCs) and associated I/O distributed throughout the Easterly WWTP and well as bring those PLCs already upgraded at these facilities up to current District standards. This project will also replace obsolete operator interface terminals (OITs) and incorporate process improvements through application of automatic controls.</p>			

Project:	Morgana & Burke System Improvements		
Design Start:	2 nd Quarter 2016		
Construction Start:	3 rd Quarter 2020	Construction Est. (\$M):	\$11.6
Project Description:			
<p>The Morgana & Burke System Improvements (MBSI) project consists of sewer system surcharge relief and rehabilitation in the Southerly system and CSO control in the Westerly system. In Southerly, the Morgana Run System will complete regulator modifications, existing sewer rehabilitation, and include install of a new relief sewer. The Burke Brook System will complete culvert rehabilitation work. Both the Morgana and Burke work is an initial phase in addressing future CSO control requirements; associated CSO control improvements will follow in a separate project under Control Measure 21 of the Consent Decree. In Westerly, the West 3rd In-line Storage project will install upsized combined sewer piping to provide in-system storage to meet CSO control requirements of Control Measure 17 of the Consent Decree.</p>			

NORTHEAST OHIO REGIONAL SEWER DISTRICT

CAPITAL IMPROVEMENT PROGRAM - continued

Project:	Collections PLC Replacement (APM 2)		
Design Start:	1 st Quarter 2020		
Construction Start:	4 th Quarter 2022	Construction Est. (\$M):	\$16.0
Project Description:			
The objective of this project is to replace obsolete programmable logic controllers (PLCs) and associated I/O distributed throughout the collection system remote locations			

Project:	West 3rd Quigley / Westerly Miscellaneous CSO Control		
Design Start:	3 rd Quarter 2017		
Construction Start:	3 rd Quarter 2020	Construction Est. (\$M):	\$12.1
Project Description:			
The West 3rd CSO Control project includes a storage and conveyance sewer and tank to control overflows at CSOs 082 and 089, both of which discharge to the Cuyahoga River. The projects will provide CSO control for the Typical Year control events.			

CAPITAL FINANCING



NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE

Typically, each year NEORSD prepares a five-year Capital Improvement Plan (CIP), which lists anticipated capital projects by category and the years in which the project will be constructed. Historically, NEORSD had been successful in obtaining federal construction grants to fund these projects. As grant funds decreased, NEORSD 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, NEORSD 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 NEORSD's own revenue bond financing. As NEORSD 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.

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 and subsequently reimbursed.

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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE - continued

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 determined by each loan's amortization schedule. The loan amount outstanding as of December 31, 2020 was \$814,932,187. 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 2010, 2013, 2014, 2016, 2017, 2019 and 2020 Bonds. The District will continue to maximize the use of OWDA and WPCLF loans to the extent of their availability.

Wastewater Improvement Revenue Bonds, Series 2010 "Build America Bonds"

On November 17, 2010, the District issued \$336,930,000 of Wastewater Improvement Revenue Bonds, Series 2010 (the "Series 2010 Bonds") as Federally Taxable - "Build America Bonds" for purposes consistent with the American Recovery and Reinvestment Act of 2009 (the "Recovery Act") and to receive a cash subsidy from the United States Treasury in connection therewith (the "Direct Payment"). Pursuant to the Recovery Act, the District is entitled to receive Direct Payments rebating a portion of the interest on the Build America Bonds from the United States Treasury equal to 35.0% of the interest payable on the Series 2010 Bonds.

The Series 2010 Bonds were issued for the purpose of (i) providing funds for the acquisition, construction and improvement of wastewater facilities or water management facilities, constituting Water Resource Projects, including without limitation, the financing of 24 months of capitalized interest and (ii) paying the costs of issuance of the Series 2010 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. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities. The bonds are additionally secured by a pledge of and lien on the monies and investments in the Revenue Bond Debt Service Deposit.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE – continued

Wastewater Improvement Revenue Bonds, Series 2013

On March 26, 2013, the District issued \$249,535,000 of Wastewater Improvement Revenue Bonds, Series 2013. The Wastewater Improvement Revenue Bonds, Series 2013 Bonds (the “Series 2013 Bonds”) were issued for the purpose of (i) providing funds for the acquisition, construction and improvement of Water Resource Projects and (ii) paying certain costs of issuance of the Series 2013 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. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities.

The bond indenture requires, among other provisions, that the District establish certain debt service funds, maintain the system in good operating condition, and charge rates such that the necessary debt service payments can be made after operation and maintenance charges have been paid.

Wastewater Improvement Revenue (2014A) and Refunding (2014B) Bonds, Series 2014

On December 18, 2014, the District issued \$419,030,000 of Wastewater Improvement Revenue and Refunding Bonds, Series 2014. The Wastewater Improvement Revenue and Refunding Bonds, Series 2014 Bonds (the “Series 2014 Bonds”) were comprised of \$350,570,000 (2014A) for new bonds and \$68,460,000 (2014B) to refund a portion of the 2007 Wastewater Improvement Revenue Bonds previously issued on May 22, 2007. The Wastewater Improvement Revenue and Refunding Bonds, Series 2014 Bonds were issued for the purpose of (i) providing funds for the acquisition, construction and improvement of Water Resource Projects, (ii) paying certain costs of issuance of the Series 2014 Bonds and (iii) to refund a portion of 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. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE – continued

Wastewater Improvement Revenue Refunding Bonds, Series 2016

The District issued \$25,015,000 of Wastewater Improvement Revenue Refunding Bonds, Series 2016 (the “2016 Series Bonds”), in connection with the advance refunding of its Wastewater Improvement Revenue Bonds, Series 2007 (the “2007 Series Bonds”). The 2016 Series Bonds are payable from the revenues of the District, after payment of operating and maintenance costs. The bonds are secured by a pledge of and lien on such net revenues. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities. The bonds are additionally secured by a pledge of and lien on monies and investments comprising the Revenue Bond Debt Service Deposit.

Wastewater Improvement Revenue Refunding Bonds, Series 2017

On September 20, 2017, the District issued \$241,595,000 of Wastewater Improvement Revenue Refunding Bonds, Series 2017 (the “2017 Series Bonds”), in connection with the advance refunding of its Wastewater Improvement Revenue Bonds, Series 2013 (the “2013 Series Bonds”). The 2017 Series Bonds are payable from the revenues of the District, after payment of operating and maintenance costs. The bonds are secured by a pledge of and lien on such net revenues. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities. The bonds are additionally secured by a pledge of and lien on monies and investments comprising the Revenue Bond Debt Service Deposit.

Wastewater Improvement Revenue Refunding Bonds, Series 2019

On September 10, 2019, the District issued \$245,005,000 of Wastewater Improvement Revenue Refunding Bonds, Series 2019 (the “2019 Series Bonds”), in connection with the advance refunding of its Wastewater Improvement Revenue Bonds, Series 2010 (the “2010 Series Bonds”). The 2019 Series Bonds are payable from the revenues of the District, after payment of operating and maintenance costs. The bonds are secured by a pledge of and lien on such net revenues. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities. The bonds are additionally secured by a pledge of and lien on monies and investments comprising the Revenue Bond Debt Service Deposit.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

DEBT SERVICE – continued

Wastewater Improvement Revenue Refunding Bonds, Series 2020

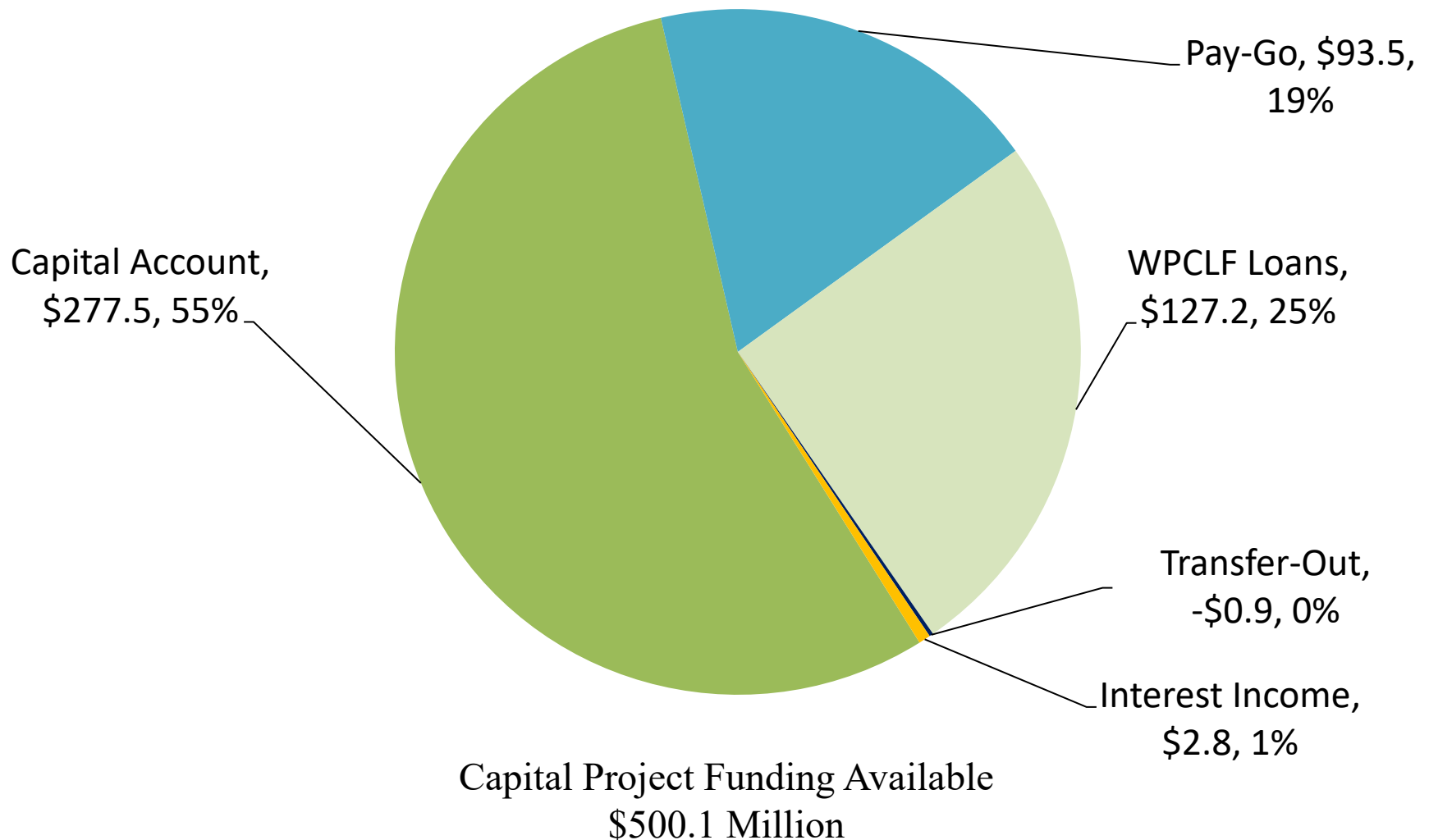
On February 5, 2020, the District issued \$244,895,000 of Wastewater Improvement Revenue Refunding Bonds, Series 2020 (the “2020 Series Bonds”), in connection with the advance refunding of its Wastewater Improvement Revenue Bonds, Series 2014 (the “2014 Series Bonds”). The 2020 Series Bonds are payable from the revenues of the District, after payment of operating and maintenance costs. The bonds are secured by a pledge of and lien on such net revenues. Revenues include all revenues (with certain exceptions) derived by the District from its ownership and operation of the System, which comprises its wastewater collection and wastewater treatment and disposal facilities. The bonds are additionally secured by a pledge of and lien on monies and investments comprising the Revenue Bond Debt Service Deposit.

NORTHEAST OHIO REGIONAL SEWER DISTRICT
WASTEWATER CAPITAL BOND PROJECTS ACCOUNT
2021 SUMMARY OF CASH ACTIVITY

	<u>Capital Project Account</u>	<u>Bond Project Account</u>	<u>Total Capital & Bond Project Accounts</u>
CAPITAL AND BOND PROJECT ACCOUNTS			
Beginning Balance:	\$ 277,556,944	\$ -	\$ 277,556,944
Funding Sources:			
Pay As You Go Capital Financing	\$ 93,492,000	\$ -	\$ 93,492,000
New Issuance of Revenue Bonds	-	-	-
Transfer In from O&M	(942,054)	-	(942,054)
Interest Income	2,761,000	-	2,761,000
WPCLF Loans	127,235,000	-	127,235,000
Total Funding Sources	\$ 222,545,946	\$ -	\$ 222,545,946
Total Sources of Capital funds	\$ 500,102,890	\$ -	\$ 500,102,890
Uses:			
Capitalized Labor & Fringe Benefits	\$ 6,500,000	\$ -	\$ 6,500,000
Capital Outlays	197,893,271		197,893,271
Minor Capital	6,691,813		6,691,813
Total Anticipated Payments	\$ 211,085,084	\$ -	\$ 211,085,084
Ending Balance	\$ 289,017,806	\$ -	\$ 289,017,806

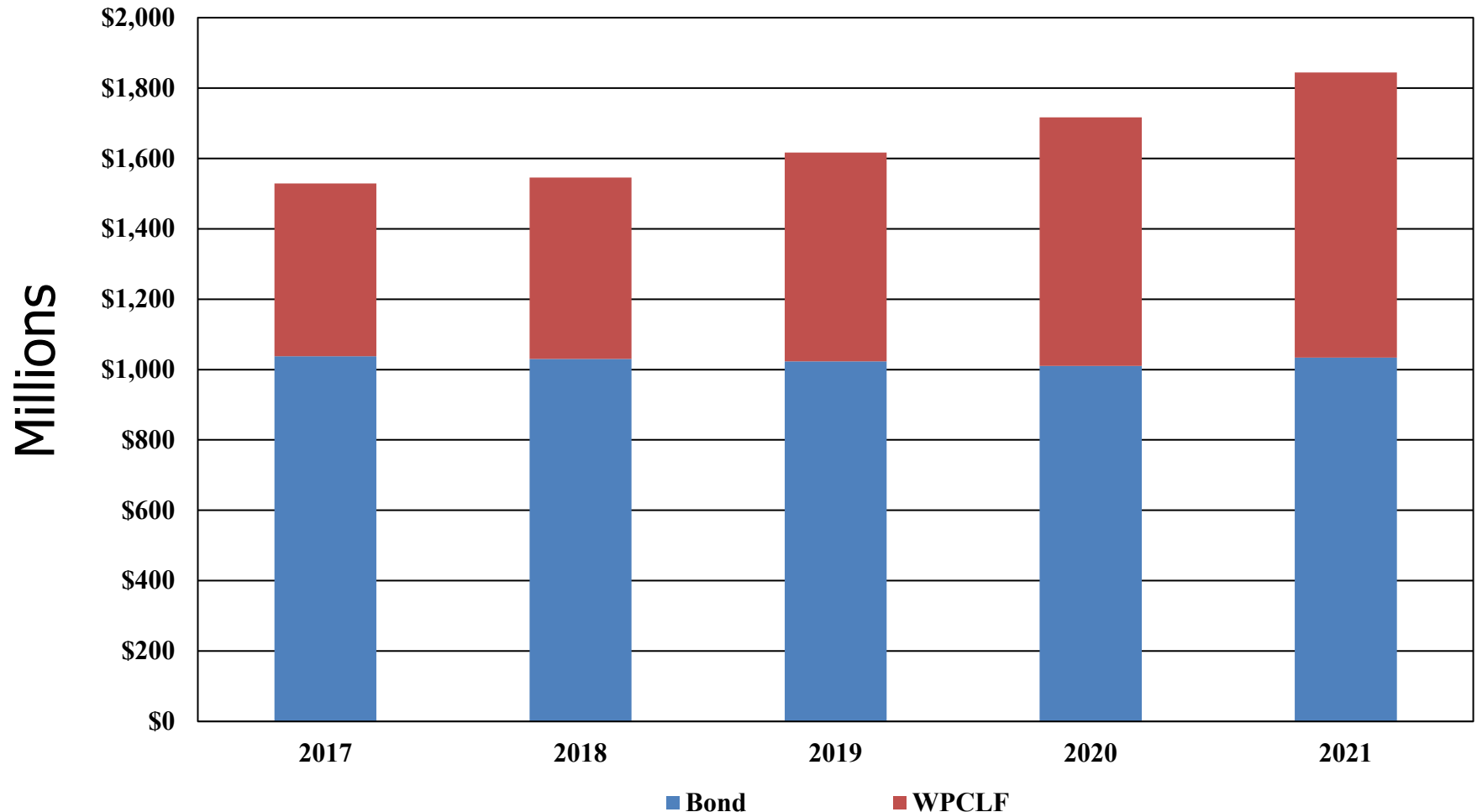
NORTHEAST OHIO REGIONAL SEWER DISTRICT

2021 Capital Project Funding Available



NORTHEAST OHIO REGIONAL SEWER DISTRICT

Total Debt Outstanding as of January 1,
Five Most Recent Fiscal Years and Current Year



NORTHEAST OHIO REGIONAL SEWER DISTRICT

LONG-TERM DEBT-continued

Long-Term Obligations by Category-continued

A summary of long-term debt outstanding at December 31, 2020 follows:

	<u>Interest Rate</u>	<u>2020</u>	<u>2019</u>
Wastewater Improvement Revenue			
Bonds, Series 2010:			
Serial Bonds Maturing 2026 through 2040	5.44%	\$ 85,210,000	\$ 85,210,000
Wastewater Improvement Revenue			
Bonds, Series 2013:			
Serial Bonds Maturing 2020 through 2043	2.00%-5.00%	20,215,000	24,730,000
Wastewater Improvement Revenue			
Bonds, Series 2014:			
Serial Bonds Maturing 2018 through 2049	1.75%-5.00%	179,925,000	391,870,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2016:			
Serial Bonds Maturing 2018 through 2036	3.00%	21,620,000	21,790,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2017:			
Serial Bonds Maturing 2019 through 2043	3.00-5.00%	240,455,000	241,040,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2019:			
Serial Bonds Maturing 2033 through 2040	3.00%-4.00%	245,005,000	245,005,000
Wastewater Improvement Revenue			
Refunding Bonds, Series 2020:			
Serial Bonds Maturing 2021 through 2049	1.66%-3.30%	241,665,000	-
Water Pollution Control Loans Payable			
Through 2054	0.00%-5.20%	814,932,187	707,522,345
Total Debt		1,849,027,187	1,717,167,345
Less Current Maturities		(52,298,417)	(45,336,035)
Bond Premium, Net		43,967,131	63,686,193
Total Long-Term Debt		\$ 1,840,695,901	\$ 1,735,517,503

NORTHEAST OHIO REGIONAL SEWER DISTRICT

LONG-TERM DEBT-continued

Long-Term Obligations by Category-continued

	Wastewater Improvement Revenue Bonds Series 2010		Wastewater Improvement Revenue Bonds Series 2013	
	Principal	Interest	Principal	Interest
2021	\$ -	\$ 3,112,470	\$ 3,850,000	\$ 801,250
2022	-	3,112,470	1,915,000	666,750
2023	-	3,112,470	-	578,000
2024	-	3,112,470	-	578,000
2025	-	3,112,470	-	578,000
2026-2030	49,530,000	12,933,314	-	2,890,000
2031-2035	35,680,000	1,998,943	14,450,000	1,258,000
2036-2040	-	-	-	-
2041-2045	-	-	-	-
2046-2050	-	-	-	-
2051-2055	-	-	-	-
Total	<u>\$ 85,210,000</u>	<u>\$ 30,494,607</u>	<u>\$ 20,215,000</u>	<u>\$ 7,350,000</u>

	Wastewater Improvement Revenue Bonds Series 2014		Wastewater Improvement Revenue Refunding Bonds Series 2016	
	Principal	Interest	Principal	Interest
2021	\$ 3,385,000	\$ 7,539,525	\$ 175,000	\$ 648,600
2022	3,550,000	7,370,275	180,000	643,350
2023	3,705,000	7,223,275	190,000	637,950
2024	3,885,000	7,038,025	195,000	632,250
2025	4,045,000	6,882,625	200,000	626,400
2026-2030	25,680,000	30,278,125	1,085,000	3,038,850
2031-2035	8,710,000	26,492,500	13,120,000	2,690,400
2036-2040	-	25,393,000	6,475,000	194,250
2041-2045	23,440,000	25,393,000	-	-
2046-2050	103,525,000	10,555,200	-	-
2051-2055	-	-	-	-
Total	<u>\$ 179,925,000</u>	<u>\$ 154,165,550</u>	<u>\$ 21,620,000</u>	<u>\$ 9,112,050</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT

LONG-TERM DEBT-continued

Long-Term Obligations by Category-continued

	Wastewater Improvement Revenue Refunding Bonds Series 2017		Wastewater Improvement Revenue Refunding Bonds Series 2019	
	Principal	Interest	Principal	Interest
2021	\$ 615,000	\$ 9,589,213	\$ -	\$ 7,958,700
2022	645,000	9,558,462	-	7,958,700
2023	1,185,000	9,526,212	-	7,958,700
2024	2,280,000	9,466,962	-	7,958,700
2025	3,830,000	9,352,962	-	7,958,700
2026-2030	30,455,000	42,906,313	-	39,793,500
2031-2035	31,710,000	36,025,813	72,320,000	37,706,550
2036-2040	90,575,000	26,273,538	172,685,000	17,312,150
2041-2045	79,160,000	6,521,200	-	-
2046-2050	-	-	-	-
2051-2055	-	-	-	-
Total	<u>\$ 240,455,000</u>	<u>\$ 159,220,675</u>	<u>\$ 245,005,000</u>	<u>\$ 134,605,700</u>

	Wastewater Improvement Revenue Refunding Bonds Series 2020		Water Pollution Control Loans	
	Principal	Interest	Principal	Interest
2021	\$ 1,640,000	\$ 7,345,026	\$ 42,633,417	\$ 12,909,877
2022	1,665,000	7,317,539	48,287,285	14,608,481
2023	1,695,000	7,288,801	50,013,231	13,514,882
2024	1,725,000	7,258,681	45,867,062	12,357,174
2025	1,760,000	7,226,372	48,516,413	13,581,382
2026-2030	16,615,000	35,544,278	185,319,363	53,478,858
2031-2035	34,340,000	31,790,234	156,028,437	33,578,209
2036-2040	33,670,000	27,386,115	99,696,443	19,242,350
2041-2045	85,720,000	19,510,870	57,367,834	11,568,002
2046-2050	62,835,000	5,268,285	58,740,873	5,784,100
2051-2055	-	-	22,461,827	953,182
Total	<u>\$ 241,665,000</u>	<u>\$ 155,936,201</u>	<u>\$ 814,932,187</u>	<u>\$ 191,576,497</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT
LONG-TERM DEBT-continued

	Future Debt Service Requirements Total	
	Principal	Interest
2021	\$ 52,298,417	\$ 49,904,661
2022	56,242,285	51,236,027
2023	56,788,231	49,840,290
2024	53,952,062	48,402,262
2025	58,351,413	49,318,911
2026-2030	308,684,363	220,863,238
2031-2035	366,358,437	171,540,649
2036-2040	403,101,443	115,801,403
2041-2045	245,687,834	62,993,072
2046-2050	225,100,873	21,607,585
2051-2055	22,461,824	953,182
Total	\$ 1,849,027,184	\$ 842,461,280

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Debt Service Coverage Test

(in thousands)

	2020 Unaudited Actual	2021 Adopted Budget
Sewer Service Revenues	\$ 347,934	\$ 344,122
Miscellaneous Revenues	1,768	734
Interest Revenues	178	200
Total Revenues	\$ 349,880	\$ 345,056
Operating Expenses (less: Capitalized Payroll)	\$ 115,747	\$ 133,710
Transferred to Rate Stabilization Account	-	-
	\$ 115,747	\$ 133,710
Net Revenues Available	<u>\$ 234,133</u>	<u>\$ 211,346</u>
Debt Service		
Sr. Lien Revenue Bonds	47,471	46,655
WPCLF Loans	49,450	55,507
Total Debt Service	<u>\$ 96,921</u>	<u>\$ 102,162</u>
Debt Service Coverage		
Sr. Lien Coverage	1.25	1.25
Target Sr. Lien Debt Coverage	4.93	4.53
All Debt Coverage	1.05	1.05
Target All Debt Coverage	2.42	2.07

DEPARTMENT SUMMARIES



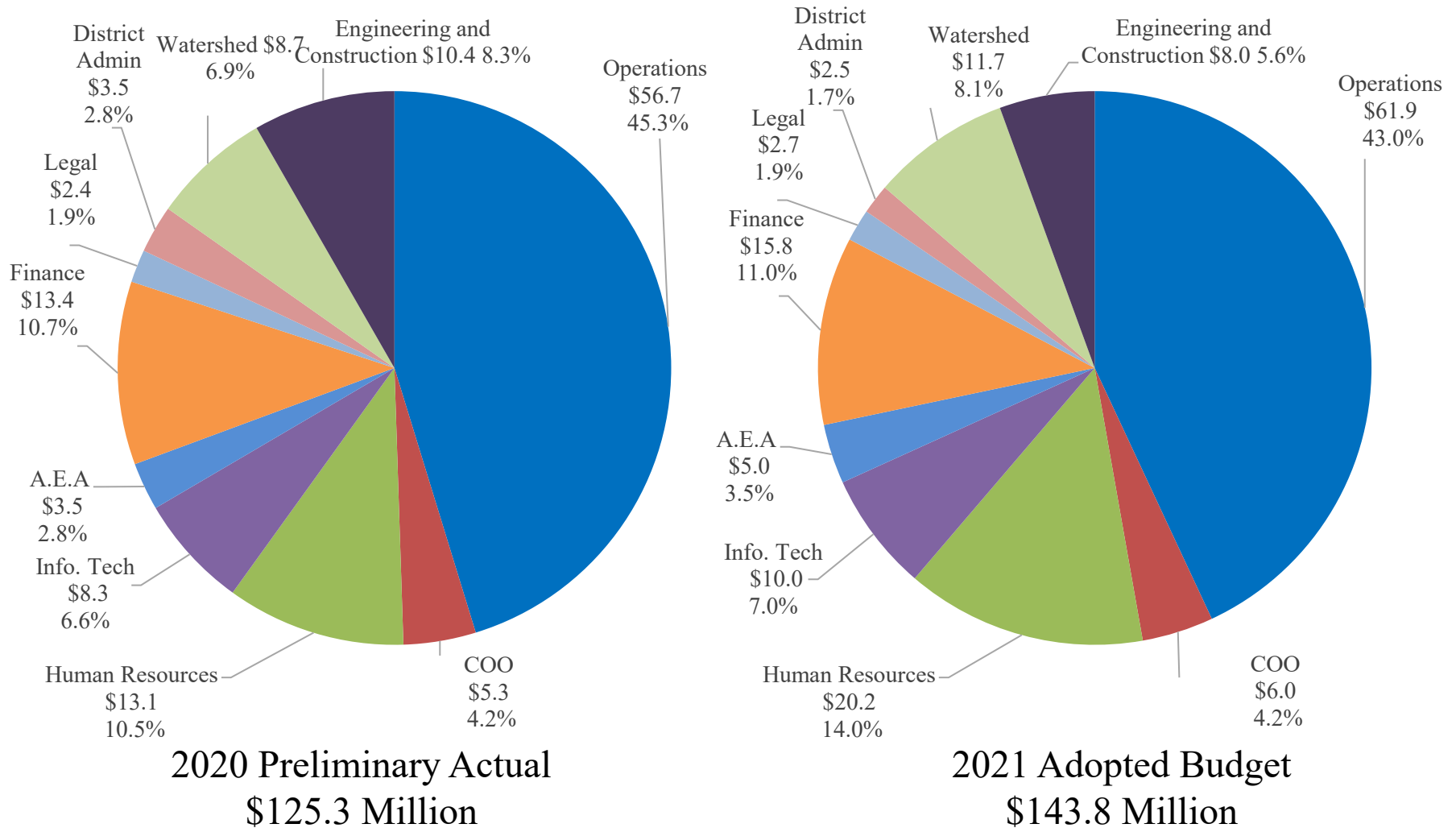
**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
SEWER SERVICE OPERATING EXPENSE COMPARISON BY BUDGET CENTER						
2021 ADOPTED BUDGET VS. 2020 ACTUALS						
BUDGET CENTER		2020 ADOPTED BUDGET	2020 UNAUDITED ACTUALS	2021 PRELIMINARY BUDGET	2021 BUDGET 2020 OVER (UNDER)	% INCREASE (DECREASE)
OPERATIONS:						
1100	SOUTHERLY WASTEWATER TREATMENT PLANT	\$ 29,523,081	\$ 25,789,928	\$ 28,146,655	\$ 2,356,727	9.14%
1200	WESTERLY WASTEWATER TREATMENT PLANT	8,999,325	8,393,602	8,817,297	423,695	5.05%
1300	EASTERLY WASTEWATER TREATMENT PLANT	9,805,473	8,739,034	9,676,719	937,685	10.73%
	TOTAL PLANTS	\$ 48,327,879	\$ 42,922,564	\$ 46,640,671	\$ 3,718,107	8.66%
1000	OPERATION AND MAINTENANCE	\$ 1,124,956	\$ 1,174,473	\$ 1,115,015	\$ (59,458)	-5.06%
1400	MAINTENANCE SERVICES	916,059	724,582	574,892	(149,690)	-20.66%
	SEWER SYSTEM MAINTENANCE AND					
1500	OPERATION	7,366,719	6,131,157	6,939,237	808,080	13.18%
1600	FLEET SERVICES	1,275,567	861,257	1,130,751	269,494	31.29%
3100	PROCESS CONTROL AND AUTOMATION	2,199,751	2,092,549	2,222,438	129,889	6.21%
	TOTAL O&M	\$ 12,883,052	\$ 10,984,018	\$ 11,982,333	\$ 998,315	9.09%
1700	BUILDING MAINTENANCE	\$ 1,017,919	\$ 859,089	\$ 1,272,212	\$ 413,123	48.09%
6300	ADMINISTRATIVE SERVICES	2,359,721	1,942,088	2,054,146	112,058	5.77%
	TOTAL CENTRAL SERVICES	\$ 3,377,640	\$ 2,801,177	\$ 3,326,358	\$ 525,181	18.75%
	TOTAL OPERATIONS	\$ 64,588,571	\$ 56,707,759	\$ 61,949,362	\$ 5,241,603	9.24%
CHIEF OPERATION OFFICER:						
2100	SECURITY	\$ 3,054,188	\$ 2,756,814	\$ 2,905,915	\$ 149,101	5.41%
3200	TECHNICAL SERVICE GROUP	2,828,382	2,583,804	3,049,985	466,181	0.00%
9000	ENGINEERING AND CONSTRUCTION	11,609,099	10,420,126	8,040,418	(2,379,708)	-22.84%
	TOTAL COO	\$ 17,491,669	\$ 15,760,744	\$ 13,996,317	\$ (1,764,427)	-17.43%
INFORMATION TECHNOLOGY						
3000	INFORMATION TECHNOLOGY	\$ 9,879,672	\$ 8,297,756	\$ 10,009,366	\$ 1,711,610	20.63%
FINANCE:						
6000	FINANCE	\$ 11,757,783	\$ 11,531,777	\$ 13,848,181	\$ 2,316,404	20.09%
6100	INVENTORY CONTROL	658,552	619,324	670,886	51,562	8.33%
6200	PURCHASING	871,184	863,979	873,090	9,111	1.05%
6500	CONTRACT COMPLIANCE	412,474	402,517	455,463	52,946	13.15%
	TOTAL FINANCE	\$ 13,699,993	\$ 13,417,597	\$ 15,847,621	\$ 2,430,024	18.11%
ADMINISTRATION AND EXTERNAL AFFAIRS:						
5000	ADMINISTRATION AND EXTERNAL AFFAIRS	\$ 3,489,225	\$ 2,251,567	\$ 3,532,122	\$ 1,280,555	56.87%
6400	CUSTOMER SERVICE	1,460,235	1,206,098	1,470,483	264,384	21.92%
2000	HUMAN RESOURCES	19,394,986	13,122,071	20,185,031	7,062,960	53.83%
	TOTAL ADMIN AND EXTERNAL AFFAIRS	\$ 24,344,446	\$ 16,579,736	\$ 25,187,636	\$ 8,607,900	132.62%

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
SEWER SERVICE OPERATING EXPENSE COMPARISON BY BUDGET CENTER					
2021 ADOPTED BUDGET VS. 2020 ACTUALS					
BUDGET CENTER	2020 ADOPTED BUDGET	2020 UNAUDITED ACTUALS	2021 PRELIMINARY BUDGET	2021 BUDGET 2020 OVER (UNDER)	% INCREASE (DECREASE)
LEGAL:					
7000 LEGAL	\$ 2,704,773	\$ 2,396,237	\$ 2,664,893	\$ 268,656	11.21%
DISTRICT ADMINISTRATION:					
8000 DISTRICT ADMINISTRATION	\$ 1,507,394	\$ 1,508,838	\$ 1,728,436	\$ 219,599	14.55%
8200 INTERNAL AUDIT	2,578,676	1,964,036	776,915	(1,187,121)	-60.44%
TOTAL DISTRICT ADMINISTRATION	\$ 4,086,070	\$ 3,472,873	\$ 2,505,351	\$ (967,522)	-27.86%
WATERSHED PROGRAMS:					
1800 WATER QUALITY AND INDUSTRIAL SURVEILLANCE	\$ 2,564,590	\$ 2,258,446	\$ 2,653,656	\$ 395,210	17.50%
1900 ANALYTICAL SERVICES	3,457,325	2,857,159	3,444,976	587,817	20.57%
8100 WATERSHED PROGRAMS	2,984,342	1,967,224	3,137,938	1,170,713	59.51%
8300 STORMWATER INSPECTION AND MAINTENANCE	935,265	304,028	902,844	598,816	0.00%
8400 HEALTH AND SAFETY	1,115,858	814,754	1,107,114	292,360	35.88%
8500 ENVIRONMENTAL SERVICES	457,285	457,169	452,946	(4,224)	0.00%
TOTAL WATERSHED PROGRAMS	\$ 11,514,666	\$ 8,658,781	\$ 11,699,473	\$ 3,040,692	35.12%
TOTAL WASTEWATER OPERATING EXPENSES	\$ 148,309,859	\$ 125,291,484	\$ 143,860,019	\$ 18,568,535	14.82%

NORTHEAST OHIO REGIONAL SEWER DISTRICT

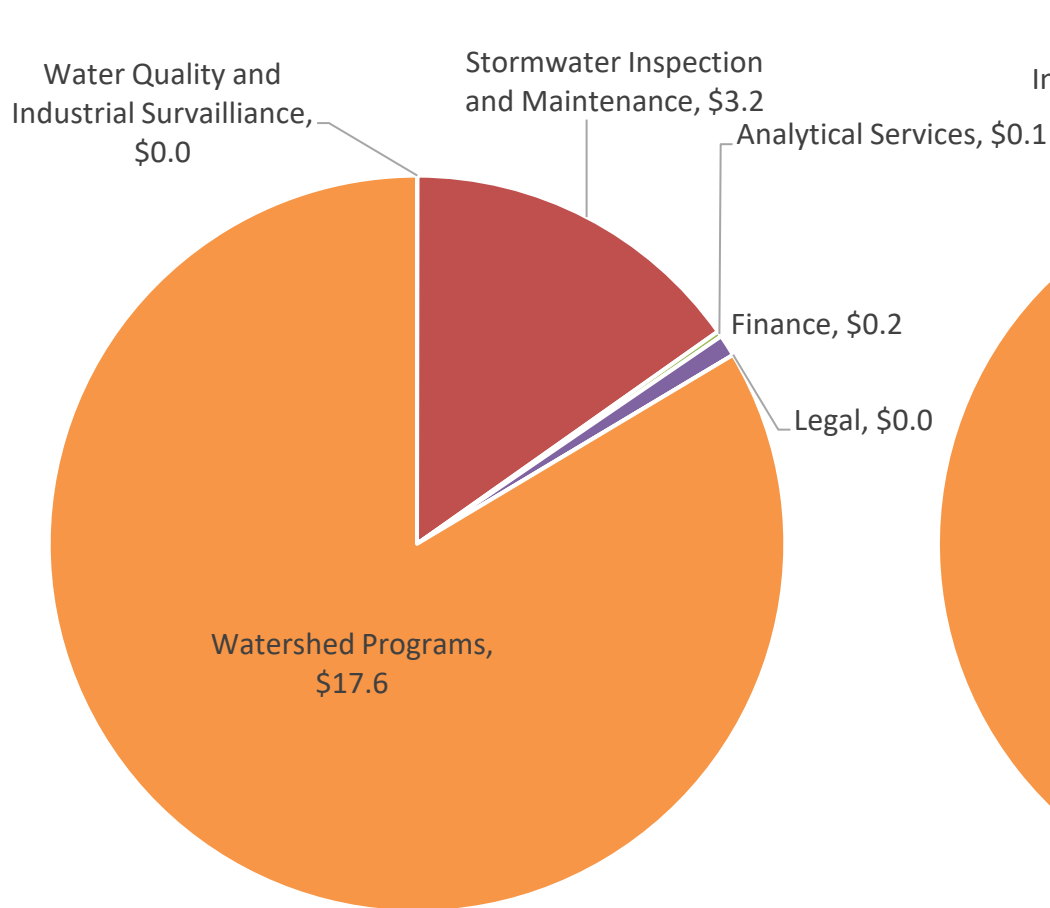
Sewer Service Operating Expenses by District Function



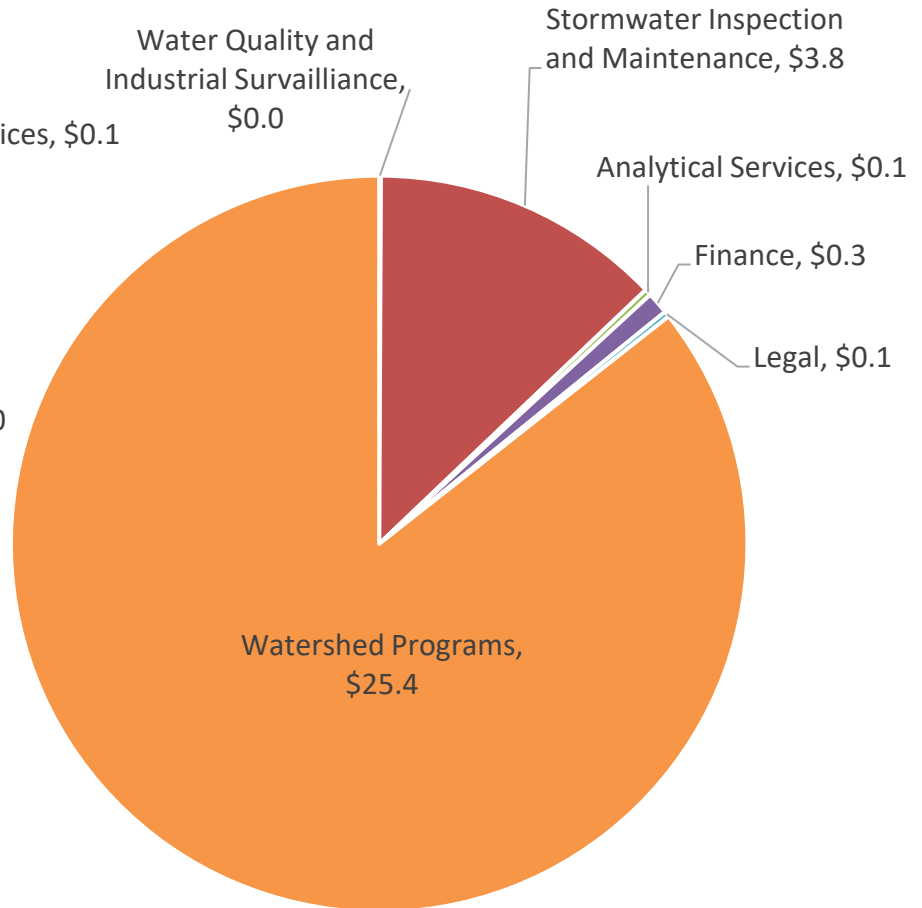
NORTHEAST OHIO REGIONAL SEWER DISTRICT						
STORMWATER OPERATING EXPENSE COMPARISON BY BUDGET CENTER						
2021 ADOPTED BUDGET VS. 2020 ACTUALS						
		2020 ADJUSTED BUDGET	2020 UNAUDITED ACTUALS	2021 PRELIMINARY BUDGET	2021 BUDGET OVER (UNDER) 2020 BUDGET	% INCREASE (DECREASE)
BUDGET CENTER:						
1800	WATER QUALITY AND INDUSTRIAL SURVAILLIANCE	\$ 22,900	\$ 461	\$ 22,550	\$ (350)	-1.53%
1900	ANALYTICAL SERVICES	85,000	53,117	85,000	-	0.00%
6000	FINANCE	273,000	201,277	290,000	17,000	6.23%
7000	LEGAL	75,000	-	75,000	-	0.00%
8100	WATERSHED PROGRAMS	27,552,940	17,603,413	25,383,020	(2,169,920)	-7.88%
8300	STORMWATER INSPECTION AND MAINTENANCE	4,003,829	3,243,883	3,818,293	(185,536)	-4.63%
	TOTAL STORMWATER OPERATING EXPENSES	\$ 32,012,669	\$ 21,102,151	\$ 29,673,863	\$ (2,338,806)	-7.31%

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Stormwater Service Operating Expenses by District Function



2020 Preliminary Actual
\$21.1 Million

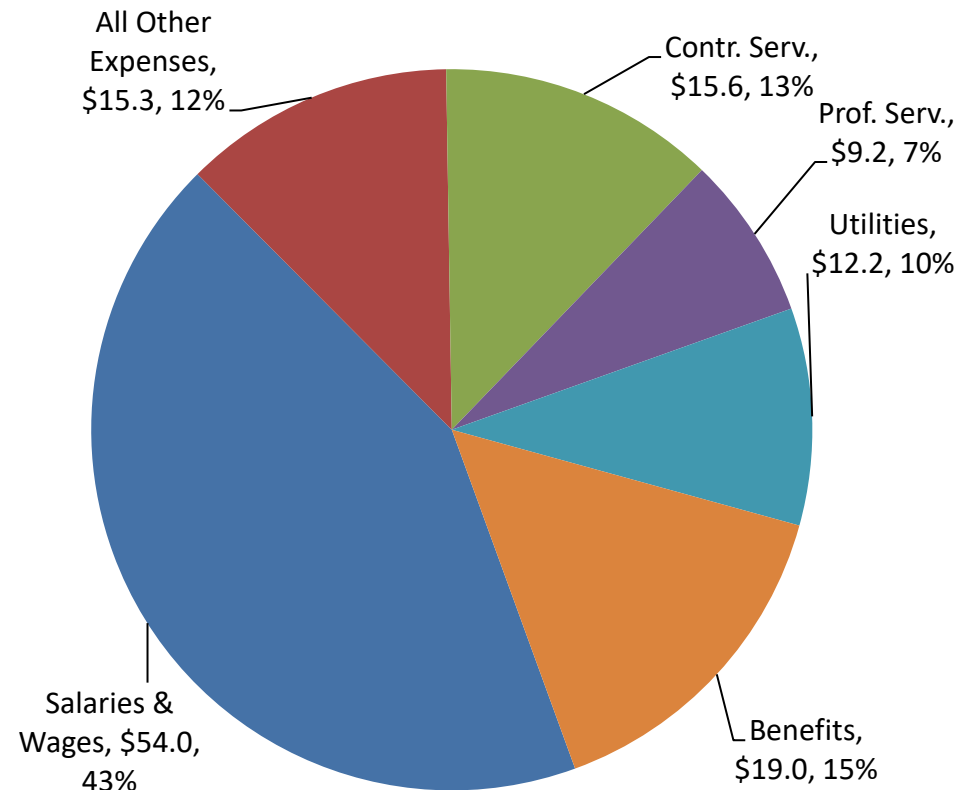


2021 Adopted Budget
\$29.7 Million

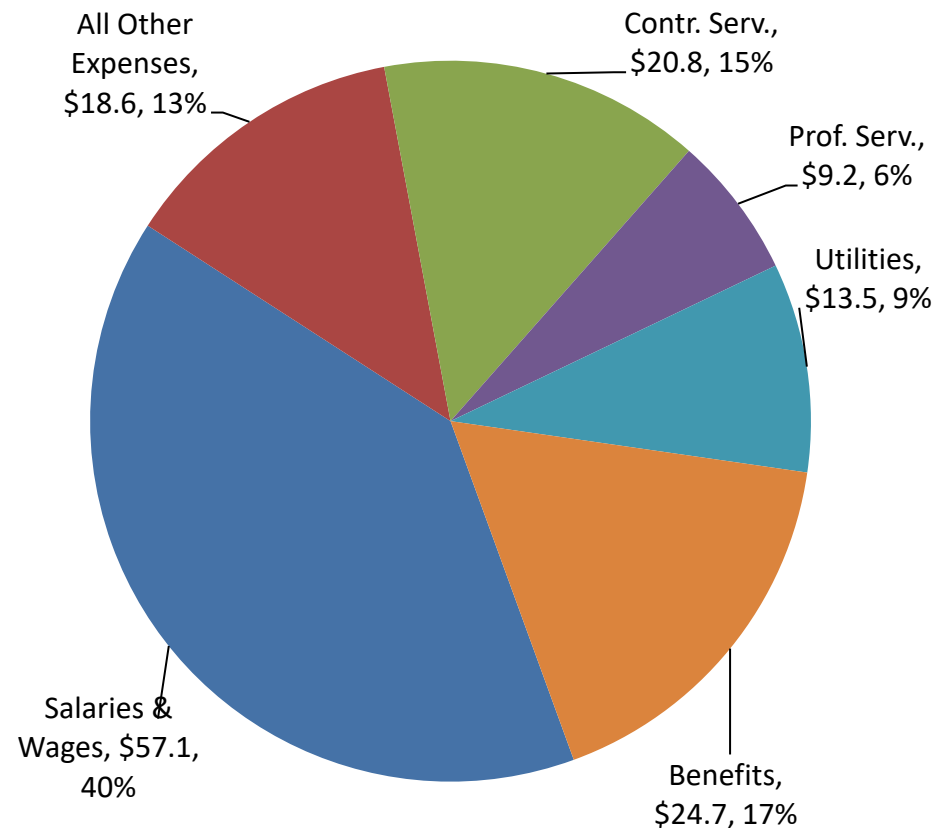
NORTHEAST OHIO REGIONAL SEWER DISTRICT				
SEWER SERVICE OPERATING EXPENSE COMPARISON BY CATEGORY				
2021 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS				
EXPENSE CATEGORY	2019 ACTUAL	2020 UNAUDITED ACTUAL	2020 ADOPTED BUDGET	2021 ADOPTED BUDGET
Salaries	\$ 53,823,645	\$ 53,936,888	\$ 58,687,703	\$ 57,066,165
Benefits	19,841,108	19,010,821	24,368,925	24,728,394
Reimbursable Expenses	693,542	330,168	883,477	807,692
Utilities	12,248,936	12,234,202	14,403,055	13,454,099
Professional Services	14,719,299	9,215,831	12,938,030	9,225,100
Contractual Services	16,405,657	15,551,878	19,187,643	20,787,926
Material & Supplies	11,661,104	11,649,146	12,336,049	13,043,166
Equipment Repair & Maintenance	1,766,782	1,710,237	2,381,456	2,488,776
Building & Road Repair & Maintenance	1,440,576	1,277,505	2,933,520	2,058,700
Judgements & Awards	23,501	374,808	190,000	200,000
TOTAL OPERATING EXPENSES	\$ 132,624,150	\$ 125,291,484	\$ 148,309,858	\$ 143,860,018

NORTHEAST OHIO REGIONAL SEWER DISTRICT

Sewer Service Operating Expenses by Cost Category



2020 Preliminary Actual
\$125.3 Million

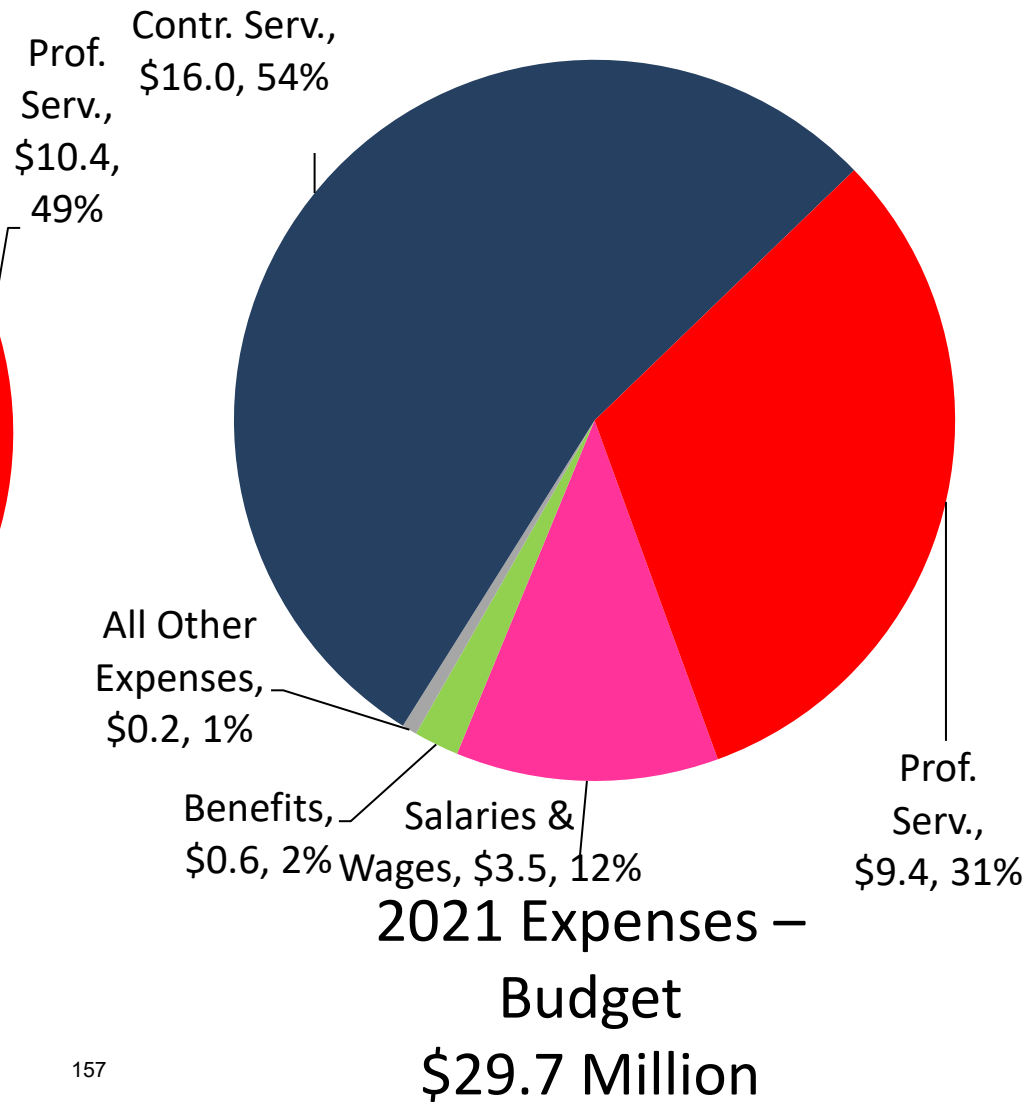
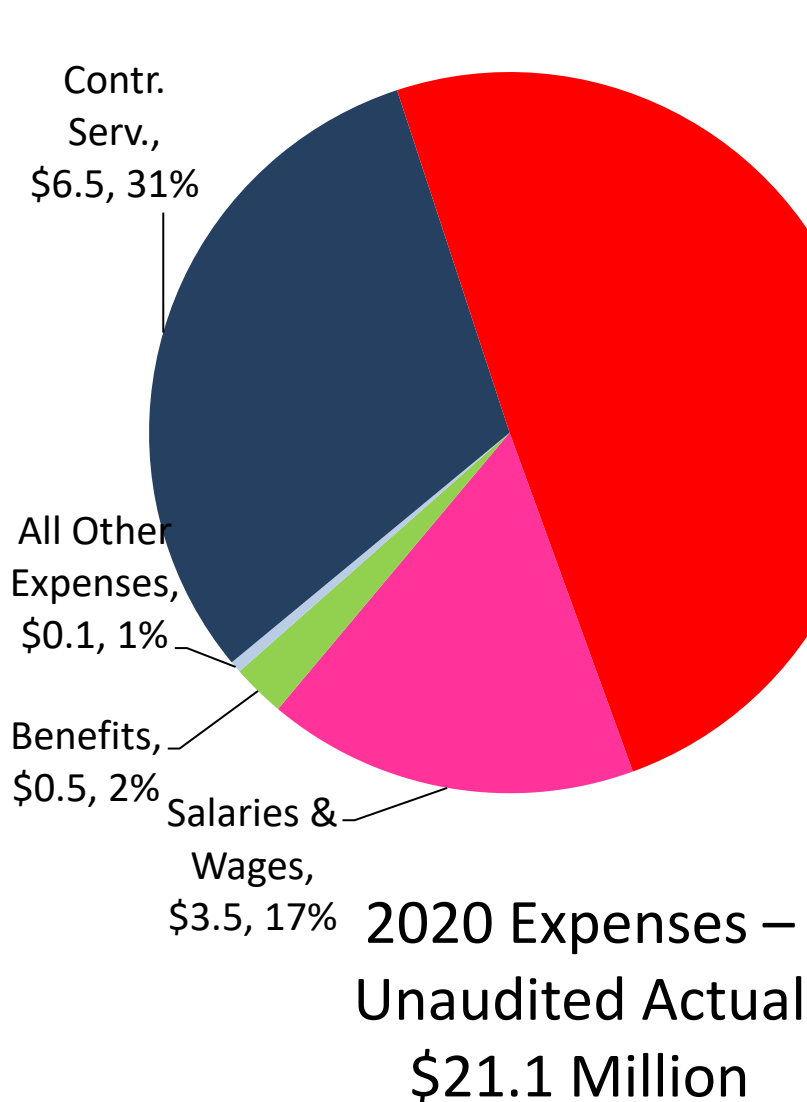


2021 Adopted Budget
\$143.9 Million

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
STORMWATER OPERATING EXPENSE COMPARISON BY CATEGORY				
2021 ADOPTED BUDGET COMPARED TO PRIOR YEAR ACTUALS				
<u>EXPENSE CATEGORY</u>	<u>2019 ACTUAL</u>	<u>2020 UNAUDITED ACTUAL</u>	<u>2020 ADOPTED BUDGET</u>	<u>2021 ADOPTED BUDGET</u>
Salaries	\$ 3,257,406	\$ 3,529,044	\$ 3,613,985	\$ 3,548,685
Benefits	509,074	548,892	563,817	555,228
Reimbursable Expenses	37,714	9,534	64,885	53,400
Professional Services	12,928,798	10,407,574	10,413,018	9,398,669
Contractual Services	16,122,983	6,516,010	17,230,515	15,988,581
Material & Supplies	70,326	91,097	116,450	119,300
Judgements & Awards	-	-	10,000	10,000
TOTAL OPERATING EXPENSES	<u>\$ 32,926,301</u>	<u>\$ 21,102,151</u>	<u>\$ 32,012,670</u>	<u>\$ 29,673,863</u>

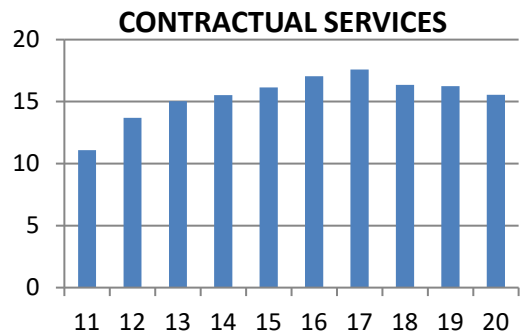
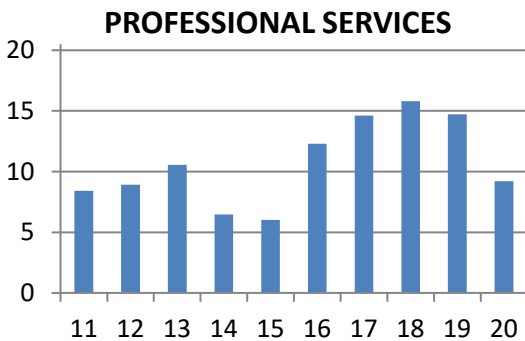
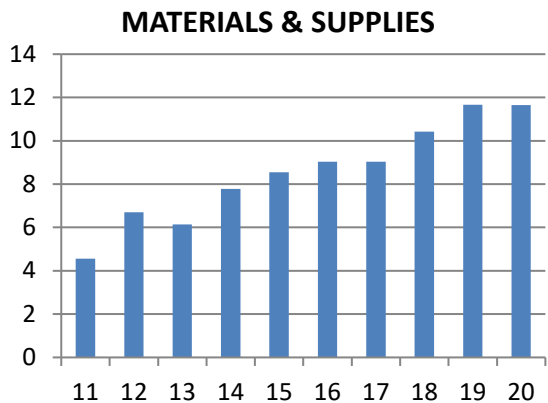
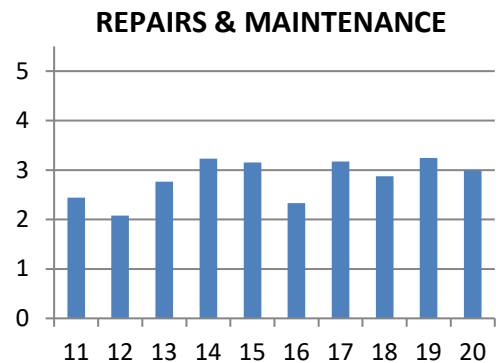
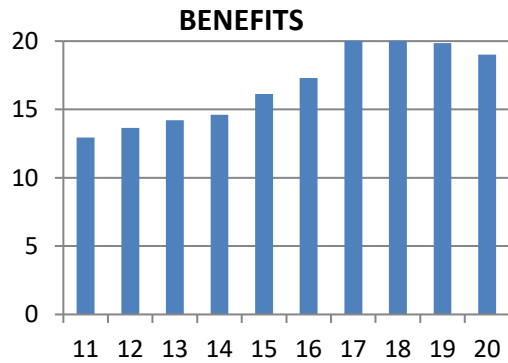
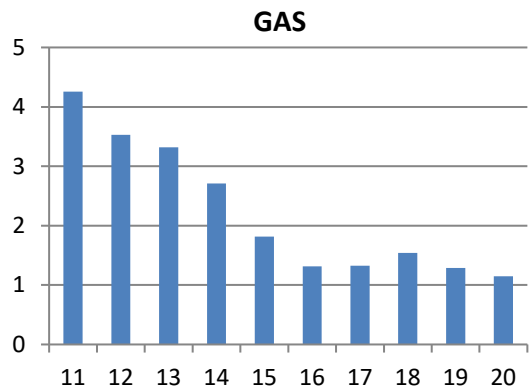
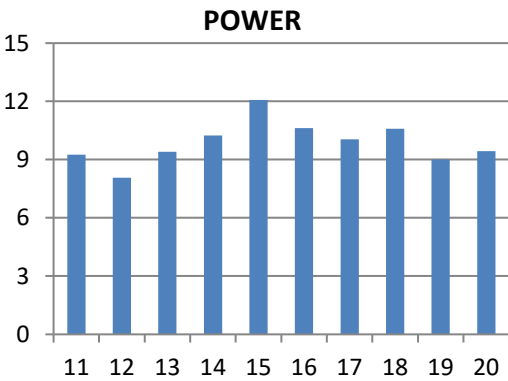
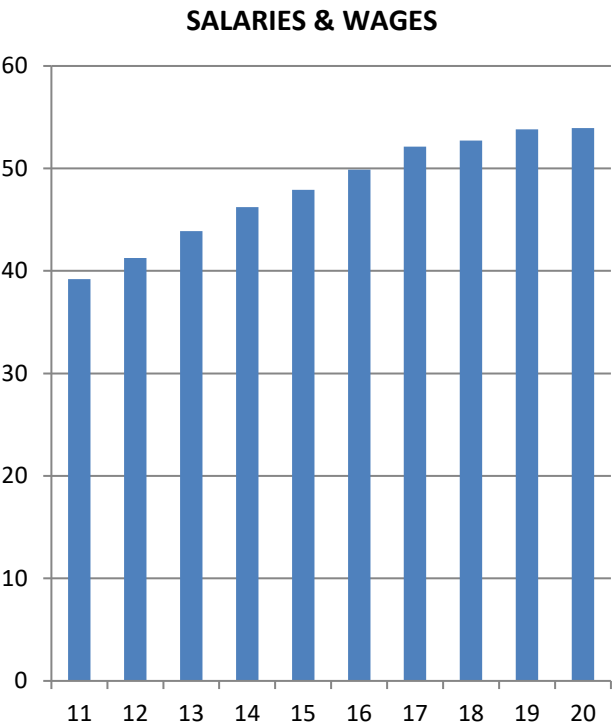
NORTHEAST OHIO REGIONAL SEWER DISTRICT

Stormwater Service Operating Expenses by Cost Category



NORTHEAST OHIO REGIONAL SEWER DISTRICT

10 Year Comparison of Major Sewer Expenditures \$Millions

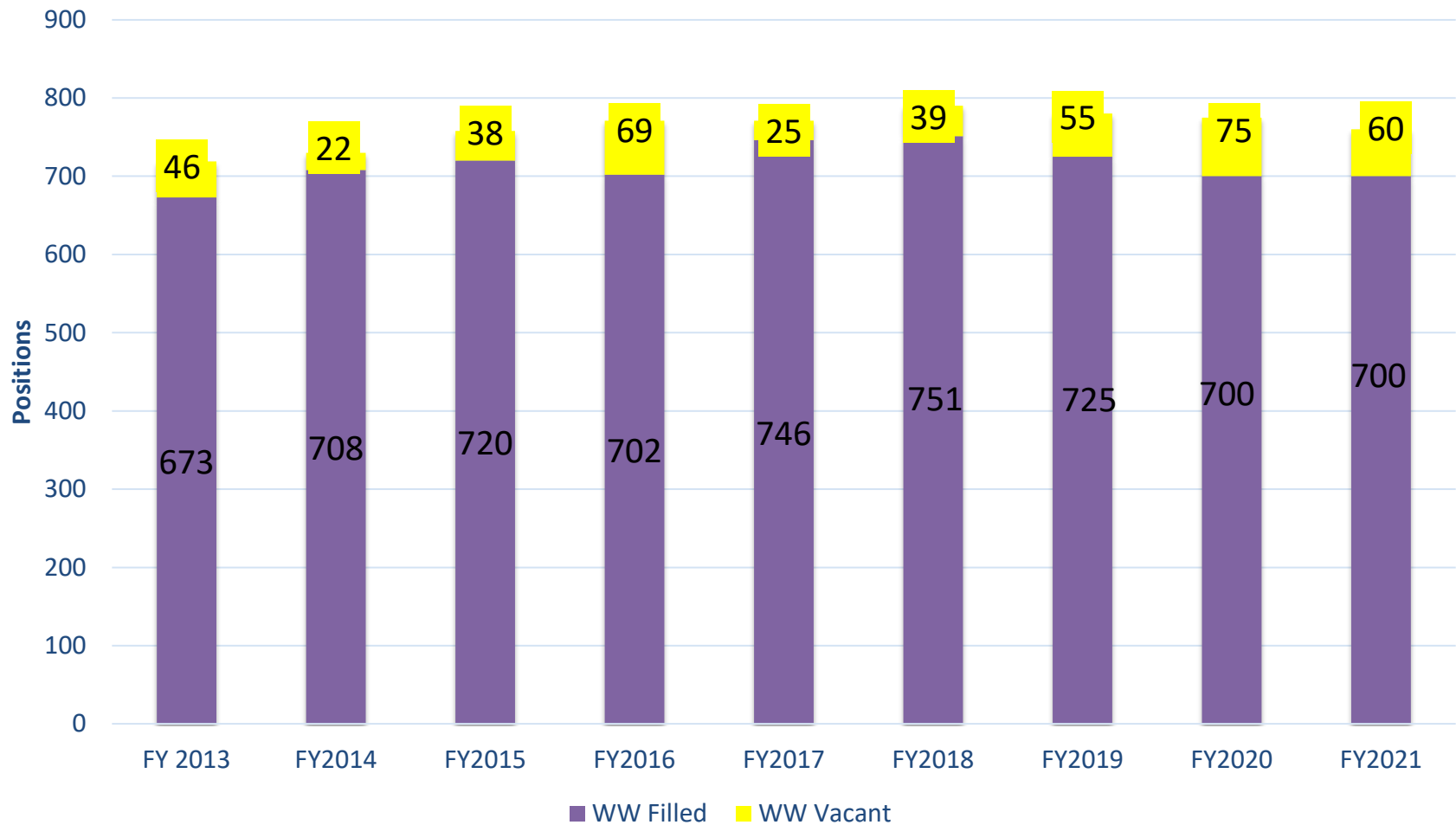


NORTHEAST OHIO REGIONAL SEWER DISTRICT									
STAFFING SUMMARY BY BUDGET CENTER									
NON-STUDENT FULL-TIME/PART-TIME EMPLOYEES									
BUDGET CENTER	Positions			Budgeted					
	2018	2019	2020	2020	Deleted	Added	Transfer	2021	Change
Wastewater									
<u>Plant Operations</u>									
1100 - Southerly WWTP	172	157	145	165	0	2	0	167	2
1200 - Westerly WWTP	59	57	50	54	-7	0	0	47	-7
1300 - Easterly WWTP	56	52	51	56	-1	0	0	55	-1
Total Plant Operations	287	266	246	275	-8	2	0	269	-6
<u>Other Operations</u>									
1000 - Operation and Maintenance	13	10	9	8	1	0	0	9	1
Total Other Operations	13	10	9	8	1	0	0	9	1
EMSC									
1400 - Maintenance Services	17	12	6	9	-4	0	0	5	-4
1500 - Sewer System Maintenance And Operation	45	50	47	51	0	2	0	53	2
1600 - Fleet Services	9	7	8	9	0	1	0	10	1
1700 - Building Maintenance	7	7	13	13	0	1	0	14	1
3100 - Process Control And Automation	9	16	16	16	0	0	0	16	0
6300 - Administrative Services	10	7	7	8	-1	0	0	7	-1
2100 - Security	35	36	34	37	-3	0	0	34	-3
3200 - Technical Services Group	0	0	30	32	0	0	3	35	3
Total EMSC	132	135	161	175	-8	4	3	174	-1
Total Operations	432	411	416	458	-15	6	3	452	-6
INFORMATION TECHNOLOGY									
3000 - Information Technology	35	33	34	38	-1	0	0	37	-1
ADMINISTRATION & EXTERNAL AFFAIRS									
2000 - Human Resources	29	21	25	29	-1	0	0	28	-1
5000 - Administration And External Affairs	26	26	18	27	0	0	0	27	0
6400 - Customer Service	12	12	12	12	0	0	0	12	0
Total Administration & External Affairs	67	59	55	68	-1	0	0	67	-1
FINANCE									
6000 - Finance	20	21	21	21	0	0	1	22	1
6100 - Inventory Control	9	10	10	10	0	0	0	10	0
6200 - Purchasing	10	10	10	10	0	0	0	10	0
6500 - Contract Compliance	5	5	5	5	0	0	0	5	0
Total Finance	44	46	46	46	0	0	1	47	1
LEGAL									
7000 - Legal	11	10	11	11	0	0	0	11	0
DISTRICT ADMINISTRATION									0
8000 - District Administration	12	31	13	13	-1	0	1	13	0
8200 - Internal Audit	5	6	5	6	0	0	-1	5	-1
Total District Administration	17	37	18	19	-1	0	0	18	-1
WATERSHED PROGRAMS									
1800 - Water Quality & Industrial Surveillance	31	29	25	27	0	0	0	27	0
1900 - Analytical Services	29	30	29	30	0	0	0	30	0
8100 - Watershed Programs	16	14	9	15	-1	0	-4	10	-5
8300 - Stormwater Inspection & Maintenance	0	3	2	3	-1	0	0	2	-1
8400 - Health And Safety	6	6	7	7	0	0	0	7	0
8500 - Environmental Services	0	0	5	5	0	0	0	5	0
Total Watershed Programs	82	82	77	87	-2	0	-4	81	-6
ENGINEERING									
9000 - Engineering And Construction	63	47	43	48	-1	0	0	47	-1
WASTEWATER TOTAL	751	725	700	775	-21	6	0	760	-15
STORMWATER MANAGEMENT									
WATERSHED PROGRAMS									
8300 - Stormwater Inspection & Maintenance	13	13	12	13	-2	0	0	11	-2
8100 - Watershed Programs	23	26	28	28	0	1	0	29	1
Total Watershed Programs	36	39	40	41	-2	1	0	40	-1
STORMWATER TOTAL	36	39	40	41	-2	1	0	40	-1
DISTRICT TOTAL	787	764	740	816	-23	7	0	800	-16

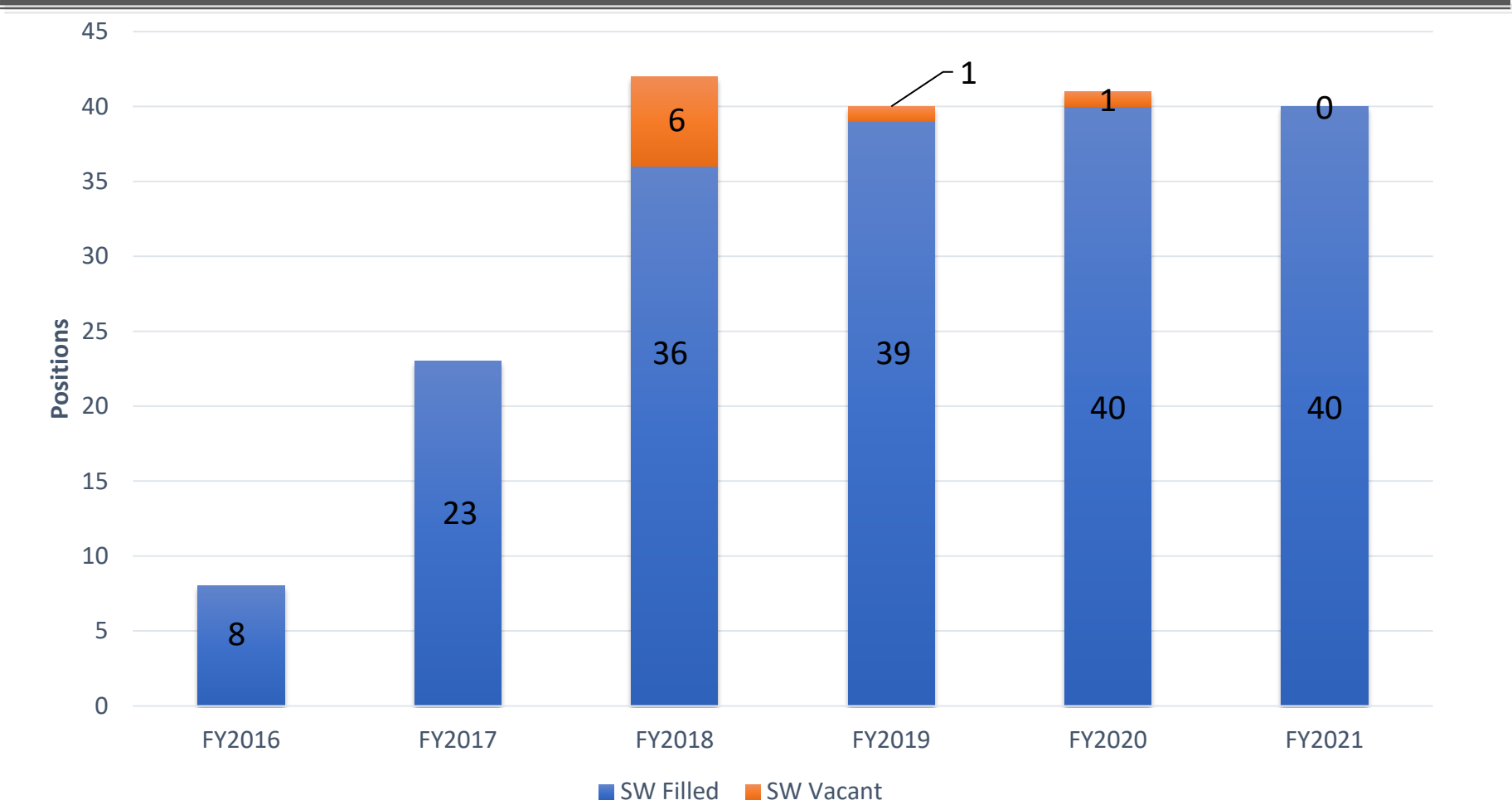
NORTHEAST OHIO REGIONAL SEWER DISTRICT

Wastewater Filled vs. Vacant Positions

As of Year End 2013-2021



NORTHEAST OHIO REGIONAL SEWER DISTRICT
Stormwater Filled vs. Vacant Positions
As of Year End 2016-2021



BUDGET

CENTER:

MANAGED BY:

Operation and Maintenance - 1000

Francis G. Foley

Director of Operation and Maintenance

DESCRIPTION OF SERVICES PROVIDED

AND

ACCOMPLISHMENTS & GOALS

Operation and Maintenance Administration has the overall responsibility for leading planning, directing, organizing, and coordinating the operation and maintenance of the three Wastewater Treatment Plants (Southerly, Easterly, and Westerly), Maintenance Services (Sewer System Maintenance and Operation, Fleet Services, Building Maintenance and Administrative Services), Process Control & Automation and Emergency Management. This includes supervision of approximately 390 full-time employees.

In 2020, the District's treatment plants received and processed an average of approximately 239.16 million gallons of wastewater per day for a total of approximately 87.5 billion gallons treated during the year.

2020 Accomplishments		2021 Goals	
*	Maintained a safe work environment for employees.	*	Maintain a safe work environment for employees.
*	Met NPDES permits and other regulatory requirements.	*	Meet NPDES permits and other regulatory requirements.
*	Executed 2020 Operational Readiness Implementation (ORI) tasks.	*	Provide support for the District’s 2022-2026 Rate Study and for the adoption of 2022-2026 sewer rates.
*	Continued the development of the O&M Department’s 5-year staffing plan.	*	Execute 2021 Operational Readiness Implementation (ORI) tasks.
*	Revised the Wastewater Plant Operator Training Program.	*	Provide support for CIP projects, the implementation of the Nexgen CMMS and for Automation Program Management (APM).
*	Improved communications throughout the O&M organization.	*	Continue to assist in guiding the organization through the COVID-19 pandemic.
		*	Implement District and O&M Diversity, Equity and Inclusion initiatives.
		*	Continue to improve communications through regular meetings with Union leadership, O&M managers, and O&M staff.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
OPERATIONS AND MAINTENANCE -- 1000				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Budget Analyst O&M	1	1	1	0
Admin Asst	1	1	1	0
Director Of Oper & Maint	1	1	1	0
Deputy Director Of O&M	1	1	1	0
Business Mgr O&M	1	1	1	0
Enterprise Asset Mgr	1	1	1	0
Emgy Mgmt & Bus Cont Pm	1	1	1	0
O&M Workforce Adminr	1	0	1	1
Operations Projcet Engineer I	0	0	1	1
O&M Business Partner	0	1	0	-1
UMP Instrument Tech	1	0	0	0
TOTAL FULL TIME	9	8	9	1
Para Intern O&M	1	1	1	0
TOTAL INTERNS/STUDENTS	1	1	1	0
TOTAL EMPLOYEES	9	9	10	1

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1000: OPERATION & MAINTENANCE						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 630,771	\$ 615,067	\$ 611,199	\$ 608,737	\$	(2,462)
52030 - Professionals Salaries	296,052	229,358	192,025	192,025		-
52031 - Administrative Support Salaries	3,689	44,651	43,000	49,504		6,504
52036 - Para-Professional Salaries	17,003	32,277	38,146	37,398		(748)
52040 - Operations Hourly	-	2,457	-	-		-
52060 - Student Salaries	15,915	(283)	-	-		-
52071 - Longevity	2,700	2,400	3,100	2,754		(346)
52081 - Sick Buy Out	11,141	11,342	11,300	11,364		64
52231 - Administrative Support Overtime	-	393	1,000	500		(500)
52236 - Para-Professional Overtime	20.00	843.00	-	-		-
52260 - Student Overtime	37.00	-	-	1,000.00		1,000.00
Salaries and Wages	\$ 977,328	\$ 938,506	\$ 899,771	\$ 903,282	\$	3,511
Benefits:						
52320 - Opers	\$ 136,262	\$ 140,626	\$ 125,968	\$ 126,460	\$	492
52360 - Medicare	14,013	13,482	13,047	13,098		51
52370 - Uniform Allowance	1,480	2,000	1,920	2,400		480
52380 - Awards and Recognition	-	-	6,000	10,000		4,000
Benefits	\$ 151,755	\$ 156,108	\$ 146,935	\$ 151,957	\$	5,022
Total Salaries and Benefits	\$ 1,129,084	\$ 1,094,614	\$ 1,046,706	\$ 1,055,240	\$	8,534
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 4,881	\$ 459	\$ 11,850	\$ 7,850	\$	(4,000)
52430 - Employee Education	2,848	559	7,750	6,900		(850)
Reimbursable Expenses	\$ 7,729	\$ 1,018	\$ 19,600	\$ 14,750	\$	(4,850)
Professional Services:						
52610 - General Professional Services	\$ (203,404)	\$ 13,296	\$ 37,000	\$ 20,000	\$	(17,000)
52615 - General Professional Services-Training	-	9,984	-	-		-
Professional Services	\$ (203,404)	\$ 23,280	\$ 37,000	\$ 20,000	\$	(17,000)
Contractual Services:						
52715 - Printing	\$ -	\$ -	\$ 6,200	\$ 2,200	\$	(4,000)
52730 - Dues and Subscriptions	266	644	1,650	1,825		175
52735 - Equipment Rental	220	(220)	-	-		-
52770 - Uniforms	(150)	(25)	-	-		-
52775 - Licenses,Fees, And Permits	-	72	-	-		-
Contractual Services	\$ 336	\$ 471	\$ 7,850	\$ 4,025	\$	(3,825)
Materials and Supplies:						
52805 - Office Supplies	\$ 224	\$ 16,007	\$ 1,000	\$ 1,000	\$	-
52840 - Laboratory Supplies	6	-	-	-		-
52845 - General Hardware Supplies	120	1,892	-	-		-
52846 - Equipment And Instrumentation Parts	13	3,318	-	-		-
52851 - Other Minor Equipment	5,312	900	12,800	-		(12,800)
52865 - Other Supplies	144	32,852	-	20,000		20,000
52870 - Freight	-	68	-	-		-
Materials And Supplies	\$ 5,819	\$ 55,038	\$ 13,800	\$ 21,000	\$	7,200
Building and Road Repair:						
53050 - Building Maintenance Supplies	\$ 59	\$ 53	\$ -	\$ -	\$	-
Building and Road Repair	\$ 59	\$ 53	\$ -	\$ -	\$	-
Total Other Operating Expenses	\$ (189,460)	\$ 79,859	\$ 78,250	\$ 59,775	\$	(18,475)
Total Operating Expenses	\$ 939,624	\$ 1,174,473	\$ 1,124,956	\$ 1,115,015	\$	(9,941)

BUDGET**CENTER:**

Southerly WWTP - 1100

MANAGED BY:Tracey Phelps
Deputy Director of Operation and
Maintenance

**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 accumulated at the facility are processed at the plant, with incineration being the primary means of disposal. During 2020, the plant treated 47.74 billion gallons of wastewater at an average daily flow of 130.42 MGD. Southerly incinerated 42,933 dry tons of biosolids and generated 10.61 million kwh of electricity. 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).

2020 Accomplishments		2021 Goals	
*	Operated and maintained the plant to achieve regulatory compliance.	*	Operate and maintain the plant to achieve regulatory compliance.
*	Enhanced plant operation and maintenance activities to improve equipment reliability. Began baselining and optimizing process equipment.	*	Reduce maintenance backlogs.

BUDGET CENTER: Southerly WWTP - 1100			
MANAGED BY: Tracey Phelps Deputy Director of Operation and Maintenance			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
	2020 Accomplishments		2021 Goals
*	Increased communication and feedback initiatives between O&M, E&C, and IT for project reviews, project execution, commissioning, and documentation.	*	Continue to standardize and improve communication and feedback initiatives between O&M, E&C, and IT.
*	Continued to support ORI initiatives to enhance operation and maintenance efficiency and effectiveness.	*	Reduce operating and maintenance costs through ORI implemented initiatives.
*	Improved plant communication. Developed a consistent communication plan from senior management to frontline staff.	*	Complete and implement a new communication program, leveraging updated technology to enhance information transfer.
*	Improved WPO-IT training initiatives to meet facility needs. Performed operational tabletop exercise drills.	*	Implement new WPO-IT training program
*	Instilled a culture of continuous improvement. Implemented District initiatives in the areas of diversity and inclusion, sustainability, and progressive culture.	*	Monitor and track DEI initiatives. Support employee engagement in the Innovation Education & Outreach Program.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
SOUTHERLY WASTE WATER TREATMENT PLANT -- 1100				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Plt Maint Aide	1	1	1	0
Asset Rel Mgr	2	3	2	(1)
Admin Asst South	2	2	2	0
Operations.Plt Clk	1	1	1	0
Deputy Director Of O&M	1	1	1	0
Maintenance.Plt Mnt Electrician	5	6	6	0
Southerly.Plt Mnt Electrician South	1	2	1	(1)
Operations.Project Engineer I O&M	1	0	0	0
Maintenance.Plt Maint Machinist	2	2	2	0
Operations.Shift Mgr	0	5	0	(5)
Maintenance.Mech Plt Maint Mgr	0	5	0	(5)
Plt Admin Mgr	0	1	1	0
Maintenance.Elec & Inst Plt Maint Mgr	0	2	0	(2)
Operations.Proc Mgr	1	1	1	0
Operations.Unit Process Manager	4	3	5	2
Maintenance.UMT/Equip Operator	2	2	2	0
Operations.WWP Operator IT	11	12	11	(1)
Operations.WWP Operator C1	8	13	11	(2)
Operations.WWP Operator	17	14	17	3
Maintenance.Plant Mtce Mgr I E & I	3	0	3	3
Maintenance.Plant Mtce Mgr II	2	0	2	2
Maintenance.Plant Mtce Mgr I Mech	5	0	6	6
Maintenance.PUMP	22	24	24	0
Southerly.PUMP South	2	2	2	0
Operations.Shift Manager II	5	0	5	5
Operations.Asst Supt	2	2	3	1
O & M.Plant Supt	1	1	1	0
Maintenance.Maint Supvr	1	1	1	0
Operations.Shift Supvr	5	5	5	0
O & M.Ent Biosolid & Resid Supt	1	1	1	0
Maintenance.Elec Inst Technician	1	1	1	0
Southerly.Instrument Tech South	4	4	4	0
Maintenance.Instrument Tech	7	6	7	1
Maintenance.Util Maint Tech	1	1	1	0
Maintenance.UMP Instrument Tech	1	2	2	0
Maintenance.UMP Plt Maint Elec	1	1	4	3
Southerly.UMP Plt Util Maint Person	1	1	1	0
Maintenance.UMP Plt Util Maint Person	3	9	7	(2)
Maintenance.PUMP Welder	0	1	1	0
Maintenance.Custodial Worker	3	5	5	0
Maintenance.Maint Worker	14	15	14	(1)
Southerly.Maint Worker South	1	1	1	0
Operations.Integrated Proc Mgr	0	2	0	(2)
Southerly.Mech Plt Maint Mgr South	0	1	0	(1)
Southerly.Elec & Inst Plt Maint Mgr	0	1	0	(1)
O & M.Sr Maint Mgr	0	1	0	(1)
Southerly.Asst Supt - South	0	1	0	(1)
Superintendent of Plant Maintenance	0	0	1	1
Process Specialist I	0	0	1	1
TOTAL FULL TIME	145	165	167	2
B STEM Intern O&M	0	1	0	-1
Para Professional Intern	0	2	0	-2
Seasonal Intern	0	1	0	-1
TOTAL INTERNS/STUDENTS	0	4	0	-4
TOTAL EMPLOYEES	145	169	167	-2

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1100: SOUTERLY WASTEWATER TREATMENT PLANT						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 3,217,464	\$ 2,970,118	\$ 3,349,501	\$ 3,172,103	\$ (177,398)	
52030 - Professionals Salaries	125,367	196,645	-	241,884	241,884	
52031 - Administrative Support Salaries	153,892	206,015	202,704	202,717	13	
52034 - Technicians Salaries	41,500	-	-	-	-	
52036 - Para-Professional Salaries	-	-	16,640	-	(16,640)	
52040 - Operations Hourly	3,106,367	5,300,645	5,931,993	5,669,023	(262,970)	
52050 - Maintenance Hourly	3,711,292	923,882	1,215,028	1,129,554	(85,474)	
52060 - Student Salaries	29,046	-	61,198	-	(61,198)	
52071 - Longevity	35,000	33,250	33,200	35,700	2,500	
52081 - Sick Buy Out	73,909	86,495	74,600	75,387	787	
52231 - Administrative Support Overtime	7,074	10,262	3,500	5,000	1,500	
52234 - Technician Overtime	21	-	-	-	-	
52240 - Operations Hourly Overtime	1,271,936	1,480,242	1,538,245	1,487,157	(51,088)	
52250 - Maintenance Hourly Overtime	335,094	99,361	75,000	85,000	10,000	
52260 - Student Overtime	16	-	-	-	-	
Salaries and Wages	\$ 12,107,976	\$ 11,306,914	\$ 12,501,608	\$ 12,103,525	\$ (398,083)	
Benefits:						
52320 - Opers	\$ 1,831,611	\$ 1,668,887	\$ 1,693,075	\$ 1,641,294	\$ (51,781)	
52340 - Life Insurance	(290)	-	-	-	-	
52360 - Medicare	172,775	162,001	175,354	169,991	(5,363)	
52370 - Uniform Allowance	3,640	2,170	22,920	22,920	-	
Benefits	\$ 2,007,735	\$ 1,833,057	\$ 1,891,349	\$ 1,834,205	\$ (57,144)	
Total Salaries and Benefits	\$ 14,115,712	\$ 13,139,972	\$ 14,392,957	\$ 13,937,730	\$ (455,227)	
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 2,629	\$ 2,570	\$ 3,184	\$ 3,282	\$ 98	
52430 - Employee Education	935	1,965	6,445	2,930	(3,515)	
Reimbursable Expenses	\$ 3,564	\$ 4,535	\$ 9,629	\$ 6,212	\$ (3,417)	
Utilities Expenes:						
52510 - Electricity	\$ 4,055,985	\$ 4,339,736	\$ 5,070,000	\$ 4,635,321	\$ (434,679)	
52520 - Natural Gas	589,867	546,238	845,070	737,999	(107,071)	
52530 - Water and Other Utilities	648,462	480,602	738,684	568,260	(170,424)	
Utilities Expenses	\$ 5,294,314	\$ 5,366,575	\$ 6,653,754	\$ 5,941,580	\$ (712,174)	
Professional Services:						
52610 - General Professional Services	\$ 617,691	\$ 226,489	\$ 200,000	\$ 180,000	\$ (20,000)	
Professional Services	\$ 617,691	\$ 226,489	\$ 200,000	\$ 180,000	\$ (20,000)	
Contractual Services:						
52715 - Printing	\$ 88	\$ 99	\$ 1,000	\$ 1,000	\$ -	
52720 - Taxes	514	-	-	-	-	
52730 - Dues and Subscriptions	1,971	408	2,720	2,965	245	
52735 - Equipment Rental	10,010	4,532	15,000	7,500	(7,500)	
52770 - Uniforms	54,230	77,434	75,000	75,000	-	
52775 - Licenses,Fees, And Permits	6,514	3,281	4,965	7,100	2,135	
52780 - Other Contractual Services	577,458	529,872	983,423	879,944	(103,479)	
52745 - Grease Removal	3,469	375	7,425	3,700	(3,725)	
52755 - Grit and Screening Disposal	271,033	272,630	336,000	247,930	(88,070)	
52760 - Sludge Hauling Disposal	33,458	109,131	25,000	74,911	49,911	
52765 - Ash Hauling Disposal	842,127	587,387	850,000	825,000	(25,000)	
Contractual Services	\$ 1,800,873	\$ 1,585,150	\$ 2,300,533	\$ 2,125,050	\$ (175,483)	

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1100: SOUTERLY WASTEWATER TREATMENT PLANT					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Materials and Supplies:					
52805 - Office Supplies	\$ 5,094	\$ 5,003	\$ 7,000	\$ 3,330	\$ (3,670)
52806 - Software	10,745	-	6,000	6,000	-
52810 - Fuel and Oil	184,196	92,438	60,000	270,000	210,000
52811 - Vehicle Maintenance Parts	592	10	-	-	-
52825 - Chemicals	2,177,343	2,079,816	2,367,510	2,351,253	(16,257)
52840 - Laboratory Supplies	2,201	3,014	3,500	3,500	-
52845 - General Hardware Supplies	279,084	299,567	360,000	330,000	(30,000)
52846 - Equipment And Instrumentation Parts	1,520,046	1,515,472	1,500,000	1,500,000	-
52851 - Other Minor Equipment	117,131	105,885	125,000	125,000	-
52860 - Postage,Ups	-	-	500	500	-
52865 - Other Supplies	474,371	477,638	425,698	485,000	59,302
52870 - Freight	48,173	45,038	15,000	40,000	25,000
52880 - Invoice Price Variance	363	(37,602)	-	-	-
52890 - Inventory Adjustment-Book To Physical	-	150,509	-	-	-
Materials And Supplies	\$ 4,819,341	\$ 4,736,788	\$ 4,870,208	\$ 5,114,583	\$ 244,375
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 539,157	\$ 365,190	\$ 500,000	\$ 450,000	\$ (50,000)
Equipment Repair And Maintenance	\$ 539,157	\$ 365,190	\$ 500,000	\$ 450,000	\$ (50,000)
Building and Road Repair:					
53010 - Building Repair and Maintenance	\$ 2,288	\$ -	\$ -	\$ -	\$ -
53020 - Road Repair and Maintenance	52,674	4,329	150,000	15,000	(135,000)
53030 - Sewer Repair and Maintenance	8,248	-	-	-	-
53040 - Miscellaneous Repair and Maintenance	20,882	3,514	25,000	15,000	(10,000)
53050 - Building Maintenance Supplies	92,987	64,816	102,000	65,000	(37,000)
53051 - Building Maintenance Services	336,504	257,797	304,000	284,000	(20,000)
53052 - Building Maintenance Miscellaneous	-	34,775	15,000	12,500	(2,500)
Building and Road Repair	\$ 513,584	\$ 365,230	\$ 596,000	\$ 391,500	\$ (204,500)
Total Other Operating Expenses	\$ 13,588,522	\$ 12,649,957	\$ 15,130,124	\$ 14,208,925	\$ (921,199)
Total Operating Expenses	\$ 27,704,234	\$ 25,789,928	\$ 29,523,081	\$ 28,146,655	\$ (1,376,426)

BUDGET CENTER: Westerly WWTC – 1200 MANAGED BY: CarrieAnne McConnell Superintendent			
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>			
<p>The Westerly Wastewater Treatment Center, is 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 (9,400) acres. The raw influent wastewater is a combination of sanitary sewage, storm water and industrial wastewater.</p> <p>The plant is designed to provide biological treatment to 35 million gallons per day (MGD) and a peak wet weather capacity of 100 MGD that may include primary effluent discharge of up to 30 MGD 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 treatment. As of December 31, 2020, the Westerly plant treated 8.26 billion gallons of wastewater at an average daily flow rate of 22.6 MGD. Biosolids removed at the Westerly plant are dewatered, followed by on-site incineration or hauling off-site to an approved landfill. As of December 31, 2020, the Westerly plant incinerated 4,120.42 dry tons of biosolids.</p>			
2020 Accomplishments		2021 Goals	
*	Operated and maintained the plant to achieve regulatory compliance.	*	Operate and maintain the plant to achieve regulatory compliance.
*	Continued to prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.
*	Continued to maintain high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Maintain high asset availability through enhanced maintenance practices to ensure permit compliance.
*	Supported Automation Program Management (APM) through effective communication strategies, interdepartmental collaboration, and sound process management.	*	Support Automation Program Management (APM) through effective communication strategies, interdepartmental collaboration, and sound process management.

**BUDGET
CENTER:**

Westerly WWTC – 1200

MANAGED BY: CarrieAnne McConnell
Superintendent

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

2020 Accomplishments		2021 Goals	
*	Prepared and managed a budget that supports the District's projected revenue.	*	Prepare and manage a budget that supports the District's projected revenue.
*	Provided resources and project management services for outreach activities and the D&I strategic plan.	*	Provide resources and project management services for outreach activities and the D&I strategic plan.
*	Developed and implemented standard operating and maintenance procedures for the entire plant.	*	Continue to develop and implement standard operating and maintenance procedures for the entire plant.
*	Participated in the creation of a strategy to develop and realign O&M staff to ensure O&M's ability to maintain permit compliance in the future.	*	Actively participate in the creation of a strategy to develop and realign O&M staff to ensure O&M's ability to maintain permit compliance in the future.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WESTERLY WASTE WATER TREATMENT PLANT -- 1200				
STAFFING				
One Year History and Budget Comparison				
JOB TITLE	2020	2020	2021	BUDGET
	ACTUALS	BUDGET	BUDGET	VARIANCE
Integrated Proc Mgr	0	2	0	(2)
Mech Plt Maint Mgr	0	2	0	(2)
Asst Supt - West	0	1	0	(1)
Plant Supt West	0	1	0	(1)
Asset Rel Mgr	1	1	1	0
Admin Asst West	1	1	1	0
Plt Clk	1	1	1	0
Plt Mnt Electrician	2	2	1	(1)
Shift Mgr	1	5	1	(4)
Elec & Inst Plt Maint Mgr	0	1	0	(1)
Unit Process Manager	2	0	2	2
UMT/Equip Operator	0	1	1	0
WWP Operator IT	2	1	2	1
WWP Operator C2	4	3	0	(3)
WWP Operator	10	12	10	(2)
Plant Mtce Mgr I E & I	1	0	1	1
Plant Mtce Mgr I Mech	2	0	2	2
PUMP	4	4	4	0
PUMP West	3	3	3	0
Shift Manager II	4	0	4	4
Asst Supt	2	1	1	0
Plant Supt	1	0	1	1
Instrument Tech	2	3	2	(1)
UMP Plt Maint Elec	1	0	1	1
UMP Plt Util Maint Person	1	0	1	1
UMP Plt Util Maint Person	0	1	0	(1)
Maint Worker	5	6	5	(1)
Custodial Worker	0	1	1	0
Process Specialist I	0	1	1	0
TOTAL FULL TIME	50	54	47	(7)
B STEM Intern O&M	0	1	0	(1)
TOTAL INTERNS/STUDENTS	0	1	0	(1)
TOTAL EMPLOYEES	50	55	47	(8)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1200: WESTERLY WASTEWATER TREATMENT PLANT					
	2019 Audited Actuals	2020 Unaudited Actual	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 1,410,611	\$ 1,286,387	\$ 1,334,175	\$ 1,048,007	\$ (286,168)
52030 - Professionals Salaries	-	85,305	-	103,382	103,382
52031 - Administrative Support Salaries	91,612	93,088	91,973	91,978	5
52034 - Technicians Salaries	-	-	-	32,500	32,500
52040 - Operations Hourly	1,175,688	1,695,758	1,723,976	1,579,525	(144,451)
52050 - Maintenance Hourly	909,621	285,873	444,699	310,041	(134,658)
52060 - Student Salaries	9,340	-	34,158	-	(34,158)
52071 - Longevity	15,100	13,650	13,300	15,402	2,102
52081 - Sick Buy Out	25,845	28,176	34,500	26,362	(8,138)
52231 - Administrative Support Overtime	2,397	8	5,000	5,000	-
52240 - Operations Hourly Overtime	342,097	475,057	426,796	392,475	(34,321)
52250 - Maintenance Hourly Overtime	29,282	17,583	23,713	93,712	69,999
Salaries and Wages	\$ 4,011,592	\$ 3,980,885	\$ 4,132,290	\$ 3,698,383	\$ (433,907)
Benefits:					
52310 - Health Care	\$ (162)	\$ -	\$ -	\$ -	\$ -
52320 - Opers	593,699	574,799	578,521	517,774	(60,747)
52360 - Medicare	55,702	56,214	59,918	53,627	(6,291)
52370 - Uniform Allowance	880	240	5,530	5,300	(230)
Benefits	\$ 650,120	\$ 631,252	\$ 643,969	\$ 576,700	\$ (67,269)
Total Salaries and Benefits	\$ 4,661,712	\$ 4,612,137	\$ 4,776,259	\$ 4,275,083	\$ (501,176)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 1,812	\$ 1,418	\$ 6,000	\$ 3,700	\$ (2,300)
52430 - Employee Education	2,474	285	1,215	1,215	-
Reimbursable Expenses	\$ 4,286	\$ 1,703	\$ 7,215	\$ 4,915	\$ (2,300)
Utilities Expenes:					
52510 - Electricity	\$ 1,199,614	\$ 1,412,543	\$ 1,488,600	\$ 1,309,000	\$ (179,600)
52520 - Natural Gas	392,384	361,754	514,800	252,212	(262,588)
52530 - Water and Other Utilities	119,556	146,123	112,000	172,514	60,514
Utilities Expenses	\$ 1,711,553	\$ 1,920,420	\$ 2,115,400	\$ 1,733,726	\$ (381,674)
Professional Services:					
52610 - General Professional Services	\$ 35,735	\$ 115,062	\$ 125,000	\$ 60,000	\$ (65,000)
Professional Services	\$ 35,735	\$ 115,062	\$ 125,000	\$ 60,000	\$ (65,000)
Contractual Services:					
52715 - Printing	\$ 89	\$ 60	\$ 150	\$ 100	\$ (50)
52720 - Taxes	22	-	-	-	-
52730 - Dues and Subscriptions	515	197	725	775	50
52735 - Equipment Rental	2,648	2,419	7,500	5,000	(2,500)
52770 - Uniforms	16,317	22,869	16,500	15,951	(549)
52775 - Licenses,Fees, And Permits	1,477	761	1,259	1,259	-
52780 - Other Contractual Services	181,857	113,207	182,490	193,414	10,924
52745 - Grease Removal	11,413	10,532	12,126	15,621	3,495
52755 - Grit and Screening Disposal	38,803	39,082	43,000	42,847	(153)
52760 - Sludge Hauling Disposal	104,005	200,523	201,100	1,024,184	823,084
52765 - Ash Hauling Disposal	78,047	28,074	70,399	17,680	(52,719)
Contractual Services	\$ 435,194	\$ 417,723	\$ 535,249	\$ 1,316,831	\$ 781,582

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1200: WESTERLY WASTEWATER TREATMENT PLANT						
	2019 Audited Actuals	2020 Unaudited Actual	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Materials and Supplies:						
52805 - Office Supplies	\$ 4,793	\$ 2,183	\$ 3,000	\$ 3,000	\$	-
52806 - Software	5,772	-	6,000	6,000		-
52810 - Fuel and Oil	6,713	5,185	10,000	7,500		(2,500)
52811 - Vehicle Maintenance Parts	1,161	-	4,700	4,000		(700)
52825 - Chemicals	380,115	437,271	472,834	496,984		24,150
52840 - Laboratory Supplies	3,508	1,597	6,200	6,200		-
52845 - General Hardware Supplies	54,713	82,741	86,200	86,200		-
52846 - Equipment And Instrumentation Parts	308,148	333,198	274,850	280,100		5,250
52851 - Other Minor Equipment	51,563	49,654	48,295	42,135		(6,160)
52865 - Other Supplies	112,697	116,560	95,000	95,000		-
52870 - Freight	7,055	6,728	5,000	5,000		-
52880 - Invoice Price Variance	213	(2,042)	-	-		-
52890 - Inventory Adjustment-Book To Physical	-	14,643	-	-		-
Materials And Supplies	\$ 936,451	\$ 1,047,717	\$ 1,012,079	\$ 1,032,119	\$	20,040
Equipment Repair and Maintenance:						
52910 - Office Equipment and Repair	\$ -	\$ -	\$ 500	\$ 500	\$	-
52920 - Equipment Repair and Maintenance	162,012	106,595	174,623	174,623		-
Equipment Repair And Maintenance	\$ 162,012	\$ 106,595	\$ 175,123	\$ 175,123	\$	-
Building and Road Repair:						
53010 - Building Repair and Maintenance	\$ -	\$ 5,750	\$ 2,000	\$ 6,000	\$	4,000
53020 - Road Repair and Maintenance	-	-	1,000	1,000		-
53030 - Sewer Repair and Maintenance	433	-	-	-		-
53040 - Miscellaneous Repair and Maintenance	2,575	3,096	5,000	3,000		(2,000)
53050 - Building Maintenance Supplies	54,503	37,893	85,000	50,000		(35,000)
53051 - Building Maintenance Services	156,204	125,504	160,000	155,000		(5,000)
53052 - Building Maintenance Miscellaneous	15,999	-	-	4,500		4,500
Building and Road Repair	\$ 229,714	\$ 172,244	\$ 253,000	\$ 219,500	\$	(33,500)
Judgements and Awards:						
Total Other Operating Expenses	\$ 3,514,945	\$ 3,781,465	\$ 4,223,066	\$ 4,542,214	\$	319,148
Total Operating Expenses	\$ 8,176,657	\$ 8,393,602	\$ 8,999,325	\$ 8,817,297	\$	(182,028)

BUDGET CENTER:	Easterly WWTP – 1300
MANAGED BY:	Robert M. Bonnett Superintendent

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

The Easterly Wastewater Treatment Plant located in the city of Cleveland on a 105-acre site along the southern shore of Lake Erie. The collection system receives flow from 17 municipalities (approximately 333,000 residents), several businesses and storm water runoff. Several combined sewers in the collection system collect and convey storm water runoff to the plant along with sanitary and industrial wastewater. During wet weather events, flow rates up to 1,200 million gallons per day of combined wastewater can be conveyed to the plant headworks from three large interceptor sewers. In 2020, the Easterly plant provided complete treatment to 31.53 billion gallons of combined wastewater for an average daily flow rate of 86.14 MGD. In addition, a total of 1.68 billion gallons of wastewater received partial treatment.

2020 Accomplishments		2021 Goals	
*	Met all NPDES permit requirements.	*	Meet all NPDES permit requirements.
*	Participated in strategies for operational readiness implementation to improve efficiencies.	*	Participate in strategies for operational readiness implementation to improve efficiencies.
*	Continued to manage budgets that support the District's projected revenue.	*	Continue to manage budgets that support the District's projected revenue.
*	Continued to implement asset management continuous improvement projects to improve maintenance efficiency.	*	Continue to implement asset management continuous improvement projects to improve maintenance efficiency.
*	Continued to develop and implement process control management plans to ensure consistency in operation.	*	Continue to develop and implement process control management plans to ensure consistency in operation.
*	Continued to provide support for the Automation Program Management project.	*	Continue to provide support for E&C projects including the Automation Program Management project.
*	Continued to provide resources and project management services for outreach activities and the D&I strategic plan.	*	Continue to provide resources and project management services for outreach activities and the D&I strategic plan.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
EASTERLY WASTE WATER TREATMENT PLANT -- 1300				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Integrated Proc Mgr	0	2	0	-2
Elec & Inst Plt Maint Mgr	0	1	0	(1)
Asset Rel Mgr	1	1	1	0
Admin Asst East	1	1	1	0
Plt Clk	1	1	1	0
Plt Mnt Electrician	1	1	1	0
Shift Mgr	1	5	1	(4)
Mech Plt Maint Mgr	0	2	0	(2)
Unit Process Manager	2	0	2	2
UMT/Equip Operator	1	1	1	0
WWP Operator IT	2	2	1	(1)
WWP Operator	11	13	13	0
Plant Mtce Mgr I E & I	1	0	1	1
Plant Mtce Mgr I Mech	2	0	2	2
PUMP	7	8	8	0
Shift Manager II	4	0	4	4
Asst Supt	1	1	1	0
Plant Supt	1	1	1	0
Elec Inst Technician	1	1	1	0
Instrument Tech	2	2	2	0
Util Maint Tech	2	2	2	0
UMP Instrument Tech	1	1	1	0
UMP Plt Maint Elec	1	0	1	1
UMP Plt Util Maint Person	1	1	1	0
Custodial Worker	0	1	1	0
Maint Worker	6	5	6	1
Process Specialist I	0	3	1	(2)
TOTAL FULL TIME	51	56	55	(1)
Seasonal Wrkr GL & Main	0	2	2	0
TOTAL INTERNS/STUDENTS	0	2	2	0
TOTAL EMPLOYEES	50	58	57	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1300: EASTERLY WASTEWATER TREATMENT PLANT					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 1,184,017	\$ 1,083,018	\$ 1,215,088	\$ 1,109,857	\$ (105,231)
52030 - Professionals Salaries	-	82,465	-	129,936	129,936
52031 - Administrative Support Salaries	94,552	95,301	94,172	94,182	10
52040 - Operations Hourly	1,137,977	1,710,691	1,740,295	1,729,309	(10,986)
52050 - Maintenance Hourly	995,432	399,326	574,351	468,520	(105,831)
52060 - Student Salaries	3,820	-	18,027	16,744	(1,283)
52071 - Longevity	13,400	13,850	13,700	13,668	(32)
52081 - Sick Buy Out	25,586	31,231	24,100	26,098	1,998
52231 - Administrative Support Overtime	496	199	700	500	(200)
52240 - Operations Hourly Overtime	250,025	342,580	325,000	370,000	45,000
52250 - Maintenance Hourly Overtime	45,513	22,378	20,000	25,000	5,000
Salaries and Wages	\$ 3,750,819	\$ 3,781,039	\$ 4,025,433	\$ 3,983,814	\$ (41,619)
Benefits:					
52320 - Opers	\$ 549,775	\$ 558,543	\$ 563,561	\$ 557,734	\$ (5,827)
52360 - Medicare	50,787	51,329	58,369	57,765	(604)
52370 - Uniform Allowance	480	460	6,180	6,180	-
Benefits	\$ 601,041	\$ 610,332	\$ 628,109	\$ 621,679	\$ (6,430)
Total Salaries and Benefits	\$ 4,351,860	\$ 4,391,372	\$ 4,653,542	\$ 4,605,493	\$ (48,049)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 258	\$ 16	\$ 650	\$ 630	\$ (20)
52430 - Employee Education	695	235	1,200	1,290	90
Reimbursable Expenses	\$ 953	\$ 251	\$ 1,850	\$ 1,920	\$ 70
Utilities Expenes:					
52510 - Electricity	\$ 2,542,807	\$ 2,382,958	\$ 2,714,050	\$ 2,720,355	\$ 6,305
52520 - Natural Gas	218,186	170,600	330,525	315,000	(15,525)
52530 - Water and Other Utilities	252,478	232,988	265,551	284,141	18,590
Utilities Expenses	\$ 3,013,471	\$ 2,786,546	\$ 3,310,126	\$ 3,319,496	\$ 9,370
Professional Services:					
52610 - General Professional Services	\$ 82,942	\$ 113,262	\$ 125,000	\$ 80,000	\$ (45,000)
52615 - General Professional Services-Training	-	-	-	5,000	5,000
Professional Services	\$ 82,942	\$ 113,262	\$ 125,000	\$ 85,000	\$ (40,000)
Contractual Services:					
52715 - Printing	\$ 71	\$ -	\$ 200	\$ 200	\$ -
52720 - Taxes	282	312	-	500	500
52730 - Dues and Subscriptions	905	887	1,335	600	(735)
52735 - Equipment Rental	-	-	1,500	1,200	(300)
52770 - Uniforms	20,830	31,694	25,000	25,000	-
52775 - Licenses,Fees, And Permits	1,320	1,576	1,576	1,726	150
52780 - Other Contractual Services	85,160	109,376	95,354	80,659	(14,695)
52745 - Grease Removal	4,283	1,197	7,597	10,735	3,138
52755 - Grit and Screening Disposal	55,538	92,337	99,993	101,162	1,169
Contractual Services	\$ 168,390	\$ 237,379	\$ 232,555	\$ 221,782	\$ (10,773)

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1300: EASTERLY WASTEWATER TREATMENT PLANT						
	2019	2020	2020	2021		
	Audited	Unaudited	Adopted	Adopted	Budget	
	Actuals	Actuals	Budget	Budget	Variance	
Materials and Supplies:						
52805 - Office Supplies	\$ 1,650	\$ 930	\$ 1,500	\$ 1,500	\$	-
52806 - Software	5,047	-	6,000	6,000		-
52810 - Fuel and Oil	26,786	19,569	40,000	25,000		(15,000)
52811 - Vehicle Maintenance Parts	325	8	1,700	1,500		(200)
52825 - Chemicals	256,371	311,583	346,367	384,895		38,528
52840 - Laboratory Supplies	858	759	1,500	1,500		-
52845 - General Hardware Supplies	70,231	50,174	95,000	95,000		-
52846 - Equipment And Instrumentation Parts	449,513	367,565	400,000	400,000		-
52851 - Other Minor Equipment	72,420	28,322	81,000	60,000		(21,000)
52865 - Other Supplies	112,535	127,389	110,000	120,000		10,000
52870 - Freight	8,213	11,905	1,500	10,000		8,500
52880 - Invoice Price Variance	1	(2,489)	-	-		-
52890 - Inventory Adjustment-Book To Physical	-	32,134	-	-		-
Materials And Supplies	\$ 1,003,951	\$ 947,849	\$ 1,084,567	\$ 1,105,395	\$	20,828
Equipment Repair and Maintenance:						
52920 - Equipment Repair and Maintenance	\$ 124,340	\$ 82,129	\$ 125,133	\$ 125,133	\$	-
Equipment Repair And Maintenance	\$ 124,340	\$ 82,129	\$ 125,133	\$ 125,133	\$	-
Building and Road Repair:						
53010 - Building Repair and Maintenance	\$ 24,376	\$ 24,261	\$ 60,000	\$ -	\$	(60,000)
53020 - Road Repair and Maintenance	-	9,950	10,000	7,500		(2,500)
53030 - Sewer Repair and Maintenance	-	-	3,000	5,000		2,000
53050 - Building Maintenance Supplies	58,317	26,034	42,000	35,000		(7,000)
53051 - Building Maintenance Services	129,547	120,002	149,700	165,000		15,300
53052 - Building Maintenance Miscellaneous	-	-	8,000	-		(8,000)
Building and Road Repair	\$ 212,239	\$ 180,247	\$ 272,700	\$ 212,500	\$	(60,200)
Judgements and Awards:						
Total Other Operating Expenses	\$ 4,606,286	\$ 4,347,663	\$ 5,151,931	\$ 5,071,226	\$	(80,705)
Total Operating Expenses	\$ 8,958,146	\$ 8,739,034	\$ 9,805,473	\$ 9,676,719	\$	(128,754)

BUDGET**CENTER:**

Maintenance Services - 1400

MANAGED BY:Kevin M. Zebrowski
Superintendent of Maintenance Services**DESCRIPTION OF SERVICES PROVIDED
AND
ACCOMPLISHMENTS & GOALS**

Maintenance Services provides management, planning, and coordinating of the operation and maintenance of wastewater assets within the District's service area. The following areas are supported within Maintenance Services:

Maintenance Services Administration: Overall responsibility for the administration, planning, setting department direction and coordinating the operation and maintenance functions for the areas within the department. Plans and coordinates capital improvement projects activities between Maintenance Services and Engineering and Construction.

Sewer System Maintenance and Operation (SSMO): Operates and maintains the District's collection system infrastructure. SSMO adheres to the Environmental Protection Agency's (EPA) Nine Minimum Controls in order to reduce Combined Sewer Overflows (CSO's) and their effects on the receiving water. The District's collection system infrastructure includes pump stations, generators, interceptors, trunk sewers, combined sewer regulators, tunnel control structures, diversion structures, manholes, drop shafts, bar racks, floatable control facilities, odor control facilities, monitoring systems. Manages the Ohio Utility Protection Service (OUPS) program.

Facilities and Administrative Support: Responsible for facilities management for the George J. McMonagle (GJM) Building and the Environmental and Maintenance Services Center (EMSC); including physical condition, maintenance, and employee amenities. Provides and manages both internal and external services to meet the District's office support needs which includes providing administrative support to all departments for overflow work, special projects, and team support. Coordinates meeting and training activities for the District and procures catering services.

Fleet Services: Acquires and maintains District fleet vehicles, sewer cleaning equipment, lawn maintenance equipment, portable power units, and pumps. Furthermore, the department manages the District's fuel systems through maintenance, record keeping, and compliance including portable and fixed emergency standby generators.

Building Maintenance: Oversees the maintenance of District buildings and grounds including heating and ventilation equipment, fences, parking lots, plumbing equipment, electrical equipment, roofing, masonry, and flooring. Building Maintenance additionally manages equipment replacement and renovation projects.

BUDGET CENTER: Maintenance Services - 1400			
MANAGED BY: Kevin M. Zebrowski Superintendent of Maintenance Services			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
2020 Accomplishments		2021 Goals	
*	Operated and maintained the wastewater collection system to achieve regulatory compliance through operational excellence.	*	Operate and maintain the wastewater collection system to achieve regulatory compliance through operational excellence.
*	Implemented the Operational Readiness strategy to develop and realign department staff to ensure O&M's ability to maintain permit compliance through workforce planning and investment.	*	Implement Operational Readiness standardization of practices and processes while developing department staff to ensure O&M's ability to maintain permit compliance through workforce planning and investment.
*	Promoted the Automation Program Management (APM) project through participation with meetings, design workshops, documentation reviews, and implementation shutdowns.	*	Provide resources and technical support to the Automation Program Management (APM) project team through participation in meetings, design workshops, documentation reviews, and implementation shutdowns.
*	Provided resources and project management services through customer and community connections in alignment with the Communications & Community Relations (CCR) department outreach activities, annual Open House, and customer inquiries.	*	Provide resources and project management services for customer and community connections in alignment with the Communications & Community Relations (CCR) department outreach activities, annual Open House, and customer inquiries.
*	Allocated resources and increase communication of Human Resources activities and support the Diversity & Inclusion strategic plan.	*	Allocate resources, increase communication for activities, and support Diversity, Equity & Inclusion programs. Support and encourage participation in Employee Resource Groups.

BUDGET CENTER: Maintenance Services - 1400			
MANAGED BY: Kevin M. Zebrowski Superintendent of Maintenance Services			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
2020 Accomplishments		2021 Goals	
*	Provided resources and support to the Engineering & Construction Department Capital Improvement Program (CIP) projects through participation in meetings, design workshops, documentation reviews, and coordination of construction.	*	Provide resources and support to the Engineering & Construction Department Capital Improvement Program (CIP) projects through participation in meetings, design workshops, documentation reviews, and coordination of construction.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance, environmental protection, and sustainability.	*	Maintain high asset availability through enhanced maintenance practices to ensure permit compliance, environmental protection, and sustainability.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
MAINTENANCE SERVICES -- 1400				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Asset Rel Mgr	1	1	1	0
Admin Asst Maint Svcs	1	2	0	(2)
Admin Clk	1	2	1	(1)
Const Coord Maint	1	1	1	0
Business Mgr Maint Svcs	0	1	0	(1)
Asst Supt	1	1	1	0
Maint Svcs Supt	1	1	1	0
TOTAL FULL TIME	6	9	5	(4)
Para Intern Maint Svcs	1	3	1	(2)
TOTAL INTERNS/STUDENTS	1	3	1	(2)
TOTAL EMPLOYEES	7	12	6	(6)

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1400: MAINTENANCE SERVICES						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 411,528	\$ 258,169	\$ 395,306	\$ 232,467	\$	(162,839)
52030 - Professionals Salaries	467,032	163,035	73,606	167,777		94,171
52031 - Administrative Support Salaries	170,408	97,650	188,154	44,949		(143,205)
52034 - Technicians Salaries	176,012	(3,046)	-	-		-
52036 - Para-Professional Salaries	113,458	50,105	114,439	37,398		(77,041)
52071 - Longevity	2,250	1,100	3,100	2,295		(805)
52081 - Sick Buy Out	3,661	3,734	7,500	3,734		(3,766)
52231 - Administrative Support Overtime	1,167	59	1,000	250		(750)
52234 - Technician Overtime	9	-	-	-		-
52236 - Para-Professional Overtime	169	40	-	-		-
Salaries and Wages	\$ 1,345,694	\$ 570,847	\$ 783,104	\$ 488,871	\$	(294,233)
Benefits:						
52320 - Opers	\$ 188,563	\$ 78,820	\$ 109,635	\$ 68,442	\$	(41,193)
52360 - Medicare	19,145	8,200	11,355	7,089		(4,266)
52370 - Uniform Allowance	3,020	-	1,210	-		(1,210)
Benefits	\$ 210,728	\$ 87,020	\$ 122,200	\$ 75,531	\$	(46,669)
Total Salaries and Benefits	\$ 1,556,422	\$ 657,868	\$ 905,304	\$ 564,402	\$	(340,902)
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 199	\$ -	\$ 1,220	\$ 600	\$	(620)
52430 - Employee Education	4,903	255	4,840	1,940		(2,900)
Reimbursable Expenses	\$ 5,103	\$ 255	\$ 6,060	\$ 2,540	\$	(3,520)
Contractual Services:						
52715 - Printing	\$ 789	\$ -	\$ 200	\$ 200	\$	-
52730 - Dues and Subscriptions	206	66	45	500		455
52770 - Uniforms	7,638	3,567	3,200	3,500		300
52780 - Other Contractual Services	-	13,497	-	-		-
Contractual Services	\$ 8,633	\$ 17,130	\$ 3,445	\$ 4,200	\$	755
Materials and Supplies:						
52805 - Office Supplies	\$ 200	\$ 237	\$ 250	\$ 250	\$	-
52806 - Software	995	-	-	-		-
52810 - Fuel and Oil	166	1,774	-	2,500		2,500
52811 - Vehicle Maintenance Parts	68	123	-	-		-
52825 - Chemicals	-	(1,048)	-	-		-
52840 - Laboratory Supplies	873	(147)	-	-		-
52845 - General Hardware Supplies	7,829	6,753	-	-		-
52846 - Equipment And Instrumentation Parts	14,488	13,640	-	-		-
52851 - Other Minor Equipment	16,325	576	-	-		-
52865 - Other Supplies	3,709	4,085	1,000	1,000		-
52870 - Freight	5,299	5,737	-	-		-
52880 - Invoice Price Variance	-	(4,661)	-	-		-
52890 - Inventory Adjustment-Book To Physical	-	22,090	-	-		-
Materials And Supplies	\$ 49,950	\$ 49,160	\$ 1,250	\$ 3,750	\$	2,500
Equipment Repair and Maintenance:						
52920 - Equipment Repair and Maintenance	\$ 11,739	\$ 170	\$ -	\$ -	\$	-
Equipment Repair And Maintenance	\$ 11,739	\$ 170	\$ -	\$ -	\$	-
Building and Road Repair:						
53051 - Building Maintenance Services	\$ 666	\$ -	\$ -	\$ -	\$	-
Building and Road Repair	\$ 666	\$ -	\$ -	\$ -	\$	-
					\$	-
Total Other Operating Expenses	\$ 76,090	\$ 66,715	\$ 10,755	\$ 10,490	\$	(265)
Total Operating Expenses	\$ 1,632,512	\$ 724,582	\$ 916,059	\$ 574,892	\$	(341,167)

BUDGET CENTER:		Sewer System Maintenance & Operation – 1500	
MANAGED BY:		Michael J. Zapior Manager – Sewer System Maintenance & Operation	
<div>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</div>			
<p>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, storage tunnels, tunnel control structures and monitoring systems. SSMO also oversees the flow monitoring program, utilities response markings, and inspection of new connections.</p> <p>The department maintains three hundred twenty-two (322) miles of sewer pipe, approximately seven hundred forty (740) fixed-weir regulators, twenty-four (24) automated regulators, twenty-nine (29) precipitation gauges, sixty-four (64) level and flow monitoring sites, ten (10) floatables control facilities, eight (8) odor control facilities, eleven (11) pump stations, ten (10) generators, and ten (10) tunnel control structures.</p>			
2020 Accomplishments		2021 Goals	
*	Effectively managed budgets and planning for future budgets. 2020 Expenses ≤ budgets.	*	Effectively manage budgets and planning for future
	Continued to implement Operational Readiness Plan to support evolving operations and maintenance.		Continue to implement the Operational Readiness Plan to support evolving operations and maintenance standardization. Enhance the preventative maintenance program by performing RCFA analysis.
*	Supported the implementation of the new Computerized Maintenance Management System. Support the mobile strategy initiative.	*	Support the implementation of the new Computerized Maintenance Management System. Support the mobile strategy plan to transition the workforce to increase efficiency.
*	Provided excellent customer service. Provided resources for collection system outreach initiatives. Ensured KPI metrics were met. Supported monitoring requests	*	Provide excellent customer service. Provide resources for collection system outreach. Ensure O&M performance KPIs are met including wet weather performance and dry weather overflow avoidance. Support monitoring and data requests for internal and external stakeholders. Continue to perform utility markings and service connection inspections.

BUDGET CENTER:	Sewer System Maintenance & Operation – 1500
MANAGED BY:	Michael J. Zapior Manager – Sewer System Maintenance & Operation

**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, storage tunnels, tunnel control structures and monitoring systems. SSMO also oversees the flow monitoring program, utilities response markings, and inspection of new connections.

The department maintains three hundred twenty-two (322) miles of sewer pipe, approximately seven hundred forty (740) fixed-weir regulators, twenty-four (24) automated regulators, twenty-nine (29) precipitation gauges, sixty-four (64) level and flow monitoring sites, ten (10) floatables control facilities, eight (8) odor control facilities, eleven (11) pump stations, ten (10) generators, and ten (10) tunnel control structures.

2020 Accomplishments		2021 Goals	
*	Effectively prepared for and responded to emergencies. Ensured all safety items are distributed to staff.	*	Effectively prepare for and respond to emergencies. Ensure compliance with all safety programs and communicate updates to staff.
*	Updated Collection System connectivity and asset training courses. Created monitoring and technical support training courses.	*	Provide educational opportunities to staff by continuing to create and update technical support training courses. Continue to support the development of Collection System contact hours and tours. provide resources to support diversity, equity, and inclusion efforts and outreach activities.
*	Expanded workforce planning strategies to meet current and future business needs. Ensured the O&M staff is adequately trained to perform their jobs. Continued implementing union cross-training initiative.	*	Expand workforce planning strategies to meet current and future business needs. Ensure the O&M staff is adequately trained to perform their jobs. Continue implementing union cross-training initiative.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Provide resources to support diversity, equity, and inclusion efforts and outreach activities.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
SEWER SYSTEM MAINTENANCE AND OPERATION -- 1500				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Tech Support Aide	1	1	1	0
Admin Asst Maint Svcs	1	0	1	1
SSMO Mgr	1	1	1	0
Field Tech Operator	8	8	8	0
Field Tech Oper Heavy Equ	3	3	3	0
Operator/Tech	8	11	11	0
Flow Monitoring Spec	2	2	2	0
Sys Util Maint Person	8	8	8	0
SSMO Supvr	5	6	5	(1)
Field Tech	8	8	8	0
Flow Monitoring Tech	1	1	2	1
UMP Sys Util Maint Person	1	2	3	1
TOTAL FULL TIME	47	51	53	2

NORTHEAST OHIO REGIONAL SEWER DISTRICT									
WASTEWATER									
BUDGET CENTER 1500: SEWER SYSTEM MAINTENANCE & OPERATION									
	2019		2020		2020		2021		Budget
	Audited		Unaudited		Adopted		Adopted		Variance
	Actuals		Actuals		Budget		Budget		
Operating Expenses:									
52020 - Officials and Managers Salaries	\$	452,701	\$	480,568	\$	579,613	\$	493,104	\$ (86,509)
52030 - Professionals Salaries		65,792		85,682		84,652		124,003	39,351
52031 - Administrative Support Salaries		2,963		49,202		-		48,381	48,381
52034 - Technicians Salaries		6,542		185,663		218,969		182,347	(36,622)
52040 - Operations Hourly		351,327		1,193,666		1,415,350		1,287,589	(127,761)
52050 - Maintenance Hourly		1,747,830		909,690		807,689		944,486	136,797
52071 - Longevity		12,200		10,950		10,500		12,444	1,944
52081 - Sick Buy Out		14,390		22,325		17,400		14,677	(2,723)
52231 - Administrative Support Overtime		-		253		-		250	250
52234 - Technician Overtime		-		-		1,900		250	(1,650)
52240 - Operations Hourly Overtime		17,410		72,212		114,000		101,000	(13,000)
52250 - Maintenance Hourly Overtime		168,340		89,727		76,000		79,000	3,000
Salaries and Wages	\$	2,839,494	\$	3,099,939	\$	3,326,072	\$	3,287,532	\$ (38,540)
Benefits:									
52320 - Opers	\$	429,086	\$	442,601	\$	450,250	\$	446,954	\$ (3,296)
52360 - Medicare		40,326		44,489		46,633		46,292	(341)
52370 - Uniform Allowance		3,364		1,932		10,674		6,114	(4,560)
Benefits	\$	472,777	\$	489,022	\$	507,557	\$	499,360	\$ (8,197)
Total Salaries and Benefits	\$	3,312,270	\$	3,588,960	\$	3,833,629	\$	3,786,892	\$ (46,737)
Other Operating Expenses:									
Reimbursable Expenses:									
52410 - Travel	\$	733	\$	20	\$	800	\$	100	\$ (700)
52430 - Employee Education		1,138		2,469		2,480		21,760	19,280
Reimbursable Expenses	\$	1,871	\$	2,489	\$	3,280	\$	21,860	\$ 18,580
Utilities Expenes:									
52510 - Electricity	\$	840,445	\$	973,552	\$	769,200	\$	980,000	\$ 210,800
52520 - Natural Gas		31,273		25,235		36,500		27,000	(9,500)
52530 - Water and Other Utilities		21,969		12,289		34,900		19,850	(15,050)
Utilities Expenses	\$	893,687	\$	1,011,076	\$	840,600	\$	1,026,850	\$ 186,250
Professional Services:									
52610 - General Professional Services	\$	6,436	\$	45,517	\$	50,000	\$	45,000	\$ (5,000)
Professional Services	\$	6,436	\$	45,517	\$	50,000	\$	45,000	\$ (5,000)
Contractual Services:									
52715 - Printing	\$	-	\$	-	\$	50	\$	50	\$ -
52730 - Dues and Subscriptions		1,262		487		1,140		1,180	40
52735 - Equipment Rental		52,378		31,851		33,500		33,500	-
52770 - Uniforms		16,378		30,626		23,000		23,000	-
52775 - Licenses,Fees, And Permits		-		7,770		7,770		8,935	1,165
52780 - Other Contractual Services		743,344		414,053		567,100		548,600	(18,500)
Contractual Services	\$	813,362	\$	484,786	\$	632,560	\$	615,265	\$ (17,295)
Materials and Supplies:									
52805 - Office Supplies	\$	1,508	\$	1,564	\$	2,000	\$	2,000	\$ -
52806 - Software		-		6,799		6,000		6,000	-
52810 - Fuel and Oil		11,511		91,881		6,500		113,250	106,750
52811 - Vehicle Maintenance Parts		3,362		776		1,500		1,500	-
52825 - Chemicals		442		55		-		-	-
52840 - Laboratory Supplies		1,896		862		1,000		1,200	200
52845 - General Hardware Supplies		60,951		84,629		97,900		68,900	(29,000)
52846 - Equipment And Instrumentation Parts		130,197		239,593		159,700		169,700	10,000
52851 - Other Minor Equipment		41,848		39,368		66,500		68,570	2,070
52860 - Postage,Ups		-		-		50		50	-

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1500: SEWER SYSTEM MAINTENANCE & OPERATION					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
52865 - Other Supplies	88,971	66,325	73,000	73,000	-
52870 - Freight	378	3,640	500	1,000	500
Materials And Supplies	\$ 341,062	\$ 535,493	\$ 414,650	\$ 505,170	\$ 90,520
Equipment Repair and Maintenance:					
52910 - Office Equipment and Repair	\$ 144	\$ -	\$ -	\$ -	\$ -
52920 - Equipment Repair and Maintenance	90,888	137,692	100,000	100,000	-
Equipment Repair And Maintenance	\$ 91,032	\$ 137,692	\$ 100,000	\$ 100,000	\$ -
Building and Road Repair:					
53020 - Road Repair and Maintenance	\$ -	\$ (180)	\$ -	\$ -	\$ -
53030 - Sewer Repair and Maintenance	75,992	276,364	1,383,000	793,000	(590,000)
53050 - Building Maintenance Supplies	9,817	12,706	10,000	7,700	(2,300)
53051 - Building Maintenance Services	28,324	36,253	97,000	37,500	(59,500)
53052 - Building Maintenance Miscellaneous	-	-	2,000	-	(2,000)
Building and Road Repair	\$ 114,133	\$ 325,143	\$ 1,492,000	\$ 838,200	\$ (653,800)
Total Other Operating Expenses	\$ 2,261,583	\$ 2,542,196	\$ 3,533,090	\$ 3,152,345	\$ (380,745)
Total Operating Expenses	\$ 5,573,854	\$ 6,131,157	\$ 7,366,719	\$ 6,939,237	\$ (427,482)

BUDGET CENTER: Fleet Services - 1600 MANAGED BY: Ryan Exum Manager of Fleet Services			
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>			
<p>The Fleet Services Department maintains District fleet assets including automobiles, sport utility vehicles, trucks, sewer cleaning equipment, lawn maintenance equipment, portable power units and pumps, and emergency standby generators and systems. Fleet Services maintenance of assets ensures safe and efficient operation, minimizes downtime, increases user satisfaction, maximizes asset life, and controls costs.</p>			
2020 Accomplishments		2021 Goals	
*	Continued to document, report, and maintain the emergency generators to meet regulatory requirements.	*	Continue to document, report, and maintain the emergency generators to meet regulatory requirements. Review and improve the maintenance contract specifications to right size preventative maintenance and optimize return on investment.
*	Continued to improve the fleet readiness of vehicles and equipment for all stakeholders.	*	Continue to improve the fleet readiness of vehicles and equipment for all stakeholders.
*	Established and managed the Fleet Services' budget in the most efficient and economical manner.	*	Establish and manage the Fleet Services' budget in the most efficient and economical manner. Continue to provide technical support to departmental heads for budgetary purposes specific to Fleet assets.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Provide resources to support diversity, equity, and inclusion efforts and outreach activities.
*	Established a baseline and cost analysis of fuel usage per department for future allocation of funds to the respective departments.	*	Improve the Fuel Master system to track WWTP consumption rates per department. Improve fuel tracking for facility generators and storage tanks. Continue analysis of the fuel card program for department allocation of funds.
		*	Develop and implement a strategy to manage vehicle rotation for optimization of performance and utilization.

**BUDGET
CENTER:**

Fleet Services - 1600

MANAGED BY:

Ryan Exum
Manager of Fleet Services

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

2020 Accomplishments		2021 Goals	
		*	Right size fleet assets to meet departmental requirements and operate more cost effectively.
		*	Enhance and optimize equipment preventative maintenance program to meet stakeholder expectations for efficiency of scheduling and work.
		*	Implement GPS system for selected District vehicles to enhance preventative maintenance intervals based on runtime.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
FLEET SERVICES -- 1600				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Admin Asst Fleet	1	0	1	1
Project Coord Fleet Svcs	0	1	1	0
Fleet Svcs Mechanic	6	6	6	0
Fleet Svcs Mgr	1	1	1	0
POFleet Svcs Worker	0	1	1	0
TOTAL FULL TIME	8	9	10	1
Para-Professional Intern	0	1	1	0
Seasonal Worker Maintenance	0	1	0	(1)
TOTAL INTERNS/STUDENTS	0	2	1	(1)
TOTAL EMPLOYEES	8	11	11	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1600: FLEET SERVICES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 65,567	\$ 65,959	\$ 89,633	\$ 88,000	\$ (1,633)
52030 - Professionals Salaries	54,129	-	66,062	53,972	(12,090)
52031 - Administrative Support Salaries	4,102	45,960	-	46,280	46,280
52036 - Para-Professional Salaries	-	-	28,461	17,992	(10,469)
52040 - Operations Hourly	95,560	344,520	355,587	385,819	30,232
52050 - Maintenance Hourly	276,226	-	34,299	-	(34,299)
52060 - Student Salaries	5,210	-	9,013	-	(9,013)
52071 - Longevity	3,050	3,150	2,600	3,111	511
52081 - Sick Buy Out	2,225	5,801	2,700	2,270	(430)
52231 - Administrative Support Overtime	-	100	-	-	-
52240 - Operations Hourly Overtime	20,808	20,716	25,000	40,000	15,000
52250 - Maintenance Hourly Overtime	18,410	-	5,000	-	(5,000)
Salaries and Wages	\$ 545,286	\$ 486,205	\$ 618,356	\$ 637,445	\$ 19,089
Benefits:					
52320 - Opers	\$ 74,924	\$ 68,030	\$ 86,570	\$ 89,242	\$ 2,672
52360 - Medicare	7,853	6,881	8,966	9,243	277
52370 - Uniform Allowance	380	-	800	900	100
Benefits	\$ 83,157	\$ 74,911	\$ 96,336	\$ 99,385	\$ 3,049
Total Salaries and Benefits	\$ 628,443	\$ 561,117	\$ 714,692	\$ 736,830	\$ 22,138
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 1,678	\$ 10	\$ 50	\$ 50	\$ -
52430 - Employee Education	899	130	7,500	400	(7,100)
Reimbursable Expenses	\$ 2,577	\$ 140	\$ 7,550	\$ 450	\$ (7,100)
Contractual Services:					
52715 - Printing	\$ -	\$ -	\$ 4,000	\$ -	\$ (4,000)
52730 - Dues and Subscriptions	2,044	1,500	2,100	1,100	(1,000)
52735 - Equipment Rental	7,420	220	825	825	-
52770 - Uniforms	3,859	4,861	4,500	5,500	1,000
52775 - Licenses,Fees, And Permits	-	46	-	-	-
52780 - Other Contractual Services	8,932	28,585	13,050	62,146	49,096
Contractual Services	\$ 22,255	\$ 35,212	\$ 24,475	\$ 69,571	\$ 45,096
Materials and Supplies:					
52805 - Office Supplies	\$ 12	\$ -	\$ 500	\$ 500	\$ -
52810 - Fuel and Oil	39,570	11,359	125,000	7,000	(118,000)
52811 - Vehicle Maintenance Parts	310,432	176,630	310,000	225,000	(85,000)
52825 - Chemicals	102	-	-	-	-
52840 - Laboratory Supplies	-	11	100	100	-
52845 - General Hardware Supplies	5,948	3,464	3,500	3,500	-
52846 - Equipment And Instrumentation Parts	9,227	1,121	7,250	6,500	(750)
52851 - Other Minor Equipment	4,446	1,316	5,000	4,500	(500)
52865 - Other Supplies	14,329	15,626	17,000	16,300	(700)
52870 - Freight	212	324	500	500	-
52880 - Invoice Price Variance	-	(404)	-	-	-
Materials And Supplies	\$ 384,279	\$ 209,448	\$ 468,850	\$ 263,900	\$ (204,950)
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 27,707	\$ 14,043	\$ 25,000	\$ 25,000	\$ -
52930 - Vehicle Repairs	23,399	38,977	35,000	35,000	-
Equipment Repair And Maintenance	\$ 51,107	\$ 53,020	\$ 60,000	\$ 60,000	\$ -
Building and Road Repair:					
53050 - Building Maintenance Supplies	\$ 2,265	\$ 2,321	\$ -	\$ -	\$ -
Building and Road Repair	\$ 2,265	\$ 2,321	\$ -	\$ -	\$ -
Total Other Operating Expenses	\$ 462,482	\$ 300,140	\$ 560,875	\$ 393,921	\$ (166,954)
Total Operating Expenses	\$ 1,090,926	\$ 861,257	\$ 1,275,567	\$ 1,130,751	\$ (144,816)

BUDGET CENTER: Building Maintenance – 1700 MANAGED BY: James Knill Manager of Building Maintenance			
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>			
<p>The Building Maintenance Department oversees the maintenance of District buildings and grounds. Building and grounds assets include heating and ventilation equipment, fences, parking lots, plumbing equipment, electrical equipment, roofing, masonry, and flooring. The department participates in the capital planning process for new building assets and is responsible for developing operational and maintenance readiness plans for new building assets.</p>			
2020 Accomplishments		2021 Goals	
*	Prepared for the implementation and re-structuring of the department focusing on improved customer service and maintenance of HVAC assets.	*	Enhance the service and maintenance of Districtwide HVAC assets through continued development of the HVAC-R technicians.
*	Provided support to incorporate HVAC asset information with deployment of the new Computerized Maintenance Management System.	*	Continue to provide support to incorporate HVAC asset information with deployment of the new Computerized Maintenance Management System.
*	Provided support for increasing the application and functionality of the Building Automation System for HVAC.	*	Provide support for increasing the application and functionality of the Building Automation System for HVAC.
*	Prepared and managed budgets that support the District's projected revenue.	*	Prepare and manage budgets that support the District's projected revenue. Continue to provide technical support to departmental heads for budgetary purposes specific to accounts impacted by Building Maintenance repairs and improvements.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Provide resources to support diversity, equity, and inclusion efforts and outreach activities.

BUDGET**CENTER:**

Building Maintenance – 1700

MANAGED BY:

James Knill

Manager of Building Maintenance

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

2020 Accomplishments		2021 Goals	
*	Prepared for operating new assets by developing operational and maintenance readiness plans for new assets that are under construction.	*	Prepare for operating new assets by developing operational and maintenance readiness plans for new assets that are under construction.
*	Eliminated the proprietary temperature control systems throughout the District.	*	Continue to develop preventative maintenance benchmarks for facility assets that are maintained by Building Maintenance.
		*	Continue to build and develop relationship with facility stakeholders to improve customer service to achieve District initiatives.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
BUILDING MAINTENANCE -- 1700				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Building Systems Supvr	1	0	1	1
Project Coord Bld Maint	1	1	1	0
Bldg Maint Mgr	1	1	1	0
Bldg Maint Person	6	6	6	0
Administrative Assistant	0	1	1	0
HVAC R Tech	4	4	4	0
TOTAL FULL TIME	13	13	14	1
Seasonal Worker Maintenance	0	0	2	2
Para Professional Intern	0	0	1	1
TOTAL INTERNS/STUDENTS	0	0	3	3
TOTAL EMPLOYEES	13	13	17	4

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1700: BUILDING MAINTENANCE					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 75,043	\$ 149,872	\$ 166,080	\$ 170,000	\$ 3,920
52030 - Professionals Salaries	79,480	79,534	54,167	77,720	23,553
52031 - Administrative Support Salaries	-	-	-	48,672	48,672
52034 - Technicians Salaries	-	-	186,507	-	(186,507)
52036 - Para-Professional Salaries	-	-	-	17,992	17,992
52040 - Operations Hourly	-	-	-	52,083	52,083
52050 - Maintenance Hourly	354,426	380,858	367,128	523,286	156,158
52060 - Student Salaries	-	-	-	13,867	13,867
52071 - Longevity	2,150	2,450	1,800	2,193	393
52081 - Sick Buy Out	1,425	5,412	2,200	1,453	(747)
52234 - Technician Overtime	-	-	-	57,000	57,000
52250 - Maintenance Hourly Overtime	63,907	86,616	90,000	85,000	(5,000)
Salaries and Wages	\$ 576,430	\$ 704,742	\$ 867,881	\$ 1,049,267	\$ 181,386
Benefits:					
52320 - Opers	\$ 82,041	\$ 106,894	\$ 121,503	\$ 146,897	\$ 25,394
52360 - Medicare	8,173	10,074	12,584	15,214	2,630
52370 - Uniform Allowance	40	-	1,200	1,300	100
Benefits	\$ 90,254	\$ 116,967	\$ 135,288	\$ 163,412	\$ 28,124
Total Salaries and Benefits	\$ 666,684	\$ 821,710	\$ 1,003,169	\$ 1,212,678	\$ 209,509
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 9	\$ -	\$ 300	\$ 75	\$ (225)
52430 - Employee Education	284	-	2,000	4,100	2,100
Reimbursable Expenses	\$ 293	\$ -	\$ 2,300	\$ 4,175	\$ 1,875
Contractual Services:					
52715 - Printing	\$ 43	\$ 56	\$ -	\$ -	\$ -
52720 - Taxes	-	101	-	-	-
52730 - Dues and Subscriptions	171	340	700	834	134
52770 - Uniforms	3,108	5,538	4,000	5,200	1,200
Contractual Services	\$ 3,322	\$ 6,034	\$ 4,700	\$ 6,034	\$ 1,334
Materials and Supplies:					
52805 - Office Supplies	\$ -	\$ -	\$ 250	\$ 100	\$ (150)
52806 - Software	-	-	-	6,000	6,000
52810 - Fuel and Oil	-	9,220	-	21,875	21,875
52840 - Laboratory Supplies	6	12	-	-	-
52845 - General Hardware Supplies	5,510	876	500	2,100	1,600
52846 - Equipment And Instrumentation Parts	542	2,246	-	1,750	1,750
52851 - Other Minor Equipment	1,354	10,491	5,500	15,500	10,000
52865 - Other Supplies	3,253	2,092	500	1,000	500
52870 - Freight	-	28	500	500	-
Materials And Supplies	\$ 10,665	\$ 24,965	\$ 7,250	\$ 48,825	\$ 41,575
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 417	\$ 412	\$ 500	\$ 500	\$ -
Equipment Repair And Maintenance	\$ 417	\$ 412	\$ 500	\$ 500	\$ -
Building and Road Repair:					
53010 - Building Repair and Maintenance	\$ 225	\$ 1,726	\$ -	\$ -	\$ -
53050 - Building Maintenance Supplies	-	4,243	-	-	-
Building and Road Repair	\$ 225	\$ 5,969	\$ -	\$ -	\$ -
Total Other Operating Expenses	\$ 14,922	\$ 37,379	\$ 14,750	\$ 59,534	\$ 44,784
Total Operating Expenses	\$ 681,605	\$ 859,089	\$ 1,017,919	\$ 1,272,212	\$ 254,293

BUDGET CENTER: Security - 2100 MANAGED BY: Shawn Hageman Chief of Security			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
The Security Department provides a safe and secure work environment. The Security Department enables the District employees to perform their duties safely while supporting the District's goal of meeting all NPDES permit limits.			
2020 Accomplishments		2021 Goals	
*	Develop succession planning by evaluating current and future needs of the Security Department and its role at the District.	*	Monitor and develop Security Career Paths in support of staff development, succession planning, and diversity and inclusion
*	Manage phased implementation of Key& Access Control throughout the District.	*	Support efforts to implement new weigh scale computer system at Southerly. Learn new software and business practices as needed
*	Implement Integrated Security enhancements to provide a secure work environment for District employees.	*	Work with IT and EC to establish new locations of security cameras as business needs dictate. Offer suggestions to IT of new camera locations and support systems that could reduce staffing requirements

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
SAFETY AND SECURITY --2100				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Exec Asst Security	1	1	1	0
Chief of Security	1	1	1	0
Lieutenant	1	1	1	0
Security Officer	28	31	28	(3)
Sergeant	3	3	3	0
TOTAL FULL TIME	34	37	34	(3)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 2100: SECURITY					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 237,235	\$ 96,558	\$ 95,509	\$ 95,509	\$ -
52030 - Professionals Salaries	85,440	85,830	84,897	84,897	-
52031 - Administrative Support Salaries	56,267	56,367	56,184	56,184	-
52041 - Protective Service Salaries	1,564,717	1,750,482	1,835,309	1,726,697	(108,612)
52071 - Longevity	7,450	7,850	6,600	7,599	999
52081 - Sick Buy Out	16,760	11,572	11,200	17,095	5,895
52241 - Protective Service Overtime	355,098	311,690	433,600	433,600	-
Salaries and Wages	\$ 2,322,966	\$ 2,320,349	\$ 2,523,298	\$ 2,421,580	\$ (101,718)
Benefits:					
52310 - Health Care	\$ 517	\$ -	\$ -	\$ -	\$ -
52320 - Opers	322,816	329,496	349,258	335,017	(14,241)
52360 - Medicare	33,680	34,092	36,173	34,698	(1,475)
52370 - Uniform Allowance	23,685	21,565	31,319	29,219	(2,100)
Benefits	\$ 380,698	\$ 385,153	\$ 416,750	\$ 398,934	\$ (17,816)
Total Salaries and Benefits	\$ 2,703,664	\$ 2,705,502	\$ 2,940,048	\$ 2,820,515	\$ (119,533)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 159	\$ 17	\$ 3,000	\$ 3,000	\$ -
52430 - Employee Education	4,415	623	3,000	2,800	(200)
Reimbursable Expenses	\$ 4,574	\$ 640	\$ 6,000	\$ 5,800	\$ (200)
Utilities Expenses:					
Professional Services:					
52610 - General Professional Services	\$ 1,400	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ 1,400	\$ -	\$ -	\$ -	\$ -
Contractual Services:					
52715 - Printing	\$ -	\$ -	\$ 1,000	\$ -	\$ (1,000)
52730 - Dues and Subscriptions	125	125	500	250	(250)
52770 - Uniforms	27,509	24,856	38,300	24,000	(14,300)
52775 - Licenses,Fees, And Permits	850	765	1,500	1,500	-
52780 - Other Contractual Services	2,529	2,165	10,340	9,000	(1,340)
Contractual Services	\$ 31,012	\$ 27,911	\$ 51,640	\$ 34,750	\$ (16,890)
Materials and Supplies:					
52805 - Office Supplies	\$ 12,743	\$ 2,784	\$ 2,000	\$ 2,000	\$ -
52810 - Fuel and Oil	1,322	514	2,000	2,000	-
52840 - Laboratory Supplies	6	-	-	-	-
52845 - General Hardware Supplies	247	28	500	150	(350)
52846 - Equipment And Instrumentation Parts	-	142	-	-	-
52851 - Other Minor Equipment	28,114	14,173	45,800	35,600	(10,200)
52865 - Other Supplies	8,899	4,489	6,000	5,000	(1,000)
52870 - Freight	-	9	200	100	(100)
Materials And Supplies	\$ 51,331	\$ 22,140	\$ 56,500	\$ 44,850	\$ (11,650)
Building and Road Repair:					
53050 - Building Maintenance Supplies	\$ -	\$ 621	\$ -	\$ -	\$ -
Building and Road Repair	\$ -	\$ 621	\$ -	\$ -	\$ -
Total Other Operating Expenses	\$ 88,317	\$ 51,312	\$ 114,140	\$ 85,400	\$ (28,740)
Total Operating Expenses	\$ 2,791,981	\$ 2,756,814	\$ 3,054,188	\$ 2,905,915	\$ (148,273)

BUDGET CENTER: Process Control and Automation - 3100			
MANAGED BY: Robert Meholif Manager of Process Control & Automation			
<p align="center">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>			
<p>Process Control & Automation (PC&A) has the overall responsibility for managing and maintaining the process control and automation systems for all District facilities. Automation staff supports day to day operations, capital improvements, and plant projects around the clock. Their work enables the collection system and treatment plants to consistently meet permit requirements.</p>			
2020 Accomplishments		2021 Goals	
*	Supported both phases of the Automation Program Management (APM) project. This project will address automation obsolescence.	*	Support the Automation Program Management (APM) project. This project will address automation obsolescence.
*	Took ownership of new assets by developing operational and maintenance readiness plans for new assets that are currently under construction.	*	Take ownership of new assets that are currently under construction or being replaced due to obsolescence.
*	Maintained high asset availability through enhanced maintenance practices to ensure permit compliance.	*	Maintain high asset availability through enhanced maintenance practices to ensure permit compliance.
*	Provided rapid response to plant and collection system urgent/emergency work.	*	Provide rapid response to plant and collection system urgent/emergency work.
*	Prepared and manage budgets that support the District's projected revenue.	*	Prepare and manage budgets that support the District's projected revenue.
*	Mitigated process nuisance alarms through reviewing, validating, and justifying notifications that meet the criteria of an alarm.	*	Strengthen diversity and inclusion to increase understanding and confirm continued commitment across the organization.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
PROCESS CONTROL AND AUTOMATION -- 3100				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Project Coord O&M	1	1	1	0
Program Logic Cntrl Devr	2	2	2	0
Network Engineer	1	1	1	0
Proc Cntrl & Auto Engr	4	4	4	0
Sr Network Engr	1	1	1	0
Sr Proc Cntrl & Auto Engr	2	2	2	0
Commissioning Mgr	1	1	1	0
Automation Cntrls Mgr	1	1	1	0
PCA Mgr	1	1	1	0
SCADA Network Mgr	1	1	1	0
Auto Infrastructure Tech	1	1	1	0
TOTAL FULL TIME	16	16	16	0
B STEM Intern O&M	0	2	2	0
TOTAL INTERNS/STUDENTS	0	2	2	0
TOTAL EMPLOYEES	16	18	18	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 3100: PROCESS CONTROL & AUTOMATION					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 388,600	\$ 435,712	\$ 430,581	\$ 430,581	\$ -
52030 - Professionals Salaries	377,467	684,112	681,856	675,786	(6,070)
52034 - Technicians Salaries	344,631	230,100	227,166	227,166	-
52060 - Student Salaries	32,998	5,643	60,508	33,488	(27,020)
52071 - Longevity	2,250	2,550	1,700	2,295	595
52081 - Sick Buy Out	12,312	11,868	10,200	12,559	2,359
52260 - Student Overtime	80	-	1,000	1,000	-
Salaries and Wages	\$ 1,158,339	\$ 1,369,986	\$ 1,413,011	\$ 1,382,874	\$ (30,137)
Benefits:					
52320 - Opers	\$ 166,009	\$ 191,531	\$ 197,821	\$ 193,602	\$ (4,219)
52360 - Medicare	16,612	19,898	20,489	20,052	(437)
52370 - Uniform Allowance	2,700	3,360	5,160	5,160	-
Benefits	\$ 185,321	\$ 214,789	\$ 223,470	\$ 218,814	\$ (4,656)
Total Salaries and Benefits	\$ 1,343,659	\$ 1,584,775	\$ 1,636,481	\$ 1,601,688	\$ (34,793)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 15,254	\$ 1,450	\$ 23,900	\$ 21,650	\$ (2,250)
52430 - Employee Education	13,370	1,075	15,000	14,000	(1,000)
Reimbursable Expenses	\$ 28,624	\$ 2,525	\$ 38,900	\$ 35,650	\$ (3,250)
Contractual Services:					
52715 - Printing	\$ 194	\$ 19	\$ 300	\$ 300	\$ -
52730 - Dues and Subscriptions	1,764	10,839	2,250	7,750	5,500
52770 - Uniforms	1,359	4,827	3,170	4,600	1,430
52775 - Licenses,Fees, And Permits	89	-	-	-	-
Contractual Services	\$ 3,404	\$ 15,684	\$ 5,720	\$ 12,650	\$ 6,930
Materials and Supplies:					
52805 - Office Supplies	\$ 771	\$ 4,713	\$ 3,000	\$ 3,000	\$ -
52806 - Software	809	367	36,000	16,000	(20,000)
52840 - Laboratory Supplies	-	3	-	100	100
52845 - General Hardware Supplies	11,537	14,759	15,000	10,000	(5,000)
52846 - Equipment And Instrumentation Parts	19,348	14,566	-	10,000	10,000
52851 - Other Minor Equipment	6,207	15	3,000	3,000	-
52865 - Other Supplies	601	1,757	2,000	2,000	-
52870 - Freight	106	230	500	300	(200)
Materials And Supplies	\$ 39,377	\$ 36,409	\$ 59,500	\$ 44,400	\$ (15,100)
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 406,854	\$ 453,155	\$ 459,150	\$ 528,050	\$ 68,900
Equipment Repair And Maintenance	\$ 406,854	\$ 453,155	\$ 459,150	\$ 528,050	\$ 68,900
Total Other Operating Expenses	\$ 478,259	\$ 507,774	\$ 563,270	\$ 620,750	\$ 57,480
Total Operating Expenses	\$ 1,821,919	\$ 2,092,549	\$ 2,199,751	\$ 2,222,438	\$ 22,687

BUDGET CENTER: Technical Services Group -- 3200 MANAGED BY: Melissa Keen Manager of Technical Services			
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS			
<p>The Technical Services Group was established to ensure consistent business processes, procedures, and high level of customer service are provided to the primary departments that it supports. This group</p> <ul style="list-style-type: none"> • Supports Engineering & Construction and Watershed Programs with the management and implementation of ongoing CIP and Stormwater program projects • Supports O&M with management and implementation of contracts for services and supplies • Maintains applications that support data collection for daily operation & maintenance of District facilities • Provides enhanced knowledge sharing of best practices across the organization • Develops and executes efficient business practices using updated technology • Establishes or improves access to trustworthy data and information 			
2020 Accomplishments		2021 Goals	
*	Managed the planning and development for the WAM replacement project	*	Continue with the development, migration, deployment, and user training and support for the Nexgen CMMS project
*	Provided administration and end user support for the PDMS as the system transitions to production	*	Continue to provide administration and end user support for the PDMS system ensuring data collection and reporting are meeting District needs
*	Managed the planning for the Project Management Lifecycle System project	*	Continue to manage the planning, development, migration, deployment, and user training and support for the Kahua project management system
*	Provided support to IT for the identification and evaluation of an Enterprise Content Management system and plan for future TSG, E&C, O&M, and Watersheds implementation	*	Continue to manage the planning, development, migration, deployment, and user training and support SharePoint 2010 content migration to SharePoint Online for use by E&C, TSG, O&M, and Watersheds
*	Continued to provide support to O&M in the development and control of standard operating procedures and process related documentation	*	Continue to provide support to O&M in the control of standard operating procedures by establishing annual review cycles and change management controls
*	Continued to provide and enhance CIP, project management, document control, technical, and administrative support previously given to E&C, Watersheds and O&M	*	Continue to provide and enhance CIP, project management, document control, technical, and administrative support previously given to E&C, Watersheds and O&M

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
2021 BUDGET HEADCOUNT SUMMARY				
BUDGET CENTER 3200 - TECHNICAL SERVICES GROUP				
POSITION	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Analyst I Asset Mgmt Sys	1	0	1	1
Analyst II - AMS	0	0	1	1
Analyst II Asset Mgmt Sys	1	0	1	1
Asset Mgmt Syst Analyst	0	1	0	-1
App Sys Supp Lead	1	1	1	0
App Sys Supp Spec I	1	0	1	1
App Sys Supp Spec II	1	1	1	0
Application Manager	1	1	1	0
BA & Project Lead	0	1	0	-1
Business Process Assoc	1	1	1	0
Business Process Spec	1	0	1	1
CMMS Program Lead	0	0	1	1
Contract Admin Lead	1	0	2	2
Contract Administrator I	2	0	2	2
Contract Adminr Maint	0	3	0	-3
Contract Adminr South	1	1	1	0
Cost Engr I	1	1	1	0
Data Analyst	1	1	1	0
Doc Cntrl Assoc I	1	1	1	0
Document Cntrl Spec	2	2	2	0
Eng Tech II	1	1	1	0
Infrastructure Sppt Spec	0	1	1	0
Manager of Business Process and Controls	0	1	1	0
Mgr of Contract Admin	1	1	1	0
Mgr of Document Controls	1	1	0	-1
Mgr of Syst Dev & Ops	1	1	1	0
Mgr of Technical Services	1	1	1	0
O&M Procurement Adminr	1	1	1	0
P/Q A Analyst I	1	1	1	0
Plt Admin Trainer	0	1	0	-1
Plt Contract Mgr	1	1	0	-1
Pro Cntrls Spec I	1	1	1	0
Process Specialist	0	1		-1
Process and Controls Lead	0		1	1
Project Cntrls Mgr	1	1	1	0
Project Controls Specialist I	0	0	1	1
Sys Integration Mgr	1	1	1	0
Sys Integration Spec	1	1	1	0
Sys Support Spec	1	1	1	0
Total Full Time	30	32	35	3
Paraprofessional Intern Tech Services	0	0	1	1
B STEM Intern Tech Svcs	0	1	0	-1
Para Intern Tech Svc	2	3	2	-1
Total Intern	2	4	3	-1
Total Employee	32	36	38	2

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WASTEWATER				
BUDGET CENTER 3200: TECHNICAL GROUP SERVICES				
	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:				
52020 - Officials and Managers Salaries	\$ 662,339	\$ 378,333	\$ 820,165	\$ 441,832
52030 - Professionals Salaries	1,301,599	1,773,760	1,471,824	(301,936)
52031 - Administrative Support Salaries	100,302	98,664	98,675	11
52034 - Technicians Salaries	61,182	-	60,190	60,190
52036 - Para-Professional Salaries	75,321	99,729	102,430	2,701
52060 - Student Salaries	4,410	30,254	-	(30,254)
52071 - Longevity	4,300	-	-	-
52081 - Sick Buy Out	9,411	-	-	-
52231 - Administrative Support Overtime	62	500	500	-
52236 - Para-Professional Overtime	155	500	500	-
52260 - Student Overtime	5	250	-	(250)
Salaries and Wages	\$ 2,219,086	\$ 2,381,991	\$ 2,554,284	\$ 172,294
Benefits:				
52320 - Opers	\$ 310,736	\$ 333,479	\$ 357,600	\$ 24,121
52360 - Medicare	31,890	34,539	37,037	2,498
52370 - Uniform Allowance	1,180	5,015	4,910	(105)
Benefits	\$ 343,807	\$ 373,033	\$ 399,547	\$ 26,514
Total Salaries and Benefits	\$ 2,562,892	\$ 2,755,023	\$ 2,953,831	\$ 198,808
Other Operating Expenses:				
Reimbursable Expenses:				
52410 - Travel	\$ 391	\$ 19,275	\$ 6,225	\$ (13,050)
52430 - Employee Education	16,019	23,785	19,100	(4,685)
Reimbursable Expenses	\$ 16,410	\$ 43,060	\$ 25,325	\$ (17,735)
Professional Services:				
52610 - General Professional Services	\$ -	\$ 10,000	\$ 25,000	\$ 15,000
Professional Services	\$ -	\$ 10,000	\$ 25,000	\$ 15,000
Contractual Services:				
52715 - Printing	\$ -	\$ 350	\$ 350	\$ -
52730 - Dues and Subscriptions	129	4,749	129	(4,620)
52770 - Uniforms	1,237	1,500	1,500	-
Contractual Services	\$ 1,366	\$ 6,599	\$ 1,979	\$ (4,620)
Materials and Supplies:				
52805 - Office Supplies	\$ -	\$ 7,050	\$ 5,450	\$ (1,600)
52806 - Software	-	650	20,900	20,250
52810 - Fuel and Oil	198	5,000	5,000	-
52840 - Laboratory Supplies	3	-	-	-
52846 - Equipment And Instrumentation Parts	14	-	-	-
52851 - Other Minor Equipment	2,906	-	7,500	7,500
52865 - Other Supplies	15	1,000	5,000	4,000
Materials And Supplies	\$ 3,136	\$ 13,700	\$ 43,850	\$ 30,150
Total Other Operating Expenses	\$ 20,912	\$ 73,359	\$ 96,154	\$ 22,795
Total Operating Expenses	\$ 2,583,804	\$ 2,828,382	\$ 3,049,985	\$ 221,603

BUDGET CENTER:

Administrative Services - 6300

MANAGED BY:

Lisa C. Francisco

Manager of Facilities & Admin Support

DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS

Administrative Services is responsible for facilities management of the George J. McMonagle (GJM) Administrative Building and the Environmental & Maintenance Services Center (EMSC). Responsibilities include providing basic amenities: snow removal, landscaping, and a safe and clean work environment.

Administrative Services provides and manages both internal and external services to meet the District's office support needs. Services include mail delivery; meeting services for external and internal groups; office technology (networked copiers, facsimile and other equipment); office supplies; furniture; printing and other services. Administrative Services also provides administrative support to all departments for overflow work, special projects, and team support.

2020 Accomplishments		2021 Goals	
*	Monitored contracts to ensure services are rendered as specified and within established budgets.	*	Monitor contracts to ensure services are rendered as specified and within established budgets.
*	Provided project management support for effective communication to employees and visitors in managing the facilities.	*	Provide project management support for effective communication to employees and visitors in managing the facilities.
*	Monitored budget to support the District's goals and objectives.	*	Monitor budget to support the District's goals and objectives.
*	Provided resources to support diversity and inclusion efforts and outreach activities.	*	Provide resources to support diversity, equity, and inclusion efforts and outreach activities.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ADMINISTRATIVE SERVICES -- 6300

STAFFING

One Year History and Budget Comparison

JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Admin Asst Adm Sves	1	2	1	(1)
Facilities Asst	1	1	1	0
Fac & Admin Sppt Asst Mgr	1	1	1	0
Facilities & Admin Mgr	1	1	1	0
Facilities Tech	3	3	3	0
TOTAL FULL TIME	7	8	7	(1)
Seasonal Worker-Maintenance	0	1	1	0
B-Stem Intern	0	1	1	0
TOTAL INTERNS/STUDENTS	0	2	2	0
TOTAL EMPLOYEES	7	10	9	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6300: ADMINISTRATIVE SERVICES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 87,896	\$ 89,421	\$ 88,449	\$ 88,449	\$ -
52030 - Professionals Salaries	66,685	68,517	67,773	67,773	-
52031 - Administrative Support Salaries	219,413	85,913	269,812	84,302	(185,510)
52050 - Maintenance Hourly	39,198	141,869	-	139,235	139,235
52060 - Student Salaries	15,176	-	6,760	32,188	25,428
52071 - Longevity	2,300	2,300	2,600	2,346	(254)
52081 - Sick Buy Out	2,501	4,976	2,800	2,551	(249)
52231 - Administrative Support Overtime	6,038	792	10,000	1,000	(9,000)
52250 - Maintenance Hourly Overtime	693	1,802	-	9,000	9,000
52260 - Student Overtime	53	-	500	500	-
Salaries and Wages	\$ 439,953	\$ 395,591	\$ 448,693	\$ 427,344	\$ (21,349)
Benefits:					
52320 - Opers	\$ 61,856	\$ 55,319	\$ 62,817	\$ 59,828	\$ (2,989)
52360 - Medicare	6,119	5,535	6,506	6,196	(310)
52370 - Uniform Allowance	1,320	-	2,040	400	(1,640)
Benefits	\$ 69,295	\$ 60,854	\$ 71,363	\$ 66,425	\$ (4,938)
Total Salaries and Benefits	\$ 509,248	\$ 456,444	\$ 520,056	\$ 493,769	\$ (26,287)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ (130)	\$ -	\$ 350	\$ 250	\$ (100)
52430 - Employee Education	149	-	-	-	-
Reimbursable Expenses	\$ 19	\$ -	\$ 350	\$ 250	\$ (100)
Utilities Expenes:					
52510 - Electricity	\$ 369,471	\$ 323,759	\$ 443,250	\$ 312,100	\$ (131,150)
52520 - Natural Gas	53,611	43,529	67,900	50,397	(17,503)
52530 - Water and Other Utilities	22,852	12,815	26,415	28,100	1,685
Utilities Expenses	\$ 445,933	\$ 380,103	\$ 537,565	\$ 390,597	\$ (146,968)
Contractual Services:					
52715 - Printing	\$ 5,100	\$ 1,975	\$ 4,000	\$ 6,000	\$ 2,000
52735 - Equipment Rental	166,893	183,209	193,500	193,500	-
52740 - Real Property Rental	84,290	70,110	85,080	83,280	(1,800)
52770 - Uniforms	1,576	641	2,500	2,000	(500)
52775 - Licenses,Fees, And Permits	1,461	980	2,500	2,000	(500)
52780 - Other Contractual Services	329,210	357,299	458,500	293,500	(165,000)
52790 - Community Outreach And Education	-	830	-	-	-
Contractual Services	\$ 588,530	\$ 615,044	\$ 746,080	\$ 580,280	\$ (165,800)
Materials and Supplies:					
52805 - Office Supplies	\$ 28,668	\$ 19,440	\$ 60,000	\$ 25,750	\$ (34,250)
52810 - Fuel and Oil	2,032	6,176	7,350	14,450	7,100
52811 - Vehicle Maintenance Parts	350	-	-	-	-
52840 - Laboratory Supplies	-	41	-	50	50
52845 - General Hardware Supplies	15,381	8,693	12,000	12,000	-
52846 - Equipment And Instrumentation Parts	7,485	2,424	3,000	3,000	-
52851 - Other Minor Equipment	19,726	47,778	59,500	53,000	(6,500)
52860 - Postage,Ups	13,857	43,283	26,000	41,000	15,000
52861 - Training Supplies	41,608	16,026	32,500	16,500	(16,000)
52865 - Other Supplies	27,524	25,260	40,000	30,000	(10,000)
52870 - Freight	4,745	956	4,500	4,500	-
52890 - Inventory Adjustment-Book To Physical	-	93,056	-	-	-
Materials And Supplies	\$ 161,377	\$ 263,131	\$ 244,850	\$ 200,250	\$ (44,600)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6300: ADMINISTRATIVE SERVICES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Equipment Repair and Maintenance:					
52910 - Office Equipment and Repair	\$ -	\$ 2,859	\$ 2,000	\$ 2,000	\$ -
52920 - Equipment Repair and Maintenance	28,287	27,829	32,000	32,000	-
Equipment Repair And Maintenance	\$ 28,287	\$ 30,688	\$ 34,000	\$ 34,000	\$ -
Building and Road Repair:					
53020 - Road Repair and Maintenance	\$ 4,400	\$ -	\$ 10,000	\$ 10,000	\$ -
53050 - Building Maintenance Supplies	101,580	94,341	51,000	100,000	49,000
53051 - Building Maintenance Services	236,098	100,919	162,320	243,000	80,680
53052 - Building Maintenance Miscellaneous	1,888	1,417	53,500	2,000	(51,500)
Building and Road Repair	\$ 343,966	\$ 196,677	\$ 276,820	\$ 355,000	\$ 78,180
Total Other Operating Expenses	\$ 1,568,112	\$ 1,485,643	\$ 1,839,665	\$ 1,560,377	\$ (279,288)
Total Operating Expenses	\$ 2,077,360	\$ 1,942,088	\$ 2,359,721	\$ 2,054,146	\$ (305,575)

BUDGET CENTER Engineering and Construction -- 9000

MANAGED BY Devona A. Marshall
Director of Engineering & Construction

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

Responsible for the planning, design construction management and project control of all program areas of the District's Capital Improvement Program (CIP), including the CSO, Wastewater Treatment Plants, and Collection System. Administer all aspects of the engineering and construction contracts within these areas 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. Provide monthly CIP status reports to the Board that outline performance against established Key Performance Indicators.

The main objectives of the Engineering Department in this regard for 2021 are:

- Manage the planning, design, bid, construction, and closeout of all plant CSO, collection system project and meet or exceed all E&C KPIs
- Lead the administration of the CSO LTCP Consent Decree projects, including staffing the planning, design, and construction and providing strategic/technical support for Control Measure 2 modification efforts
- Support O&M: Carryout APM efforts, conduct operational reviews during design, provide support during startup and commissioning activities, support ORI tasks, & continue coordination/communications efforts
- Support Local short-/long-term planning: Carryout Local Sewer System Evaluation Studies; support implementation of revised Title III requirements and associated Community Compliance Plans
- Support SharePoint upgrade to ensure continuous improvement in the management and delivery of the Capital Improvement Program
- Work with HR to implement promotions and equity adjustments based on E&C Career Paths by April 2021
- Work with Sustainability Manager to support continuous improvement in the design and construction of capital improvement projects through development of a sustainability design checklist
- Strengthen diversity and inclusion to increase understanding and confirm continued commitment in E&C by meeting E&C's 2020/2021 DE&I Goals

BUDGET CENTER Engineering and Construction -- 9000	
MANAGED BY Devona A. Marshall Director of Engineering & Construction	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> • KPI PR1: Deliver 85% of planned 2018 CIP Cashflow. (75%) • KPI PR2: Meet District Business Opportunity Program goals (15.05%). (38.43%) • KPI P1: Complete 2021 CIP validation process by October 2020 and prioritization by November 2020 to support 2021 budget process. (Delivered on time) • KPI P2: Meet all of 4 required 2020 Consent Decree Compliance reporting and Performance Milestones. (4 of 4) • KPI D1: Complete designs within 60 days of planned. (+12 Days) • KPI D2: Identify \$12M VE saving of the planned 2019 CIP cashflow. (\$27 M) • KPI D3: Of the average lowest 3 bids received, EOPCC within 10%. (-13.41%) • KPI D4: Award construction contracts within 60 days of planned. (+20 Days) • KPI D5: Complete progressive design build Guaranteed Maximum Price (GMP) within 45 days average of planned. (-7 Days) • KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date. (+112 Days) • KPI C2: On average, close construction contracts within 95% of original contract amount. (96.03%) • KPI C3: Report out work orders by change categories as a percent of construction. (6.26%) 	<ul style="list-style-type: none"> • KPI PR1: Deliver 85% of planned 2020 CIP Cashflow. • KPI PR2: Meet District BOP goals. • KPI P1: Complete 2022 CIP validation process by October 2021 and prioritization by November 2021 to support 2022 budget process. • KPI P2: Meet all required 2021 Consent Decree Compliance reporting and Performance Milestones. • KPI D1: Complete designs within 60 days of planned. • KPI D2: Identify value engineering savings during Planning, Design and Construction Phase totaling \$8M of the planned 2021 Capital Improvement Program Cashflow • KPI D3: Of the average of lowest 3 bids received, Engineer estimates within \pm 10%. • KPI D4: Award construction contracts within 60 days of planned. • KPI D5: Complete progressive design build Guaranteed Maximum Price (GMP) within 45 days average of planned • KPI C1: Obtain construction substantial completion within 90 days of original contract substantial completion date. • KPI C2: On average, close construction contracts within 95% of original contract amount. • KPI C3: Report out work orders by change categories as a percent of construction.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ENGINEERING AND CONSTRUCTION -- 9000

STAFFING

One Year History and Budget Comparison

JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Exec Asst E&C	1	1	1	0
BA & Project Lead	0	0	0	0
Col Sys Des / Const Coord	1	1	1	0
Deputy Director Of E&C	1	1	1	0
Director Of Engr & Const	1	1	1	0
Project Engr I	1	4	2	(2)
Sr Project Engr	0	0	0	0
Commissioning Mgr	1	1	1	0
Business Mgr Maint Svs	0	0	0	0
Const Mgr	3	3	3	0
Design Mgr	1	1	1	0
Program Mgr E & C	2	2	2	0
Planning Mgr	1	1	1	0
Project Mgr E&C	0	0	0	0
Project Mgr I	3	1	3	2
Project Mgr II	1	2	1	(1)
Project Mgr III	6	6	6	0
P/Q A Analyst I	1	1	2	1
Project Cntrls Spec	0	0	0	0
Pro Cntrls Spec I	0	0	0	0
Const Supvr E&C	0	0	0	0
Const Supvr I	5	6	7	1
Const Supvr II	3	3	3	0
Const Supvr III	7	7	7	0
Sr Const Supvr	0	0	0	0
Const Tech I	0	1	0	(1)
Const Tech II	4	5	4	(1)
Total Fulltime	43	48	47	(1)
Para Intern E&C	1	1	1	0
Total Intern	1	1	1	0
Total Employee	44	49	48	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 9000: ENGINEERING & CONSTRUCTION					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 1,733,197	\$ 3,075,715	\$ 3,022,243	\$ 3,085,772	\$ 63,529
52030 - Professionals Salaries	2,494,347	690,624	884,473	758,459	(126,014)
52031 - Administrative Support Salaries	75,584	55,054	55,080	119,847	64,767
52034 - Technicians Salaries	110,472	284,579	337,674	224,222	(113,452)
52036 - Para-Professional Salaries	25,314	6,982	34,158	37,398	3,240
52071 - Longevity	10,400	10,500	11,700	10,608	(1,092)
52081 - Sick Buy Out	33,950	52,471	38,800	34,629	(4,171)
52231 - Administrative Support Overtime	9	-	-	-	-
52236 - Para-Professional Overtime	115	-	-	-	-
Salaries and Wages	\$ 4,483,387	\$ 4,175,924	\$ 4,384,127	\$ 4,270,934	\$ (113,193)
Benefits:					
52320 - Opers	\$ 629,972	\$ 588,923	\$ 613,778	\$ 597,931	\$ (15,847)
52360 - Medicare	63,731	59,851	63,570	61,929	(1,641)
52313 - Wellness Credit	-	-	8,424	8,424	-
52370 - Uniform Allowance	7,200	6,660	7,500	7,500	-
Benefits	\$ 700,903	\$ 655,434	\$ 693,272	\$ 675,783	\$ (17,489)
Total Salaries and Benefits	\$ 5,184,290	\$ 4,831,358	\$ 5,077,399	\$ 4,946,718	\$ (130,681)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 39,788	\$ 7,192	\$ 53,000	\$ 53,000	\$ -
52430 - Employee Education	24,243	5,165	32,000	32,000	-
Reimbursable Expenses	\$ 64,032	\$ 12,357	\$ 85,000	\$ 85,000	\$ -
Professional Services:					
52610 - General Professional Services	\$ 11,076,324	\$ 5,517,446	\$ 6,350,000	\$ 2,912,000	\$ (3,438,000)
Professional Services	\$ 11,076,324	\$ 5,517,446	\$ 6,350,000	\$ 2,912,000	\$ (3,438,000)
Contractual Services:					
52715 - Printing	\$ 1,978	\$ 737	\$ 8,000	\$ 8,000	\$ -
52730 - Dues and Subscriptions	29,840	46,587	48,700	48,700	-
52770 - Uniforms	230	2,312	7,500	7,500	-
52775 - Licenses,Fees, And Permits	-	670	-	-	-
Contractual Services	\$ 32,048	\$ 50,306	\$ 64,200	\$ 64,200	\$ -
Materials and Supplies:					
52805 - Office Supplies	\$ 1,233	\$ 248	\$ 15,000	\$ 15,000	\$ -
52810 - Fuel and Oil	4,738	3,975	7,000	7,000	-
52840 - Laboratory Supplies	3	6	-	-	-
52845 - General Hardware Supplies	926	1,210	2,500	2,500	-
52846 - Equipment And Instrumentation Parts	-	139	1,000	1,000	-
52851 - Other Minor Equipment	-	39	5,000	5,000	-
52865 - Other Supplies	367	3,028	2,000	2,000	-
52870 - Freight	13	16	-	-	-
Materials And Supplies	\$ 7,280	\$ 8,660	\$ 32,500	\$ 32,500	\$ -
Total Other Operating Expenses	\$ 11,179,683	\$ 5,588,768	\$ 6,531,700	\$ 3,093,700	\$ (3,438,000)
Total Operating Expenses	\$ 16,363,973	\$ 10,420,126	\$ 11,609,099	\$ 8,040,418	\$ (3,568,681)

BUDGET**CENTER:**

2000 – Human Resources

MANAGED BY:

Elizabeth Brooks

Director of Human Resources

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

Human Resources has overall responsibility for the programs that support the District's talent and workforce strategy. This includes talent sourcing/acquisition, benefits, compensation, career pathing, enterprise learning, technical training programs, supporting managers with employee/labor relations, and employee engagement strategy.

2020 Accomplishments		2021 Goals	
*	Provided critical support to the District's overall COVID response including policy development, HR COVID response team, UltiPro administration for new leaves, and manager education	*	Continued support of the District's overall COVID response including administration of COVID Vaccine Leave Policy and ongoing HR COVID response team
*	Re-aligned the department organization structure to provide better internal customer service	*	Deliver a re-designed performance management process for non-union EEs
*	Facilitated productive contract negotiations with AFSCME and 18-S. Secured a new 3-year agreement with 18-S in 2 days of negotiations.	*	Attract/retain employees from underrepresented groups by expanding diversity sourcing strategy and delivering a rotational internship program
*	Significant progress in the design of career pathways for O&M and Watersheds	*	Deliver an updated Employee Handbook including training and acknowledgment
*	Improved mid-year and end of year performance management training for managers	*	Continue to evolve HR customer service by expanding HR Direct and implementing a ticketing system
*	Successful open enrollment for union and non-union employees	*	Finalize new contracts with AFSCME and OPBA
*	Initiated Frontline Supervisor development project in partnership with Tri-C	*	Talent & Workforce Actions from the Operations Readiness Assessment in coordination with O & M
		*	Clarify Employee Engagement strategy and measure with internal survey. Align current/future workforce programs to support overall strategy.
		*	Implement Frontline Supervisor development
		*	Create Operator Training Program curriculum

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
HUMAN RESOURCES --2000				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Analyst HRIS	0	1	0	(1)
Benefits and HRIS Adminr	1	1	1	0
Compensation & Benefits Admin II	0	0	1	1
Compensation Analyst	1	1	1	0
Dir of Human Resources	1	1	1	0
Emp Brand & Talt Prg Spc	1	1	1	0
Exec Assistant HR	1	1	1	0
HR Business Partner I	2	0	2	2
HR Business Partner II	2	0	1	1
HR Manager - Business Partners	0	0	1	1
HR Manager - Labor Relations	1	1	1	0
HR Manager - Talent Acquisition & HRIS	0	0	1	1
HR Manager - Total Rewards and Performance Management	0	0	1	1
HR Manager - Training	0	0	1	1
HR Manager Tech Training	1	0	0	0
HR Mgr Enterprise Learn	0	1	0	(1)
HR Mgr Talent Acq & Emp	1	0	0	0
HR Manager - TA & Ealy Talent	0	1	0	(1)
HR Spec Training & Reg	1	1	1	0
HR Specialist	1	1	1	0
HR Specialist - Talent and Acquisition	0	1	0	(1)
HR Specialist Initiatives	1	1	1	0
HR Specialist TAWP	1	0	1	1
HRBP I - Westerly, Easterly	0	1	0	(1)
HRBP I - EMSC	0	1	0	(1)
HRBP II - GJM	0	1	0	(1)
HRBP II - Southerly	0	1	0	(1)
HRIS Analyst	1	0	1	1
Human Resources Mgr	0	0	0	0
Human Resources Supervisor - Enterprise and Technical Training	0	0	1	1
Ind Electrical Instructor	1	1	1	0
Ind Mech Instructor	2	2	2	0
Ind Ops Instructor	0	1	0	(1)
Instructor - Plant Operations	0	0	1	1
OL&M Manager	0	1	0	(1)
Recruiter	0	1	0	(1)
Sr HR Mgr Comp & Perf	1	1	0	(1)
Sr HR Mgr Services	1	1	1	0
Sr Human Resouces Mgr	0	0	0	0
Sr Instructional Designer	0	1	0	(1)
Sr Mgr Benefits & HRIS	1	1	0	(1)
Sr. HR Manager - Relationships	0	1	0	(1)
Tal Acq & Emp Spec	2	1	2	1
Training and Development Lead	0	0	1	1
Total Full Time	25	29	28	(1)
Para Intern HR	1	2	1	(1)
Total Intern	1	2	1	(1)
Total Employee	26	31	29	(2)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 2000: HUMAN RESOURCES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 706,982	\$ 621,286	\$ 764,185	\$ 681,000	\$ (83,185)
52030 - Professionals Salaries	1,147,561	1,216,528	1,604,434	1,466,638	(137,796)
52031 - Administrative Support Salaries	15,021	63,524	-	103,840	103,840
52036 - Para-Professional Salaries	37,255	35,731	76,293	37,398	(38,895)
52071 - Longevity	1,950	2,150	4,200	1,989	(2,211)
52081 - Sick Buy Out	7,031	14,927	8,200	7,172	(1,028)
52231 - Administrative Support Overtime	-	578	-	-	-
52236 - Para-Professional Overtime	681	7	-	-	-
Salaries and Wages	\$ 1,916,481	\$ 1,954,730	\$ 2,457,312	\$ 2,298,038	\$ (159,274)
Benefits:					
52310 - Health Care	\$ 9,412,858	\$ 8,558,590	\$ 13,443,500	\$ 14,053,500	\$ 610,000
52311 - Health Care Opt-Out Full	384,125	364,875	336,000	275,000	(61,000)
52320 - Opers	277,792	285,186	344,024	321,725	(22,299)
52330 - Workers Compensation	173,953	267,901	251,166	259,000	7,834
52335 - Short Term Disability	863,609	594,824	736,842	663,886	(72,956)
52340 - Life Insurance	59,210	68,848	84,000	90,000	6,000
52350 - Unemployment Compensation	29,688	29,936	40,000	40,000	-
52360 - Medicare	27,059	28,076	35,631	33,322	(2,309)
52313 - Wellness Credit	68,831	85,497	500	7,000	6,500
52314 - Dental and Vision Premiums	(2,416)	246,335	-	390,000	390,000
52370 - Uniform Allowance	3,980	4,082	5,000	5,000	-
52380 - Awards and Recognition	23,078	(14,886)	68,400	58,400	(10,000)
Benefits	\$ 11,321,768	\$ 10,519,264	\$ 15,345,063	\$ 16,196,833	\$ 851,770
Total Salaries and Benefits	\$ 13,238,248	\$ 12,473,994	\$ 17,802,375	\$ 18,494,870	\$ 692,495
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 19,534	\$ 3,945	\$ 34,653	\$ 14,000	\$ (20,653)
52430 - Employee Education	55,764	14,836	49,215	35,215	(14,000)
52440 - Tuition Reimbursement	240,538	174,912	225,000	250,000	25,000
Reimbursable Expenses	\$ 315,835	\$ 193,693	\$ 308,868	\$ 299,215	\$ (9,653)
Professional Services:					
52610 - General Professional Services	\$ 293,274	\$ 250,189	\$ 716,054	\$ 522,650	\$ (193,404)
52615 - General Professional Services-Training	224,350	138,448	422,341	711,385	289,044
52620 - Temporary Staffing	18,695	-	10,000	10,000	-
Professional Services	\$ 536,319	\$ 388,637	\$ 1,148,395	\$ 1,244,035	\$ 95,640
Contractual Services:					
52715 - Printing	\$ 1,085	\$ 4,931	\$ 5,000	\$ 4,500	\$ (500)
52720 - Taxes	-	-	4,000	4,500	500
52730 - Dues and Subscriptions	15,651	22,624	71,846	74,477	2,631
52750 - Advertising	450	-	2,500	2,500	-
52770 - Uniforms	820	764	1,000	1,000	-
52790 - Community Outreach And Education	4,202	3,180	-	10,000	10,000
Contractual Services	\$ 22,208	\$ 31,499	\$ 84,346	\$ 96,977	\$ 12,631
Materials and Supplies:					
52805 - Office Supplies	\$ 3,623	\$ 673	\$ 14,754	\$ 15,754	\$ 1,000
52806 - Software	-	6,800	-	-	-
52845 - General Hardware Supplies	1	-	-	-	-
52846 - Equipment And Instrumentation Parts	16	-	-	-	-
52860 - Postage,Ups	1,043	379	1,200	1,200	-
52861 - Training Supplies	18,521	25,419	32,949	30,705	(2,244)
52865 - Other Supplies	284	491	1,099	1,275	176
52870 - Freight	728	485	1,000	1,000	-
Materials And Supplies	\$ 24,217	\$ 34,247	\$ 51,002	\$ 49,934	\$ (1,068)
Total Other Operating Expenses	\$ 898,579	\$ 648,077	\$ 1,592,611	\$ 1,690,161	\$ 97,550
Total Operating Expenses	\$ 14,136,828	\$ 13,122,071	\$ 19,394,986	\$ 20,185,031	\$ 790,045

BUDGET CENTER Administration and External Affairs -- 5000	
MANAGED BY Constance T. Haqq Director of Administration and External Affairs	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
The Administration and External Affairs Department is responsible for: Communications and Community Relations (CCR); Government Affairs; Board Process Management; and Customer Service. The Department also oversees the Executive Administrative Team.	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> • Managed COVID-19 employee communication, including messages, materials, and employee engagement. • Developed Communications Alignment Project for internal and external audiences. • Worked with departments to determine best methods to unify communications and messaging. • Enhanced project tracking. • Utilized software to track sponsorships. • Improved certification process. • Centralized resolution requests and CRC creation process. • Worked with all directors and departments to develop formal Diversity, Equity, and Inclusion Strategic Plan. • In process of implementing the recommendations of the District Affordability Task Force. • Developed Water Champions roles. • Implemented a new Customer Service Management System in Customer Service and throughout the District for greater coordinated customer responsiveness and reporting. • Launched customer outreach campaigns focused on COVID-19 utility assistance and payment relief options 	<ul style="list-style-type: none"> • Continue the implementation of the Communication Alignment Project • Revise Outreach to include a variety of remote learning opportunities for customers and schools • Redesign the Good Neighbor Ambassador Program delivery with staff re-alignment and new program offerings • Conduct Clean Water Fest in appropriate format • Conduct Infrastructure Week in appropriate format • Conduct annual events despite the challenges of the pandemic • Fully implement the software system in Customer Service • Make improvements to our student programs to ensure more pipeline opportunities • Coordinate the Greater Cleveland Water Equity Partners organization. • Transition the Green Infrastructure Maintenance Training Program to the new national coordinator and make training available for the remaining positions. • Conduct Racial Justice Dialogues open to all staff. • Facilitate the development and implementation of DEI Departmental goals.

BUDGET CENTER Administration and External Affairs -- 5000

MANAGED BY Constance T. Haqq
Director of Administration and External Affairs

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

2020 Accomplishments	2021 Goals
<ul style="list-style-type: none">• Developed and delivered Social and Racial Justice Dialogues series engaging hundreds of employees• Launched an online Clean Water Fest with all new content for virtual celebration.• Developed scholastic outreach framework for virtual engagement• Establish a pipeline for student and workforce programs.• Strengthen relationships with government, legislative and regulatory partners and engage industry partners and trade associations in the promotion of our mutual objectives.• Celebrated Customer Service Week virtually with employee spotlights.• Delivered virtual Camp Clean Water for first time ever.• Increased participation in affordability programs• Sought public art funding partners.• Transitioned Sewer University for Executive Assistants throughout service area to a virtual format.	<ul style="list-style-type: none">• Build the functioning of the DEI Advisory Committee to a position of taking strong DEI leadership in the District.• Devise a creative outreach strategy to encourage customers to take advantage of our affordability programs.• Prepare and implement our communications to customers providing our rate increase needs and benefits.• Develop new opportunities to engage local elected officials, industry partners and trade associations.• Conduct Sewer U for Executive Assistants

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
ADMINISTRATION AND EXTERNAL AFFAIRS -- 5000				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Admin Asst Adm Svcs	1	1	1	0
Business Manager	1	0	1	1
Chief Admin Officer	1	0	1	1
Cmty & Media Rel Mrg	0	1	0	(1)
Communications Mgr	1	1	1	0
Communications Spec	1	1	1	0
Community Relations Spec	2	2	2	0
Dir of AEA	0	1	0	(1)
Div Equity & Incl Spec	0	0	1	1
Diversity Manager	0	1	0	(1)
Exec Asst AEA	2	3	2	(1)
GNA Supvr	1	1	1	0
Good Neighbor Amb Lead	1	1	1	0
Good Neighbor Ambassador	2	10	10	0
Government Affairs Mgr	0	1	0	(1)
Sr Communications Spec	1	1	1	0
Sr Gvt Affairs Spec	1	1	1	0
Sr Mgr Comm & Community R	1	0	1	1
Sr Mgr Govt & Cust Relat	1	0	1	1
Sr Public Info Spec	1	1	1	0
Total Fulltime	18	27	27	0
Para Intern CCR	1	3	4	1
Para Intern DE&I	0	0	2	2
Total Intern	1	3	6	3
Total Employee	19	30	33	3

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 5000: ADMINISTRATION & EXTERNAL AFFAIRS						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 492,578	\$ 607,318	\$ 573,595	\$ 610,594	\$ 36,999	
52030 - Professionals Salaries	414,131	456,572	417,440	482,440	65,000	
52031 - Administrative Support Salaries	406,147	185,812	235,097	173,101	(61,996)	
52036 - Para-Professional Salaries	36,149	41,963	106,462	154,606	48,144	
52050 - Maintenance Hourly	66,213	179,464	328,551	268,382	(60,169)	
52060 - Student Salaries	24,643	-	-	-	-	
52071 - Longevity	3,500	3,700	3,300	3,570	270	
52081 - Sick Buy Out	13,574	18,436	14,900	13,846	(1,054)	
52231 - Administrative Support Overtime	1,958	114	-	-	-	
52236 - Para-Professional Overtime	2,474	708	-	-	-	
52250 - Maintenance Hourly Overtime	551	98	-	-	-	
52260 - Student Overtime	1,344	-	-	-	-	
Salaries and Wages	\$ 1,463,262	\$ 1,494,185	\$ 1,679,344	\$ 1,706,540	\$ 27,196	
Benefits:						
52320 - Opers	\$ 202,814	\$ 212,413	\$ 235,108	\$ 238,916	\$ 3,808	
52360 - Medicare	20,616	21,554	24,350	24,745	395	
52313 - Wellness Credit	-	-	1,872	1,872	-	
52370 - Uniform Allowance	9,097	5,705	14,000	14,000	-	
52380 - Awards and Recognition	-	-	4,000	4,000	-	
Benefits	\$ 232,527	\$ 239,672	\$ 279,331	\$ 283,532	\$ 4,201	
Total Salaries and Benefits	\$ 1,695,789	\$ 1,733,858	\$ 1,958,675	\$ 1,990,072	\$ 31,397	
Other Operating Expenses:						
Reimbursable Expens:						
52410 - Travel	\$ 31,718	\$ 6,399	\$ 42,000	\$ 42,000	\$ -	
52430 - Employee Education	12,423	5,048	18,000	18,000	-	
Reimbursable Expenses	\$ 44,141	\$ 11,447	\$ 60,000	\$ 60,000	\$ -	
Utilities Expenes:						
Professional Services:						
52610 - General Professional Services	\$ 67,049	\$ 65,713	\$ 285,800	\$ 443,300	\$ 157,500	
52615 - General Professional Services-Training	5,000	2,750	-	-	-	
Professional Services	\$ 72,049	\$ 68,463	\$ 285,800	\$ 443,300	\$ 157,500	
Contractual Services:						
52715 - Printing	\$ 185,963	\$ 58,556	\$ 156,500	\$ 300,000	\$ 143,500	
52730 - Dues and Subscriptions	6,790	8,053	10,500	10,500	-	
52735 - Equipment Rental	33,927	-	45,000	21,500	(23,500)	
52780 - Other Contractual Services	91,721	5,209	44,000	46,500	2,500	
52790 - Community Outreach And Education	935,053	359,271	850,000	600,000	(250,000)	
Contractual Services	\$ 1,253,455	\$ 431,089	\$ 1,106,000	\$ 978,500	\$ (127,500)	
Materials and Supplies:						
52805 - Office Supplies	\$ 3,295	\$ 832	\$ 6,000	\$ 6,000	\$ -	
52840 - Laboratory Supplies	470	-	-	-	-	
52845 - General Hardware Supplies	1,802	68	10,450	10,450	-	
52846 - Equipment And Instrumentation Parts	278	-	-	-	-	
52851 - Other Minor Equipment	1,250	-	-	-	-	
52860 - Postage,Ups	235	240	10,000	10,000	-	
52865 - Other Supplies	27,542	5,449	51,800	33,300	(18,500)	
52870 - Freight	188	74	500	500	-	
Materials And Supplies	\$ 35,059	\$ 6,663	\$ 78,750	\$ 60,250	\$ (18,500)	
Total Other Operating Expenses	\$ 1,404,704	\$ 517,661	\$ 1,530,550	\$ 1,542,050	\$ 11,500	
Total Operating Expenses	\$ 3,100,493	\$ 2,251,519	\$ 3,489,225	\$ 3,532,122	\$ 42,897	

BUDGET CENTER:		Customer Service Department - 6400	
MANAGED BY:		Pauletta Hubbard Customer Service Manager	
<div>DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</div>			
The Customer Service Budget Center acts as the District’s liaison by providing full cycle service and responsiveness to and for District customers, the public, local, and government agencies.			
Customer Service is responsible for: Providing accurate & updated information to District customers with regards to the District’s Cost Savings Programs, customer billing inquiries, initiating investigations for both wastewater and stormwater related billing & maintenance issues. Administering the District’s bi-annual certification program. Providing support to internal departments by acting as liaison to public, private, and governmental entities. Fostering community relations through District outreach events.			
2020 Accomplishments		2021 Goals	
*	Collaborated with District department stakeholders to replace the ITL system & implement the new CRM system	*	Continue to collaborate with District partners to improve communication between agencies for Cost Savings Programs and customers.
*	Coordinated training sessions of the new CRM system for District Users.	*	Increase awareness about District Cost Savings Programs through various modes of communication online, robocalls, social media, emails & letters.
*	Assisted CHN Housing Partners with verifying accounts for CARES Act funds for both District & Cleveland Water customers.	*	Provide training to staff & utilize the online chat feature in Salesforce CRM to give customers the option to chat with representatives about their bill.
*	Collaborated with IT staff to install soft phone hardware on Customer Service staff’s laptops to maintain customer contact & level of service.	*	Provide refresher training to staff to keep up to date on any changes in workflow or software utilized by staff.
*	Developed training module for staff & GNA’s to encourage work, life & balance.	*	Maintain open lines of communication with District staff to ensure Customer Service team is providing accurate & up to date information to its customers.
*	Collaborated with CHN Housing partners & Cleveland Water to establish new workflow for Crisis Assistance verification & approvals.	*	Assist with staffing for District Outreach & community events.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
CUSTOMER SERVICE -- 6400				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Cust Svc Proc Analyst	0	1	0	(1)
Admin Clk	1	1	1	0
Manager of Customer Srvc	1	1	1	0
Customer Service Rep	5	5	5	0
Infrastructure Svc Rep	3	3	3	0
Super of Customer Service	1	0	1	1
Billing & Prog Spec	1	1	1	0
Total Fulltime	12	12	12	0
Seasonal Wrkr - GL & Main	0	1	0	(1)
Total Intern	0	1	0	(1)
Total Employee	12	13	12	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6400: CUSTOMER SERVICE					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52030 - Professionals Salaries	\$ 206,362	\$ 213,478	\$ 204,544	\$ 212,657	\$ 8,113
52031 - Administrative Support Salaries	368,094	384,167	390,553	390,541	(12)
52060 - Student Salaries	3,520	363	5,200	-	(5,200)
52071 - Longevity	1,450	1,650	700	1,479	779
52081 - Sick Buy Out	3,935	4,202	4,100	4,014	(86)
52231 - Administrative Support Overtime	11,669	2,839	16,000	16,000	-
Salaries and Wages	\$ 595,030	\$ 606,698	\$ 621,097	\$ 624,690	\$ 3,593
Benefits:					
52320 - Opers	\$ 83,556	\$ 86,061	\$ 86,954	\$ 87,457	\$ 503
52360 - Medicare	8,170	8,358	9,006	9,058	52
52313 - Wellness Credit	-	-	878	878	-
Benefits	\$ 91,727	\$ 94,419	\$ 96,838	\$ 97,393	\$ 555
Total Salaries and Benefits	\$ 686,757	\$ 701,117	\$ 717,935	\$ 722,083	\$ 4,148
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -
52430 - Employee Education	1,983	-	10,000	10,000	-
Reimbursable Expenses	\$ 1,983	\$ -	\$ 15,000	\$ 15,000	\$ -
Professional Services:					
52610 - General Professional Services	\$ 684,804	\$ 501,232	\$ 710,000	\$ 710,000	\$ -
52615 - General Professional Services-Training	3,740	-	3,000	5,000	2,000
Professional Services	\$ 688,544	\$ 501,232	\$ 713,000	\$ 715,000	\$ 2,000
Contractual Services:					
52715 - Printing	\$ 1,641	\$ -	\$ 3,000	\$ 5,000	\$ 2,000
52730 - Dues and Subscriptions	225	-	1,000	2,000	1,000
52770 - Uniforms	900	1,315	3,000	3,000	-
Contractual Services	\$ 2,765	\$ 1,315	\$ 7,000	\$ 10,000	\$ 3,000
Materials and Supplies:					
52805 - Office Supplies	\$ 1,123	\$ 42	\$ 1,300	\$ 1,300	\$ -
52860 - Postage,Ups	2,255	2,275	5,000	5,100	100
52861 - Training Supplies	471	65	1,000	2,000	1,000
52870 - Freight	49	52	-	-	-
Materials And Supplies	\$ 3,898	\$ 2,434	\$ 7,300	\$ 8,400	\$ 1,100
Total Other Operating Expenses	\$ 697,191	\$ 504,982	\$ 742,300	\$ 748,400	\$ 6,100
Total Operating Expenses	\$ 1,383,948	\$ 1,206,098	\$ 1,460,235	\$ 1,470,483	\$ 10,248

BUDGET CENTER Information Technology - 3000

MANAGED BY Mohan Kurup
Director of Information Technology

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

Supports District operations and strategic goals through information technology systems, processes, and data management. Manages information technology systems and infrastructure through their lifecycle to ensure availability, integrity, reliability of information. Translates the District business strategy and business needs into technical strategies, implementation plans, and system solutions. The Budget center's structure and related responsibilities are as follows:

Infrastructure & Security – Ensure the stability, integrity, and reliability of information and infrastructure including network, servers, workstations and laptops, mobile devices, audio/visual, and telecom. Manage information security strategies and controls to safeguard the District's technology infrastructure and data and reduce risk. Manage the District's Information Security Program. Support technologies, infrastructure, and data management associated with process automation for wastewater collection and treatment. Ensure effective procurement, deployment and management of information technology hardware and software.

Project Management Services – Ensure the alignment of technology with District business goals through a project governance and delivery process. Ensure strategic alignment and business support in the selection, funding, prioritization, resource allocation and monitoring for Business/IT initiatives. Lead effective implementation of business systems and technology through project management methodologies. Assist District departments in identification of opportunities for improvements of business processes. Serve as program management resource to streamline management of IT and business projects strategies supporting the District's goals. Provides and fosters a solid communication structure to encourage the effective alignment of business partners to IT for support and training opportunities.

BUDGET CENTER Information Technology - 3000

MANAGED BY Mohan Kurup
Director of Information Technology

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

Database Management and Architecture - Data Management and architecture is a set of rules, policies, standards and models that govern and define the type of data collected and how it is used, stored, managed and integrated within an organization and its database systems. It provides a formal approach to creating and managing the flow of data and how it is processed across an organization's IT systems and applications.

Application Support – Provide high quality technology-based solutions, technology support and assistance in a cost-effective manner to ensure the effective utilization of District technology investments, such as Oracle database and E-Business Suite, UKG, Document management, Laboratory Information System, Internet/Intranet sites and In-House developed applications.

Business Intelligence and Data Governance – Provides support of business intelligence solutions and establish strong data governance and architecture foundation. Manages the collaboration effort with teams in establishing standards, reporting requirements, data migration, enhancements, and integration development. Manages the maintenance and enhancements necessary for a solid architecture foundation to ensure IT infrastructure and enterprise applications are leveraging new advances in technology that are scoped and planned appropriately. Develops the structure, processes, and standards to support and enhance the District's usage of enterprise applications.

Financial Management – Manages the District's software assets through timely license renewal process and conformation of software terms and conditions. Ensures the reduction of risk with District's Internal Audit in support of the procurement policies, contract management and compliance. Concentration and effort in the tracking of spend on projects and operational expenditures. Perform forecasting and project performance reporting.

IT Service Delivery – Identify and implement solutions for information technology issues encountered by end users. Provide guidance for effective use of information systems. Implement strategies for customer service for existing system and during implementation. Ensure effective deployment and management of information technology hardware and software. Manage and track District hardware inventory and software licensing.

BUDGET CENTER Information Technology -- 3000

MANAGED BY Mohan Kurup
Director of Information Technology

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

2020 Accomplishments

- Successfully implemented Tuition Assistance Program (TAP) in Oracle i-Expense eliminating paper process, enabling better auditing capabilities.
- Implemented UltiPro Recruiting and Onboarding solutions consolidating all the HRMS business process in one application.
- Successfully implemented EBS-UKG integration eliminating dual maintenance.
- Enhanced Oracle EBS inventory application to support auditing of physical inventory in the District's warehouses.
- Configured and implemented new department (TSG) in Oracle-EBS enabling reporting of new budget center.
- Automated Lien customer creation eliminating manual process.
- Enhanced Oracle EBS to segregate storm water and sewer assets enabling separate reporting capabilities.
- Continue to provide effective support for Incident and Service request. 11,855 total IT services and incident requests in 2020. 2,703 Incident and 9,152 Service Request
- 386 Change management implemented – Change Management help control the lifecycle of all IT changes, enabling beneficial changes to be made with minimum disruption to IT services and proper communication and approvals.
- Total of 320 computers were deployed in 2020. 118 of these deployments were to facilitate work from home during the COVID-19 pandemic.
- The Service Delivery team have continued to leverage new processes and tools to allow employees to work safely from home while still providing a high level of service. The IT Department have achieved

2021 Goals

- Support and implement integration of CMMS (NexGen) to Oracle EBS to facilitate District's purchasing business process.
- Support re-design of performance evaluation process and evaluate software solution to provide electronic solution for performance and compensation eliminating manual process.
- Implement solution to track and approve the HR discipline process.
- Implement solution to track HR cases and report to management and build KPIs.
- Identify and implementation solution for HR project management.
- Identify & implement electronic solution for negotiation and bidding process to eliminate current manual process and standardize bid templates for repeat opportunities to make the process more efficient.
- Assess Oracle EBS upgrade to latest version of application and technology stack and create plan for implementation in 2022.
- Support OnBase document management solution implementation.
- Support transition from Oracle WAM to NexGen and Implement integration between Oracle EBS and NexGen application to support financial business functions.
- Continue support finance to eliminate manual business process and reduce audit risks- enhance i-Expense to facility District wide use.
- Continue to improve IT Asset Management to better track and expedite computer deployments, imaging, and inventory process.
- Improve the IT Software Asset Management (SAM) process to ensure software compliance and budget Tracking of Maintenance renewals and budget.
- Complete deployment of equipment purchased in 2020 by November of 2021.
-

BUDGET CENTER Information Technology -- 3000

MANAGED BY Mohan Kurup
Director of Information Technology

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

2020 Accomplishments

an overall customer satisfaction score of 4.92 out of 5. (Customer Service = 4.92, Communication = 4.90, and Timeliness = 4.93)

- Increased control over IT assets through improved tracking Dashboards to provide more accurate analysis of location, assigned employee, models, software installed, and equipment lifecycle.
- Computer Refresh Schedule Dashboard was created to track computer due for refresh and appointments made by technicians and end-users to replace computers.
- A loaner equipment process was created to enable tracking of IT assets using the IT Asset Management system. This process helps captures information such as the device that is being loaned out, the person requesting the device, and the expected return date. Once a loaner equipment has reached the expected return date, an email will automatically be sent to the end-user asking to return the device to IT.
- Improved off-boarding process to automatically notify managers and Legal department of equipment collected. The procedure will ensure equipment is collected and user data is preserved in the event of a Legal discovery.
- The Change Request approval workflow was modified to allow additional business users to approve changes within various IT systems. Improved transparency and visibility of IT system changes.

2021 Goals

- Created process for permanent assignments of Loaner computers used for teleworking during COVID-19 pandemic. Completion once reconstitution starts.
- Produce a history of how IT metrics have performed and create expected levels of performance that will be published.
- Oversee and manage the provision of first-level support, resolutions provided by the Service Delivery team, with a positive customer satisfaction rating of 4.7 for Timeliness, Customer Service, and Communication.
- Complete upgrade of the ZENWorks client on all District computers.
- Complete upgrade of Southerly Scale computer including automated reporting tasks configured in the system.
- Support the implementation or renewal of the new District wide printer and copiers contract.
- Complete Internal Audit recommendations for penetration testing and firewall/switch configuration analysis
- Complete upgrades to enterprise wireless and the business network infrastructure
- Complete the implementation of the SIEM platform
- Complete Incident Response Plan Live Test

NORTHEAST OHIO REGIONAL SEWER DISTRICT

INFORMATION TECHNOLOGY -- 3000

STAFFING

One Year History and Budget Comparison

JOB TITLE	2020 ACTUALS	2020 BUDGET	2021 BUDGET	BUDGET VARIANCE
Business Intelligence Analyst / Developer	0	2	0	(2)
Business Intelligence Dev	2	1	2	1
Data Governance & BI Mgr	1	1	1	0
Database Architect & Mgr	1	1	1	0
Director Of IT	1	1	1	0
IT Asset Mgmt Spec I	1	1	1	0
IT Gov & Proj Del Sr Mgr	0	1	1	0
IT Infra & Sec Sr Mgr	1	1	1	0
IT Infrastructure Mgr	1	1	1	0
IT Project Mgmt Svcs Mgr	2	2	2	0
IT Project Mgmt Svcs Mgr	0	1	0	(1)
IT Svc Delivery Mgr	1	1	1	0
Oracle App Developer	0	1	0	(1)
Oracle Funct Fin Analyst	1	1	1	0
Oracle Purchasing Functional Analyst	0	1	0	(1)
Oracle Technical Mgr	1	1	1	0
Para Intern Maint Svcs	0	0	0	0
Prog Analyst	1	1	2	1
Programmer Analyst	0	1	0	(1)
Senior Programmer Analyst	2	2	2	0
SharePoint & Web Arch	1	1	1	0
Sr BI Dev	1	1	1	0
Sr DB & EBS Adminr	1	1	1	0
Sr Network Analyst	3	3	3	0
Sr Oracle Apps Developer	4	2	5	3
Sr Oracle Funct Fin Anly	1	0	1	1
Sr Oracle Solution Eng	1	0	1	1
Sr Telecomm Analyst	1	1	1	0
Sr. Oracle Developer	0	2	0	(2)
Tech Project Cntrl Spec	1	1	1	0
Tech Svc Spec II	2	2	2	0
Technical Service Spec I	2	2	2	0
Total Fulltime	34	38	37	(1)
Para Intern IT	4	3	4	1
Total Intern	4	3	4	1
Total Positions	38	41	41	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 3000: INFORMATION TECHNOLOGY						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 923,659	\$ 1,155,768	\$ 1,128,836	\$ 1,018,472	\$ (110,364)	
52030 - Professionals Salaries	1,485,484	1,808,906	1,944,824	2,048,155	103,331	
52031 - Administrative Support Salaries	41,219	130,782	135,239	135,239	-	
52034 - Technicians Salaries	356,897	-	122,584	-	(122,584)	
52036 - Para-Professional Salaries	75,251	144,639	114,439	149,594	35,155	
52071 - Longevity	5,350	4,750	4,400	5,457	1,057	
52081 - Sick Buy Out	19,301	39,215	20,000	19,687	(313)	
52236 - Para-Professional Overtime	411	1,153	-	-	-	
Salaries and Wages	\$ 2,907,573	\$ 3,285,213	\$ 3,470,323	\$ 3,376,604	\$ (93,719)	
Benefits:						
52320 - Opers	\$ 408,482	\$ 456,527	\$ 485,845	\$ 472,725	\$ (13,120)	
52360 - Medicare	41,122	47,032	50,320	48,961	(1,359)	
52370 - Uniform Allowance	6,780	9,410	-	-	-	
52390 - Relocation Expense Reimbursement	-	6,277	-	-	-	
Benefits	\$ 456,384	\$ 519,246	\$ 536,165	\$ 521,685	\$ (14,480)	
Total Salaries and Benefits	\$ 3,363,957	\$ 3,804,458	\$ 4,006,487	\$ 3,898,290	\$ (108,197)	
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 4,694	\$ 3,513	\$ 11,500	\$ 11,500	\$ -	
52430 - Employee Education	15,485	19,572	29,500	29,500	-	
Reimbursable Expenses	\$ 20,179	\$ 23,085	\$ 41,000	\$ 41,000	\$ -	
Utilities Expenes:						
52550 - Communications	\$ 889,978	\$ 769,482	\$ 945,610	\$ 1,041,850	\$ 96,240	
Utilities Expenses	\$ 889,978	\$ 769,482	\$ 945,610	\$ 1,041,850	\$ 96,240	
Professional Services:						
52610 - General Professional Services	\$ 278,951	\$ 206,082	\$ 998,000	\$ 635,500	\$ (362,500)	
Professional Services	\$ 278,951	\$ 206,082	\$ 998,000	\$ 635,500	\$ (362,500)	
Contractual Services:						
52715 - Printing	\$ 35	\$ -	\$ -	\$ -	\$ -	
52730 - Dues and Subscriptions	1,706	7,471	11,825	11,850	25	
52770 - Uniforms	-	(25)	-	-	-	
52780 - Other Contractual Services	226,298	272,129	350,400	297,400	(53,000)	
Contractual Services	\$ 228,038	\$ 279,575	\$ 362,225	\$ 309,250	\$ (52,975)	
Materials and Supplies:						
52805 - Office Supplies	\$ 204	\$ -	\$ -	\$ -	\$ -	
52806 - Software	2,413,216	2,913,551	2,855,742	3,350,726	494,984	
52840 - Laboratory Supplies	-	3	-	-	-	
52845 - General Hardware Supplies	1,099	103	-	-	-	
52846 - Equipment And Instrumentation Parts	421	1,899	-	-	-	
52851 - Other Minor Equipment	72,347	32,380	84,107	69,250	(14,857)	
52865 - Other Supplies	734	1,039	-	-	-	
Materials And Supplies	\$ 2,488,021	\$ 2,948,975	\$ 2,939,849	\$ 3,419,976	\$ 480,127	
Equipment Repair and Maintenance:						
52910 - Office Equipment and Repair	\$ 199,228	\$ 266,099	\$ 586,500	\$ 663,500	\$ 77,000	
Equipment Repair And Maintenance	\$ 199,228	\$ 266,099	\$ 586,500	\$ 663,500	\$ 77,000	
Building and Road Repair:						
53040 - Miscellaneous Repair and Maintenance	\$ 3,556	\$ -	\$ -	\$ -	\$ -	
Building and Road Repair	\$ 3,556	\$ -	\$ -	\$ -	\$ -	
Total Other Operating Expenses	\$ 4,107,952	\$ 4,493,298	\$ 5,873,184	\$ 6,111,076	\$ 237,892	
Total Operating Expenses	\$ 7,471,909	\$ 8,297,756	\$ 9,879,672	\$ 10,009,366	\$ 129,694	

BUDGET CENTER: Finance - 6000

MANAGED BY: Kenneth J. Duplay
Chief Financial Officer

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

Executive and Administrative: As a member of senior management, the Chief Financial Officer assists the Chief Executive Officer in general management and policy formation by insuring that she, the Board of Trustees and District Managers have reliable and comprehensive financial and management information. In addition to this budget center, the Chief Financial Officer is responsible for the Purchasing, Information Technology, Contract Compliance and Inventory Control budget centers which have separate Descriptions of Services Provided.

Revenue and User Support: As the District's representative, the Chief Financial Officer 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 collection services for a small number of master meter communities, septic haulers and other accounts.

Billing: The primary functions of the Billing section are as follows:

1. Account maintenance and creation of wastewater bills for internally billed customers in a timely and accurate manner. Current internal billing includes customers in the SSCBOUTS program, Rural Lorain County Water Authority customers, well water customers, septic haulers, and large volume wastewater accounts.
2. Work closely with the District's billing agents, primarily the Cleveland Department of Public Utilities, to monitor wastewater billing activities and ensure accurate and timely billing of customers.
3. The Billing Department is also responsible for communications with the agents regarding new wastewater accounts and surcharges, testing/validating that District billing policies are implemented properly in the agent's billing system, and represents the District on all billing related projects.

Treasury/Investment: As the District's de facto Treasurer, the Chief Financial Officer 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 Chief Financial Officer. 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.

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 accounting transactions and entries which include 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 procure to pay process.

BUDGET CENTER: Finance - 6000

MANAGED BY: Kenneth J. Duplay
Chief Financial Officer

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

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) and annual Budget Report.

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.

2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> * Implemented enhanced Covid-19 related financial reporting and forecasting * Refinanced portion of 2014 Bonds resulting in \$28.5M NPV savings * Executed Escrow Substitution transaction saving \$850k * Selected consultant and started 2022-2026 Rate Study * Continued development of Billing Data Warehouse * Issued RFP and selected Financial Advisor * Earned Auditor of State Award with Distinction * Earned GFOA CAFR and Budget Awards. 	<ul style="list-style-type: none"> * Complete 2022-2026 Rate Study * Complete 2021 refunding of some 2013 and 2014 Bonds * Utilize Billing Data Warehouse for 2021 Certification Process * Implement Document Management Software for Accounts Payable * Redevelop Construction Invoice process with IT and TSG departments * Earn Auditor of State Award with Distinction * Earn GFOA CAFR and Budget Awards.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
FINANCE -- 6000				
STAFFING				
Two Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Senior Acct	2	2	2	0
Payroll Adminr	1	1	1	0
Sr Finance Adminr	1	1	1	0
Billing Analyst	2	2	2	0
Budget Analyst Fin	1	1	1	0
Financial Analyst	1	1	1	0
Senior Financial Analyst	1	1	1	0
Asst Acct	2	2	2	0
Chief Financial Officer	1	1	1	0
Account Clk	1	1	1	0
Debt Administrator	1	0	1	1
Mgr of Finance and Comp	1	1	1	0
Accounting Mgr	1	1	1	0
Billing Svcs & Sys Mgr	1	1	1	0
Debt and Treasury Mgr	1	1	1	0
Billing Spec	1	2	2	0
Accounts Payable Supvr	1	1	1	0
Junior Debt Adminr	0	1	0	(1)
Senior Insurance and Claims Analyst	1	0	1	1
TOTAL FULLTIME	21	21	22	1
B-STEM Intern Fin	1	1	1	0
TOTAL INTERN/STUDENT	1	1	1	0
TOTAL EMPLOYEES	22	22	23	1

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6000: FINANCE					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 602,763	\$ 704,004	\$ 650,978	\$ 627,207	\$ (23,771)
52030 - Professionals Salaries	732,233	558,889	585,709	582,662	(3,047)
52031 - Administrative Support Salaries	264,141	359,050	383,584	455,499	71,915
52060 - Student Salaries	19,522	14,696	30,254	33,488	3,234
52071 - Longevity	3,950	4,000	3,200	4,029	829
52081 - Sick Buy Out	15,100	22,624	18,800	15,402	(3,398)
52230 - Professional Overtime	471	-	750	500	(250)
52231 - Administrative Support Overtime	257	692	500	750	250
52260 - Student Overtime	-	-	200	200	-
Salaries and Wages	\$ 1,638,438	\$ 1,663,956	\$ 1,673,975	\$ 1,719,738	\$ 45,763
Benefits:					
52320 - Opers	\$ 229,943	\$ 233,511	\$ 234,357	\$ 240,199	\$ 5,842
52360 - Medicare	23,092	23,507	24,273	24,878	605
52370 - Uniform Allowance	1,440	1,680	-	2,000	2,000
Benefits	\$ 254,474	\$ 258,697	\$ 258,629	\$ 267,077	\$ 8,448
Total Salaries and Benefits	\$ 1,892,912	\$ 1,922,653	\$ 1,932,605	\$ 1,986,815	\$ 54,210
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 13,799	\$ 3,903	\$ 17,000	\$ 17,000	\$ -
52430 - Employee Education	10,808	3,936	13,950	13,950	-
Reimbursable Expenses	\$ 24,607	\$ 7,839	\$ 30,950	\$ 30,950	\$ -
Professional Services:					
52610 - General Professional Services	\$ 199,786	\$ 373,185	\$ 497,435	\$ 462,260	\$ (35,175)
Professional Services	\$ 199,786	\$ 373,185	\$ 497,435	\$ 462,260	\$ (35,175)
Contractual Services:					
52705 - Collection Fees	\$ 8,486,777	\$ 8,603,544	\$ 8,967,900	\$ 9,366,000	\$ 398,100
52715 - Printing	2,981	4,394	6,750	6,750	-
52720 - Taxes	92,833	224,200	200,000	200,000	-
52725 - Insurance And Bonds	-	-	-	1,660,000	1,660,000
52730 - Dues and Subscriptions	6,224	5,614	12,408	15,271	2,863
52740 - Real Property Rental	66,909	34,838	34,400	34,900	500
52750 - Advertising	4,794	3,280	5,000	5,000	-
52775 - Licenses,Fees, And Permits	(1,263)	1,400	1,285	1,185	(100)
52780 - Other Contractual Services	-	-	25,000	25,000	-
Contractual Services	\$ 8,659,254	\$ 8,877,269	\$ 9,252,743	\$ 11,314,106	\$ 2,061,363
Materials and Supplies:					
52805 - Office Supplies	\$ 495	\$ 32	\$ 2,500	\$ 2,500	\$ -
52851 - Other Minor Equipment	-	-	1,000	1,000	-
52865 - Other Supplies	17	104	350	350	-
52870 - Freight	8	24	200	200	-
Materials And Supplies	\$ 519	\$ 161	\$ 4,050	\$ 4,050	\$ -
Judgements and Awards:					
53210 - Judgments	\$ -	\$ 350,670	\$ -	\$ -	\$ -
53220 - Other Awards	2,835	-	40,000	50,000	10,000
Judgments And Awards	\$ 2,835	\$ 350,670	\$ 40,000	\$ 50,000	\$ 10,000
Total Other Operating Expenses	\$ 8,887,001	\$ 9,609,124	\$ 9,825,178	\$ 11,861,366	\$ 2,036,188
Total Operating Expenses	\$ 10,779,913	\$ 11,531,777	\$ 11,757,783	\$ 13,848,181	\$ 2,090,398

BUDGET CENTER Inventory Control -- 6100

MANAGED BY Open
 Warehouse Supervisor

**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.

2020 Accomplishments

- Completed the physical inventory resulting in 89.3% item count accuracy and 92.2% absolute dollar value accuracy
- Worked with O&M to reduce shadow stock by utilizing GovDeals to sell 175 items
- COVID related:
- Maintained/monitored PPE inventory levels for COVID usage
- Stored 12 pallets of medical cots for the Army National Guard
- Conducted an inventory location review resulting in the elimination of 13 inventory rows, 89 items scrapped and the establishment of a designated area for C ranked items
- Modified the inventory replenishment practice to ship product directly to outlying facilities resulting in 70% fewer transfers between storerooms

2021 Goals

- CMMS software implementation and Oracle integration in conjunction with TSG and O&M
- Work with IT to Develop a new cycle count strategy targeting high dollar value items
- Standardizing consumable items across the District
- Excess inventory review of items currently listed on bill of materials
- \$500K inventory reduction from

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
INVENTORY CONTROL -- 6100				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Inventory Control Clerk	1	1	1	0
Storekeeper	7	7	7	0
Asst Warehouse Supvr	1	1	1	0
Warehouse Supvr	1	1	1	0
Total Fulltime	10	10	10	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6100: INVENTORY CONTROL					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 138,448	\$ 139,315	\$ 137,603	\$ 137,603	\$ -
52031 - Administrative Support Salaries	364,039	345,649	390,704	390,728	24
52071 - Longevity	2,100	1,650	2,200	2,142	(58)
52081 - Sick Buy Out	1,526	4,545	1,500	1,556	56
52231 - Administrative Support Overtime	24,283	22,042	20,000	20,000	-
Salaries and Wages	\$ 530,396	\$ 513,201	\$ 552,007	\$ 552,029	\$ 22
Benefits:					
52320 - Opers	\$ 74,251	\$ 77,635	\$ 76,021	\$ 76,304	\$ 283
52360 - Medicare	7,011	6,784	7,874	7,903	29
52370 - Uniform Allowance	480	460	-	-	-
Benefits	\$ 81,742	\$ 84,879	\$ 83,895	\$ 84,207	\$ 312
Total Salaries and Benefits	\$ 612,138	\$ 598,080	\$ 635,902	\$ 636,236	\$ 334
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ -	\$ -	\$ 500	\$ 500	\$ -
52430 - Employee Education	-	-	1,750	1,750	-
Reimbursable Expenses	\$ -	\$ -	\$ 2,250	\$ 2,250	\$ -
Contractual Services:					
52720 - Taxes	\$ 169	\$ -	\$ -	\$ -	\$ -
52730 - Dues and Subscriptions	-	-	750	750	-
52770 - Uniforms	635	3,744	3,500	3,500	-
Contractual Services	\$ 804	\$ 3,744	\$ 4,250	\$ 4,250	\$ -
Materials and Supplies:					
52805 - Office Supplies	\$ 1,007	\$ 418	\$ 400	\$ 400	\$ -
52810 - Fuel and Oil	-	-	-	12,000	12,000
52845 - General Hardware Supplies	2,277	5,341	2,500	2,500	-
52846 - Equipment And Instrumentation Parts	6,356	2,095	-	-	-
52851 - Other Minor Equipment	20,988	21,189	15,500	15,500	-
52865 - Other Supplies	1,408	1,549	1,500	1,500	-
52870 - Freight	7,590	5,609	30,000	30,000	-
52890 - Inventory Adjustment-Book To Physical	389,493	(19,112)	(36,250)	(36,250)	-
Materials And Supplies	\$ 429,119	\$ 17,089	\$ 13,650	\$ 25,650	\$ 12,000
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 2,563	\$ 412	\$ 2,500	\$ 2,500	\$ -
Equipment Repair And Maintenance	\$ 2,563	\$ 412	\$ 2,500	\$ 2,500	\$ -
Judgements and Awards:					
Total Other Operating Expenses	\$ 432,486	\$ 21,245	\$ 22,650	\$ 34,650	\$ 12,000
Total Operating Expenses	\$ 1,044,624	\$ 619,324	\$ 658,552	\$ 670,886	\$ 12,334

BUDGET CENTER Purchasing -- 6200

MANAGED BY Linda Shomon
 Purchasing Supervisor

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

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.

Materials and services costing less than \$50,000.00 are processed by requisitions. After approval, Purchasing requests vendor quotations and issues the purchase order to the lowest and best quote.

Materials and services costing more than \$50,000.00 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.

2020 Accomplishments

- Achieved the Excellence in Procurement Award
- COVID expense tracking and supply replenishment
- Physical Inventory
- Conducted a vendor tax identification audit and vendor clean-up
- Developed procedure to ensure proper vendor set-up for 1099 tax document creation
- Developed a process for the A/P PO reconciliation
- Implemented an annual system access review of Oracle end-user set-up
- Sold 175 items on GovDeals ~ \$16K
- Worked with E&C and GIS to develop a process for identifying temporary utility accounts District-wide and switch over procedure

2021 Goals

- Obtain Achievement of Excellence in Procurement Award
- CMMS software implementation and Oracle integration in conjunction with TSG and O&M
- Implement electronic bidding system
- Natural Gas Procurement
- Generate revenue using GovDeals

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
PURCHASING -- 6200				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Purchasing & Inv Analyst	1	1	1	0
Procurement Asst	1	1	1	0
Buyer	2	2	2	0
Technical Buyer	2	2	2	0
Junior Buyer/Expeditor	1	1	1	0
Purchasing Contract Coord	1	1	0	(1)
Procurement Svcs Mgr	1	1	1	0
Purchasing Supvr	1	1	1	0
Procurement Specialist II	0	0	1	1
Total Fulltime	10	10	10	0
Paraprofessional	0	1	0	(1)
Total Intern	0	1	0	(1)
Total Positions	10	11	10	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 6200: PURCHASING						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 208,885	\$ 195,524	\$ 193,399	\$ 193,399	\$	-
52030 - Professionals Salaries	412,830	389,459	380,078	400,628		20,550
52031 - Administrative Support Salaries	61,509	93,517	95,975	95,971		(4)
52036 - Para-Professional Salaries	-	-	22,880	-		(22,880)
52071 - Longevity	4,000	3,250	3,800	4,080		280
52081 - Sick Buy Out	-	6,030	3,225	-		(3,225)
52230 - Professional Overtime	47	81	-	-		-
52231 - Administrative Support Overtime	25	35	500	500		-
Salaries and Wages	\$ 687,297	\$ 687,896	\$ 699,857	\$ 694,578	\$	(5,279)
Benefits:						
52320 - Opers	\$ 93,267	\$ 95,437	\$ 97,980	\$ 97,241	\$	(739)
52360 - Medicare	9,744	9,882	10,148	10,071		(77)
52370 - Uniform Allowance	540	518	-	-		-
Benefits	\$ 103,551	\$ 105,837	\$ 108,128	\$ 107,312	\$	(816)
Total Salaries and Benefits	\$ 790,847	\$ 793,732	\$ 807,984	\$ 801,890	\$	(6,094)
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 3,591	\$ 49	\$ 2,500	\$ 2,500	\$	-
52430 - Employee Education	2,863	249	3,500	3,500		-
Reimbursable Expenses	\$ 6,454	\$ 298	\$ 6,000	\$ 6,000	\$	-
Contractual Services:						
52715 - Printing	\$ 2,625	\$ 25	\$ 2,000	\$ 10,000	\$	8,000
52730 - Dues and Subscriptions	3,536	1,625	2,000	2,000		-
52750 - Advertising	39,567	63,715	50,000	50,000		-
Contractual Services	\$ 45,728	\$ 65,365	\$ 54,000	\$ 62,000	\$	8,000
Materials and Supplies:						
52805 - Office Supplies	\$ 440	\$ 2,017	\$ 2,100	\$ 2,100	\$	-
52865 - Other Supplies	-	675	1,000	1,000		-
52870 - Freight	6	-	100	100		-
Materials And Supplies	\$ 446	\$ 2,692	\$ 3,200	\$ 3,200	\$	-
Equipment Repair and Maintenance:						
52920 - Equipment Repair and Maintenance	\$ -	\$ 1,891	\$ -	\$ -	\$	-
Equipment Repair And Maintenance	\$ -	\$ 1,891	\$ -	\$ -	\$	-
Total Other Operating Expenses	\$ 52,627	\$ 70,247	\$ 63,200	\$ 71,200	\$	8,000
Total Operating Expenses	\$ 843,475	\$ 863,979	\$ 871,184	\$ 873,090	\$	1,906

BUDGET CENTER Contract Compliance -- 6500	
MANAGED BY Tiffany E. Jordan Contract Compliance Manager	
<p style="text-align: center;">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>	
<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 District; 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>	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> • Hosted Certification Clinics with Urban League of Greater Cleveland and Akron • Created LCPtrcker user guide and FAQ's • Created LCPtracker e – interviews platform • Connected newly certified with NEORSD departments that are most like to utilizes their services. • Hosted Stormwater Conference with Stormwater department with BOP as the feature. • Analyzed historical data on projects with BOP, (the set BOP goal -vs- what was achieved). • Looked at trends in firm type. Which firms we need to seek out for certification. Which firms or firm type is being utilized the most. 	<ul style="list-style-type: none"> • Host Certification Clinics • Host large pre-bid and pre-consultant meetings • Connect newly certified with NEORSD departments that are most like to utilizes their services. • Host Stormwater Conference with Stormwater department with BOP as the feature. • Make necessary changes for the BOP under the newly formed BOP Committee on program changes in the policy and program application • Work with other department within the organization on DEI and BOP goals • Provide BOP Board updates and create BOP publications

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
CONTRACT COMPLIANCE -- 6500				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Contract Project Coord	2	2	2	0
Contract Compliance Mgr	1	1	1	0
Certification Officer	1	1	1	0
Prevailing Wage Officer	1	1	1	0
TOTAL EMPLOYEES	5	5	5	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 6500: CONTRACT COMPLIANCE					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 94,667	\$ 94,413	\$ 93,386	\$ 93,386	\$ -
52030 - Professionals Salaries	200,916	113,433	112,200	112,200	-
52031 - Administrative Support Salaries	41,656	133,904	132,266	132,266	-
52071 - Longevity	300	300	3,300	306	(2,994)
52081 - Sick Buy Out	2,409	4,459	1,000	-	(1,000)
Salaries and Wages	\$ 339,948	\$ 346,510	\$ 342,153	\$ 338,159	\$ (3,994)
Benefits:					
52320 - Opers	\$ 47,600	\$ 48,486	\$ 47,901	\$ 47,342	\$ (559)
52360 - Medicare	4,792	4,874	4,961	4,903	(58)
52313 - Wellness Credit	-	-	158	158	-
52370 - Uniform Allowance	1,580	1,840	-	-	-
Benefits	\$ 53,972	\$ 55,199	\$ 53,021	\$ 52,404	\$ (617)
Total Salaries and Benefits	\$ 393,921	\$ 401,709	\$ 395,174	\$ 390,563	\$ (4,611)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 6,322	\$ -	\$ 5,000	\$ 4,000	\$ (1,000)
52430 - Employee Education	4,259	771	1,000	2,000	1,000
Reimbursable Expenses	\$ 10,581	\$ 771	\$ 6,000	\$ 6,000	\$ -
Professional Services:					
52610 - General Professional Services	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Professional Services	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Contractual Services:					
52715 - Printing	\$ 59	\$ 19	\$ 200	\$ 1,200	\$ 1,000
52730 - Dues and Subscriptions	149	-	400	1,000	600
52770 - Uniforms	-	-	500	500	-
52790 - Community Outreach And Education	6,222	-	10,000	6,000	(4,000)
Contractual Services	\$ 6,429	\$ 19	\$ 11,100	\$ 8,700	\$ (2,400)
Materials and Supplies:					
52805 - Office Supplies	\$ -	\$ 18	\$ 200	\$ 200	\$ -
Materials And Supplies	\$ -	\$ 18	\$ 200	\$ 200	\$ -
Total Other Operating Expenses	\$ 17,010	\$ 808	\$ 17,300	\$ 64,900	\$ 47,600
Total Operating Expenses	\$ 410,931	\$ 402,517	\$ 412,474	\$ 455,463	\$ 42,989

BUDGET CENTER	Legal Budget Center -- 7000
MANAGED BY	Eric Luckage Chief Legal Officer
<p style="text-align: center;">DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS</p>	
<p>The Legal Budget Center is charged with the responsibility of all legal affairs of the District, as well as managing the District's legislative and administrative affairs efforts.</p> <p><u>Executive:</u> The Chief Legal Officer is the chief legal advisor of the District and is charged with the responsibility of all legal and regulatory matters of the District. The Chief Legal Officer shall advise the Board and the Chief Executive Officer in developing overall management policy and on matters of legislation and regulations which may impact the District. The Chief Legal Officer shall perform his or her duties under the direction of the Chief Executive Officer and in accordance with any policies, rules and regulations adopted by the Board relating thereto. The Chief Legal Officer shall oversee the District's in-house attorneys and may retain the services of outside legal counsel as he or she deems necessary to best represent the District. The Chief Legal Officer also coordinates legislative and administrative policy upon consultation with the CEO.</p> <p><u>Contracting:</u> The District has many contracting needs related to its operations, including the procurement of goods and services, professional services, and its Regional Stormwater Management and Capital Improvement Programs. The Legal Department provides legal advice and services to District departments on contracting matters, including drafting and negotiating contracts, and assisting with contracting issues.</p> <p><u>Real Estate & Property Acquisition:</u> The Legal Department assists in the acquisition, management and disposition of District real property interests, including litigation as necessary by researching and conducting investigations of the property under consideration; engaging the services of appraisers, surveyors, title companies, real estate agents, as required. Also coordinates environmental site assessments, prepares instruments of conveyance, resolutions, pleadings and other legal instruments and solicits and coordinates input from Operations, Engineering, Finance and other District Departments. Participates in maintenance of real property records, responses to inquiries concerning the District's real property, and any applicable certification process.</p> <p><u>Employment and Labor:</u> The Legal Department provides legal advice, counsel and representation in various labor and employment law matters, including day-to-day issues associated with a workforce that approaches 800 employees, collective bargaining negotiations, administration of collective bargaining agreements, administrative actions, workers' compensation, and compliance with federal and state labor and employment laws. The District's Labor & Employment Law attorney, in addition to the Chief Legal Officer, is a point of contact for ethics questions arising from the Ohio Ethics Law and the District's Code of Ethics.</p> <p><u>Litigation & Claims:</u> Litigation & Claims involves managing all legal actions in which the District has an interest and overseeing the third-party claims process. This includes, managing legal matters referred to outside counsel. This work also involves coordinating with impacted departments to access the scope of liability related to any claims or legal actions, whether current or threatened. Additionally, Litigation & Claims can provide guidance on minimizing liability and suggest litigation avoidance strategies, which may include coordinating with the District's insurance team. Litigation & Claims may also participate in negotiations to settle claims and legal action, including assisting with the recovery where the District has a claim against others.</p>	

BUDGET CENTER	Legal Budget Center -- 7000
MANAGED BY	Eric Luckage Chief Legal Officer
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p><u>Environmental/Regulatory:</u> Provides legal advice to District departments on environmental and regulatory compliance, permitting, CSO Consent Decree implementation and Code of Regulations issues. The Department also provides guidance and coordinates with various District departments on implementation of new legislation, regulations, and emerging environmental/regulatory issues that may impact the District.</p> <p><u>Legislative Affairs:</u> The District tracks and follows state and federal legislation, rules and policies. Legislative Affairs provides notice to internal departments of proposed changes to state and federal legislation, rules and policies. Legislative Affairs also internally and externally (with our Advocate Teams) coordinates the District's response to the proposed changes in state and federal legislation, rules and policies. Legislative Affairs also serves as a liaison for the District with the Ohio General Assembly, Congress, the President's Administration and Governor's Administration and sometimes regulatory agencies.</p> <p><u>Records Management:</u> Leads the administration of the District's records management program. Maintains compliance with applicable laws, statutes and regulations, including the Ohio Public Records Act. Ensures program policies and procedures are consistent with industry best practices. Provides records and management support to all the District's Departments to ensure compliance with the records management program as to the retention, maintenance, protection, disposition, and document control of the District's information assets.</p> <p><u>Board Meetings:</u> Provides support for all Board and committee meetings including Board of Trustees, Finance Committee, Audit Committee, and Suburban Council of Governments. Drafts and issues public notices in advance of each meeting. Retains court reporting services and drafts meeting minutes to ensure accurate reporting of each meeting. Drafts resolutions for Board approval, obtains Board Secretary's signature, and disseminates executed Board resolutions to other District departments.</p>	

BUDGET CENTER	Legal Budget Center -- 7000
MANAGED BY	Eric Luckage Chief Legal Officer
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> • Timely provided contracts for CIP, MCIP, RSMP and Community Cost Share, IT and procurement. • Supported CBA negotiations with AFSCME 2798 and 18-S. • Continued review and revisions to Titles 1, 2, 3, 4, and 5 of District Regulations. • Successfully negotiated three of four material modifications to the Consent Decree and lodged same with Federal District court. • Drafted and coordinated multiple policy documents in response, and related to, the COVID-19 emergency. • Successfully advocated to State government for use of Federal CARES Act dollars for sewer and water customer utility assistance, resulting in \$6.8 million available in Cuyahoga County. • Coordinated request to and subsequent discussions with Cuyahoga County Executive for use of \$2 million for sewer and water utility customer assistance. • Successfully assisted CCR in outreach efforts by contacting state and federal elected offices about the available CARES Act dollars and promotion of our long-standing customer assistance programs. • Successfully defended District against claims with negligible expense to District. • Supported regulatory compliance with regard to permitting and other regulatory matters. • Provided support to E&C on construction claims. • Coordinated force majeure notices for COVID-19 related construction delays and potential delays to various Consent Decree control measures. • Timely acquisition of property for construction needs. • Provided support for all Board and committee meetings. • On-boarded Legal Operations Manager and launched the ECM project implementation. 	<ul style="list-style-type: none"> • Further improve Legislative Affairs program and improve process of evaluating introduced and proposed legislative and administrative proposals at state and federal level. • Advance CSO Consent Decree material modification request related to CM2. • Successful defense of litigation against District. • Support CBA negotiations with OPBA which will begin in May. • Finalize all collective bargaining agreement contracts with the three unions. • Inventory District policies and implement organization system to manage same. • Further review and revisions to Titles 1, 2, 3, and 4 of District Regulations and the Enforcement Response Plan to meet District regulatory and policy needs. • Timely acquisition of properties for CIP and RSMP programs. • Timely contract support for all District programs. • Continue to provide efficient Board and committee support. • Timely and effective legal support as a strategic partner for all District departments. • Continue to provide District-wide COVID-19 support with policies and related matters, including reconstitution procedure development. • Fully implement the OnBase ECM system for matter management. • Territory expansion within the Village of Glenwillow for both the Sanitary Sewage and Stormwater Service Areas.

BUDGET CENTER	Legal Budget Center -- 7000
MANAGED BY	Eric Luckage Chief Legal Officer
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none">• Continued enhanced legislative and rule review and evaluation process.• Prepared and distributed individual guidance responses to District Board Members and employees affirmatively reporting matters for attention in the Consolidated Financial Disclosure (CFD) form; and revised the 2020 CFD Form for distribution in December of 2020.• Earned a 4-Star rating from the Ohio Auditor of State for Sunshine Law compliance and implementation of best practices.	

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
LEGAL -- 7000				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Legal Admin Asst	1	1	1	0
Chief Legal Officer	1	1	1	0
Associate General Counsel	1	1	1	0
Asst General Counsel	5	5	5	0
Legislative Affairs Mgr	1	1	1	0
Legal Ops Mgr	1	1	1	0
Records Mgmt Spec	1	1	1	0
TOTAL EMPLOYEES	11	11	11	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 7000: LEGAL					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 226,269	\$ 287,887	\$ 284,758	\$ 284,758	\$ -
52030 - Professionals Salaries	816,649	782,351	798,902	792,939	(5,963)
52031 - Administrative Support Salaries	35,567	56,774	57,283	56,160	(1,123)
52071 - Longevity	900	1,200	900	918	18
52081 - Sick Buy Out	13,995	16,807	8,000	14,275	6,275
52231 - Administrative Support Overtime	33	182	-	100	100
Salaries and Wages	\$ 1,093,413	\$ 1,145,202	\$ 1,149,843	\$ 1,149,149	\$ (694)
Benefits:					
52320 - Opers	\$ 152,695	\$ 160,334	\$ 160,978	\$ 160,881	\$ (97)
52360 - Medicare	15,580	16,529	16,673	16,663	(10)
52370 - Uniform Allowance	1,280	1,618	-	-	-
Benefits	\$ 169,556	\$ 178,481	\$ 177,651	\$ 177,544	\$ (107)
Total Salaries and Benefits	\$ 1,262,968	\$ 1,323,683	\$ 1,327,493	\$ 1,326,693	\$ (800)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 14,218	\$ 5,488	\$ 25,000	\$ 15,000	\$ (10,000)
52430 - Employee Education	5,719	4,035	13,000	13,000	-
Reimbursable Expenses	\$ 19,937	\$ 9,523	\$ 38,000	\$ 28,000	\$ (10,000)
Professional Services:					
52610 - General Professional Services	\$ 1,020,487	\$ 975,025	\$ 1,114,000	\$ 1,103,000	\$ (11,000)
Professional Services	\$ 1,020,487	\$ 975,025	\$ 1,114,000	\$ 1,103,000	\$ (11,000)
Contractual Services:					
52715 - Printing	\$ 78	\$ -	\$ -	\$ -	\$ -
52730 - Dues and Subscriptions	30,709	20,709	30,000	15,500	(14,500)
52750 - Advertising	1,681	1,672	4,080	3,000	(1,080)
52770 - Uniforms	(25)	-	-	-	-
52780 - Other Contractual Services	27,774	41,278	37,500	37,500	-
Contractual Services	\$ 60,216	\$ 63,659	\$ 71,580	\$ 56,000	\$ (15,580)
Materials and Supplies:					
52805 - Office Supplies	\$ 682	\$ 119	\$ 3,500	\$ 1,000	\$ (2,500)
52865 - Other Supplies	-	90	-	-	-
52870 - Freight	-	-	200	200	-
Materials And Supplies	\$ 682	\$ 209	\$ 3,700	\$ 1,200	\$ (2,500)
Judgements and Awards:					
53210 - Judgments	\$ 8,000	\$ 24,138	\$ 150,000	\$ 150,000	\$ -
53220 - Other Awards	12,667	-	-	-	-
Judgments And Awards	\$ 20,667	\$ 24,138	\$ 150,000	\$ 150,000	\$ -
Total Other Operating Expenses	\$ 1,121,988	\$ 1,072,554	\$ 1,377,280	\$ 1,338,200	\$ (39,080)
Total Operating Expenses	\$ 2,384,957	\$ 2,396,237	\$ 2,704,773	\$ 2,664,893	\$ (39,880)

NORTHEAST OHIO REGIONAL SEWER DISTRICT

BUDGET CENTER District Administration -- 8000

MANAGED BY Kyle Dreyfuss-Wells / James Bunsey
Chief Executive Officer / Chief Operating Officer

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 Kyle Dreyfuss-Wells / James Bunsey Chief Executive Officer / Chief Operating Officer	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> • Served throughout the COVID-19 pandemic without interruption • Successfully modified the Consent Decree governing Project Clean Lake. • Began 2021 rate study with RFP development and consultant selection, including discussion of affordability and equity. • Improved Human Resources department to meet the needs of current and future employees. • Continued Operational Readiness implementation recommendations. • Continued to refine budgeting and project management processes for Regional Stormwater Management Program. • Maintained focus on cybersecurity enhancements and established policies. • Managed reputational and external relationships. • Begin revision of Titles I-IV. 	<ul style="list-style-type: none"> • Guide organization through COVID-19 pandemic with goal of continued operations, no staff reductions, and on-going support for customers. • Successfully work with Board and customers to adopt 2022 to 2026 rates. • Participate in and lead local and national discussions regarding affordability and equity. • Continue to leverage practices that ensure racism and other forms of discrimination are not structural impediments to the success of under-represented groups. • Complete efforts to modify the Consent Decree governing Project Clean Lake. • Continue managing reputational and external relationships. • Complete revision and Board adoption of Titles I-IV. • Focus on continual improvement of communication between labor and management.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
DISTRICT ADMINISTRATION -- 8000				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Board Member	4	4	4	0
Board President	1	1	1	0
Board Secretary	1	1	1	0
Board Vice President	1	1	1	0
Chief Executive Officer	1	1	1	0
Chief Operating Officer	1	1	1	0
Deputy COO	1	1	1	0
Public Service Fellow	0	1	0	(1)
Mgr of Innovation Prog	1	0	1	1
Program Mgr Dist Admin	1	1	1	0
Sustainability Prg Mgr	1	1	1	0
Total Fulltime	13	13	13	0
Para Intern Dist Admin	0	0	1	1
Total Intern	0	0	1	1
Total Positions	13	13	14	1

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 8000: DISTRICT ADMINISTRATION					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 1,004,098	\$ 935,944	\$ 791,140	\$ 1,006,503	\$ 215,363
52030 - Professionals Salaries	788,196	31,002	154,902	22,325	(132,577)
52031 - Administrative Support Salaries	75,564	(431)	-	-	-
52036 - Para-Professional Salaries	39,137	276	-	-	-
52060 - Student Salaries	8,890	-	-	-	-
52071 - Longevity	3,100	1,650	900	3,162	2,262
52081 - Sick Buy Out	15,153	15,352	9,400	15,456	6,056
52231 - Administrative Support Overtime	9	-	-	-	-
52236 - Para-Professional Overtime	142	-	-	-	-
52260 - Student Overtime	80	-	-	-	-
Salaries and Wages	\$ 1,934,368	\$ 983,793	\$ 956,343	\$ 1,047,446	\$ 91,103
Benefits:					
52320 - Opers	\$ 275,168	\$ 140,684	\$ 133,888	\$ 146,642	\$ 12,754
52360 - Medicare	27,589	14,237	13,867	15,188	1,321
52370 - Uniform Allowance	1,860	1,680	-	-	-
52380 - Awards and Recognition	-	-	-	400	400
Benefits	\$ 304,617	\$ 156,600	\$ 147,755	\$ 162,230	\$ 14,475
Total Salaries and Benefits	\$ 2,238,985	\$ 1,140,393	\$ 1,104,097	\$ 1,209,676	\$ 105,579
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 18,827	\$ 5,032	\$ 8,050	\$ 5,450	\$ (2,600)
52430 - Employee Education	9,339	1,338	4,000	6,100	2,100
Reimbursable Expenses	\$ 28,166	\$ 6,370	\$ 12,050	\$ 11,550	\$ (500)
Professional Services:					
52610 - General Professional Services	\$ -	\$ -	\$ 2,500	\$ 102,500	\$ 100,000
Professional Services	\$ -	\$ -	\$ 2,500	\$ 102,500	\$ 100,000
Contractual Services:					
52715 - Printing	\$ -	\$ -	\$ 250	\$ 1,000	\$ 750
52730 - Dues and Subscriptions	431,220	362,052	381,200	396,370	15,170
52780 - Other Contractual Services	-	-	1,200	3,340	2,140
Contractual Services	\$ 431,220	\$ 362,052	\$ 382,650	\$ 400,710	\$ 18,060
Materials and Supplies:					
52805 - Office Supplies	\$ 52	\$ -	\$ 2,500	\$ 500	\$ (2,000)
52846 - Equipment And Instrumentation Parts	478	22	3,596	-	(3,596)
52861 - Training Supplies	152	-	-	-	-
52865 - Other Supplies	62	-	-	3,500	3,500
Materials And Supplies	\$ 745	\$ 22	\$ 6,096	\$ 4,000	\$ (2,096)
Total Other Operating Expenses	\$ 460,132	\$ 368,444	\$ 403,296	\$ 518,760	\$ 115,464
Total Operating Expenses	\$ 2,699,117	\$ 1,508,838	\$ 1,507,394	\$ 1,728,436	\$ 221,042

BUDGET CENTER Internal Audit -- 8200

MANAGED BY John A. Wasko
Internal Audit Manager

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

Internal Audit Objectives

Assist the organization with identifying risks to completing organizational objectives and identifying the controls used by management to mitigate those risks, using risk assessment and audit planning processes to improve the District's ability to achieve its objectives.

Provide reasonable assurance to District Management on the existence, design, and effectiveness of process controls used by management to mitigate risks to achieving objectives by identifying, testing, and reporting on those controls, resulting in an improved business environment.

Organizational Risk Management Objectives

To help management identify and assess risks and to determine the proper risk-treatment methods to avoid, reduce, transfer, or control those risks.

To engage internal and external resources to manage the District's risk activities effectively, to monitor approaches and outcomes and to promote transparency and accountability.

To ensure that the District's risk-bearing capacity is understood and allocated into different functional areas according to chosen strategies. To review the risk universe and ensure that risks are properly identified & qualified.

2020 Accomplishments

- Maintained Key Performance Indicators (KPIs) goals – audit plan, audit milestones, audit follow-ups and audit surveys.
- Continued milestone-driven performance for individual audits with time management and audit-quality monitoring.
- Enhanced the COSO principle of communication by developing monthly status communication for audit activities and remediation status.

2021 Goals

- Continue improvement in the completion of audits on a timely basis- KPI improvements related to milestone performance and overall audit-quality.
- Continue ERM efforts and communication of District risks and controls.
- Continuous review of audit universe activities to incorporate Strategic Risk Survey results to facilitate future audit plans.

BUDGET CENTER Internal Audit -- 8200	
MANAGED BY John A. Wasko Internal Audit Manager	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
2020 Accomplishments	2021 Goals
<ul style="list-style-type: none"> • Incorporate ERM specific risks and controls into individual audit planning, objectives, scope and procedures. • Ongoing COSO risk identification and documentation of compliance principles of internal control in audit planning and workpapers. • Completion of the 2020 Audit Plan. • Continued updating and maintenance of the Insurance Certification database. • Formal COSO certification and Data Analytics training for audit staff successfully completed. • Continue development and certification progress for audit staff. • Adjusted to work from home model to manage the Audit Plan during the Covid-19 pandemic 	<ul style="list-style-type: none"> • COSO - continuous implementation of compliance principles of risk identification, ownership and internal control. • Insurance – Maintain Certification of Insurance database and enhance capabilities by reviewing RMIS options. • Continue insurance-cost and value analysis for cost trends, cost of risk, and ongoing reserve analysis. • Continued development of Audit Committee relationships to guide Budget Center 8200 mission and objectives. • Maintain and expand professional certifications that improve the District's audit department. • Implementation of business intelligence partnership with IT, and/or use of enhanced BI software and techniques. • Implementation of the new Galvanize Audit and Risk Management software

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
INTERNAL AUDIT -- 8200				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Internal Auditor	3	3	3	0
Sr Internal Auditor	1	2	1	(1)
Risk & Internal Audit Mgr	1	1	1	0
TOTAL FULLTIME	5	6	5	(1)
Para Intern IA	0	1	1	0
TOTAL INTERN	0	1	1	0
TOTAL EMPLOYEE	5	7	6	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 8200: INTERNAL AUDIT						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 224,783	\$ 108,783	\$ 107,601	\$ 107,601	\$	-
52030 - Professionals Salaries	189,098	335,743	345,508	255,150		(90,358)
52036 - Para-Professional Salaries	47,071	(14,061)	38,146	15,442		(22,704)
52071 - Longevity	700	600	600	714		114
52081 - Sick Buy Out	1,730	1,035	-	1,765		1,765
Salaries and Wages	\$ 463,382	\$ 432,100	\$ 491,855	\$ 380,671	\$	(111,184)
Benefits:						
52310 - Health Care	\$ 95,807	\$ 118,116	\$ 150,000	\$ -	\$	(150,000)
52320 - Opers	61,001	63,752	68,860	53,294		(15,566)
52330 - Workers Compensation	116,462	106,044	120,000	-		(120,000)
52360 - Medicare	6,004	6,516	7,132	5,520		(1,612)
52370 - Uniform Allowance	1,540	1,080	-	-		-
Benefits	\$ 280,814	\$ 295,508	\$ 345,992	\$ 58,814	\$	(287,178)
Total Salaries and Benefits	\$ 744,196	\$ 727,608	\$ 837,846	\$ 439,485	\$	(398,361)
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 10,080	\$ 342	\$ 16,000	\$ 16,000	\$	-
52430 - Employee Education	8,114	5,677	13,000	13,000		-
Reimbursable Expenses	\$ 18,194	\$ 6,019	\$ 29,000	\$ 29,000	\$	-
Professional Services:						
52610 - General Professional Services	\$ 108,471	\$ 229,143	\$ 353,400	\$ 300,000	\$	(53,400)
Professional Services	\$ 108,471	\$ 229,143	\$ 353,400	\$ 300,000	\$	(53,400)
Contractual Services:						
52715 - Printing	\$ -	\$ 91	\$ -	\$ -	\$	-
52725 - Insurance And Bonds	959,418	995,875	1,350,000	-		(1,350,000)
52730 - Dues and Subscriptions	3,084	4,903	5,200	5,200		-
52770 - Uniforms	-	-	530	530		-
Contractual Services	\$ 962,501	\$ 1,000,869	\$ 1,355,730	\$ 5,730	\$	(1,350,000)
Materials and Supplies:						
52805 - Office Supplies	\$ 243	\$ 369	\$ 2,500	\$ 2,500	\$	-
52865 - Other Supplies	8	28	-	-		-
52870 - Freight	-	-	200	200		-
Materials And Supplies	\$ 251	\$ 397	\$ 2,700	\$ 2,700	\$	-
Equipment Repair and Maintenance:						
52910 - Office Equipment and Repair	\$ 2,185	\$ -	\$ -	\$ -	\$	-
Equipment Repair And Maintenance	\$ 2,185	\$ -	\$ -	\$ -	\$	-
Total Other Operating Expenses	\$ 1,091,602	\$ 1,236,428	\$ 1,740,830	\$ 337,430	\$	(1,403,400)
Total Operating Expenses	\$ 1,835,799	\$ 1,964,036	\$ 2,578,676	\$ 776,915	\$	(1,801,761)

BUDGET CENTER: Environmental Services (WQIS) – 1800

MANAGED BY: John W. Rhoades
Manager of Water Quality and Industrial Surveillance

DESCRIPTION OF SERVICES PROVIDED

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 165 Significant Industrial Users (SIUs), 125 Industrial Surcharges, 108 Categorical Industrial Users (CIUs), 23 Non-Significant Categorical Industrial Users, 768 general industrial users, 359 dental offices, and 13 hospitals. WQIS administers business programs for industrial users, works with Finance to ensure that industrial users are billed appropriately, and investigates water leaks. 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 2020, WQIS responded to 75 spill or odor complaints.

WQIS is responsible for complying with all National Pollutant Discharge Elimination System (NPDES) pretreatment requirements. By controlling industrial discharges, WQIS supports all District wastewater treatment plants in meeting their NPDES discharge 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) Pretreatment & Pollution Prevention Committee, Ohio Environmental Protection Agency (OEPA) / Ohio Water Environment Association (OWEA) Industrial Pretreatment Committee, Northeast Ohio Environmental Crimes Task Force and the Cuyahoga County Local Emergency Planning Committee (LEPC).

WQIS provides support to the 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 hazardous waste collection events.

The major objectives for WQIS in 2021 are:

Environmental (Water Quality) Monitoring: Demonstrate water quality conditions 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

BUDGET CENTER: Environmental Services (WQIS) – 1800

MANAGED BY: John W. Rhoades
Manager of Water Quality and Industrial Surveillance

internal decision making. Report data and findings to the appropriate agencies. Conduct sampling to support other departmental needs.

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.

Business Program: Process all applications (Non-Discharge/Non-User Status (NDS/NUS), Sewer System Charges Based on Usage of The System (SSCBOUTS), Water Leaks, etc.) quickly and efficiently. Verify water and sewer accounts within the service area. Follow-up on all customer concerns and inquiries professionally.

Pollution Prevention Program: Oversee the Stormwater Management Program's Phase II Support agreements and evaluate outfall monitoring data in order to prioritize and conduct Illicit Discharge Detection and Elimination (IDDE) work, including outfall sampling, source tracking, and assisting with problem remediation. Work with the District's Watersheds Program staff to communicate the status of IDDE investigations and findings with member communities and regulatory agencies. Inspect dental facilities, hospitals, and industrial facilities to assess their contribution of mercury. Continue to implement and expand a Pollutant Minimization Program (PMP) for mercury.

Other: Promote the District through public outreach. Provide support for District departments.

BUDGET CENTER: Environmental Services (WQIS) – 1800

MANAGED BY: John W. Rhoades
Manager of Water Quality and Industrial Surveillance

2020 Accomplishments	2021 Goals
Met all NPDES Pretreatment Program requirements; No NPDES permit violations as a result of pass-through, interference and/or inhibition.	Meet all National Pollutant Discharge Elimination System (NPDES) Pretreatment Program requirements.
Completed all planned environmental monitoring projects.	Complete all planned environmental monitoring projects.
Demonstrated water quality conditions 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.	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.
Met with external agencies to identify areas for collaboration and to share monitoring data.	Meet with external agencies to identify areas for collaboration; share monitoring data.
Continued the development of staff through various training programs, workshops and certifications.	Develop staff through various training programs, workshops and certifications.
Results from the District's Environmental Monitoring Programs were communicated via different forms of media (brochures, internet, TV and Radio).	Effectively communicate the results of the District's Environmental Monitoring Programs via different forms of media (brochures, internet, TV and Radio).
Completed sampling requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.	Continue to conduct monitoring requirements of Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP) consent decree.
Completed all environmental monitoring required by the District's CSO permit.	Conduct all environmental monitoring required by the District's CSO permit.
Hosted regulatory compliance seminars for local industrial users.	Work with local industry to further enhance their understanding of discharge regulations, explore opportunities for pollution prevention measures.
Identified, sampled and traced illicit discharges to their sources.	Continue to identify illicit discharges to the environment. Continue to source track so the discharges can be eliminated.
Met with County Board of Health Departments to discuss District stormwater services.	Implement component of District's Stormwater Management program into the WQIS Department.

BUDGET CENTER: Environmental Services (WQIS) – 1800

MANAGED BY: John W. Rhoades
Manager of Water Quality and Industrial Surveillance

2020 Accomplishments	2021 Goals
Testing of new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS) currently in progress.	Implement new Pretreatment Information Management System (PIMS) and Environmental Information Management System (EIMS)
Worked with the County Board of Health Departments within our service area to provide stormwater services.	Continue to work with the County Board of Health Departments within our service area to provide stormwater services.
Collected thermometers and other mercury containing items at EMSC..	Continue to work with CCR to conduct mercury thermometer exchange events.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
ENVIRONMENTAL SERVICES -- 1800				
STAFFING				
One Year History and Budget Comparison				
JOB TITLE	2020 ACTUALS	2020 BUDGET	2021 BUDGET	BUDGET VARIANCE
Proc Analyst	1	1	1	0
Enviro Comp Inspector I	11	0	11	11
Field Biologist I	2	0	2	2
Industrial Comp Spec I	6	0	5	5
Para Intern Maint Svcs	0	0	0	0
Investigator	0	11	0	(11)
Sr Investigator	0	9	0	(9)
WQIS Mgr	1	1	1	0
Pretreat Prog Specialist	1	0	1	1
Business Programs Supvr	0	1	1	0
Envir Assessment Supvr	1	1	1	0
Enforcement Supvr	1	1	1	0
Pollution Prevention Supv	1	1	1	0
Pretreatment Program Asst	0	1	0	(1)
Enviornmental Compliance Inspector II	0	0	1	1
Environmental Compliance Inspector II	0	0	1	1
Total Fulltime	25	27	27	0
B STEM Intern Watershed	0	2	2	0
Para Intern WSHED	0	2	2	0
Total Intern	0	4	4	0
Total Postions	25	31	31	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT						
WASTEWATER						
BUDGET CENTER 1800: ENVIRONMENTAL SERVICES						
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance	
Operating Expenses:						
52020 - Officials and Managers Salaries	\$ 473,318	\$ 360,654	\$ 346,011	\$ 263,522	\$	(82,489)
52030 - Professionals Salaries	1,280,826	1,319,815	788,293	1,591,397		803,104
52031 - Administrative Support Salaries	100,399	55,452	54,988	54,995		7
52034 - Technicians Salaries	142,541	59,651	634,164	-		(634,164)
52036 - Para-Professional Salaries	57,639	3,523	76,293	44,651		(31,642)
52060 - Student Salaries	15,002	-	44,974	44,651		(323)
52071 - Longevity	7,550	5,600	7,500	7,701		201
52081 - Sick Buy Out	8,533	9,723	12,600	8,704		(3,896)
52231 - Administrative Support Overtime	46	30	-	-		-
52236 - Para-Professional Overtime	3,075	-	6,000	6,000		-
52260 - Student Overtime	1,813	-	-	3,000		3,000
Salaries and Wages	\$ 2,090,741	\$ 1,814,448	\$ 1,970,823	\$ 2,024,621	\$	53,798
Benefits:						
52320 - Opers	\$ 292,133	\$ 248,750	\$ 275,915	\$ 283,447	\$	7,532
52360 - Medicare	28,039	24,568	28,577	29,357		780
52370 - Uniform Allowance	580	460	2,600	2,600		-
Benefits	\$ 320,752	\$ 273,778	\$ 307,092	\$ 315,404	\$	8,312
Total Salaries and Benefits	\$ 2,411,493	\$ 2,088,226	\$ 2,277,915	\$ 2,340,025	\$	62,110
Other Operating Expenses:						
Reimbursable Expenses:						
52410 - Travel	\$ 9,424	\$ 568	\$ 10,700	\$ 10,700	\$	-
52430 - Employee Education	8,387	3,689	10,000	11,345		1,345
Reimbursable Expenses	\$ 17,811	\$ 4,257	\$ 20,700	\$ 22,045	\$	1,345
Contractual Services:						
52715 - Printing	\$ -	\$ 19	\$ 500	\$ 1,260	\$	760
52730 - Dues and Subscriptions	15,004	17,097	20,257	20,302		45
52750 - Advertising	2,446	2,446	3,000	3,000		-
52770 - Uniforms	11,654	24,168	9,090	9,090		-
52775 - Licenses,Fees, And Permits	1,831	1,898	2,550	2,550		-
52780 - Other Contractual Services	39,396	41,818	62,600	75,600		13,000
Contractual Services	\$ 70,331	\$ 87,445	\$ 97,997	\$ 111,802	\$	13,805
Materials and Supplies:						
52805 - Office Supplies	\$ 4,773	\$ 2,285	\$ 4,140	\$ 4,282	\$	142
52810 - Fuel and Oil	394	9,332	1,000	13,000		12,000
52811 - Vehicle Maintenance Parts	-	232	1,482	1,482		-
52825 - Chemicals	1,554	393	1,600	1,600		-
52840 - Laboratory Supplies	9,019	6,863	26,310	25,398		(912)
52845 - General Hardware Supplies	15,558	11,707	13,100	13,556		456
52846 - Equipment And Instrumentation Par	49,877	17,065	45,049	46,102		1,053
52851 - Other Minor Equipment	14,742	477	24,628	24,945		317
52860 - Postage,Ups	3,923	1,521	4,900	4,900		-
52865 - Other Supplies	21,424	21,937	31,219	26,549		(4,670)
52870 - Freight	828	515	1,500	1,500		-
Materials And Supplies	\$ 122,091	\$ 72,328	\$ 154,928	\$ 163,314	\$	8,386
Equipment Repair and Maintenance:						
52920 - Equipment Repair and Maintenance	\$ 10,519	\$ 6,005	\$ 13,050	\$ 16,470	\$	3,420
Equipment Repair And Maintenance	\$ 10,519	\$ 6,005	\$ 13,050	\$ 16,470	\$	3,420
Building and Road Repair:						
53050 - Building Maintenance Supplies	\$ 1,534	\$ 185	\$ -	\$ -	\$	-
53051 - Building Maintenance Services	558	-	-	-		-
Building and Road Repair	\$ 2,092	\$ 185	\$ -	\$ -	\$	-
Total Other Operating Expenses	\$ 222,845	\$ 170,219	\$ 286,675	\$ 313,631	\$	26,956
Total Operating Expenses	\$ 2,634,337	\$ 2,258,446	\$ 2,564,590	\$ 2,653,656	\$	89,066

BUDGET CENTER	Analytical Services -- 1900
MANAGED BY	Cheryl Soltis-Muth Manager Analytical Services
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS	
<p>Analytical Services provides:</p> <ul style="list-style-type: none"> • Legally defensible and quality data, by operating the laboratory under guidelines and standards outlined by the National Environmental Laboratory Accreditation Program (NELAP). • Analytical testing, report generation, chain of custody compliance, and sampling containers to the District's treatment plants in order to meet requirements outlined in the NPDES permits as well as other requirements defined by the operations department. • Verification of the quality of the chemicals used in the treatment process to ensure the adherence to contract specifications. • Certified results for samples submitted by the District's Water Quality and Industrial Surveillance (WQIS) department for samples required for the District's pretreatment, water quality monitoring, sewer surcharge, and enforcement programs. • Microscopic analysis of the activated sludge system, quality control checks on plant analytical equipment, and additional testing, support and sampling at the request of Operations and Maintenance and WQIS. • Analytical testing to external clients and analytical method research and development for grants and governmental organizations. In 2020, these services totaled approximately \$332,000 in revenue for the District. • Support staff for a variety of outreach activities throughout the year. 	

BUDGET CENTER	Analytical Services -- 1900	
MANAGED BY	Cheryl Soltis-Muth Manager Analytical Services	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS		
Analytical Services is dedicated to the following goals:		
<ul style="list-style-type: none">• Maintaining 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.• Maintaining 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.• Communicating and cooperating to promote good relationships within Analytical Services, with other District departments as well as outside agencies to achieve common goals and objectives.• Keeping up to date with current methods and technology to provide an efficient and competitive laboratory.		
2020 Accomplishments		2021 Goals
<ul style="list-style-type: none">• Worked cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month. During the second quarter, worked collaboratively with operations staff to perform mission critical testing due to the pandemic. In June, again worked with operations staff to increase testing performed to meet process testing needs.• Continued to provide internal training to all laboratory personnel including: Wastewater certification classes, required QA/QC subjects, safety, and good laboratory practices.		<ul style="list-style-type: none">• Work cooperatively with operations staff for approval and submission of the monthly Discharge Monitoring Reports by the 15th of each month. Work throughout the year to increase analyses to pre-pandemic testing levels for the plants.• Continue to provide internal training to all laboratory personnel including: Wastewater certification classes, required QA/QC subjects,

BUDGET CENTER Analytical Services -- 1900

MANAGED BY Cheryl Soltis-Muth
Manager Analytical Services

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

2020 Accomplishments	2021 Goals
<ul style="list-style-type: none">Continued to provide support to the Cuyahoga County Department of Public Works.Completed all samples submitted by the Cuyahoga County Board of Health (CCBH) within contract specifications.Stayed up to date with all aspects of the laboratory's NELAC accreditation status and incorporated new methods to support stormwater monitoring.Continued to analyze IDDE samples for local health departments in support of the District's stormwater program.Continued to perform work for current customers and local utilities for NPDES, stormwater, and cyanotoxin parameters.Implemented the strategic plan and career pathing initiatives.Continued to develop methods and analytical strategies in support of a Microbial Source Tracking (MST) project to evaluate effectiveness of the LTCP.	<p>safety, and good laboratory practices (GLP). Work with QT9 and UKG (UltiPro) to create online training and tracking.</p> <ul style="list-style-type: none">Continue to provide support to the Cuyahoga County Department of Public Works.Complete all samples submitted by the Cuyahoga County Board of Health (CCBH) within contract specifications. Prepare new contract for 2021-2023.Stay up to date with all aspects of the laboratory's NELAC accreditation status and incorporate new methods to support stormwater monitoring.Continue to analyze IDDE samples for local health departments in support of the District's stormwater program.Continue to perform work for current customers and provide analytical support to local utilities. Cultivate new customers doing work that aligns with District core work.Continue strategic plan work and employee development.

BUDGET CENTER Analytical Services -- 1900

MANAGED BY Cheryl Soltis-Muth
 Manager Analytical Services

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

2021 Accomplishments

- Worked on the new Laboratory Information Management System (LIMS). Implementation was initiated in June 2020 and Horizon LIMS went live 8/24/2020.
- Purchased, installed and validated the following equipment: BOD Analyzer, NexGen Sequencer, and qPCR.

2021 Goals

- Continue to develop methods and analytical strategies in support of a Microbial Source Tracking (MST) project to evaluate effectiveness of the LTCP.
- Continue to troubleshoot and improve Horizon LIMS.
- Procure, install, and validate equipment to support District needs and initiatives.
- Continue to search for collaborative projects funded through WRF, USEPA, and other organizations for technology demonstration and method research and development.

<u>NORTHEAST OHIO REGIONAL SEWER DISTRICT</u>				
ANALYTICAL SERVICES --1900				
STAFFING				
One Year History and Budget Comparison				
JOB TITLE	2020 ACTUALS	2020 BUDGET	2021 BUDGET	BUDGET VARIANCE
Admin Asst	0	0	0	0
Advanced Inst Chemist	0	1	0	(1)
Analytical Svcs Mgr	1	1	1	0
Biologist	0	1	0	(1)
Biologist I	1	0	1	1
Biologist III	1	0	2	2
Chemist	0	6	0	(6)
Chemist I	5	0	4	4
Chemist II	1	0	2	2
Chemist III	1	0	1	1
Lab Analyst I	6	0	6	6
Lab Analyst II	4	0	3	3
Lab Analyst III	0	0	1	1
Lab Data Spec	1	0	1	1
Laboratory Asst	2	2	2	0
Laboratory Data Specialist	0	1	0	(1)
Logistics Chemist	0	1	0	(1)
Microbiologist	0	2	0	(2)
QA & QC Supvr	0	0	0	0
Sample Control Specialist	1	1	1	0
Sr WW Analyst	0	3	0	(3)
Super of Lab EHS & Logist	1	0	1	1
Supervising Biologist	1	1	1	0
Supv Chemist	2	2	2	0
Supvr of Sample Control	1	1	1	0
WW Analyst	0	7	0	(7)
Total Fulltime	29	30	30	0
Para Intern Anl Svcs	1	5	5	0
Total Intern	1	5	5	0
Total Postions	30	35	35	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1900: ANALYTICAL SERVICES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 360,924	\$ 668,940	\$ 305,659	\$ 696,505	\$ 390,846
52030 - Professionals Salaries	744,905	427,082	812,900	440,595	(372,305)
52031 - Administrative Support Salaries	25,745	115,657	130,653	127,358	(3,295)
52034 - Technicians Salaries	539,282	445,614	542,830	528,679	(14,151)
52036 - Para-Professional Salaries	78,033	52,511	110,451	126,700	16,249
52071 - Longevity	4,600	4,200	4,700	4,692	(8)
52081 - Sick Buy Out	7,294	7,110	4,100	7,440	3,340
52231 - Administrative Support Overtime	359	5,008	1,200	5,000	3,800
52234 - Technician Overtime	22,191	30,810	28,000	30,000	2,000
52236 - Para-Professional Overtime	8,185	4,517	10,000	10,000	-
Salaries and Wages	\$ 1,791,517	\$ 1,761,449	\$ 1,950,493	\$ 1,976,970	\$ 26,477
Benefits:					
52320 - Opers	\$ 252,084	\$ 247,778	\$ 273,069	\$ 276,776	\$ 3,707
52360 - Medicare	25,828	25,222	28,282	28,666	384
52370 - Uniform Allowance	560	-	1,500	1,500	-
Benefits	\$ 278,472	\$ 273,001	\$ 302,851	\$ 306,942	\$ 4,091
Total Salaries and Benefits	\$ 2,069,989	\$ 2,034,450	\$ 2,253,344	\$ 2,283,911	\$ 30,567
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 4,806	\$ 554	\$ 8,740	\$ 3,580	\$ (5,160)
52430 - Employee Education	9,647	2,689	10,360	6,010	(4,350)
Reimbursable Expenses	\$ 14,453	\$ 3,242	\$ 19,100	\$ 9,590	\$ (9,510)
Professional Services:					
52610 - General Professional Services	\$ 101,020	\$ -	\$ 65,556	\$ 20,865	\$ (44,691)
Professional Services	\$ 101,020	\$ -	\$ 65,556	\$ 20,865	\$ (44,691)
Contractual Services:					
52715 - Printing	\$ 331	\$ 594	\$ 1,000	\$ 1,000	\$ -
52730 - Dues and Subscriptions	16,369	2,514	11,725	4,810	(6,915)
52770 - Uniforms	4,016	-	5,000	5,000	-
52775 - Licenses,Fees, And Permits	-	5,781	11,800	7,000	(4,800)
52780 - Other Contractual Services	32,166	30,162	41,800	49,800	8,000
Contractual Services	\$ 52,882	\$ 39,051	\$ 71,325	\$ 67,610	\$ (3,715)
Materials and Supplies:					
52805 - Office Supplies	\$ 9,714	\$ 7,743	\$ 9,000	\$ 9,000	\$ -
52825 - Chemicals	288,781	187,731	320,000	320,000	-
52840 - Laboratory Supplies	305,672	206,603	320,000	320,000	-
52845 - General Hardware Supplies	19,147	8,611	16,000	15,000	(1,000)
52846 - Equipment And Instrumentation Parts	23,002	55,828	27,000	28,000	1,000
52851 - Other Minor Equipment	21,168	21,732	25,000	25,000	-
52865 - Other Supplies	28,335	66,868	20,000	25,000	5,000
52870 - Freight	6,617	5,720	8,000	8,000	-
52880 - Invoice Price Variance	-	(9,580)	-	-	-
52890 - Inventory Adjustment-Book To Physical	-	(479)	-	-	-
Materials And Supplies	\$ 702,435	\$ 550,778	\$ 745,000	\$ 750,000	\$ 5,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 1900: ANALYTICAL SERVICES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 137,325	\$ 200,822	\$ 260,000	\$ 271,000	\$ 11,000
Equipment Repair And Maintenance	\$ 137,325	\$ 200,822	\$ 260,000	\$ 271,000	\$ 11,000
Building and Road Repair:					
53040 - Miscellaneous Repair and Maintenance	\$ 353	\$ -	\$ 12,000	\$ 10,000	\$ (2,000)
53050 - Building Maintenance Supplies	4,711	2,282	1,000	2,000	1,000
53051 - Building Maintenance Services	13,015	26,533	25,000	25,000	-
53052 - Building Maintenance Miscellaneous	-	-	5,000	5,000	-
Building and Road Repair	\$ 18,078	\$ 28,816	\$ 43,000	\$ 42,000	\$ (1,000)
Judgements and Awards:					
Total Other Operating Expenses	\$ 1,026,193	\$ 822,710	\$ 1,203,981	\$ 1,161,065	\$ (42,916)
Total Operating Expenses	\$ 3,096,182	\$ 2,857,159	\$ 3,457,325	\$ 3,444,976	\$ (12,349)

BUDGET CENTER: Watershed Programs - 8100

MANAGED BY: Frank Greenland, P.E.
Director of Watershed Programs

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

The Watershed Programs Department is responsible for the coordination and implementation of watershed management-related services within the District. This Department provides watershed management leadership and support in the following areas:

Watershed Programs: The Watershed Programs Department administers the District's Regional Stormwater Management Program (RSMP) by implementing the Stormwater Construction Plan, which is supported by the stormwater project prioritization process and design development that is based on the findings of field evaluations of regional stormwater system assets and refinement of stormwater master plans. The Watershed Programs Department coordinates the delivery of watershed management-related technical expertise, education, coordination and support to Member Communities, watershed groups and technical service providers that promotes restoration, maintenance and operation of the regional stormwater system. The Watershed Programs Department oversees the implementation of the Member Community Infrastructure Program, Green Infrastructure Grant Program, Watershed Partner Service Agreements and the RSMP's Community Cost Share grant programs. The Watershed Programs Department also coordinates member community compliance with the District's Community Discharge Permit Program, assists the Engineering and Construction Department with implementation of the District's Appendix 3 Green Infrastructure responsibilities under Project Clean Lake and assists with the development of Local Sewer System Evaluation Studies (LSSES).

Regulatory Compliance: The Regulatory Compliance workgroup coordinates regulatory compliance activities and information sharing across District departments, ensuring compliance with environmental permits and regulations, manages environmental assessment projects in support of the District's capital improvement program and works to anticipate the impact of future regulatory initiatives on the District and its Member Communities. This workgroup also coordinates activities with the District's Health & Safety workgroup (Budget Center – 8400).

Geographic Information Systems: The Geographic Information Systems (GIS) workgroup provides data management, mapping, infrastructure information and tools to assist internal District and external stakeholders with a variety of GIS data management and analysis to support the management of wastewater, stormwater and watershed infrastructure throughout the District service area. The GIS workgroup also supports Billing Services, Customer Service, Sewer System Maintenance & Operation, Engineering & Construction, Water Quality Industrial Surveillance and the Communication & Community Relations Departments and workgroups with data management and mapping tools developed for analysis and effective communication of information to Member Communities, customers and the public.

BUDGET CENTER: Watershed Programs - 8100

MANAGED BY: Frank Greenland, P.E.
Director of Watershed Programs

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

Watershed Technical Support: The Watershed Technical Support workgroup is responsible for implementation of the Community Discharge Permit Program, oversees the administration of the District's Title III & IV Code of Regulations and conducts all plan reviews in support of the District's Title V Code of Regulations. Additionally, the Watershed Technical Support workgroup administers the District's Regional Stormwater Management Program's credit program and leads the development of the stormwater master plans for the five major watersheds in the District service area. This workgroup also oversees the Water Resource Restoration Sponsor Program in partnership with the Finance Department.

2020 Accomplishments		2021 Goals	
*	Coordinated and delivered effective implementation of the Regional Stormwater Management Program. Led stormwater master planning, implemented the Stormwater Construction Plan and provided Phase II compliance assistance services to Member Communities.	*	Lead effective and refined implementation efforts related to the Regional Stormwater Management Program.
*	Continued and enhanced delivery of the Member Community Infrastructure Program.	*	Continue to seek opportunities to enhance the District's role and service to Member Communities in the area of watershed management.
*	Supported the operation and maintenance of Project Clean Lake - Appendix 3 Green Infrastructure projects.	*	Support operation and maintenance of Project Clean Lake - Appendix 3 Green Infrastructure Program projects.
*	Continued to seek opportunities to enhance the District's environmental monitoring, research, GIS, and analytical efforts.	*	Continue to seek opportunities to improve the District's environmental monitoring, research, GIS, and analysis efforts.
*	Continued to coordinate the District's environmental and regulatory compliance programs.	*	Continue to coordinate the District's regulatory compliance program and promote the District as an environmental leader for the region.
*	Supported development of LSSES activities and advanced the Title III & IV Code of Regulation revision process for Member Community compliance with the Community Discharge Permit Program.	*	Efficiently administer the MCIP, Green Infrastructure Grant and Community Cost Share grant programs.

BUDGET CENTER:	Watershed Programs - 8100
MANAGED BY:	Frank Greenland, P.E. Director of Watershed Programs

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

	2020 Accomplishments		2021 Goals
*	Developed GIS tools to further enhance infrastructure asset management and streamline data collection.	*	Lead the modification of the District's Community Discharge Permit Program and Titles III/IV.
		*	Support the implementation of LSSSES recommendations.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WATERSHED PROGRAMS -- 8100				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Comm Dis Permit Prg Spec	1	1	1	0
Comm Dis Permit Prog Mgr	1	1	1	0
Dir of Watershed Prgms	1	1	1	0
Envir Spec	1	2	2	0
Exec Asst Watershed	1	1	1	0
GIS Analyst	0	1	0	(1)
GIS Svcs Mgr	0	1	0	(1)
GIS Tech	0	2	0	(2)
Grant Programs Admin.	1	0	1	1
Project Mgr E&C	0	0	0	0
Reg Compliance Mgr	1	1	1	0
Sr Envir Spec	0	0	0	0
Sr GIS Analyst	0	1	0	(1)
Supr of Environmental Com	1	1	1	0
Watershed Funding Adminr	0	1	0	(1)
Watershed Programs Spec	1	1	1	0
Watershed Tech Sprr Mgr	0	0	0	0
Total Fulltime	9	15	10	(5)
Para Intern WSHED	0	3	2	(1)
Total Intern	0	3	2	(1)
Total Positions	9	18	12	(6)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 8100: WATERSHED PROGRAMS					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 459,574	\$ 414,986	\$ 497,929	\$ 379,609	\$ (118,320)
52030 - Professionals Salaries	710,329	454,801	564,961	444,153	(120,808)
52031 - Administrative Support Salaries	57,216	58,562	57,910	57,910	-
52034 - Technicians Salaries	27,860	18,793	100,909	-	(100,909)
52036 - Para-Professional Salaries	78,594	14,591	114,439	66,976	(47,463)
52060 - Student Salaries	13,258	-	-	-	-
52071 - Longevity	3,650	2,850	4,300	3,723	(577)
52081 - Sick Buy Out	6,138	13,112	-	6,260	6,260
52236 - Para-Professional Overtime	728	162	2,000	1,000	(1,000)
52260 - Student Overtime	267	-	-	-	-
Salaries and Wages	\$ 1,357,614	\$ 977,857	\$ 1,342,449	\$ 959,632	\$ (382,817)
Benefits:					
52320 - Opers	\$ 192,686	\$ 137,844	\$ 187,943	\$ 134,348	\$ (53,595)
52360 - Medicare	19,296	13,958	19,466	13,915	(5,551)
52370 - Uniform Allowance	1,480	1,240	2,000	2,000	-
52380 - Awards and Recognition	-	-	-	300	300
Benefits	\$ 213,462	\$ 153,042	\$ 209,408	\$ 150,563	\$ (58,845)
Total Salaries and Benefits	\$ 1,571,076	\$ 1,130,899	\$ 1,551,857	\$ 1,110,195	\$ (441,662)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 24,214	\$ 5,609	\$ 25,700	\$ 13,000	\$ (12,700)
52430 - Employee Education	14,349	6,607	14,245	8,925	(5,320)
Reimbursable Expenses	\$ 38,562	\$ 12,216	\$ 39,945	\$ 21,925	\$ (18,020)
Professional Services:					
52610 - General Professional Services	\$ 74,398	\$ 340,148	\$ 450,624	\$ 580,640	\$ 130,016
52615 - General Professional Services-Training	-	-	9,800	-	(9,800)
Professional Services	\$ 74,398	\$ 340,148	\$ 460,424	\$ 580,640	\$ 120,216
Contractual Services:					
52715 - Printing	\$ 482	\$ 142	\$ 2,000	\$ 2,000	\$ -
52730 - Dues and Subscriptions	8,594	37,333	3,000	2,000	(1,000)
52770 - Uniforms	1,183	-	-	-	-
52775 - Licenses,Fees, And Permits	205,485	61,562	192,763	213,828	21,065
52780 - Other Contractual Services	392,982	382,521	719,653	1,201,150	481,497
Contractual Services	\$ 608,726	\$ 481,558	\$ 917,416	\$ 1,418,978	\$ 501,562
Materials and Supplies:					
52805 - Office Supplies	\$ 1,912	\$ 381	\$ 2,500	\$ 1,500	\$ (1,000)
52806 - Software	4,820	1,500	2,000	2,000	-
52845 - General Hardware Supplies	208	57	-	-	-
52846 - Equipment And Instrumentation Parts	63	-	1,000	-	(1,000)
52851 - Other Minor Equipment	2,321	105	6,000	1,000	(5,000)
52860 - Postage,Ups	-	-	500	500	-
52861 - Training Supplies	117	-	-	-	-
52865 - Other Supplies	217	335	2,500	1,000	(1,500)
52870 - Freight	7	26	200	200	-
Materials And Supplies	\$ 9,666	\$ 2,404	\$ 14,700	\$ 6,200	\$ (8,500)
Total Other Operating Expenses	\$ 731,352	\$ 836,326	\$ 1,432,485	\$ 2,027,743	\$ 595,258
Total Operating Expenses	\$ 2,302,428	\$ 1,967,224	\$ 2,984,342	\$ 3,137,938	\$ 153,596

BUDGET CENTER	Stormwater Inspection and Maintenance -- 8300	
MANAGED BY	Mark A Link Manager of Stormwater Inspection & Maintenance	
DESCRIPTION OF SERVICES PROVIDED AND ACCOMPLISHMENTS & GOALS		
<p>The Stormwater Inspection and Maintenance (SWIM) Department is responsible for the inspection and maintenance of the regional stormwater system (RSS) assets under the Regional Stormwater Management Program (RSMP) and the Appendix 3 Green Infrastructure (GI) Assets under the Wastewater Program.</p> <ul style="list-style-type: none">• Inspection & Maintenance Program – The inspection program will respond to customer requests, emergency calls, wet weather events, conduct routine inspections, and provide supporting information to conduct SWIM maintenance or support Watershed Department construction project. The SWIM maintenance program provides services for routine sediment & debris removal, dredging activities, and small scale stream restoration projects.• Department Administration – Department administration is intended to develop, implement, and maintain the most effective and sustainable SWIM department, which may include policies, procedures, standards, training, and data management to support a reliable, preventive, and predictive asset management approach. Technical groups within SWIM Administration include stormwater GIS data management, asset management analysis, and contract development.		
2020 Accomplishments	2021 Goals	
<ul style="list-style-type: none">• Improved customer and community response.• Improved urgent storm response.• Improved capacity assurance• Improved structural integrity• Maintained aesthetics and performance of the Appendix 3 GI Sites• Continued improve the inventory of the regional stormwater system assets.• Expanded Maintenance Service Contracts.• Conducted root cause analysis on trouble assets.	<ul style="list-style-type: none">• Improve customer and community response.• Improve urgent storm response.• Improve capacity assurance.• Improve structural integrity.• Maintain aesthetics and performance of the Appendix 3 GI Sites.• Transition from WAM to NEXGEN.• Expand number of small scale maintenance projects.• Expand Maintenance Service Contracts.• Conduct root cause analysis on trouble assets.	

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
STORMWATER INSPECTION AND MAINTENANCE -- 8300				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Green Infrastructure Worker	2	3	2	(1)
Total Postions	2	3	2	(1)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 8300: STORMWATER INSPECTION AND MAINTENANCE					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52050 - Maintenance Hourly	\$ 17,258	\$ 69,535	\$ 99,840	\$ 66,560	\$ (33,280)
52250 - Maintenance Hourly Overtime	264	102	-	-	-
Salaries and Wages	\$ 17,522	\$ 69,637	\$ 99,840	\$ 66,560	\$ (33,280)
Benefits:					
52320 - Opers	\$ 2,469	\$ 9,663	\$ 13,978	\$ 9,318	\$ (4,660)
52360 - Medicare	249	988	1,448	965	(483)
Benefits	\$ 2,717	\$ 10,651	\$ 15,425	\$ 10,284	\$ (5,141)
Total Salaries and Benefits	\$ 20,239	\$ 80,288	\$ 115,265	\$ 76,844	\$ (38,421)
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ -	\$ -	\$ -	\$ 500	\$ 500
52430 - Employee Education	-	600	-	500	500
Reimbursable Expenses	\$ -	\$ 600	\$ -	\$ 1,000	\$ 1,000
Professional Services:					
52610 - General Professional Services	\$ -	\$ 17,951	\$ 115,000	\$ 90,000	\$ (25,000)
Professional Services	\$ -	\$ 17,951	\$ 115,000	\$ 90,000	\$ (25,000)
Contractual Services:					
52770 - Uniforms	\$ -	\$ 2,831	\$ -	\$ 1,000	\$ 1,000
52780 - Other Contractual Services	-	194,123	705,000	720,000	15,000
Contractual Services	\$ -	\$ 196,954	\$ 705,000	\$ 721,000	\$ 16,000
Materials and Supplies:					
52846 - Equipment And Instrumentation Parts	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
52851 - Other Minor Equipment	-	4,498	-	13,000	13,000
52865 - Other Supplies	-	3,737	-	-	-
Materials And Supplies	\$ -	\$ 8,235	\$ -	\$ 14,000	\$ 14,000
Total Other Operating Expenses	\$ -	\$ 223,740	\$ 820,000	\$ 826,000	\$ 6,000
Total Operating Expenses	\$ 20,239	\$ 304,028	\$ 935,265	\$ 902,844	\$ (32,421)

BUDGET**CENTER:**

Health & Safety - 8400

MANAGED BY:

Carla DeSantis

Manager of Health and Safety

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

The role of the Health and Safety Department is the prevention of workplace fatalities, injuries, illnesses through organization compliance to applicable health and safety regulations. The Health and Safety Department enables the District employees to perform their duties safely while supporting the District's goal of meeting all NPDES permit limits while continuously striving for Operational Excellence.

2020 Accomplishments		2021 Goals	
*	Supported the District's Incident Management Team and Senior Staff throughout the COVID-19 pandemic with employee health and safety guidance, protocol implementation and PPE/virus protection supply procurement.	*	Continue support of all District employees and Senior Staff throughout pandemic, serving as Safety Officers for the Incident Management Team and executing 24/7 emergency responses as necessary.
*	With support from IT, evaluated, selected, and began implementation of EHS management software to better track data, tasks, and recordkeeping, with goal of improving efficiency, effectiveness and compliance.	*	Continue implementation of EHS software with early target of automated incident event reporting system implementation District-wide, as well as training administration and records management.
*	Developed Defensive Driver computer-based training aimed at reducing vehicle accidents and communicating District policies and practices around motor vehicle use and accident response.	*	1) Deploy Defensive Driver CBT via UKG Pro LMS for all current District employees. 2) Support development of vehicle use policies with O&M, HR, Legal and Sustainability.
*	1) Deployed New Hire Safety Orientation Training and administered to all new hires in 2020. 2) Continued modified delivery of employee safety training with consideration for employee safety during pandemic.	*	Continue evaluation and refinement of employee H&S training courses, content and delivery methods to improve retention and reduce employee time away from the job.
*	1) Initiated Portable Gas Meter Replacement and Implementation Project. Secured proposals from vendors and began evaluation and selection process. 2) Participated in work group aimed at evaluating effectiveness of fixed gas systems for personnel protection and assisted in developing work plan to improve employee safety in hazardous areas.	*	1) Execute portable gas meter replacement and implementation at for all affected employees at three WWTPs and EMSC. 2) Support ongoing modification of fixed gas monitoring practices and lead the implementation of portable gas meter usage for personnel protection of WWTP and Collections System employees.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
HEALTH & SAFETY -- 8400				
STAFFING				
Two Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Health & Safety Coord	2	2	2	0
Health & Safety Mgr	1	1	1	0
Health & Safety Spec	4	4	4	0
TOTAL FULLTIME	6	7	7	0
Para Intern H&S	0	2	2	0
TOTAL INTERN	0	2	2	0
TOTAL EMPLOYEE	6	9	9	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
WASTEWATER					
BUDGET CENTER 8400: HEALTH & SAFETY					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 89,479	\$ 94,765	\$ 93,731	\$ 93,636	\$ (95)
52030 - Professionals Salaries	296,528	259,973	264,532	265,025	493
52031 - Administrative Support Salaries	22,080	96,770	137,931	148,422	10,491
52036 - Para-Professional Salaries	28,120	-	44,974	49,488	4,514
52071 - Longevity	800	600	300	816	516
52081 - Sick Buy Out	-	2,701	-	-	-
52236 - Para-Professional Overtime	391	-	500	1,000	500
Salaries and Wages	\$ 437,399	\$ 454,810	\$ 541,969	\$ 558,387	\$ 16,418
Benefits:					
52320 - Opers	\$ 61,140	\$ 63,525	\$ 75,876	\$ 78,174	\$ 2,298
52360 - Medicare	6,220	6,589	7,859	8,097	238
52370 - Uniform Allowance	2,920	2,800	3,640	3,360	(280)
52380 - Awards and Recognition	578	139	5,000	5,000	-
Benefits	\$ 70,858	\$ 73,052	\$ 92,374	\$ 94,631	\$ 2,257
Total Salaries and Benefits	\$ 508,256	\$ 527,862	\$ 634,343	\$ 653,018	\$ 18,675
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 4,427	\$ 1,312	\$ 6,850	\$ 3,000	\$ (3,850)
52430 - Employee Education	4,586	6,039	4,000	5,000	1,000
Reimbursable Expenses	\$ 9,013	\$ 7,350	\$ 10,850	\$ 8,000	\$ (2,850)
Professional Services:					
52610 - General Professional Services	\$ -	\$ 4,000	\$ 61,000	\$ -	\$ (61,000)
52615 - General Professional Services-Training	22,150	70,910	226,520	151,000	(75,520)
Professional Services	\$ 22,150	\$ 74,910	\$ 287,520	\$ 151,000	\$ (136,520)
Contractual Services:					
52715 - Printing	\$ 2,053	\$ 594	\$ 2,300	\$ 2,500	\$ 200
52730 - Dues and Subscriptions	2,530	4,257	4,525	4,196	(329)
52770 - Uniforms	430	803	900	900	-
52780 - Other Contractual Services	88,725	130,508	80,500	157,500	77,000
Contractual Services	\$ 93,739	\$ 136,162	\$ 88,225	\$ 165,096	\$ 76,871
Materials and Supplies:					
52805 - Office Supplies	\$ 262	\$ 3,878	\$ 3,500	\$ 2,500	\$ (1,000)
52840 - Laboratory Supplies	6	-	-	-	-
52845 - General Hardware Supplies	541	11	-	-	-
52846 - Equipment And Instrumentation Parts	49	2,535	-	-	-
52851 - Other Minor Equipment	28,818	32,404	23,300	58,000	34,700
52860 - Postage,Ups	-	-	150	-	(150)
52861 - Training Supplies	2,027	749	-	-	-
52865 - Other Supplies	1,154	22,765	2,470	6,500	4,030
52870 - Freight	-	171	-	500	500
Materials And Supplies	\$ 32,856	\$ 62,512	\$ 29,420	\$ 67,500	\$ 38,080
Equipment Repair and Maintenance:					
52920 - Equipment Repair and Maintenance	\$ 18	\$ 5,957	\$ 65,500	\$ 62,500	\$ (3,000)
Equipment Repair And Maintenance	\$ 18	\$ 5,957	\$ 65,500	\$ 62,500	\$ (3,000)
Total Other Operating Expenses	\$ 157,776	\$ 286,892	\$ 481,515	\$ 454,096	\$ (27,419)
Total Operating Expenses	\$ 666,032	\$ 814,754	\$ 1,115,858	\$ 1,107,114	\$ (8,744)

BUDGET CENTER: Environmental Services – 8500

MANAGED BY: Scott C. Broski
Superintendent of Environmental Services

DESCRIPTION OF SERVICES PROVIDED

The Environmental Services department provides leadership and centralizes administrative support functions provided to the Analytical Services department (1900) and Water Quality & Industrial Surveillance department (1800). Environmental Services coordinates strategy development and implementation, coordinates efforts to address environmental initiatives where both field and laboratory resources are required, administers a quality program to ensure legally defensible data from field sample collection through laboratory sample analysis, monitors developing environmental and regulatory issues and works with internal departments to develop strategies to address these issues, and oversee customer programs and customer interaction. The major objectives for Environmental Services in 2021 are:

Strategic Planning: Continue implementation of the 2020-2022 Strategic Plan for Environmental Services.

Quality Assurance/Quality Control: Maintain National Environmental Laboratory Accreditation Program (NELAP) certification. Expand the QA/QC program to include all field sample collection activities.

Data management: Maintain and enhance three new information management systems: Laboratory Information Management System (LIMS), Industrial Pretreatment Information Management System (PIMS), and Environmental Information Management System (EIMS). Continue end-user training and maintain system governance teams for each system. Explore system enhancements and upgrades.

Other: Promote the District through public outreach. Provide support for District departments. Work with industrial community to assist in their understanding of regulations and District rate programs.

BUDGET CENTER: Environmental Services – 8500

MANAGED BY: Scott C. Broski
Superintendent of Environmental Services

ACCOMPLISHMENTS & GOALS	
2020 Accomplishments	2021 Goals
Completed a NELAP audit conducted by our certifying body. Respond to all audit findings, implement appropriate corrective actions, as necessary.	Implement all NELAP audit requirements into laboratory standard operating procedures. Evaluate all audit recommendations and determine how they should be addressed.
Launched 3 new information systems (LIMS, PIMS, EIMS) and began phase out of existing system.	Continue end-user training and development on departmental information systems and incorporate more of the available software functionality. Evaluate District deployment of these software packages for upgrade to most current versions and expanded functionality.
Monitored all regulatory developments that impact the District. Provided stakeholder comments to governing bodies. Worked with Legislative Affairs and Regulatory Compliance to ensure the District lobbies appropriately and is in the best position to comply with proposed or impending regulations.	Closely monitor all regulatory developments that impact the District. Provide stakeholder comments to governing bodies. Work with Legislative Affairs and Regulatory Compliance to ensure the District lobbies appropriately and is in the best position to comply with proposed or impending regulations.
Worked with internal departments to conduct a full review and revision of Titles I & II of the District's <i>Code of Regulations</i> .	Take revisions of the Code of Regulations through the Board approval process, including an opportunity for member community review and comment.
Worked with Finance department to develop Scope of Work for 2022-2026 rate study.	Work with Finance to address industrial rates and rate programs as part of the cost of service study.
Work with WQIS and Law to ensure industrial facilities in non-compliance do not threaten the District's operations.	Submit an Industrial Pretreatment Program modification to Ohio EPA to modify the District's local limits and to revise the District's Enforcement Response Plan.
	Expand the Quality Program to incorporate more field (sample collection) quality procedures.

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
ENVIRONMENTAL SERVICES -- 8500				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Superintendent of Environmental Services	1	1	1	0
Supervisor of QA & QC	0	1	0	(1)
LIMS/PIMS Administrator	0	1	0	(1)
QA & QC Specialist	1	1	1	0
Administrative Assistant	1	1	1	0
Data Management Specialist	1	0	1	1
Manager of QA/QC	1	0	1	1
TOTAL FULLTIME	5	5	5	0

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WASTEWATER				
ENVIRONMENTAL SERVICES: 8500				
	2020 Unaudited Actual	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:				
52020 - Officials and Managers Salaries	\$ 206,571	\$ 203,221	\$ 203,221	\$ -
52030 - Professionals Salaries	133,666	130,825	130,825	-
52031 - Administrative Support Salaries	48,550	47,840	48,672	832
52071 - Longevity	850	-	-	-
52081 - Sick Buy Out	5,546	-	-	-
52231 - Administrative Support Overtime	9	500	500	-
Salaries and Wages	\$ 395,191	\$ 382,386	\$ 383,218	\$ 832
Benefits:				
52320 - Opers	\$ 54,674	\$ 53,534	\$ 53,651	\$ 117
52360 - Medicare	5,653	5,545	5,557	12
52370 - Uniform Allowance	460	600	600	-
Benefits	\$ 60,787	\$ 59,679	\$ 59,807	\$ 128
Total Salaries and Benefits	\$ 455,978	\$ 442,065	\$ 443,026	\$ 961
Other Operating Expenses:				
Reimbursable Expenses:				
52410 - Travel	\$ 70	\$ 6,900	\$ 2,900	\$ (4,000)
52430 - Employee Education	1,065	6,070	4,420	(1,650)
Reimbursable Expenses	\$ 1,135	\$ 12,970	\$ 7,320	\$ (5,650)
Contractual Services:				
52730 - Dues and Subscriptions	\$ -	\$ 450	\$ 500	\$ 50
52775 - Licenses,Fees, And Permits	56	-	100	100
Contractual Services	\$ 56	\$ 450	\$ 600	\$ 150
Materials and Supplies:				
52805 - Office Supplies	\$ -	\$ 800	\$ 500	\$ (300)
52810 - Fuel and Oil	-	-	500	500
52865 - Other Supplies	-	1,000	1,000	-
Materials And Supplies	\$ -	\$ 1,800	\$ 2,000	\$ 200
Total Other Operating Expenses	\$ 1,191	\$ 15,220	\$ 9,920	\$ (5,300)
Total Operating Expenses	\$ 457,169	\$ 457,285	\$ 452,946	\$ (4,339)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
STORMWATER					
BUDGET CENTER 6000: FINANCE					
	2019	2020	2020	2021	
	Audited	Unaudited	Adopted	Adopted	Budget
	Actuals	Actuals	Budget	Budget	Variance
Operating Expenses					
Contractual Services:					
52705 - Collection Fees	\$192,848	\$ 201,277	\$213,000	\$230,000	\$ 17,000
52780 - Other Contractual Services	-	-	50,000	50,000	-
Contractual Services	\$192,848	\$ 201,277	\$263,000	\$280,000	\$ 17,000
Judgements and Awards:					
53220 - Other Awards	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Judgments And Awards	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -
Total Operating Expenses	\$192,848	\$ 201,277	\$273,000	\$290,000	\$ 17,000

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
STORMWATER				
BUDGET CENTER 7000: LEGAL				
	2020	2020	2021	
	Unaudited	Adopted	Adopted	Budget
	Actuals	Budget	Budget	Variance
Operating Expenses				
Professional Services:				
52610 - General Professional Services	\$12,740	\$75,000	\$75,000	\$0
Professional Services	\$12,740	\$75,000	\$75,000	\$0
Total Other Operating Expenses	\$12,740	\$75,000	\$75,000	\$0
Total Operating Expenses	\$12,740	\$75,000	\$75,000	\$0

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
STORMWATER					
BUDGET CENTER 1800: WATER QUALITY AND INDUSTRIAL SURVEILLANCE					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 420	\$ (124)	\$ 900	\$ 900	\$ -
52430 - Employee Education	150	585	600	1,400	800
Reimbursable Expenses	\$ 570	\$ 461	\$ 1,500	\$ 2,300	\$ 800
Contractual Services:					
52730 - Dues and Subscriptions	\$ -	\$ -	\$ 450	\$ -	\$ (450)
52775 - Licenses,Fees, And Permits	6,000	-	-	-	-
52780 - Other Contractual Services	5,903	-	20,000	20,000	-
Contractual Services	\$ 11,903	\$ -	\$ 20,450	\$ 20,000	\$ (450)
Materials and Supplies:					
52846 - Equipment And Instrumentation Paid	\$ 457	\$ -	\$ 700	\$ -	\$ (700)
52851 - Other Minor Equipment	2,999	-	-	-	-
52865 - Other Supplies	-	-	250	250	-
Materials And Supplies	\$ 3,456	\$ -	\$ 950	\$ 250	\$ (700)
Total Other Operating Expenses	\$ 15,928	\$ 461	\$ 22,900	\$ 22,550	\$ (350)
Total Operating Expenses	\$ 15,928	\$ 461	\$ 22,900	\$ 22,550	\$ (350)

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
STORMWATER					
BUDGET CENTER 1900: ANALYTICAL SERVICES					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
Materials and Supplies:					
52825 - Chemicals	\$ 27,194	\$ 30,842	\$ 60,000	\$ 60,000	\$ -
52840 - Laboratory Supplies	14,200	22,276	25,000	25,000	-
Materials And Supplies	<u>\$ 41,394</u>	<u>\$ 53,117</u>	<u>\$ 85,000</u>	<u>\$ 85,000</u>	<u>\$ -</u>
Total Other Operating Expenses	<u>\$ 41,394</u>	<u>\$ 53,117</u>	<u>\$ 85,000</u>	<u>\$ 85,000</u>	<u>\$ -</u>
Total Operating Expenses	<u>\$ 41,394</u>	<u>\$ 53,117</u>	<u>\$ 85,000</u>	<u>\$ 85,000</u>	<u>\$ -</u>

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
WATERSHED PROGRAMS -- 8100 Stormwater				
STAFFING				
One Year History and Budget Comparison				
JOB	2020	2020	2021	BUDGET
TITLE	ACTUALS	BUDGET	BUDGET	VARIANCE
Const Sup Watersheds	1	1	1	0
Deputy Dir Of Watershed	1	1	1	0
GIS Svcs Mgr	1	0	1	1
GIS Tech	3	3	3	0
Manager of Stormwater Strategic Support	0	1	1	0
Mgr Of Stormwater Design	1	1	1	0
Project Mgr Prop Acq	1	1	1	0
Project Mgr Watershed	4	5	4	(1)
Sr Const Supvr	1	0	1	1
Sr Const Supvr Wtrshed	1	2	1	(1)
Sr Envir Spec	1	1	1	0
Sr GIS Analyst	1	1	1	0
Sr GIS App Admin	1	0	1	1
Sr GIS Supvr	0	1	0	(1)
Sr Project Mgr	2	1	2	1
Stormwater Const Mgr	1	1	1	0
Stormwater Program Mgr	1	1	1	0
Stormwater Projects Spec	1	1	1	0
Stormwater Tech Spec	1	1	1	0
Watershed Programs Mgr	1	1	1	0
Watershed Sr Team Leader	1	1	1	0
Watershed Team Leader	2	2	2	0
Watershed Tech Sprt Mgr	1	1	1	0
Total Fulltime	28	28	29	1
Para Intern WSHED	1	3	3	0
Total Intern	1	3	3	0
Total Positions	29	31	32	1

NORTHEAST OHIO REGIONAL SEWER DISTRICT					
STORMWATER					
BUDGET CENTER 8100: WATERSHED PROGRAMS					
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget	Budget Variance
Operating Expenses:					
52020 - Officials and Managers Salaries	\$ 688,785	\$ 1,085,261	\$ 896,734	\$ 1,212,514	\$ 315,780
52030 - Professionals Salaries	1,374,370	1,006,650	1,161,799	1,008,965	(152,834)
52031 - Administrative Support Salaries	46,856	166,270	164,462	164,462	-
52034 - Technicians Salaries	45,115	161,906	160,420	160,147	(273)
52036 - Para-Professional Salaries	95,537	77,564	114,439	104,374	(10,065)
52071 - Longevity	3,500	3,900	3,000	3,570	570
52081 - Sick Buy Out	10,402	12,911	7,100	10,610	3,510
52236 - Para-Professional Overtime	162	20	2,000	1,000	(1,000)
Salaries and Wages	\$ 2,264,728	\$ 2,514,483	\$ 2,509,955	\$ 2,665,643	\$ 155,688
Benefits:					
52320 - Opers	\$ 318,670	\$ 351,888	\$ 351,394	\$ 373,190	\$ 21,796
52360 - Medicare	31,873	35,865	36,394	38,652	2,258
52370 - Uniform Allowance	3,960	3,960	2,000	3,500	1,500
52380 - Awards and Recognition	-	-	600	600	-
Benefits	\$ 354,502	\$ 391,714	\$ 390,388	\$ 415,942	\$ 25,554
Total Salaries and Benefits	\$ 2,619,230	\$ 2,906,197	\$ 2,900,343	\$ 3,081,585	\$ 181,242
Other Operating Expenses:					
Reimbursable Expenses:					
52410 - Travel	\$ 16,773	\$ 3,637	\$ 31,275	\$ 20,000	\$ (11,275)
52430 - Employee Education	10,618	4,112	13,935	13,935	-
Reimbursable Expenses	\$ 27,391	\$ 7,749	\$ 45,210	\$ 33,935	\$ (11,275)
Professional Services:					
52610 - General Professional Services	\$ 12,915,721	\$ 10,404,564	\$ 10,208,018	\$ 9,233,669	\$ (974,349)
Professional Services	\$ 12,915,721	\$ 10,404,564	\$ 10,208,018	\$ 9,233,669	\$ (974,349)
Contractual Services:					
52715 - Printing	\$ 6,878	\$ 1,071	\$ 5,000	\$ 3,000	\$ (2,000)
52730 - Dues and Subscriptions	1,076	11,508	17,500	15,000	(2,500)
52770 - Uniforms	(25)	-	1,000	-	(1,000)
52775 - Licenses,Fees, And Permits	2,800	116,785	179,000	142,500	(36,500)
52780 - Other Contractual Services	14,728,410	4,142,753	14,182,369	12,868,281	(1,314,088)
Contractual Services	\$ 14,739,140	\$ 4,272,117	\$ 14,384,869	\$ 13,028,781	\$ (1,356,088)
Materials and Supplies:					
52805 - Office Supplies	\$ 765	\$ 212	\$ 14,000	\$ 2,050	\$ (11,950)
52810 - Fuel and Oil	-	435	-	1,500	1,500
52851 - Other Minor Equipment	2,092	9,586	-	1,000	1,000
52860 - Postage,Ups	-	-	500	500	-
52865 - Other Supplies	67	26	-	-	-
52870 - Freight	-	2,527	-	-	-
Materials And Supplies	\$ 2,924	\$ 12,786	\$ 14,500	\$ 5,050	\$ (9,450)
Total Other Operating Expenses	\$ 27,685,176	\$ 14,697,216	\$ 24,652,597	\$ 22,301,435	\$ (2,351,162)
Total Operating Expenses	\$ 30,304,406	\$ 17,603,413	\$ 27,552,940	\$ 25,383,020	\$ (2,169,920)

NORTHEAST OHIO REGIONAL SEWER DISTRICT

STORMWATER INSPECTION AND MAINTENANCE -- 8300

STAFFING

One Year History and Budget Comparison

JOB TITLE	2020 ACTUALS	2020 BUDGET	2021 BUDGET	BUDGET VARIANCE
Contract Adminr SWIM	1	1	1	0
Stormwater Data Mnt Admin	1	2	1	(1)
Project Coord SWIM	2	2	2	0
Jr Stormwater Inspector	3	3	3	0
Stormwater Inspector	1	1	1	0
Asset Rel Mgr SWIM	1	1	1	0
SWIM Mgr	1	1	1	0
Mgr SW Strategic Support	1	0	0	0
SWIM Supvr	1	2	1	(1)
Total Fulltime	12	13	11	(2)
Para Intern SWIM	2	3	2	(1)
Total Intern	2	3	2	(1)
Total Positions	14	16	13	(3)

NORTHEAST OHIO REGIONAL SEWER DISTRICT				
STORMWATER				
BUDGET CENTER 8300 STORMWATER INSPECTION AND MAINTENANCE				
	2019 Audited Actuals	2020 Unaudited Actuals	2020 Adopted Budget	2021 Adopted Budget
Operating Expenses:				
52020 - Officials and Managers Salaries	\$ 383,673	\$ 393,271	\$ 383,788	\$ 275,971
52030 - Professionals Salaries	250,027	65,997	146,431	65,280
52031 - Administrative Support Salaries	178,901	252,983	213,723	227,249
52034 - Technicians Salaries	82,204	238,597	235,537	235,537
52036 - Para-Professional Salaries	93,368	59,076	110,451	74,797
52071 - Longevity	2,100	1,700	1,200	2,142
52081 - Sick Buy Out	2,027	2,821	12,900	2,068
52236 - Para-Professional Overtime	378	115	-	-
Salaries and Wages	\$ 992,678	\$ 1,014,560	\$ 1,104,030	\$ 883,042
Benefits:				
52320 - Opers	\$ 139,896	\$ 141,899	\$ 154,564	\$ 123,626
52360 - Medicare	14,295	14,819	16,008	12,804
52313 - Wellness Credit	-	-	1,800	1,800
52370 - Uniform Allowance	380	460	1,056	1,056
Benefits	\$ 154,572	\$ 157,178	\$ 173,429	\$ 139,286
Total Salaries and Benefits	\$ 1,147,250	\$ 1,171,738	\$ 1,277,458	\$ 1,022,328
Other Operating Expenses:				
Reimbursable Expenses:				
52410 - Travel	\$ 5,107	\$ 139	\$ 10,510	\$ 9,600
52430 - Employee Education	4,647	1,185	7,665	7,565
Reimbursable Expenses	\$ 9,754	\$ 1,324	\$ 18,175	\$ 17,165
Professional Services:				
52610 - General Professional Services	\$ 338	\$ 3,011	\$ 130,000	\$ 90,000
Professional Services	\$ 338	\$ 3,011	\$ 130,000	\$ 90,000
Contractual Services:				
52715 - Printing	\$ 272	\$ 60	\$ 300	\$ 2,300
52730 - Dues and Subscriptions	1,011	394	896	500
52770 - Uniforms	-	3,768	1,000	1,000
52775 - Licenses,Fees, And Permits	945	-	-	-
52780 - Other Contractual Services	1,176,864	2,038,395	2,560,000	2,656,000
Contractual Services	\$ 1,179,092	\$ 2,042,616	\$ 2,562,196	\$ 2,659,800
Materials and Supplies:				
52805 - Office Supplies	\$ 807	\$ -	\$ 1,000	\$ 1,000
52810 - Fuel and Oil	124	5,768	-	7,000
52840 - Laboratory Supplies	20	39	-	-
52845 - General Hardware Supplies	2,959	1,741	3,000	-
52846 - Equipment And Instrumentation Parts	268	3,306	1,000	8,000
52851 - Other Minor Equipment	14,627	12,583	9,000	13,000
52865 - Other Supplies	3,652	1,675	2,000	-
52870 - Freight	95	83	-	-
Materials And Supplies	\$ 22,552	\$ 25,194	\$ 16,000	\$ 29,000
Total Other Operating Expenses	\$ 1,211,735	\$ 2,072,145	\$ 2,726,371	\$ 2,795,965
Total Operating Expenses	\$ 2,358,984	\$ 3,243,883	\$ 4,003,829	\$ 3,818,293

ACRONYMS/ GLOSSARY



**Northeast Ohio
Regional Sewer District**

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ACRONYMS

AED	Automated External Defibrillator
ARRA	American Recovery and Reinvestment Act of 2009
ASC	Accounting Standards Codifications
BOP	Business Opportunity Program
CAFR	Comprehensive Annual Financial Report
CCF	Hundred Cubic Feet
CDL	Commercial Drivers License
CIP	Capital Improvement Plan
CRI	Community Research Institute
CSO LTCP	Combined Sewer Overflow Long Term Control Plan
CWD	Cleveland Water Department
DOPWIC	District One Public Works Integrating Committee (Ohio)
EOPCC	Engineers Opinion of Probable Construction Costs
EPA	Environmental Protection Agency
ERP	Emergency Response Plan
FASB	Financial Accounting Standards Board
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ACRONYMS Greater

GCP	Cleveland Partnership
GFOA	Governmental Finance Officers Associations
GI	Green Infrastructure
GIS	Geographical Information System
GLP	Good Laboratory Practices
GLRI	Great Lakes Restoration Initiative
GPS	Global Positioning System
HIPPA	Health Insurance Portability & Accountability Act
I/A	Instrumentation/Automation
I/I	Inflows & Infiltrations
ITL	Information Tracking Log
ISR	Infrastructure Service Representative
IU	Industrial User
KPI	Key Performance Indicators
KWH	Kilowatt Hour
LEED	Leadership Energy and Environmental Design
LMI	Low to Moderate Income
LTD	Long Term Disability
MACT	Maximum Achievable Control Technologies
MCC	Motor Control Centers
MCF	One Thousand Cubic Feet
MCIP	Member Community Infrastructure Program

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ACRONYMS

MGD	Million Gallon per Day
MOU	Memorandum of Understanding
NACWA	National Association of Clean Water Agencies
NELAP	National Environmental Laboratory Accreditation Program
NDS/NUS	Non-Discharge/Non-User Status
NEORS	Northeast Ohio Regional Sewer District
NOACA	Northeast Ohio Areawide Coordinating Agency
NPDES	National Pollutant Discharge Elimination System
NPW	Non-Potable Water
O&M	Operation & Maintenance
ODMS	Operations Data Management System
OED	Organization and Employee Development
OSHA	Occupational Safety & Health Administration
OUPS	Ohio Utility Protection Services
P&I	Principal & Interest
PLC	Programmable Logic Controller
PMP	Pollutant Minimization Program
PUP	Pick Up Poop
QDC	Qualified Data Collector
REU	Residential Equivalent Unit
RFP	Request for Proposal
RLCWA	Rural Lorain County Water Authority

NORTHEAST OHIO REGIONAL SEWER DISTRICT

ACRONYMS Risk

RMP	Management Plan
RTA	Regional Transit Authority
SMP	Stormwater Management Program
SOP	Standard Operating Procedures
SSO	Sanitary Sewer Overflows
SSLS	Second Stage Lift Station
SSES	Sewer System Evaluation Studies
SST	Senior Staff Team
SRSUC	Summer Residential Sprinkling User Charge
SWAMI	Program Stormwater Asset Maintenance and
SWIM	Inspection Stormwater Inspection and
USDOJ	Maintenance United States Department of Justice
USEPA	United States Environmental Protection Agency
VOC	Volatile Organic Compounds
WAC	Water Advisory Committee
WAM	Work Asset Management
WEF	Water Environment Federation
WPCLF	Water Pollution Controls Loans Fund
WQV	Water Quality Volume
WRRSP	Water Resources Restoration Sponsor Program
WWTP	Wastewater Treatment Plant

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 make payments from District funds for specified purposes.

ARRA – American Recovery and Reinvestment Act of 2009. As part of the act, states were awarded monies for water pollution control projects. The Environmental Protection Agency (EPA) provides funding to communities in the form of low interest loans, principal forgiveness, and grants.

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 restricted 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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

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

BOND COVENANT – A legally enforced promise made by an issuer of bonds to the bondholders, normally contained in the bond resolution or indenture.

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 plan of financial operations that provide a basis for the planning, controlling, and evaluating of governmental activities.

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

BUDGET CALENDAR- The schedule of key dates or milestones, which the District follows in the preparations and adoption of the 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 depreciation is systematically recorded as an expense to the entity.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

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.

CAPITAL IMPROVEMENT PLAN (CIP) – Capital projects that include construction, equipment purchases, major renovation of building, sewer lines or other structures.

COUNTERPARTY – The party to an interest rate agreement other than the District.

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

CSO LTCP – Combined Sewer Overflow Long Term Control Program, an approved 25 year plan to control CSO into the District's waterways.

DEBT SERVICE REQUIREMENT – The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds, and required contributions to accumulate monies for future retirement of term bonds.

DEFEASEMENT (In substance) – In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position; only the new debt, if any, is reported as a liability.

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 an organization 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.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

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 1st each year.

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

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

FIXED ASSETS – Long-lived tangible assets obtained or controlled as a result of past transactions, events, or circumstances.

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”.

GASB – Governmental Accounting Standard Board – is the source of generally accepted accounting principles used by the State and Local governments in the United States of America.

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.

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.

INFRASTRUCTURE – Public domain fixed assets; as roads, bridges, curbs and gutters, sewage systems, and similar assets that are immovable and of value only to the governmental unit.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

MCF-1,000 cubic feet = 7,480 gallons of wastewater.

MGD – Millions of gallons per day. Used in measuring volume of wastewater flow. One (1) mgd equals 1.5 cubic feet per second.

MASTER METERS – Meter readings for communities where the volume of sewage billed is determined on the basis of the master water or sewer meters.

NET ASSETS – The difference between fund assets and fund liabilities of a governmental fund. A negative fund balance is sometimes called a deficit. This is not a cash balance.

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 purchase orders, 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 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.

RATE STABILIZATION ACCOUNT – An account that was been established to enable the District to pre-fund expected future expenses.

NORTHEAST OHIO REGIONAL SEWER DISTRICT

GLOSSARY OF TERMS

RESIDENTIAL EQUIVALENT UNIT (REU) – Residential Equivalent Unit represents one single family dwelling unit and is defined as the injection of approximately two hundred fifty gallons of wastewater into the District's sewer system on a daily basis.

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

REVENUE BOND – Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

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

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.

SRSUC- Summer Residential Sprinkling User Charge Program - A District program that offers major benefits to residential customers. Under this program, summer residential sewer bills are based upon the lower of average winter consumption, or actual summer usage.

SWAP POLICY – A general Policy regarding the utilization of interest rate swaps and related interest rate hedging techniques.

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 Fiscal Officer specifically) by July 20th. The tax budget establishes the need for funds and justifies the appointment of levying of taxes within approved limits.

TRUSTEE – A financial institution which is entrusted with the management of bond or other property.

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.



**Northeast Ohio
Regional Sewer District**

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